

Strategies to Improve Diversity in the Dayton Fire Department

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Certification Statement

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

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Abstract

A common staffing goal for fire departments across the country is to maintain a workforce that is as diverse as the community it serves. Unfortunately, very few have been able to recruit, hire, and retain the appropriate number of minorities to mirror the racial and ethnic makeup of their respective local populations. The Dayton Fire Department (DFD) is no exception. The problem was the members of the DFD did not reflect the demographics of the City of Dayton regarding race and ethnicity. The purpose of this research was to identify potential barriers to diversity in the DFD and to identify effective practices to achieve a workforce that better reflects the community. The descriptive research method was used to determine how diversity and inclusivity benefit the workforce, what have other fire departments done to improve diversity within their organizations, what the attitudes of the employees were regarding diversity in the DFD, and what barriers were present that have prevented the DFD from obtaining a more diverse workforce. Multiple research methods were used to answer these questions including surveying members of the DFD, the Civil Service Board, and members of fire departments across the country. An interview was conducted with subject matter expert, Dr. Linda Burrs. The results showed that many departments focus their attention on targeted recruitment with heavy use of social media. Many of departments that have been successful in improving their diversity have done so because of the Consent Decree process. The recommendations included diversity and inclusion training for department members, the addition of a full-time, safety forces recruitment team, amending the city charter so that alternative selection methods may be used to provide more employment opportunities for minorities, and collaborating with the school district to develop a program designed to promote minority interest in careers in public safety.

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Introduction

A common staffing goal for fire departments across the country is to maintain a workforce that is as diverse as the community it serves. Unfortunately, very few have been able to recruit, hire, and retain the appropriate number of minorities to mirror the racial and ethnic makeup of their respective local populations. According to the United States Bureau of Labor Statistics, 88.5 percent of the 283,000 career firefighters employed in 2017 were White or Other, followed by 7.7 percent Hispanic or Latino, 7.5 percent Black or African American and 1 percent Asian (United States Bureau of Labor Statistics, 2017).

While progressive fire chiefs may champion the value of inclusivity and diversity, many often feel handcuffed by strict hiring rules imposed by aging city charters and well-intentioned, yet, rigid civil service system rules designed to promote fairness and adherence to the principle of merit. Despite these potential obstacles, fire service leaders continue to search for meaningful ways to ensure equal employment opportunities within their agencies but more often than not, fail to make the significant gains necessary to improve the minority representation within their departments. Regardless of the cause, the underrepresentation of minorities in the fire service has the potential to undermine the essential trust that is required between fire professionals and their respective communities at large.

Nearly half of the City of Dayton, Ohio's 141,527 citizens identify with a race other than White (United States Census Bureau, 2010), yet more than 90 percent of the City of Dayton firefighters are white. The problem is the members of the Dayton Fire Department do not reflect the demographics of the City of Dayton regarding race and ethnicity. The purpose of this research is to identify potential barriers to diversity in the Dayton Fire Department and to identify effective practices to achieve a workforce that better reflects the community it serves.

The descriptive research method will be used to answer four research questions: a) What are the benefits of having a diverse and inclusive workforce? b) What are other fire departments doing to improve diversity within their organizations? c) What are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department? d) What barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce?

Background and Significance

The City of Dayton is the sixth largest city in the state of Ohio covering approximately 56 square miles. Affectionately known as the “Gem City,” Dayton is nestled nearly equidistant between the State’s capital of Columbus and the City of Cincinnati. According to the most recent census, 141,527 people call Dayton home (United States Census Bureau, 2010). Dayton has a rich industrial history as many pioneers, and inventors were born or made significant professional contributions here. Working from a small bicycle shop in Dayton, Orville and Wilbur Wright refined the three-axis control system which was vital to the concept of manned flight and became the first to pilot a powered plane in 1903 (“Inventing A Flying Machine,” n.d.). It was in Dayton that Charles Kettering invented the electric self-starter and electric lights for automobiles (Ohio History Central, n.d.) and Dayton was home to the renowned African American author and poet, Paul Lawrence Dunbar.

Established in 1863, the city’s fire department, The Dayton Fire Department (DFD) is a career fire and emergency medical services organization consisting of 344 members that operate 12 firehouses in a three-platoon system. For operational efficiency, the department is divided into three divisions, each managed by the Deputy Chief or Assistant Fire Chiefs. The Emergency Services Division maintains minimum staffing of seven engine companies, four ladder companies, and seven advanced-life support (ALS) medic units. Each fire suppression

apparatus is staffed with four uniformed personnel, and each can provide ALS care to the sick and injured. All uniformed members are Emergency Medical Technician (EMT) certified while nearly 140 have obtained Paramedic (PM) certification. Rescue trained firefighters cross-staff several specialized pieces of equipment and apparatus including a type one Regional Hazmat unit, two heavy rescue units, two rescue boats and two air supply trucks providing high-angle, confined space, auto extrication and swift water rescue capabilities.

The DFD responded to more than 36,000 incidents in 2016 and due in part to the regions' opioid crisis, nearly eclipsed 40,000 emergency calls for service in 2017. The DFD is highly valued by the citizens of Dayton who routinely rate the fire department highest in customer satisfaction among all other city departments because of its ability to provide an effective safety net of fire, EMS, hazmat, and technical rescue services that saves lives, and protects property. The DFD has an annual budget of 39 Million dollars and averages just over 4.5 million dollars of fire loss each year. In 2016, the DFD earned a Class 2 Public Protection Classification rating from the Insurance Services Office, Inc. (ISO), placing Dayton in the top two percent of communities nationally for fire suppression capabilities.

The Strategic Programs and Safety Division coordinates department programs and services that include training, emergency planning, health and safety, technology, and domestic preparedness. Managed by an assistant chief, the Strategic Programs, and Safety Division strives to meet the high demands of a modern metropolitan fire service organization by engaging in professional development and training initiatives, new software and technology programs, responsive equipment replacement, and health and wellness activities.

The Support Services and Resource Management Division (SSRM) ensures operational readiness by providing a system of efficient services for apparatus, equipment, supplies,

facilities, and community services. The division is responsible for procuring capital equipment as well as identifying and prioritizing the capital improvement needs required to manage the infrastructure at the department's fourteen facilities that include the fire stations, training academy, and fire garage. Additionally, the SSRM division currently oversees the Community Services Bureau, which provides for fire prevention, public education, code enforcement, and fire investigations.

In 1965, city administrators and community leaders realized that Dayton's population was becoming increasingly diverse, yet the city's workforce, specifically, its safety forces were overwhelmingly staffed with white males. To correct this racial imbalance, the City began its first targeted recruiting effort. Engaging in a robust recruitment campaign that included local media advertising, minority referral requests from business agencies and visits to area high schools and colleges, the city was able to increase its minority hiring from 14 percent to 26 percent. This unheralded success, however, did not bolster minority representation in all work groups, and the fire department remained nearly 97 percent white.

In 1972, the City of Dayton's Civil Service Office (CSO) began focusing its recruitment efforts towards its safety forces. The CSO created a recruitment committee that included the National Association for the Advancement of Colored People (NAACP) and the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) in conjunction with the Dayton Urban League, Southern Christian Leadership Conference (SCLC) and local trade unions. This effort had positive results, and by the end of 1976, the minority representation in the fire department had more than doubled from three to seven percent (Washington, 1988, p. 7).

To further address the underrepresentation of minorities in its workforce, the City of Dayton voluntarily adopted an Affirmative Action Plan between 1977 and 1981. This effort,

designed to ensure equal opportunity in all aspects of employment, failed to improve diversity within the fire department, due in part to multiple legal challenges. The primary driver of the legal challenge was employee frustration over the city's attempt to utilize a "rule of three" to fill vacant sergeant positions in the police department. Commonly used by the federal government before 2010, the rule of three allowed the hiring agency to consider the top three candidates to fill a vacancy, as opposed to only the candidate with the highest overall score (Partnership For Public Service, n.d.).

The courts opined that the rule of three and many components of the Affirmative Action Plan were in violation of the City's charter. As a result, the plan was discontinued, and the City of Dayton was prevented from hiring anyone other than the top person on future eligibility lists. Undeterred, the City voluntarily adopted another Affirmative Action Plan in 1984. This plan mandated that every department in the City of Dayton would achieve a minority representation of 37 percent (Washington, 1988, p. 11). To reach this level of diversity, the plan sought to give the Secretary Chief Examiner of the CSO considerable discretion in the type of testing format that future tests would utilize, the power to determine cut-off scores for pass and fail purposes and the ability to extend the duration of eligibility lists for an additional year. Despite these collective affirmative action efforts, the minority representation for the DFD never eclipsed 8 percent during these years.

Although sporadic attempts at targeted recruiting were able to increase the number of minorities taking entry-level tests, the period from 1985 to 2000 witnessed an actual decline in the minority representation of DFD's uniformed force to 5 percent. Alarmed by this decrease, in 1999, City officials and staff designed a diversity plan to capitalize on an unprecedented number

of pending retirements from the fire department. Between 2000 and 2004, nearly 25 percent of DFD employees left the workforce, primarily due to retirement.

