

REVISIONS TO 1974 LOS ANGELES CITY FIRE DEPARTMENT CONSENT
DECREE TO COMPLY WITH CURRENT FEDERAL GUIDELINES

EXECUTIVE DEVELOPMENT

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ABSTRACT

Fire Departments across the nation are experiencing increasing pressures from minority groups to assure that firefighter positions are allocated with issues of diversity kept in mind. The Los Angeles City Fire Department (LAFD) has been under a federally mandated consent decree since 1974 to hire a minimum of 50% minority candidates for each class of new hires.

The current problem is that women, LAFD's smallest underrepresented group, are not included in the current consent decree. A Consent Decree that states, "The City shall as a long range goal, seek to recruit and hire Blacks, Mexican-Americans, Asian – Americans, and other minority groups in sufficient numbers so as to increase substantially the minority composition in the ranks of the uniform personnel within the fire department, and so that said fire department will become more representative of the racial and ethnic composition of the community as a whole".

The purpose of the study is to identify possible remedies to address the hiring issues of women in the LAFD and to determine the changes that have occurred in federal hiring requirements since 1974. Historical research methodology was used to answer the following questions:

1. What is the process to include females as part of the federally mandated Los Angeles City Fire Department consent decree?

2. Does changing the current consent decree to include women address the problem of raising the percentage of women from 2.9% to 15%?
3. What needs to be done to raise the percent of women currently on the job from 2.9% to 15%?
4. What measures should be undertaken to insure female candidates succeed once they have been recruited and selected?

The procedures used to complete this research included: a literature review of fire service and police service consent decrees from across the nation, interviews with those who were involved with the development of the LAFD Consent Decree and department hiring procedures, and reviews of federal documentation for the hiring of protected groups. Results of this project indicated that it is possible to change a Consent Decree. A Consent Decree is not the entire equation however, other issues of inclusion must be addressed. The recommendations were that LAFD should pursue changing the Consent Decree to include women in addition to addressing facility changes and long term recruitment efforts.

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INTRODUCTION

Fire departments across the nation have begun to face the reality of customer service. Prior to the 1970's fire departments had little to justify, as long as cities were kept safe from the threat of fire, it was assumed that the local fire departments were doing their job. Issues of diversity were not addressed.

Prior to Title VII of the civil rights act in 1964, many fire departments hired sons of the current firefighters and most were Caucasian. According to Samuel M. Sperling (a retired City employee who took initiative in challenging the Los Angeles City Council to adopt the Affirmative Action Programs in 1972):

The LAFD's hiring practice prior to affirmative action would allow for the personnel department to notify the Chief Engineer of the Fire Department that testing was about to open. That call would then be relayed to the Departments 104 fire stations Department employees, most of them white males, would be urged to have their friends and family file for the firefighter's exam. By the end of the filing period, the City would have more than enough firefighter applications. Under consent decree requirements the exam is announced all over the city and particularly in minority areas the applicant pool is more likely to reflect the city's population. (1993, p.1)

Title VII began to force agencies to address issues of equality. It took an additional 10 years for the first woman to become a career firefighter (US Fire Administration, 1992). It wasn't until June of 1977 that the first federal consent decree was established addressing hiring goals for women (Eastern District of Louisiana, 1977). LAFD is no exception, although much legwork has been done to address the hiring of

women firefighters very little has been accomplished. Currently the department is made up of less than 3% women and in the past 3 years we have gone from 103 women to 83 women. Of the 85 uniform women currently on the job only 42 are fire suppression trained, 43 work solely as paramedics.

The current problem is that women, LAFD's smallest underrepresented group, is not included in the current Consent Decree; which has been successful in increasing the number of ethnic minorities on the department from 10.4% in 1975 to 42.6% in 1999. The consent decree has done little to nothing for women (0% women in 1975 to 2.9% women in 1999).

The scope of this research is limited to discussion of Los Angeles City Fire Department's consent decree requirements and hiring practices in regards to women.

The purpose of the study is to identify possible remedies to address the hiring issues of women in the LAFD and to determine the changes that have occurred in federal hiring requirements since 1974. Historical research methodology was used to answer the following questions:

1. What is the process to include females as part of the federally mandated Los Angeles City Fire Department consent decree?
2. Does changing the current consent decree to include women address the problem of raising the percentage of women from 2.9% to 15%?
3. What needs to be done to raise the percent of women currently on the job from 2.9% to 15%?

