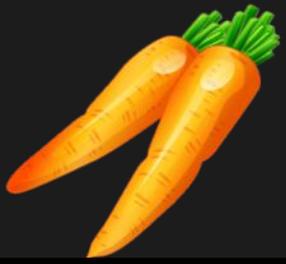




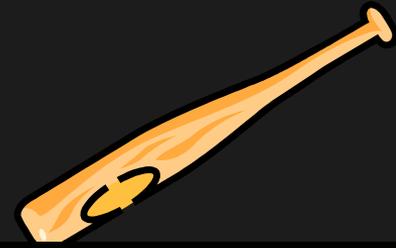
Recruiting & Retaining Diversity

In The Fire Service

A large central graphic. The text "Recruiting & Retaining Diversity" is written in a large, bold, white sans-serif font. Below it, "In The Fire Service" is written in a smaller, white sans-serif font. The text is centered within a large white circular arrow that points clockwise, with a blue arrowhead at the top right and another at the bottom left.



Drivers of Change...



Courageous Conversations

- ✓ **Say what's on your mind.**
- ✓ **Listen to understand.**
- ✓ **Check out your perceptions & assumptions.**
- ✓ **Be willing to admit you're wrong.**
- ✓ **Give the time and space that's needed.**
- ✓ **Don't underestimate the power of forgiveness.**

Recruiting & Retaining Diversity Framework



Measure



Mentor

$$\begin{array}{l} \text{Department} \\ \text{Inside-Out} \end{array} + \begin{array}{l} \text{Community} \\ \text{Outside-In} \end{array} = \begin{array}{l} \text{Campaign} \\ \text{Partnership} \end{array}$$

Measure

Mindset

Mentor

Market



- **Where are we?**
- **Where are we going?**
- **How are we going to get there?**

Measuring Current Reality

- **Departmental Report Card**
 - **A, C, or F**
- **Best Practices Checklist**
 - Individually Complete Score Sheet
 - Compare score sheets and see how far apart or in agreement you are with other departments.
 - Identify 1 Best Practice that you will incorporate into your policies and procedures.



- **What does your qualified, inclusive, diverse, and safety-conscious department look like?**
 - **What's new?**
 - **What changes?**
 - **What stays the same?**



WHAT:

- **Number of qualified, diverse, inclusive and safety-conscious firefighters you hire and they contribute throughout their career.**

HOW:

- **Set base-line and develop measurement criteria**
- **Develop and track a community contacts database**
- **Exit interviews from academy about the hiring process**
- **Exit interviews with any members who leave the job**



- ✓ Where we are.
- ✓ Where we are going.
- **How are we going to get there?**

Measure

Mindset

Mentor

Market

**The
Department**

Mindset

**The
Community**

... is a fixed mental attitude or disposition that predetermines a person's responses to and interpretations of situations.

... about Fire Culture

... about Traditions

... about who are the best Firefighters

... about Change

What's Your Mindset?

- **Qualified Applicants**
- **Multilingual firefighters**
- **Prevention-driven dept.**
- **Promotion**
- **Affirmative Action**
- **Diversity**
- **Customer driven**
- **Inclusion**
- **Ongoing recruitment and hiring**
- **Chief initiates community leader meetings**
- **Testing**
- **FD leadership**
- **Hiring quotas**
- **Mentoring**
- **Cultural competency**
- **Diversity/inclusion part of mission**
- **Change firefighter to first responder**
- **Management/Labor relations**
- **Community outreach by members**

Mindsets, Myths & Assumptions

- **Discuss the myths and assumptions you have made and have heard from others about *WOMEN FIREFIGHTERS!***
- **Compare those myths and assumptions with your direct experience of women in the fire service.**
- **What is confirmed? What is contradicted?**
- **Why do myths prevail, even when proven false?**

THIS IS A TIME FOR A COURAGEOUS CONVERSATION!

Women in the Fire Service

**Has anybody ever changed your
mindset?**

Measure

Mindset

Mentor

Market

The Power of Mentors

Mentor

The
Department

The
Community

A trusted advisor that will

- *Share*
- *Guide*
- *Offer insight*
- *Inspire*
- *Encourage*
- *Promote*
- *Listen*
- *Handhold*
- *Push back*
- *Identify and enroll resources*
- *Kick your Ass!*



Who are or can be your inclusion and diversity mentors?

- **2 people in your department**
- **2 people in the community**

Measure

Mindset

Mentor

Market

Messenger

Message

Medium

Understanding Your Market

**The
Department**

360 Degree Size-Up

**The
Community**

- **What do you know/don't know?**
 - *Target audience?*
 - *Languages spoken?*
 - *Interests and needs?*
 - *Live, work, play, go to school, gather, shop?*
 - *Influencers and role models?*

Schools Are Our Friends

• Aberdeen	14	• Vancouver	77
• Anacortes	9	• Vashon Island	10
• Arlington	11	• Walla Walla	14
• Auburn	60	• Wapato	6
• Bainbridge	18	• Warden	2
• Battle Ground	41	• Washougal	14
• Bellevue	85	• Waterville	2
• Bellingham	49	• Wenatchee	11
• Bethel	31	• West Valley	13
• Blaine	19	• Yakima	16
• Bremerton	21	• Yelm	15

Multicultural Calendar



- World Religious Observations
- National and Int'l Holidays
- Explanation of Holidays and Celebrations

<https://www.adl.org/media/10043/download>

Cultural Understanding





- **Internal**
- **Community messengers**
- **Campaign**



What are you selling?

What are they buying?



- **Market drives the message**
- **Expectation vs. experience**
- **Translation—meaning not words**
- **Internal message – values/culture**
- **Messenger is the message**

**The
Department**

Medium

**The
Community**



Why I Chose Fire Career

Why I Chose Fire Volunteer

Measure



Mentor

$$\begin{array}{l} \text{Department} \\ \text{Inside-Out} \end{array} + \begin{array}{l} \text{Community} \\ \text{Outside-In} \end{array} = \begin{array}{l} \text{Campaign} \\ \text{Partnership} \end{array}$$

Some Closing Thoughts...

*Thank you for the
opportunity to share our
work!*

Larry Sagen
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