Titled, *Opening Doors of Opportunity*, the diversity plan identified three critical components necessary to improve the demographics of the fire department. The recommendations included enhanced recruitment efforts, updated testing, and selection methods, and an apprenticeship program designed to award preference points on the firefighter entrance exam to those who completed the program. Despite a projected three-year cost of 1.5 million dollars, the diversity plan was enthusiastically endorsed by Dayton City Commissioners, Civil Service Board, and the Dayton Firefighters, International Association of Firefighters (IAFF) Local 136 (City of Dayton, 2001).

The diversity plan was adopted, and many of its recommendations were implemented. The DFD created a full-time recruitment office and modernized its recruitment strategies to include the use of social media. Additionally, 12 apprentices were selected and began receiving firefighter and emergency medical technician training at nearby Sinclair Community College. The progress however was short-lived, as a lawsuit was filed by the Fraternal Order of Police (FOP) and Local 136 of the IAFF proclaiming that awarding preference points to apprenticeship candidates violated the city charter. The diversity initiative stalled while the case worked its way through the Montgomery County Common Pleas Court and the 2nd District Court of Appeals. The Ohio Supreme Court ultimately decided in 2005 that awarding preference points to participants of the apprenticeship program was lawful and the granting of such points did not violate the city charter (*International Association of Firefighters Local No. 136 v. Dayton Civil Service Board*, 2005). However, by the time the courts reached a final decision, the participants

of the apprenticeship program had either found other jobs or moved out of the area resulting in another missed opportunity to improve departmental diversity.

In 2004, the City of Dayton upgraded its “Firefighter Recruit” classification to “Professional Firefighter” in an effort to decrease training costs and to potentially attract more minority firefighters. It was believed that the increased minimum qualifications for entry-level firefighter applicants would reduce training costs and that the higher starting salary would be attractive to area firefighters facing layoff, many of whom were minorities. The heightened qualifications required applicants to possess both Firefighter I and Firefighter II certifications in addition to Emergency Medical Technician-Basic Certification (EMT-B) at the time of application.

The resulting 2005 exam failed to improve the department’s diversity and instead, resulted in a decrease of minority applicants of nearly 20 percent. As a result, the Department of Justice (DOJ) filed a lawsuit against the City of Dayton claiming that it had engaged in discriminatory hiring practices that had a disparate impact on African Americans (*United States of America v. City of Dayton, Ohio*, 2009). To resolve the complaint, the City of Dayton entered into a consent decree with the DOJ providing that it would discontinue the use of the increased qualifications requirement. The City of Dayton was also required to develop a new testing selection, specifically approved by the DOJ, and create a settlement fund of \$450,000 to award back pay and other settlements to African Americans who were harmed by the hiring process.

To better reflect the demographic make-up of the community and to satisfy the mandates put forth in the DOJ consent decree, the City of Dayton hired diversity and inclusion specialist, Dr. Linda Burrs in 2008 to help improve the recruiting strategy for the City’s safety forces. Dr. Burrs worked with the fire department recruitment team to develop a plan geared towards

attracting a high number of quality candidates with an emphasis on targeting minorities.

Accordingly, the recruitment team focused on events, high schools and universities with a high attendance of African Americans, Hispanics, Asians, and other underrepresented minority groups but this too, failed to significantly increase the number of minorities hired.

Despite repeated attempts of diversification and on-going, focused recruitment efforts, the racial and ethnic demographics of the Dayton Fire Department of today look nearly identical to that found in 1965. Ninety-three percent of its members are White. The collective actions taken by the City of Dayton over the last fifty years, including several voluntary affirmative action plans, a diversity plan, and consent decree with the DOJ, demonstrate its commitment to creating a workforce that mirrors the community it serves while simultaneously highlighting the difficulty in achieving that goal.

In the five years that have passed since the City's consent decree with the Department of Justice, the fire department has replaced 25 percent of its workforce as a result of retirements. The last five recruit classes between 2013 and 2017 showed only a slight improvement in diversity. Of the 90 firefighters hired during that time, 82 were White; five were Black, and one each were Hispanic, American Indian, and Asian. Table 1 shows the racial and ethnic demographics of the uniformed employees currently employed by the Dayton Fire Department.

Table 1

Dayton Fire Department Uniformed Personnel Demographics

Race/Ethnicity	Number of Personnel	Percentage of Workforce
White	288	92.9%
African American	12	3.9%
Other	10	3.2%
Total	310	100%

Note. Department representation as taken on 12/30/2017

The Dayton Fire Department's uniformed strength is nearly 93 percent white, 3.9 percent African American and 3.2 percent "other" that includes Asians, Pacific Islanders, Hispanics and those identifying with two or more races (*Department Records*, 2017). This lack of minority representation in the DFD is exacerbated by the robust diversity found within the City of Dayton's boundaries. Table 2 shows that nearly 43 percent of Dayton's population is African American, and an additional 5.4 percent identify themselves as a member of the minority population (United States Census Bureau, 2010).

Table 2

City of Dayton Population by Race

Race/Ethnicity	Number of Residents	Percentage of Population
White	73,193	51.71%
African American	60,705	42.89%
Other	7,629	5.4%
Total	141,527	100%

Source. 2010 United States Census Bureau

While the number of African Americans employed by the DFD is not nearly representative of the community it serves, those numbers are likely to reduce even further within the next few years. Two of the 12 black firefighters employed by the DFD and the only African American in its officer ranks are eligible to retire immediately, and many of the other minorities are rapidly nearing retirement age. The minority representation in the DFD is at a crisis point, and significant changes must be made if progress for underrepresented groups is to occur.

The probable future impact on organizational effectiveness is alarming, as opportunities to improve diversity in the DFD are becoming less frequent. Smaller recruit classes are resulting from the trending downsizing of the department. Additionally, there has been a reduction of firefighter vacancies due in part to the high cost of post-retirement health care, causing employees to continue working well past their initial retirement age. The City of Dayton must embrace these and other challenges, coupled with the limitations demonstrated by the current hiring process to achieve the racial and ethnic diversity it has been seeking for more than fifty years.

The United States Fire Administration (USFA) was created to reduce America's life and property loss due to fire. Currently managed by the Federal Emergency Management Agency (FEMA) of the Department of Homeland Security (DHS), the USFA has progressed beyond primarily focusing on the Nation's fire risk and has embraced an approach to emergency management that includes all hazards. To be successful in that endeavor, the USFA recognizes that it takes an entire community "to effectively prepare for, protect against, respond to, recover from, and mitigate all hazards" (U.S. Fire Administration, 2014, p. 3).

This reliance upon the community as a partner in prevention and response is a product of the strength of diversity. A diverse culture may be better able to utilize the sum of its talents

when confronted with challenges and work together to ensure that the concerns of those in the majority and the minority have been adequately addressed. Diversity and inclusivity can foster an environment of trust, where differing viewpoints can be articulated without fear of rejection, allowing for solutions that might have otherwise gone unheard. The lack of diversity in the DFD may be preventing the organization from maximizing its ability to build trusting relationships with its citizens. These relationships are critical, as they become part of the fabric that makes communities across America worthy of collaborating with the USFA during times of need.

There is an indelible link between the problem of staffing a fire department that does not reflect the demographics of the community it serves and the content of the Executive Fire Officer Program's Executive Development (ED) course. A principal focus of the ED course is to introduce the concept of adaptive leadership to Executive Fire Officer (EFO) students. This important leadership style is needed when dealing with complex challenges that have no technical solution, and instead requires an introspective examination of an organization's beliefs and values (Heifetz & Linsky, 2002). Acknowledging the lack of diversity within the American fire service and working to identify equal opportunity solutions will require a heavy reliance on this leadership style as it is critical when addressing significant cultural change issues such as diversity and inclusion.

Literature Review

A literature review was conducted to explore and summarize the findings of others who have published research related to diversity and inclusion. The extensive study began in November 2017 at the Learning Resource Center (LRC) located on the campus of the National Fire Academy (NFA) in Emmitsburg, Maryland. The primary sources reviewed at the LRC included journals, magazines and Applied Research Proposals conducted by Executive Fire Officer (EFO)

candidates. Multiple search engines including Google Scholar, Google, and RefSeek, were used and focused on the keywords “diversity” and “inclusion.”

Workplace diversity is one of today’s most polarizing controversies in the American fire service. The discord between those who feel that current hiring practices have been successful in selecting and promoting the most qualified applicants and those who demand an increase in minority representation has reached ardent levels. Some question the need for diversity and point to the success of the past in defense of the fire service’s centuries-old performances and proud traditions. Others promote diversity and predict that inclusion will be a necessary course of action that will be critically important to the success of the fire service of the future.

Dr. David Griffin (2016) recommends that the fire service pay special attention to how it diversifies its forces and suggests that firefighters, much like surgeons and Navy SEALs, should be hired because of their competence, not because an organization is trying to fill a quota (Griffin, 2016). Discordantly, the FDNY’s Fire Commissioner, Daniel Nigro, lowered the requirements for the department’s Functional Skills Training (FST) test, to attract more female candidates (Edelman, 2015). The dichotomy between the fire service of the past and that of the future has prompted its leaders to conduct an introspective examination of themselves and their departments to ensure that they are meeting the expectations of those they serve.