4. What measures should be undertaken to insure female candidates succeed once they have been recruited and selected?

BACKGROUND AND SIGNIFICANCE

In June of 1974 the Los Angeles City Fire Department entered into a federal Consent Decree to answer charges of alleged discrimination on the “basis of race, sex, and national origin” (p.1). The Consent Decree stated that:

The City shall, as a long range goal, seek to recruit and hire Blacks, Mexican-Americans, Asian-Americans and other minorities in sufficient numbers so as to increase substantially the minority composition in the ranks of the uniform personnel within the Fire Department, and so that said Fire Department will become more representative of racial and ethnic composition of the community as a whole. (p. 2)

One year after the decree was established, 1975, the department was comprised of 10.4 % minority members (the department has no records of ethnicity prior to the 1975 report). Since that time the face of the department changed dramatically with respect to ethnicity. Currently, the department consists of 42.6% minority uniform members. Even though the original allegations included sex discrimination the Consent Decree never included women. Recent statistics show that the department has only 2.9% women represented within its force (LAFD personnel, 1999).

In 1992 a crisis hit Los Angeles City Fire Department (LAFD). The crisis was called in informal terms “The Female Follies Videotape”. This videotape drew national

attention to LAFD and brought to the forefront issues of women working within the fire service. The tape was an embarrassing moment within the proud history of LAFD. This videotape was the crucible that inevitably led to the retirement of a Chief Engineer, an investigation of department personnel practices, and a stop to all hiring and promotions within LAFD. During that time several costly lawsuits were paid by the city and several are still pending.

The hiring of women firefighters is significant. In the years from 1993 to 1999 approximately 4 million dollars was paid from the City of Los Angeles in settlements to women who filed cases of wrongful hiring practices. If this money used to pay these settlements had been paid into the Department budget, the Department might have purchased 15 new rescue ambulances or 8 fully equipped fire trucks or 10 new fire engines or built 2 new fire stations. Lawsuits cost money and waste valuable time. This project is specifically related to Legal Issues in the Fire Service, a topic of discussion in the Executive Development course at the National Fire Academy.

In his discussion at the National Fire Academy (June 1998) Attorney Howard Markman stated, "It is imperative that the Department (LAFD) level the playing field, by increasing the skills, knowledge and abilities of firefighter candidates the department will meet the intent of the current consent decree. By increasing the education level of the candidates the LAFD will lower their liability." Although women are not specifically listed within the current consent decree, when asked, Mr. Marksman stated that to avoid further liability women should be considered when addressing "minorities" within the Department, as the current percentage of women at 2.9% definitely makes them a

minority group. To remedy the current situation and avoid further lawsuits the Department must take one of the following actions:

1. Pro-actively recruit so that the numbers of women significantly increase.
2. Proceed in such a way that the consent decree is inclusive of women.
3. Request to change the existing consent decree so that women are included.

In California with the passage of Proposition 209 the action, suggested in number two above, would be considered illegal activity. The LAFD in the past has taken steps to provide more opportunity for women. These steps were in the form of special training programs geared toward women and allowing women to test separately from men and be merged into existing eligible lists. These programs were initially quite successful but ultimately very costly to run.

LITERATURE REVIEW

The literature review process was utilized to review hiring practices in federal, local and private entities. Several documents proved to be very useful, including existing consent decrees, federal hiring and recruitment guidelines, and The United States Fire Administration's handbook on women in firefighting. Several interviews were conducted with employees of the fire department and city, in addition to others who are subject matter experts in fire service laws or women's issues.

An interview was conducted with Equal Employment Opportunities Coordinator (EEOC) of LAFD, Bea Lopez, who stated that title VII of the Civil Rights Act of 1967

“promises equal opportunity.” She further suggests that changes to the consent decree are necessary, because the current decree does not include women and should. Ms. Lopez said she believed more could be done to address needs of women and that realistic goals should be developed to attain a department that is representative of the city it serves.

"Our long term goal should be to reach critical mass, which is approximately 20% women". Existing consent decrees suggest that department goals must be realistic, most setting the target at hiring 15% women for new firefighter hires. (1979, Indianapolis Fire Department, 1980, City of Alexandria, East Division of Louisiana).