A landmark piece of legislation, the Civil Rights Act of 1964, has had a negligible effect on the American fire service. More than 50 years since its passage, the current number of minorities in most fire departments across the country is reflective of an era that preceded the Civil Rights movement, as nearly 90 percent of career firefighters are White (United States Bureau of Labor Statistics, 2017). Despite repeated attempts at diversification, many fire departments struggle to attract minority candidates, and most do not maintain a workforce that

mirrors the demographics of their communities. These organizations are increasingly finding themselves having to defend their cultural competency and moral responsibility for diversity and the cities that fund these departments are increasingly faced with costly discrimination lawsuits.

Often referred to as simply the “Bravest,” the Fire Department of New York (FDNY) has struggled to diversify its ranks. Even though more than half of its 8.5 million residents are members of minority groups, the majority of the department’s 217 fire stations have been staffed by White males for most of its 150-year history (“New York City Population 2018,” 2018). The City’s latest annual employment report shows that 77 percent of the firefighters and 94 percent of the officers for FDNY are White (Department of Citywide Administrative Services, 2016).

In 2007, the United States Department of Justice (DOJ) sued the City of New York under the premise that the examination used to select fire recruits had had a disparate impact on Black and Hispanic applicants. The Court ruled that the City had violated Title VII of the Civil Rights Act of 1964 by engaging in hiring practices that appeared to be fair but were ultimately discriminatory (“The United States Department of Justice Archives,” 2017). In 2014, the City of New York agreed to a Consent Decree and awarded nearly \$99 million in back pay and benefits to minorities who had submitted claims of discrimination.

While the financial settlement that the City of New York paid is the largest of all Consent Decrees with the Department of Justice, it is not the only city to suffer financial consequences because of minority underrepresentation of its safety forces. The United Supreme Court ruled in 1998 that the City of Chicago had discriminated against minorities by its use of a scoring system that separated fire department applicants into three categories, well-qualified, qualified and not qualified. Since all the appointments occurred from the “well-qualified” group, and few minorities had scored high enough to reach that demarcation, an Equal Employment Opportunity

Commission (EEOC) complaint was filed (Grossman, 2010). The financial damages that have been paid to African Americans who felt a disparate impact because of this testing format were initially thought to reach 40 million dollars but have since nearly doubled due to on-going legal proceedings (Rutecki, 2017).

Fire departments throughout the country, large and small, have found themselves the subject of a Department of Justice (DOJ) scrutiny. This most often occurs because of a reported incident or history of discrimination arising in the workplace. The Civil Rights Division of the DOJ is the primary agency tasked with “investigating and initiating legal proceedings seeking injunctive and other relief in cases involving discrimination,” including those relating to employment (“Civil Rights Division (CRT),” 2014, para. 4). When discriminatory employment practices are discovered, offending agencies and the DOJ often enter Consent Decrees to correct identified deficiencies.

Commonly used to settle disputes between opposing parties without the admission of guilt, Consent Decrees allow the courts to take corrective action by monitoring and enforcing voluntary, yet, court-mandated agreements. Once a rarity in the fire service, Consent Decrees have become the primary vehicle to address fire department hiring practices that have been determined to be discriminatory and those that have shown to have a disparate impact on protected group members. Corrective actions frequently include policy revision, hiring quotas, restitution, lost wages and back pay to aggrieved members (“Monitoring and Enforcing Consent Decrees-EEOC,” 2005).

While Consent Decrees have become widely used to settle litigation, they are not universally lauded. Some feel that Consent Decrees have become weaponized by activist plaintiffs and judges to push an agenda of institutional reform that costs taxpayers, and state and

local governments millions of dollars each year. Jeff Sessions stated in 2008 as a Senator for the State of Alabama that expansive Consent Decrees serve as an undemocratic use of raw power that allows the judiciary branch of government to engage in regulation through litigation (Alabama Policy Institute, 2008, p. 3-4). Attorney General (A.G.) Jeff Sessions is not alone in his concern that Consent Decrees may stigmatize minorities and that it is the wrong way to achieve diversity. In an article for the National Review, Heather MacDonald (2017) writes that some mayors and chiefs do not stand up for their departments and instead conform to a false narrative of system discrimination (MacDonald, 2017). U.S. District Judge Walter H. Rice stated that while he could not make a legal decision regarding the methods utilized by the DOJ, he knew of many instances where competent people simply tested poorly and that often “minorities are branded as less qualified when they are infinitely qualified (Sullivan, 2011). Driven predominantly by national law enforcement concerns, A.G. Sessions ordered a review of the DOJ and all active Consent Decrees and investigations in 2017 (Jarrett, 2017).

Fire service leaders that fail to address the lack of diversity within their departments should expect continued, if not increased, scrutiny of their hiring processes by the Department of Justice and other Civil Rights groups. Projections by the United States Census Bureau predict the continued trending of an increasingly diverse population and forecast that minorities will become the majority in 2044 (Colby & Ortman, 2015). The continued growth of minorities in the workforce will undoubtedly highlight those departments that are failing to employ a sufficiently diverse workforce and those that have yet to proactively address their diversity shortcomings.

One of the best prevention measures against discrimination related Consent Decrees might be the proactive steps that fire departments take to identify its specific diversity-related

problems and the corrective actions undertaken to address them. Retired Deputy Chief John Murphy (2016) concludes that fire departments could avoid potential lawsuits and Consent Decrees by acclimatizing their members to the rapidly changing culture and demographics of the fire service (Murphy, 2016). A 2014 study that focused on police and fire department discrimination lawsuits recommended that recruiting, testing and hiring processes should be audited to ensure fairness (Ricucci & Saldivar, 2014). The authors also suggested that all employment policies and procedures, especially those that fall under Title VII of the Civil Rights Act are assessed and validated to ensure that they can withstand legal scrutiny (Ricucci & Saldivar, 2014).

Centuries of risking and sometimes losing their lives while attempting, and often, affecting rescues of people of all races, gender and ethnicities have endeared firefighters to the American public. This vaulted altruistic behavior, however, has not insulated the fire service from scrutiny in how they treat, recruit and hire their own. Community leaders and citizens continue to demand that emergency service providers employ a workforce that better reflects the population they serve. This expectation of diversity has resulted in many studies to determine the benefits of having a diverse and inclusive workforce.

Many mayors, city leaders, and fire chiefs espouse the virtues of diversity. Phoenix's Fire Chief, Kara Kalkbrenner, has stated that the Phoenix Fire Department (PFD) could not "serve the community if we do not come from the same ethnic, socioeconomic and cultural roots" (Hatt, 2017) and that the PFD is smarter and more capable of delivering services to its citizens as a result of diversity (Hatt, 2017, "at the end of the day," para. 1). The FDNY affirmed its appreciation for the value of diversity by identifying and naming diversity and inclusion as one of its five, 2015-2017 Strategic Plan Goals. In the plan, Fire Commissioner,

Daniel A. Nigro wrote that the FDNY could build a stronger future by fostering a culture of inclusion that ensures members from each community are recognized and have the ability to influence and effect change (Office of the Deputy Commissioner for Strategic Initiatives and Policy, 2015).

The benefit of diversity that is most often cited in both business and emergency services is the value that differing perspectives provide to an organization. Smith (2017) writes that the task of finding the best solution to a problem is improved when there are more ideas to choose from, primarily when those viewpoints include input from a diverse group of individuals (Smith, 2017). Hong and Page (2004) theorized that diversity would trump ability if the problem to be solved was difficult and that those engaged to solve the problem were smart, diverse, and drawn from a large population (Hong & Page, 2004).

The International Association of Fire Chiefs (2016) recognized that “productivity, moral, innovation, customer service, safety and the organization as a whole” could improve when differences among team members were recognized (“Advantages of Diversity,” 2016, para. 3). As communities continue to become more diverse, fire service leaders must ensure that their team members can respond effectively to the challenges brought on by change. The IAFC concluded that fostering an environment where the workforce and those we serve can be appreciated, would “give us an advantage when it comes to acting as advocates and sensing their needs (“Advantages of Diversity,” 2016, para. 4).

Some feel that diversity transcends beyond simply providing for perspectives that are more diverse. Executive Fire Officer Student Brett Brown (2015) wrote that he had personally witnessed the calming effect that minorities had on other minorities, especially during emotionally charged events (Brown, 2015, p. 20). A study that examined the patient-physician

relationship among minorities supports this opinion. Doctors Asha, Komaromy and Koepsell (1999) found that racial and cultural factors played a significant role in how patients felt about and followed medical advice (Sasha, Komaromy, & Koepsell, 1999). Sasha et al. concluded that blacks were more satisfied with the care that they received from black doctors and felt that concordant or similar doctors listened with more concern and treated them with more respect than non-concordant physicians (Sasha et al., 1999).

In her book, *The Fruits of Inclusion: A smart Guide to Creating a Sustainable Diversity & Inclusion Program*, Dr. Linda Burrs (2007) writes that the absence of cultural considerations in the healthcare industry could have life or death ramifications when inclusion is not part of the industry's overall strategy (Burrs, 2007). Dr. Burrs states that it is vitally important that communities appreciate the impact that cultural practices have regarding medical treatment. The author suggests that taking the time to consider this impact may lead to improvements in "how services are offered and accepted" (Burrs, 2007, p. 44).

Hunt, Layton, and Prince (2015) investigated the relationship between diversity and performance and discovered that diverse companies frequently outperformed and out-earned, less diverse enterprises. According to Hunt et al., (2015) companies with the highest racial and ethnic diversity were 35 percent more likely to surpass their industry's national median financial returns, while less diverse companies within the same sector struggled to reach the same profitability (Hunt, Layton, & Prince, 2015).

While fire departments may not be profit driven, they are without question, safety driven. A 2006 study entitled, the *Multicultural Health and Safety Research Project* (MHSRP) discovered that the lack of diversity within the fire service might affect the safety of firefighters and citizens. Sponsored by a non-profit organization committed to improving the fire service,

FIRE 20/20 (2007) researched the challenges that first responders face while providing services to multicultural and high-risk populations. The study revealed that language barriers, lack of trust, and cultural knowledge deficiencies might be preventing fire departments from establishing relationships with the people at the most significant risk (FIRE 20/20, 2007).

The improved decision-making that occurs because of diversity and inclusion may be critical to predicting long-term organizational success, but diversity alone may not equate to better performance. The same research that highlighted the value of diversity over homogeneity also found that if the problem to be solved was not difficult or if there were conflict within the group, diverse teams were less likely to outperform less diverse groups (Hong & Page, 2004). According to Kravitz (2014), the miscommunication and interpersonal conflict that diversity may create are often the results of diversity efforts that focus only on the demographic differences of race, nationality, and gender ("Good and Bad of Diversity," 2014). Zoller (2018) identifies the increase in conflicts and tension as one of the leading challenges that employers must face regarding cultural diversity (Wonolo, 2018).

Mazur (2010) analogized the tendency to consider the more visible perspectives of diversity such as race, gender, and nationality, to only seeing and appreciating the tip of an iceberg (Mazur, 2010). Kravitz (2014) and Mazur (2010) posit that organizations might avoid some of the negative implications of diversity if they focused on the more critical aspects of diversification that often lie under the surface such as culture, religion, and business-related differences (Kravitz, 2014; Mazur, 2010). Burrs (2007) adds that far too often, organizations focus only on race and gender and fail to nurture the seed of diversity to develop minority employees (Burrs, 2007, p. 9).

To attract more minorities to careers in the fire service, fire department leaders have committed more resources, time, and energy into recruiting. Most continue to focus their recruitment efforts on events that frequently attract African Americans, Hispanics, Asians, Females and other underrepresented minority groups. Some fire departments have become more creative in identifying methods to improve the diversity within their organizations.

The Fire Department of New York (FDNY) created large recruitment banners featuring diverse FDNY members as a visible symbol designed to attract minorities. The effort was part of a 10-million-dollar recruitment campaign for its 2017 firefighter open competitive examination. The banners were placed outside of each of FDNY's 217 fire stations, ensuring that no New York neighborhood was missed ("FDNY Banners," 2017).

The result of the unprecedented investment in recruiting has paid dividends for the FDNY. For the first time in FDNY history, more minorities signed up to take the fire recruit examination than white men (Adams Otis, 2017). Sixty-three percent of the 72,595 applicants were African American, Latino or Asian and more than 9,000 or 13 percent of those who registered, were women (Adams Otis, 2017). To attract such diverse interest, the FDNY campaigned for nearly 18 months, attended more than 10,000 recruitment events and either emailed or called more than 1.7 million applicants ("FDNY Exam Results," 2017).

To improve its minority representation, the Baltimore Fire Department (BFD) made its fire stations more accessible to the community and increased the breadth and depth of its engagement with the citizens it serves (Johnson Jr., 2016). The BFD conducted multiple open houses where residents could stop in the fire stations to learn about the job and to ask questions. The public benefited from having the ability to interact with fire service professionals outside of an emergency setting, and the department was able to increase minority interest in joining its

ranks. Placing computers in fire stations allowed residents without internet access, the ability to sign up for the firefighter recruit examination. With additional assistance and support from local radio in addition to recruitment presentations by fire department personnel, the cumulative recruitment effort resulted in a 207 percent increase of minority applicants (Johnson Jr., 2016).

The San Francisco Fire Department (SFFD) entered a Consent Decree with the United States in 1987 over its use of examination procedures, which were ruled to have a disparate impact on minorities (*United States v. City and County of San Francisco*, 1987). The decree ordered the SFFD to improve the diversity of its workforce by 40 percent and to increase the number of women employees by 10 percent. The SFFD was able to reach the diversity milestone, and as a result, the decree was terminated 10 years later (San Francisco Budget and Legislative Analyst, 2014).

The SFFD, however, did not stop there. Through its unique use of outreach programs that encompass elementary through college-aged students and an internship program at a local college; the department has been able to move well beyond the limits of the Consent Decree. Today, approximately 52 percent of the department's members are from underrepresented groups, and the organization boasts a female membership nearing 15 percent (Miller, Clery, & Topper, 2016, pp. 25-34).

While these innovative fire departments have found recent success in diversifying their ranks, much more experience a myriad of barriers that make it difficult to recruit, hire and retain underrepresented members. These barriers span the entire spectrum of the hiring process, from recruitment to pre-employment and from employment to retention. The interconnectedness of each barrier, even those viewed as seemingly benign, may result in an insurmountable obstacle for many minorities seeking employment in the fire service.

Perhaps the first barrier that minorities face when considering a career in the fire service is that of perception. Minorities may dismiss a career in the fire service just because of the absence of role models and other minorities in the profession. According to Garrett and Gist (2017), many members from underrepresented groups do not see firefighters that look like them, making them question if the fire service truly values people like them (Garrett & Gist, 2017). Studies continue to show that an organization's visible diversity is essential. A 2014 Glassdoor survey showed that a diverse workforce was a crucial factor to two-thirds of job seekers ("Diversity Stats," 2014). Moreover, 72 percent of the women and nearly 90 percent of the blacks who responded to the survey stated that workplace diversity was important to them ("Diversity Stats," 2014). The lack of diversity currently shown in the American fire service has the potential to imply that diverse candidates are unwelcomed.

Images of firefighters with soot-smearred faces and fire helmets covered in ice serve as the hallmark of the profession but fail to capture the vast complexity of skills required to be successful in the 21st-century fire service. This focus on fire suppression activities could undermine a profession that has become adept at mitigating emergencies of all types and may fail to entice candidates and capture the interest of those attracted to other aspects of emergency service delivery. Kansas City Fire Department (KCFD) Chief James Garrett Jr. (2017) finds that diversity makes us more efficient as we engage in an all-hazards response model that requires our members to participate in direct, face-to-face human interaction (Garrett Jr., 2017).

Candidates that do express interest in joining the fire service must next meet minimum qualifications that have at times been deemed by the United States Department of Justice (DOJ) to have a disparate impact on minorities. In 2005, the City of Dayton Ohio found itself the subject of a DOJ review due to its use of a minimum education requirement that included

Firefighter Level II and Emergency Medical Technician-Basic (EMT-B) certifications to apply for the position of Firefighter Recruit (*United States of America v. City of Dayton, Ohio*, 2009). While the heightened minimum qualifications would have reduced the required training for new hires, it ultimately decreased the number of minority applicants by nearly 20 percent compared to previous years and resulted in a very costly Consent Decree (*United States of America v. City of Dayton, Ohio*, 2009).

Once the minimum qualifications have been met, the primary method utilized to rank fire recruit candidates is a written test. This testing format is often the focal point of the DOJ when scores for minorities are lower than those of non-minorities. Data from the United States Department of Education's 2017 *Status and Trends in the Education of Racial and Ethnic Groups Report* show that an achievement gap between White and Black students remains, despite nearly 50 years of attempts to address the underlying issues (National Center for Education Statistics [NCES], 2017). This gap, most prevalent in reading and math, shows that White students at grade 12, score better than Black and Hispanic students (NCES, 2017, p. iv). This finding is significant as many of the standardized tests used to rank fire recruit candidates include reading and mathematical comprehension portions.

Those that are successful in the written portion of the testing process often find that they must pass a physical assessment test before they are offered employment. Many departments currently use the Candidate Physical Ability Test (CPAT) to determine a candidate's physical ability to perform basic firefighting tasks. CPAT was created by a task force that included members from both labor and management of the International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC) ("CPAT Summary," n.d.). While the use of the CPAT continues to increase, so do the complaints from those who feel that the

testing format serves as a barrier to increasing the number of female firefighters. A 2008 study titled *A National Report Card on Women in Firefighting* voiced concerns about the validity of the tests and expressed concern at the disproportionate number of women who fail the test compared to men (Hulett, Bendick, & Thomas, 2008, p. 7).

Candidates that successfully navigate these obstacles are faced with additional barriers. Many fire departments had to reduce their staffing because of the 2008 recession, and many parts of the country have been slow to recover. This results in fewer available opportunities to improve diversity. Additionally, the Bureau of Labor Statics (2017) reports that workers are working longer, sometimes well into retirement, which means more competition for fewer positions (Toossi & Torpey, 2017).