A review of federal hiring guidelines (Federal EEO, 1997) suggest that one category of hiring discrimination occurs when “employers do not intend to exclude people of a particular race, national origin, gender or religion, but they engage in practices that have the effect of doing so. This form of discrimination is known as disparate—or adverse—impact.” A review of federal guideline states that employers should utilize the “Four-Fifths Rule (p. B-8).” This rule states that: “A selection rate for any race, sex or ethnic group which is less than four-fifths (or 80 percent) of the rate for the group with the highest rate of selection will generally be regarded as evidence of adverse impact.” They state the following example:

Suppose that 3 out of 12 female candidates pass an employer’s physical agility test, and 15 out of 25 male candidates pass the test. The passing rate for women is 3 out of 12 or 25%, and the passing rate for men is 15 out of 25 or 60%. 25% is less than $\frac{4}{5}$ of 60%, and therefore the $\frac{4}{5}$ rule is not satisfied.

The four-fifths rule is a rule of thumb and may not mean that the employer is discriminatory. However, U.S. Equal Employment Opportunity Commission suggests,

”If an employment practice does violate the 4/5 rule, it may well be found to have an adverse impact.”

According to Assistant City Attorney Robert Cramer of the Employee Relations Division “The City ought to hire more women. Women as a class however, cannot perform the requirements of the job at the same rate men can. Although the City has made special effort to bring women aboard.” He commented that while the job requires a certain level of physical strength, “ The present requirements of the job are not legitimate. We must assess the legitimate requirements of the job, asking, ‘what do firefighters actually do?’” When asked about the rule of adverse impact Attorney Cramer stated, “this argument could be won, but would be divisive.” Robert Cramer has worked in the City Attorney’s Office prior to the establishment of the current consent decree. He has seen much of the history of the LAFD’s hiring practices. He stated, “the City has made special efforts to bring women on board the department,” efforts that now, due to the passage of California’s proposition 209, might be considered illegal.

Proposition 209 states, “The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting” (Women won’t Go Back! p.2).

Recruitment is typically a fire department’s effort at getting more candidates to apply for positions as firefighters. The Federal Emergency Management Agency (1993) suggests that recruitment efforts for women must be long term and well planned. While recruitment efforts that are short term may be better than none, an ongoing recruitment program will produce overall better results. Chief Daniel Olsen of Marion County, states,

“A successful organization recruits all year long.” (Fire Chief, 1996, p. 45) Planning should include information on the desired results, who the organization is looking for, and what the department has to offer.

The literature review provided many insights on the problem of including women in the LAFD consent decree and increasing the number of women currently on the department. Overall it appears that it is a plausible argument to include women in the existing consent decree, as two departments already have addressed the same problem. Interviews and other research suggest that while including women in the Consent Decree is part of the solution it is not be the whole answer.

PROCEDURES

This research project employed historical research methodologies to examine the current hiring practices of the LAFD in regards to women. Historical research was conducted by collecting written documentation related to this problem, utilizing departmental reports and other written correspondence. Analysis of what caused the initial problem and its significance was also examined. Interviews were conducted with employees of the city and department who have knowledge of the hiring practices. Additional interviews took place with experts in the areas of women’s issues and legal concerns. Conclusions were drawn about the existing consent decree and its effect on diversity and inclusion. Findings of private industry recruitment efforts was also analyzed and reviewed and consideration incorporated.

Literature Review

The literature review was initiated by contacting the Civil Rights Division of The United States Justice Department in Washington DC which promptly sent 772 pages of material. The request was sent to the Administrative Management Section that handles archives of current consent decrees. Nineteen consent decrees were reviewed and hiring requirements pertaining to women and minorities were examined. In addition, Federal Equal Employment Opportunities Commission documentation and guidelines were reviewed. Other fire service publications were also examined and utilized. Interview times ranged from 20 minutes to 2 hours depending on the number of questions and the length of the answer. Copies of the interview questions can be found in the Appendix. The purpose of each interview is summarized in the table 1.