In summary, the findings revealed through the literary review process illuminated the complex nature of diversity and inclusion and its vital role in the workplace. The extensive review showed that the lack of diversity in the fire service was not limited to Dayton, Ohio and instead was pervasive throughout the country. A detailed analysis of Consent Decrees was included to further understanding of the process and to identify through research, the best practices fire departments have followed to avoid what some have concluded to be an activist flavored overreach by well-meaning politicians.

The literature review profoundly influenced both the breadth and depth of the project. The literature revealed many unique recruitment strategies utilized by fire departments that were able to successfully diversify their workforce while simultaneously highlighting the benefits of diversity that extend beyond the value of differing perspectives. Finally, the observations of others regarding the multi-faceted barriers that many minorities face while attempting a career in the fire service were instrumental for the author to understand the current state of research on

diversity and inclusion and the challenges the fire service will face to effectively diversify its forces.

Procedures

The purpose of this research was to identify the barriers to diversity recruitment on the Dayton Fire Department and to identify effective recruitment practices to achieve a workforce that better reflects the community it services. The descriptive research method was utilized to answer the following questions: a) What are the benefits of having a diverse and inclusive workforce? b) What are other fire departments doing to improve diversity within their organizations? c) What are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department? d) What barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce?

The research procedures began with the identification of a significant problem affecting the Dayton Fire Department, namely, that the members of the Dayton Fire Department do not reflect the demographics of the City of Dayton regarding race, gender, and ethnicity. Once identified, qualitative research questions were developed to establish the importance of the topic and to drive further exploration into the problem so that a pathway towards solution may be determined. Next, two web-based surveys were created using SurveyMonkey.com. Lastly, a personal interview was conducted with a subject matter expert in diversity and inclusion, and an additional survey was sent to City of Dayton employees that had vast knowledge and work experience with the civil service hiring process.

The purpose of the Diversity and Inclusion Survey, (Appendix A) was to gather data from the members of the Dayton Fire Department. The survey consisted of 10 Likert scale survey questions and utilized an anonymous, forced-choice format due to its uniformity and ease

of analysis. Because of his vast experience with research and survey creation, the survey was sent to the City of Dayton's Metropolitan Medical Response System's (MMRS) Coordinator, David Gerstner, to be vetted. The survey was designed to focus on identifying the attitudes of Dayton Fire Department employees regarding diversity and inclusion and the value departmental members placed on its presence. The survey link was sent through departmental email to a population of 324 members and was available from January 22, 2018, to February 2, 2018. Due to an initial slow response from survey participants, a second notice with the attached link was sent to the selected population on January 26, 2018. The recipient group included all uniformed department employees excluding the author and 18 non-uniformed personnel. The survey response rate was 43% and yielded 143 responses. The group of recipients was chosen because as employees, they were most exposed to the positive or negative effects of working in a non-diverse environment.

A second survey titled, Minority Recruitment and Hiring Survey (Appendix B) was also hosted by the web-based service provider, Survey Monkey. This survey focused on obtaining data from fire department employees outside of the City of Dayton. The survey was advertised on the Facebook social media site and was sent to two closed groups that included National Fire Academy EFO participants from 2014 to 2017. Additionally, the link was submitted electronically to the International Association of Fire Chiefs (IAFC) website for distribution and was available from February 2, 2018, to February 23, 2018. Placed in the Executive Fire Officer (EFO) section, the website provided a recipient population of 1,321 individuals. The survey response rate for this website was 15.74% and yielded 208 responses. This survey group was chosen because it included career and combination departments across the United States and was limited to Executive Fire Officer Graduates or current students.

The Minority Recruitment and Hiring Survey was also placed on the electronic listserv for the Greater Dayton Area Hospital Association (GDAHA). The GDAHA email list included an additional population of 700 recipients, primarily emergency medical workers and fire service, employees. The additional population lowered the total response rate for the external survey to 10.29%. The survey recipients were chosen since they represented EMS and fire agencies throughout Ohio including Auglaize, Butler, Champaign, Clark, Darke, Greene, Miami, Montgomery, Preble, Shelby, and Warren counties. The purpose of the 11 questions, multiple and short answer survey was to determine if other fire departments were able to employ a workforce that mirrored the demographics of the communities they served. An additional purpose of the survey was to provide an understanding of how those departments recruit minorities and to identify any potential barriers to diversity they may have faced. All respondents were anonymous, and multiple responses from members of the same fire department were detected and included in the study.

On January 30, 2018, an interview was conducted with Dr. Linda Burrs at an area eatery (Appendix F). Dr. Burrs is the president of Step Up to Success, a firm that provides leadership and organizational consulting to local government, non-profits, law firms, and private businesses. She obtained her doctorate in Leadership at the University of Phoenix and is the author of the 2007 book, titled, *The Fruits of Inclusion: A Smart Business Guide to Creating a Sustainable Diversity and Inclusion Program*. Dr. Burrs also designed a training program called Second Generation Diversity Training (SGDT), which delivers a “guilt-free” approach to overcoming the barriers that are often encountered when dealing with diversity and inclusion (Burrs, 2007). In 2009, Dr. Burrs served on a public safety diversity task force that examined the City of Dayton’s struggle to diversify its safety forces. She was chosen as an interviewee due to

her expertise in diversity-related issues and her intimate knowledge of the Dayton Fire Department and the City of Dayton's recruitment, selection and hiring processes.

Many of the critical questions related to the research were followed up by additional questions in the hour-long, broad-ranging interview. Dr. Burrs was asked open-ended questions designed to encourage thoughtful and complete responses drawn from her vast experiences and expertise. The focus of the meeting was to obtain insight from a diversity subject matter expert regarding the barriers that are present that may be keeping organizations from diversifying, and to get a better understanding of the need for, and benefit of, employing a diverse workforce.

The final survey (Appendix C, D, and E) was sent to the members of the City of Dayton's Civil Service Department. The 10 questions, open-ended survey was given to the three members who were intimately involved in the recruitment, selection and hiring process for the City of Dayton. The recipient group was chosen because of the critical roles each has in determining the future of hiring for the safety forces. All three recipients returned the survey, resulting in a 100% return rate. The purpose of the study was to determine the attitudes of the civil service staff regarding the current hiring process, the rule of one, and their perception of barriers that may be present that are preventing the Dayton Fire Department from reaching its diversity goals.

The research into diversity and inclusion revealed several limitations. The most apparent limitation was the inherent subjectivity found in all aspects of the research. Whether as part of the literature review, surveys or interviews, the sharing of beliefs and opinions ensures that the respondent's views are captured without the ability to filter any purposeful or unintentional bias. The Diversity and Inclusion Survey (Appendix A) and the Minority Recruitment and Hiring Survey (Appendix B) sought to determine a subject's perception about diversity and the value that inclusion may or may not provide to an organization. While one might assume that

respondents would answer each question as objectively as possible, the reality is that the worldview of all respondents is influenced by the world around them. Thus, the data includes the limitation of bias that is often found when self-reporting.

An additional limitation can be found in the number of potential respondents that did not participate in the survey and the number of surveyed members that skipped one or more questions. For the Diversity and Inclusion Survey (Appendix A), this author expected to have a response rate much higher than the 43% of the 324 members that responded. Also, 12 of those respondents skipped at least one question, further limiting the research.

The Minority Recruitment and Hiring Survey (Appendix B) sent to external fire department personnel was limited by a dismal return rate of 10.29%. A more extensive sample size would provide a more accurate representation of these member's feelings regarding diversity and inclusion and would improve the researcher's ability to determine relationships from the data. Additional limitations resulting from this survey included the inability to determine if the respondents were part of the Emergency Medical Services (EMS) profession or the fire service. Both studies were limited by the author's failure to determine the ethnicity or gender of the respondent. This data may have provided additional insight into the differences of perception between minority and non-minority groups. Surveys that allow for determining a respondent's ethnicity and gender would offer a valuable perspective and should be included in future research.

Lastly, the research was limited by the lack of prior studies on how diversity and inclusion benefit the fire service. While there is no shortage of studies that suggest diversity may improve business decisions and profit margins, this researcher could find insufficient information regarding diversity's value on the fireground. The information that was found regarding the

benefit that diversity may provide during patient care activities was mostly anecdotal and could not be verified.

Results

The purpose of this research was to identify the barriers to diversity recruitment on the Dayton Fire Department and to identify effective recruitment practices to achieve a workforce that better reflects the community it services. The descriptive research method was utilized to answer the following questions: a) What are the benefits of having a diverse and inclusive workforce? b) What are other fire departments doing to improve diversity within their organizations? c) What are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department? d) What barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce? The answers to these research questions were found using three surveys and a personal interview with Dr. Linda Burrs, a diversity and inclusion subject matter expert.

The purpose of the Diversity and Inclusion Survey, (Appendix A) was to gather data from the members of the Dayton Fire Department to answer the research question (c) “what are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department?” The 10-question Likert scale survey focused on identifying the personal attitudes of department employees regarding diversity and inclusion and attempted to determine the value members placed on its presence. The study yielded 143 responses and captured the perspectives of 43% of the department’s uniformed force.