Interviews

Interviews conducted:

Interviews Table 1

Name	Date	Affiliation	Subject	Comments
Howard M. Markman	June, 1998	Attorney at Law/Fire Protection Engineer	Legal Concerns Of LAFD Consent Decree	
Robert Cramer	August, 1998	Los Angeles Assistant City Attorney Employee Relations Division	Legal concerns of LAFD Consent Decree History of hiring practices	Worked in the City Attorney's office prior to the existence of Consent Decree
Bea Lopez	August, 1998	EEOC for LAFD	Employment Rules for hiring entry level firefighters	Prior to working for the LAFD, worked for LA City Personnel Department
Theresa Floren	July, 1999	Executive Director For Women in the Fire Service (WFS)	Attracting and retaining a diverse work force	WFS: internationally recognized authority on issues relating to women firefighters
Wendy Griffin	July, 1999	Ph.D., Professor of Women's Studies, Calif. State University Long Beach	Attracting and retaining a diverse workforce	
Carl Harper	July, 1999	Assistant Chief Birmingham, Alabama	Meeting Consent Decree Goals	
Paul Smith	July, 1999	Chief of the Department Alexandria, Louisiana	Meeting Consent Decree Goals	
Robert Libman	July, 1999	Trial Attorney Civil Rights Division US Department of Justice	Laws governing the changing of existing Federal Consent Decrees	

Effectiveness of Existing Programs

The effectiveness of existing public service consent decrees was weighed in determining the need to change the LAFD consent decree. Specific increases in numbers of minorities and women within 4 departments who currently have consent decrees were carefully assessed.

Limitations

The primary limitation of this project is time. To better assess the effects of existing consent decrees, all Departments might have been contacted as to their ability to meet existing requirements. A survey of more departments with existing consent decrees would have allowed for a much greater in depth analysis. In addition, access to and further review of statistics concerning the hiring and retention rates of women within the LAFD would give a more definitive answer to the question of adverse impact.

RESULTS

What is the process to include females as part of the federally mandated Los Angeles City Fire Department consent decree?

According to City Attorney Robert Cramer (1998)

“ It is not a realistic approach to reopen the consent decree. It would be unlikely that a court would modify this decree. Twenty-four years ago it was never contemplated that women would be able to be firefighters. Women would have to sue. This would have to be a separate lawsuit, no court would allow the argument to be raised.”

According to the US Justice Department (1999), there are several ways in which the LAFD consent decree can be changed. All of which involve a separate lawsuit and/or investigation.

- Through an individual lawsuit initially filed at the state EEOC office.
- Through a class action lawsuit with several individuals being represented by an agency such as the NAACP.
- Through an employee or employee organization providing statistical evidence to the US Justice Department on a pattern or practice of discrimination.
- Through an investigation initiated by the US Justice Department itself, which may result from newspaper articles or other news sources drawing attention to a potential problem.

Does changing the current consent decree to include women address the problem of raising the percentage of women from 3% to 15%?

The United States Justice Department produced 19 federal consent decrees dealing with the hiring of women and minorities of these, two set specific goals for the hiring of women. The City of Birmingham, Alabama has an annual hiring goal of 15%

women for all new hires of firefighters. In speaking with Assistant Chief Harper of the City of Birmingham Fire Department, the department has been closely monitoring the hiring process. Since 1981 when the consent decree was established they have gone from 0 female firefighters to 26 female firefighters in 1999. There are 620 members on the department. They hire approximately 35 firefighters each year and of these at least 1 is female. Many of the women hired in 1981 are still members of the Department.

The City of Alexandria, Louisiana also has a hiring goal of 15% women. Currently, there is only one woman on the department. According to Chief Paul Smith, “We try to hire more women but they only stay two to three years and leave. I think that the 24 hour living environment is too hard on women, they have husbands and children they need to be with.” While both the Cities of Alexandria and Birmingham have current Consent Decrees addressing the hiring of women, neither is reaching their targeted goals.

Therese Floren (1999) Executive Director of Women in the Fire Service believes that consent decrees do not address the root of the problem. She found the following:

Establishing consent decrees may increase numbers; however, many departments never consider what makes women want to stay with a current employer. Serious commitment on the part of an employer to increase diversity will often do more to increase the representation of women and minorities than a consent decree.

Progressive leadership, effective management and long-term commitment are vital to expanding the diversity of a fire department.

What needs to be done to raise the percent of women currently on the job from 3% to 15%?

Director Floren also pointed out that, if a department wants to increase the representation of women they have to make it a place where they want to come. (Floren, 1999) In the movie *Field of Dreams* (Universal Pictures, 1989) the main character is told, “Build it and they will come.” Much the same is true of organizations wanting to attract a diverse applicant pool.

Consideration must be given to facility changes; appropriate changes must be made the showers, locker rooms, and bathrooms to accommodate both men and women. Policies that affect women like pregnancy and family leave must also be incorporated. According to Director Floren (1999), “Chiefs of many departments want magic, there is no magic.” Increasing the numbers of women within a department is a “gradual process where departments make the public aware of opportunities, and support by both men and women within their organizations ultimately making the organization a place where people want to work.”