Question number one sought to determine if DFD members felt that diversity was an important issue within the fire service. Eighty-four members or 58.7% of the respondents strongly or somewhat agreed that diversity was important to the fire service. Thirty members

neither agreed nor disagreed that diversity was an industry problem and an additional 30 members or 20.9% either strongly or somewhat disagreed that diversity within the fire service was a prominent issue.

Questions two and three built upon question number one. Specifically, these questions asked respondents if they felt that diversity was important to their organization and themselves. While 88.8% of department members who responded to the survey felt that diversity was important to the DFD, a lesser number of employees, 72.5%, felt that diversity was personally important to them. Only 16 respondents did not agree too well, or at all, that diversity was important to the DFD and more than a quarter or 27.4% of the respondents stated that workforce diversity was not important to them. One respondent skipped question number three and did not provide an answer.

Questions four asked respondents about the amount of effort expended by their organization to increase diversity and whether they felt the department should do more, do less, or if the effort was about right. More than half (58.7%) thought that the department's effort was about right with 23.7% or 34 members expressing a desire to do more to improve diversity within the organization. Question five revealed that nearly three quarters of the respondents (71.6%) recognized that the diversity found within the DFD did not mirror the diversity located in the community it serves while 41 members or 29% of the respondents felt that the diversity within the department was very similar, or somewhat like the diversity found within the community.

Question six of the Diversity and Inclusion Survey showed the most agreement between respondents. The question asked when considering initiatives to increase diversity in the workplace, how important is it that hiring standards are not lowered. Most respondents (83.9%)

stated that it was extremely important that standards are not reduced to achieve diversity. Only two respondents felt that the lowering of standards was either not too important or not important at all.

Question seven was designed to provide insight about the attitudes of DFD members regarding diversity in the workplace in addition to providing supporting data necessary to answer the first research question, a) what are the benefits of having a diverse and inclusive workforce? The question asked respondents if they strongly agreed, somewhat agreed, neither agreed or disagreed, somewhat disagreed, or strongly disagreed that organizations that employ a diverse workforce were better equipped to understand the needs of a diverse community. Fifty-one percent of the members who responded agreed or strongly agreed while 30.7% or 43 of the respondents disagreed that diverse organizations were more capable of understanding the needs of a diverse population.

Question eight requested that participating members provide their opinion about the “rule of one” or hiring the person with the highest score on entry-level examinations and if such a policy had a disparate impact on minorities. Respondents had five choices to choose from ranging from strongly agree to strongly disagree and varying levels of agreement or disagreement. Most of the respondents, 56.6% or 81 members felt that the rule of one did not have a disparate impact on minorities while a quarter of the respondents, 25.1% could neither agree nor disagree with the statement.

The most congruent question of the Diversity and Inclusion Survey and the only non-summative question was question nine. The survey question asked respondents to agree or disagree with a statement that described their feelings about their co-workers, specifically if their co-workers were competent and could do the job, their race or gender was unimportant. All 143

of the respondents agreed with the statement including 85.3% or 122 members who stated that they agreed with the statement extremely well.

The last question of the survey sent to DFD uniformed members was included to answer the fourth original research question, d) what barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce. Respondents were asked how their department could become more diverse. They were given five multiple-choice answers from which to choose. More than 6% or 9 of the respondents skipped this question and failed to provide an answer. The majority of those who did respond, 86.5% felt that the DFD could become more diverse if more minorities were interested in careers in the fire service. Nine percent of the respondents felt that better recruitment methods were needed to improve diversity with the department.

A second survey titled, Minority Recruitment and Hiring Survey (Appendix B) focused on obtaining data from fire department employees outside of the City of Dayton and yielded 208 responses. This survey group included career and combination departments across the United States including Executive Fire Officer Graduates and current students. The primary focus of this instrument was to provide an answer to the second research question, b) what are other fire departments doing to improve diversity within their organizations?

The first four questions of this survey were used to obtain detailed information about the responding organizations. This was important to ensure that a diverse size, type and geographical representation of fire departments across the country was obtained. Question one provided a means for the respondent to identify the name of his or her department. Forty-three or 20.9% of the 205 departments that answered this question were from duplicate departments,

meaning one or more responses were received from the same fire department (see Appendix B). This was noted, and the data were included in the aggregate results.

Question two revealed that 59.9% of the respondents worked for career fire departments followed by 36.7% combination departments. Seven or 3.3% of those who responded worked for volunteer departments. Question three was used to determine the number of uniformed personnel in each respondent's department. Thirty-nine percent of the respondents had less than 50 uniformed personnel while 5.3% or 11 respondents worked for departments that employed more than 900 uniformed members. Question four was the last of the qualifier questions and provided an opportunity to state the size of the population that each respondent's department represented. Fifty-two percent of the respondents served a population of less than 50,000, 19.5% served a population between 50,000 and 100,000 and 12.2% or 25 of the respondents worked for fire agencies that protected more than 300,000 citizens.

Questions five and six of the Minority Recruitment and Hiring Survey asked respondents questions about their respective departments. Question five was included to determine if the respondent's workforce matched the diversity found in the community that it served. The survey revealed that 67.9 % of the respondents work for fire departments that are less diverse than their surrounding communities. Thirty-two percent or 66 respondents reported that the minority representation within their department equaled that of the community. The researcher hypothesized that many respondents would indicate that the minority representation within their department would fail to mirror that of their community. Question six was designed to find out what they were doing about that under-representation and specifically asked if their department actively recruited to improve diversity. While nearly 3% of those surveyed did not know

whether they did or did not actively recruit minorities, 58.9% stated that their departments actively recruited to improve the diversity within their departments.

Questions seven through ten sought to extract data regarding the recruitment processes utilized by responding department members. Question seven was the first of the survey that deviated from the forced-choice selection method and allowed the participants to respond to “other” and include a written response. The question applied to only those respondents who had answered affirmatively to the preceding question regarding active recruiting. Those members whose organizations actively recruited were asked which recruitment methods were employed by their departments. Sixty-one members skipped this question, which closely corresponds, to those respondents of question number six who reported that their department did not actively recruit minorities. The research shows that social media is widely used to recruit minorities as 75.5% of the respondents indicated its use. Recruitment at colleges and universities was performed by 61.2% of responding departments, followed by print ads 52.3%, internal websites 48.9% and church or other faith-based organizations 23.1%. Sixty-eight of those surveyed selected “other” and submitted written responses including job fairs 5.7%, the military 5.7%, and word of mouth 5.7%. The full list of responses detailing the methods used to recruit minorities can be found in Appendix B.

Survey questions eight and nine asked respondents if the methods that their departments used to actively recruit minorities were successful in increasing the number of minority applicants and the number of minorities hired. Only 36.9% or 58 departments felt that the recruitment methods utilized were successful in increasing the number of minority applicants and even fewer respondents, 27.2%, felt as though the employed recruitment methods increased the number of minorities actually hired.

Question 10 asked respondents to identify the most successful methods to recruit minority candidates. Once again, social media was well represented with 19.3% of respondents reporting success with that recruitment method. Recruiting in high schools, colleges and universities were included by 10.6% of those surveyed. Less than 1% of the respondents felt that the use of television and radio ads were a useful tool for recruiting minority candidates. While 45.3% or 68 respondents identified “other” as a response, the most common reply was not applicable (N/A), none, or some other variation denoting a lack of success in minority recruiting. The list of responses can be found in Appendix B.

The last question of the Minority Recruitment and Hiring Survey asked respondents to identify the most significant barriers to increase minority hiring. The survey allowed for six forced-choice responses in addition to providing the opportunity to select “other” for personal input. The most common response from those surveyed 35.8% was that minorities were not interested in careers with the fire service. The lack of a full-time recruitment effort accounted for 29.3% of the responses. While seven respondents skipped this question and failed to provide a response, 32.3% or 65 participants provided additional information through the use of the “other” field. The full list of responses can be found in Appendix B and includes many references to how the lack of current minorities in the fire service may serve as a barrier to enticing new minorities to the profession.

A personal interview with diversity and inclusion expert, Dr. Linda Burrs was conducted on January 30, 2018. A complete transcript of the interview can be found in Appendix F. Throughout the meeting, Dr. Burris stressed that diversity should not be limited to ethnicity and gender and that the critical component of inclusion is often overlooked by organizations during their attempts to diversify. Dr. Burrs was asked to define the difference between diversity and

inclusion to which she responded that diversity is what our differences are, while inclusion is the ability to take those differences and make them work together (L. J. Burrs, personal communication, January 30, 2018).