According to Dr. Wendy Griffin, Associate Professor of Women Studies at California State University Long Beach, the single most important thing an employer can do to increase the number of women is to provide on site quality day care. According to research done by Dr. Griffin, “After less than four years employers recover the costs from building on site day care. After two additional years they begin to turn a profit due to lower absenteeism and increased productivity.”

Therese Floren also agrees with this research, “both men and women want to know that their children are safe and well cared for.” She has spoken with many women who have an interest in becoming firefighters but have concerns as to how to get adequate child care for their children during night time hours (1999).

In private industry there are many companies that have been successful at increasing diversity. According to The Federal Equal Employment Commission Task Force Report “Best” EEO Policies, Programs, and Practices (1997), two private companies were recognized by the federal EEO office for “best” equal employment opportunity policies, programs, and practices of private sector employers. In reviewing these reports there seems to be several methods to attracting, hiring and retaining a diverse work force.

International Business Machines Corporation (IBM) states that its “Project View” has become one of the most successful programs for targeting minorities and women in the country. Project View is a three-day program incorporating networking, career fair, and interviewing. Recruitment for the project is done at minority campuses, publications and by campus recruitment managers. In 1998 the number of women employees was at 29.4%. Of the 13,791 employee hired in 1997 34% were women.

IBM focuses much of its attention on providing services that promote the well being of their employees. These they refer to as “Work-Life Program.” Services covered in these programs include:

- Child care and elder care resource and referral
- Adoption assistance
- Flexible working arrangements

- Leaves of absence
- Personal choice holidays
- Flexible vacation schedules
- Assessment counseling and referral program

In addition to its “Work Life Program” the company believes much of its success in hiring and retaining women is due to an “Individualized Work Schedules Program” which permits employees to begin their workday up to two hours before or two hours after the normal location start and stop times. When employees need to be away from work they may take a leave of absence for up to three years.

In 1996 Price Waterhouse LLP, one of the largest accounting and professional service firms in the country hired 500 women in entry-level positions. This translates to approximately 46% of new hires were women. The firm has increased representation of both women and minorities by forming partnerships with women and minority organizations, such as A Better Chance, and Women’s Society of CPA’s, among others. The firm also established internships and mentoring programs. They offer bi-monthly Female Leaders Luncheon Meetings, which concentrate on generating ideas on improving the retention and career advancement of women in the firm.

The firm offers a variety of flexible work schedules that are used to accommodate diverse personal situations such as transitioning back to work following the birth or adoption of a child, caring for sick or elderly parents, or returning to school. Partners within the firm are evaluated on their success in fostering the careers of women, minority

staff and seeking innovative alternative workplace solutions to retain top performers (Federal EEOC, 1997).

What measures should be undertaken to insure female candidates succeed once they have been recruited and selected?

In 1994 members of LAFD compiled a report addressing issues of equity, inclusion, and accountability. This committee was named the Human Relations Development Committee (HRDC). This report was in response to issues raised by the Los Angeles City Personnel Department in their study of Human Resource Management in the LAFD. This report addresses steps the Department must take to ensure that all candidates once recruited and hired are provided the greatest opportunity for success. This report is very comprehensive and includes many recommendations several key components are listed below.

- Ensure that applicants have a realistic view of the job requirements.
- Provide support through mentoring programs and networking.
- Assure that policies such as sexual harassment and discrimination are enforced.
- Provide a working environment that is comfortable by installing restroom, shower, and changing facilities.
- Consistent application of training and evaluation process.
- Utilizing standard training procedures for incoming probationary employees.
- Holding supervisors accountable for appropriate behavior of their employees.

According to the Federal EEO Office (1997), leading companies in the area of equal employment opportunity programs took the “SPLENDID” approach (US Federal Employment Opportunities Commission, 1997, p.8).

This stands for a series of actions that a conscientious employer can take to address EEO and diversity issues: study, plan, lead, encourage, notice, discussion, inclusion, and dedication.

Study- Know the law, the standards that define one’s obligations, and the various barriers to EEO and diversity.

Plan- Know one’s own circumstances (workforce and demographics – locally, nationally and globally). Define one’s problems; propose solutions; and develop strategies for achieving them.

Lead- Senior, middle, and lower management must champion the cause of diversity as a business imperative, and provide leadership for the successful attainment of the vision of a diverse workforce at all levels of management.

Encourage- Companies should encourage the attainment of diversity by all managers, supervisors, and employees, and structure their practices and reward systems to reinforce those corporate objectives. Link pay and performance not only to technical competencies, but also for how employee interaction, support and respect each other.

Notice- Take notice of the impact of your practices, after monitoring and assessing company progress. Self-analysis is a key part of this process. Ensure that a corrective strategy does not cause or result in unfairness.

Discussion- Communicate and reinforce the message that diversity is a business asset and a key element of business success in a national and global market.

Inclusion- Bring everyone into this process, including white males. Help them understand that EEO initiatives are good for the company and thus good for everyone in the company. Include them in the analysis, planning and implementation.

Dedication- Stay persistent in your quest. Long term gains from these practices may cost in the short term. Invest in the needed human and capital resources.

DISSCUSSON

Study Results

The study results indicate that changes to the consent decree are possible. Findings from existing consent decrees and interviews conducted with subject matter experts indicate that changes to the consent decree will only be effective if other necessary changes are pursued. Increases in numbers will come by making LAFD a place where women want to be (Floren, 1999). Statistical evidence from LAFD indicates that very positive results have come from the current Consent Decree in terms of increasing the ethnic

representation of the Department. It is assumed that the same diligence will be applied to the pursuit of attaining gender equity once set goals are in place.

Interpretation of Results

In preparing and reviewing materials for this report the overall conclusion I came to is that as a general rule most members of LAFD are still in the mindset that women as a whole cannot perform the tasks of a firefighter. In my interview with Robert Cramer he specifically states that, “women as class cannot perform the requirements of the job at the same rate men can.” Generally, these tasks he refers to are physical tasks of the job. Firefighting is a field that continues to diversify. In Los Angeles City 75% to 85% of the emergency responses are medical in nature. Other response work includes HAZMAT and brush firefighting. Again Cramer’s words come to mind, “What do firefighters actually do?” The legitimate requirements of the job must be identified.

The very physical work of structural firefighting is limited in nature and only a small aspect of a job, yet the value placed on it is inordinately high. If the team concept of utilizing each member’s strengths was put into practice, value might be placed more appropriately. The basic foundation of the department will have to evolve before women are fully accepted into the field. Many of the policies and required facility changes are seen as special accommodations to bring women into the fire service not necessities to make work life more comfortable for everyone.

The results indicate that clearly the answer to achieving gender equity lies in not only revisions to the existing consent decree but the LAFD expanding programs and

policies to ensure they are inclusive of women. Developing a long term recruitment approach is critical in achieving gender equity within the department.

Women must be made aware of the opportunities available within the LAFD and the commitment the department has made to issues of diversity. Development of family programs such as flexible working schedules and daycare are appropriate. Long term commitment to the process of change and patience is required.

RECCOMENDATIONS

Based on information identified in the literature review, and the interviews conducted with key people concerning diversity and inclusion issues, the following recommendations are made to guide LAFD in making significant increases in the number of women hired for the position of firefighter:

1. Commit department resources to attaining a minimum specific hiring goal. As I mentioned earlier in the paper, 15% is consistent with other existing consent decrees. In addition, 15% is approximately the number of candidates that submitted Firefighter Notification Cards for the Departments last testing process. This goal may be set several ways:
 1. Provide necessary statistical data to the US Justice Department so that they may investigate and make necessary Consent Decree amendments.
 - Set target goal and gain approval and commitment from LAFD Fire Commission.
 - Develop a continuous testing process so that the candidate pool remains at 15% to 20% female at all times.

2. Continue to upgrade department facilities so that men and women both are provided adequate and separate shower and restroom facilities.
3. Develop added benefits that will create interest in competitive candidates including:
 - Flexible work schedule
 - Telecommuting
 - Alternative work assignment policies
4. Begin laying the groundwork for a 24-hour child care facility available to all public safety employees.
5. Establish formal mentoring programs.
6. Provide networking opportunities for groups.
7. Utilize long term recruitment programs:
 - High school fire academies, focusing on gender equity and diversity
 - Community college physical training and preparation programs
8. Continue to follow the recommendations compiled by the Departments HRDC report.
9. Continue to research Departmental data on successes and failures within the areas of recruitment and hiring to draw additional conclusions.

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Sperling

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