Dr. Burrs stressed that organizations often fail to create the culture necessary for diversity to thrive. She feels that diversity initiatives often fail due to the absence of an environment that is conducive to accepting and valuing diversity. Dr. Burrs was asked to share her views on potential barriers that may prevent minorities from seeking employment with the Dayton Fire Department. She indicated that one of most critical barriers is the lack of minorities actively in the profession. “You teach what you know,” she said, “if you do not have a history of family members in law enforcement, why would you ever consider that profession? Dr. Burrs explained that true success had less to do with advanced degrees and more to do with what each of us wants to do with our lives. To be successful, we need to be able to reach our goals, and for minorities to consider careers in the safety forces, they need to see somebody like them doing it (L. J. Burrs, personal communication, January 30, 2018). She continued by explaining the difference between merely surviving and thriving and how for some minorities, figuring out how they are going to get their next meal is their most significant concern (L. J. Burrs, personal communication, January 30, 2018). To reach those who have spent most of their lives trying to survive, as opposed to trying to thrive, Dr. Burrs felt that it was essential to start at the beginning with the basics. Dr. Burrs suggests that this means getting involved in the schools, beginning as early as elementary school.

The third question asked Dr. Burrs to expound on the benefits of having a diverse and inclusive workforce. She identified that many of the benefits of diversity are always present but that the unintended benefits are often overlooked. “The more data points you have, the more

information you get, the better decisions you can make (L. J. Burrs, personal communication, January 30, 2018). She stated that decision-making is not easier because of diversity, but instead, is more effective because of diversity. While most can understand how many perspectives can improve problem-solving, Dr. Burrs highlighted the unintended benefit of how diverse cultures and ethnicities help to teach the next generation about how to respect, value, and appreciate the differences in people (L. J. Burrs, personal communication, January 30, 2018).

These differences of perspective are often feared because they may not match our agenda. She questioned how we could be ready to bring in diverse voices and perspectives without first addressing our own biases. Perspectives she said, are partly honed by an underlying culture that travels through time. She referenced the mistrust that many minorities have with law enforcement due to negative experiences in the past. These perspectives can be influenced by changing just a single data point. She suggested that minorities employed in these positions could be the data point that may begin to change those perceptions, and by doing so, start to create a more inclusive culture (L. J. Burrs, personal communication, January 30, 2018).

The final research component was a survey that was completed by members of the City of Dayton's Civil Service Department. This survey provided a critical perspective from those charged with recruiting, selecting and hiring members of the Dayton Fire Department. The open-ended survey consisted of 10 questions with the purpose to determine the attitudes of the civil service staff regarding the current hiring process, the rule of one, and their perception of barriers that may be present that are preventing the Dayton Fire Department from reaching its diversity goals. Three employees returned the survey for a 100% response rate.

Questions one asked the respondents to provide their name and employment title or position. Question two asked how long they have worked for the City of Dayton and question

three asked each to detail the role they had in the hiring process. Fortunately, each of the three respondents had varying levels of experience, which provided a perspective from an employee with three years of experience, an employee with 18 years of experience and an employee with 28 years of experience. The average respondent's work experience was 16.3 years and included one White male and two African American males. Two of the respondents were employed as Employment Analysts, responsible for developing and administering the employment applications for all open competitive positions for the City of Dayton. One respondent served as the Secretary Chief Examiner who is the highest-ranking member of the Civil Service Board staff responsible for directing all the activities related to employment including applicant screening, test development, and selection.

Question four acknowledged the lack of diversity in the DFD and asked the respondent to express their thoughts about the current level of minority representation. All three respondents identified the lack of diversity as a significant problem. Respondent number one (Appendix C) replied that minority communities failed to see firefighting as a viable career due to the current lack of minority representation and suggested that active recruitment by minority firefighters was needed to address that problem. Respondent two (Appendix D) shared his belief that employees that live in the city that they serve are most invested in the success of the community as opposed to those that work in a town yet live in another.

Question five wanted to know what the City of Dayton and the Civil Service Board has done to improve the diversity within its safety forces. Each respondent included numerous, targeted recruitment campaigns. The respondent with the least seniority detailed the frustration that results from doing the same thing repeatedly and suggested that entirely new tactics may be needed to be genuinely useful at improving the diversity within the Dayton Fire Department.

Question six asked those surveyed to identify the barriers that are present that are preventing the DFD from obtaining a more diverse workgroup. The replies included the lack of a continuous recruitment effort, the protracted hiring process and the lack of available role models for minorities to emulate. Additional barriers were identified including the failure to provide youth outreach and apprenticeship programs to elicit interest in the fire service.

Question seven prompted respondents to share their thoughts on the benefit of having a diverse and inclusive workforce. The question further asked those surveyed to identify the negative consequences that may result from failing to achieve a diverse workforce. Each respondent highlighted the value that diversity brings to an organization through the appreciation of unique experiences and perspectives. The benefits included a broader, more knowledgeable base that is more responsive to the needs of its citizens and more capable of breaking down existing barriers between employees. Respondent two (Appendix D) was the only member to include a response regarding the adverse consequences resulting from the lack of diversity. He added that organizations that fail to achieve diversity often become near-sighted and are less able to appreciate the cultural and ethnic differences that are present in a diverse community.

Question eight was included to determine how Civil Service employees felt about a Consent Decree that the City of Dayton and the Department of Justice recently agreed to. Specifically, respondents were asked if they believed a newly designed entrance test would be successful in increasing the number of minority hires. All were hopeful that the new test would not have a disparate impact on minorities and provide a testing process that resulted in more minorities being hired. All of the respondents suggested that the key to improving the underrepresentation of minorities on the DFD is to attract more minority candidates.

Question nine asked survey candidates how they felt about the “Rule of One” or the process of hiring the individual with the highest score on the entrance exam. Each of the respondents supported the use of the rule of one, stating that its purpose is to ensure fairness and does not limit diversity. Respondent two (Appendix D) included however that the rule of one could be seen as a barrier to diversity if the leadership of the safety forces prioritized the hiring of a diverse workforce. He also added that cities that utilized a rule of three, rule of five or some other type of banding-type scoring were no more diverse than those cities that used the rule of one. Finally, the respondent shared his opinion that while the rule of one may limit the ability to hire a chosen demographic, it also prevents favoritism, nepotism, and other hiring practices that are harmful to organizations.

The last question asked of the Civil Service employees was to identify other recruitment, selection, and detainment practices that may help the City of Dayton in its attempt to diversify its safety forces. Two respondents suggested that a continuous, targeted recruitment strategy aimed at creating and maintaining relationships with diverse youngsters would be beneficial. Another respondent added that preference points for residency or military service might help to improve minority hiring.

The purpose of this research was to identify the barriers to diversity recruitment on the Dayton Fire Department and to identify effective recruitment practices to achieve a workforce that better reflects the community it services. The multiple web-based surveys and personal interview with Dr. Linda Burrs provided the data necessary to answer the following questions: a) What are the benefits of having a diverse and inclusive workforce? b) What are other fire departments doing to improve diversity within their organizations? c) What are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department? d) What

barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce?

What are the benefits of having a diverse and inclusive workforce? The research shows that diverse workforces are more effective at problem-solving. While Dr. Linda Burrs does not suggest that hiring diverse employees will suddenly make decision-making easier, she does feel that for organizations that create a culture of diversity and inclusion, the quality of the decisions made and the process of problem-solving become more effective. The researcher discovered that diverse cultures and ethnicities provide the opportunity to help to teach the next generation how to respect, value, and appreciate the differences in people (L. J. Burrs, personal communication, January 30, 2018). Dr. Burrs and the City of Dayton Civil Service employees that were surveyed agreed that employing a diverse workforce provides a more knowledgeable base of employees that are more responsive to the needs of its citizens and more capable of breaking down any existing barriers that may result from different perspectives, ethnicities, and cultures.

What are other fire departments doing to improve diversity within their organizations? The research shows that targeted recruitment efforts that include social media are the most widely used method to recruit minorities. Many fire departments also recruit at colleges and universities with a high minority student population. Presentations and job fairs at military and faith-based events are additionally used to introduce candidates to careers in the fire service.

Unique approaches used by some departments include all girl fire camps designed to introduce females to careers in the fire and EMS professions. Research revealed that other departments aggressively communicate with diverse candidates by providing pre-test practice exams and tutoring sessions in addition to post-test mentoring and support. Finally, some departments were found to have success by collaborating with local middle schools and high

schools to create curriculums designed to grow the necessary skills and abilities to be successful in the fire service. Some of these programs transitioned to explorer programs or apprenticeship programs after graduation.

What are the attitudes of Dayton Fire Department employees regarding diversity in the Dayton Fire Department? The research showed that the members of the DFD feel that the issue of diversity was important to the fire service. The analysis revealed that the members of the department also think that diversity is important to the organization and themselves. While the majority of the responding members recognize that the diversity within the department is not commensurate with the diversity in the community, they feel as if the department has committed the necessary time and resources towards achieving a more diverse workplace.

The members of the Dayton Fire Department overwhelmingly support diversity initiatives that do not result in the lowering of standards. Most agree with the notion that a diverse workforce is better equipped to understand the needs of a diverse community and that the city's current use of the rule of one does not have a disparate impact on minorities. Finally, the majority of the DFD members are more interested in capability than ethnicity, revealing that as long as their co-workers were competent and could do the job, their race and gender were unimportant.

What barriers are present that is preventing the Dayton Fire Department from obtaining a more diverse workforce? The research revealed that the current lack of minorities in the fire service serves as a barrier that fails to encourage other minorities to seek employment in the fire service. This lack of minority representation may be responsible for creating the perspective held by many surveyed, that minorities are not interested in careers in the fire service. Additional barriers to obtaining a diverse workforce include the failure by many departments to

engage in full-time, year-round recruiting and the excessive time that typically passes from recruitment to the hiring date.

Discussion

Diversity in the workplace has been a significant issue since the early 1960s. The United States government attempted to address the need for a more diverse workplace by enacting affirmative action laws that were designed to provide equal employment opportunities to all applicants, regardless of color, religion, sex or national origin. While affirmative action laws were successful in diversifying some industries, these laws were unable to provide long-term solutions to address the lack of diversity commonly found in emergency service organizations.

The 2017 United States Bureau of Labor Statistics Report reveals just how poorly these anti-discrimination laws have worked to increase minority hiring. This report shows that 88.5 percent of the 283,000 career firefighters employed in 2017 were White (United States Bureau of Labor Statistics, 2017). It is clear that as it relates to the firefighting profession, minority representation in the workforce is at a crisis point.

One of the problems created by the lack of diversity for police and fire departments across the country is that it prevents these organizations from staffing a department that is reflective of the diversity rates within the community in which they serve. The Dayton Fire Department's uniformed strength is nearly 93 percent White, 3.9 percent African American and 3.2 percent "other" that includes Asians, Pacific Islanders, Hispanics and those identifying with two or more races (*Department Records*, 2017). The rapidly changing demographics in the United States underscore the need of having a workforce that mirrors its population and these numbers show that the minority representation on the DFD does not adequately reflect the

diversity of the city's population. However, recognizing the problem and creating pathways to alleviate the problem are two different entities.

Understanding demographics is essential for those tasked with increasing diversity in a workforce. It is vital to appreciate the similarities and differences between the members of a community and how each group's physical, social or economic characteristics affect their respective employment opportunities. While the changing demographics in America's neighborhoods should be viewed as a favorable opportunity, emergency response organizations may find themselves at a disadvantage if they are unable to adapt to the changes and nuances of new cultures, new ideas, and non-traditional needs often associated with diverse groups.

The lack of a diverse workforce can create barriers between service providers and the customers they serve. A lack of understanding resulting from different perspectives may create an us-versus-them mentality that has the potential to separate people (Stowell, 2007).

Emergency service organizations cannot afford to be disconnected from the customers they serve. Fire and emergency medical incidents have an immediacy of need that necessitates trust and respect between the providers and those in need of care. The time to build and foster this relationship is before the incident, not during or after. Perhaps no person is more valuable to establishing and developing this relationship than the supervisors, managers and company officers of the organizations that provide these much-needed services.

Company officers should be trained so that they can efficiently manage the positive effects of diversity or mitigate the consequences associated with the lack of diversity. Senior staff and those in management positions must align an organization's goals with their diversity expectations so that employees can appreciate the value and the need for a diverse workplace. "Managing diversity means maximizing diversity's potential advantages while minimizing

potential barriers-such as prejudices and bias that can undermine the function of a diverse workforce” (Dessler, 2013, p. 271) Officers must understand the needs of the neighborhoods they serve and adjust their work plan so that the needs of all of the citizens are met.

While human resource managers typically have a more significant role in the recruiting and hiring process, company officers and department leaders are critical in determining and facilitating how diversity is assimilated into a department. This process is simplified when there is upward and downward communication throughout the organization. Human resource managers and company officers may ultimately be involved in the discipline process should an employee be unable to acclimate to a department that embraces diversity. In such cases, discrimination and harassment should not be tolerated, and clear and concise expectations and punishments should be a well-known department policy.

“The reality is that our communities are becoming increasingly diverse. To be successful, we must recognize the power and possibilities of diversity” (Bucher, 2010). Diversity in the workplace is not a new issue. Even though many states are abandoning the affirmative action laws once used to diversify their safety forces, new ideas, new concepts, and new strategies are continually being implemented and tested to ensure occupation equality (Lykins, 2013, p. 1-3).

The descriptive research method was used to determine the attitudes of Dayton Fire Department employees regarding diversity in the DFD. The research showed that the members of the Dayton Fire Department appreciated the value of diversity and acknowledged that the department’s minority representation did not mirror the diversity found in the community. While they acknowledged the ethnic and gender disparity, they were not convinced that the City of Dayton needed to do more than they were already doing to address the issue. Members of the

department overwhelmingly championed their coworker's capabilities more so than their diversity and were absolute that any method utilized to increase diversity should not include the lowering of pre-employment standards. This finding was equaled by Dr. Linda Burrs who suggested that fire departments should identify the target group they are trying to attract and bring those individuals up to the standard through training and education (L. J. Burrs, personal communication, January 30, 2018).

This ambivalence towards the department's ethnic and gender makeup should not be interpreted to suggest that the members of the DFD do not value diversity. More than half of those surveyed agreed that diversity was an important issue in the fire service, to the Dayton Fire Department, and to themselves. The researcher believes that some members may be fatigued by decades of previous failed diversity initiatives. This viewpoint is supported by the department's nearly 53% rejection of the notion that diverse organizations are better equipped to understand the needs of a diverse community and almost 87% response rate that suggests the DFD has struggled to diversify its workforce because minorities are simply uninterested in careers in the fire service.

While the research showed that the overall attitude of Dayton Fire Department employees regarding diversity in the DFD was positive and receptive to improvement, many of the self-reported comments were less supportive of diversity initiatives. One respondent likened the entire diversity discussion to a cancer that will inevitably prove to be fatal to any organization that attempts it.

This topic is an operative malignant cancer for any given organization. Lowering standards (regardless of how it's packaged), separate lists (definition of discrimination), eliminating the practice of hiring the top (eg. scores, background, physical capabilities,

education, experience, etc.) candidates because they don't fit into a minority driven demographic quota, will always erode away at (kill) the host. However abrupt or gradual. The saddest part, in today's socially/politically heated environment, it's considered politically incorrect, insensitive, racist, sexist, (insert any hot topic-hate enabling adjective here) even to say so. So organizational leaders bend to public (peer?) pressure out of fear and ultimately only feed the cancer (Anonymous, 2018, p. 80).

Research shows that respondents such as the one above are not alone in their frustration with workplace diversity and inclusion programs. Cindy-Ann Thomas, a lawyer, and Diversity Practice Group Co-chair for Littler Mendelson's legal practice recognized the baggage that is often associated with diversity and diversity training. Thomas acknowledges that some employees feel threatened by diversity and that "diversity is a label that is being met with a lot of rolled eyes in the workplace" (Gurchiek, 2017). Thomas suggests that some of the resistance against workplace diversity comes from employees who are sick of political correctness and to be better received, such programs should be rebranded as "professionalism training" (Gurchiek, 2017). Dr. Linda Burrs writes that even the term diversity itself has had a crippling effect on diversity initiatives due to the excess baggage that often surrounds the word (Burrs, 2007, p. 9).

The researcher sought to identify the benefits of having a diverse and inclusive workforce through a series of surveys and a personal interview with a diversity and inclusion subject matter expert. The research showed that employing a diverse workforce enables employees to be more responsive to the needs of its citizens due to their improved ability to appreciate different perspectives, ethnicities, and cultures. The research also found that diverse organizations are more successful in addressing issues that may occur when promoting an inclusive workplace.

Survey respondents agreed with the IAFC that creating an environment where the workforce and those we serve can be appreciated allows us to act as advocates for their needs ("Advantages of Diversity," 2016). While not all surveyed members felt that diverse organizations would outperform less diverse organizations, nearly 73% of the DFD members responding to the survey stated that diversity was personally important to them and also agreed that diversity and inclusion was an important issue within the fire service.

Much has been written about the value that differing perspectives provide to an organization. Smith (2017) and Hong and Page (2004) found that decision making is improved, and in some cases, diversity would even trump ability, when there are more ideas to choose from, primarily when those viewpoints include input from a diverse group of individuals (Smith, 2017) (Hong & Page, 2004). Hunt, Layton, and Prince (2015) discovered that diverse companies frequently outperformed and out-earned, less diverse enterprises and that companies with the highest racial and ethnic diversity were 35 percent more likely to surpass their industry's national median financial returns, while less diverse companies within the same sector struggled to reach the same profitability (Hunt, Layton, & Prince, 2015). While there is limited research that studies the value of diversity specific to the fire service, a 2006 study titled, the *Multicultural Health and Safety Research Project* (MHSRP) researched the challenges that first responders face while providing services to high-risk populations and found that language barriers, lack of trust, and cultural knowledge deficiencies might be preventing fire departments from establishing relationships with the people at the most significant risk and that these deficiencies may affect the safety of firefighters and citizens (FIRE 20/20, 2007).

Diversity and Inclusion expert, Dr. Burrs (2018) acknowledges that there are race and gender problems in our workplaces but also stresses that these issues can be overcome by

learning to “embrace each other’s differences, instead of merely tolerating them (Burrs, 2007, p. 12). During the interview, Dr. Burrs stated that the benefits of diversity were obvious, yet, often overlooked and focused her attention on highlighting how important inclusion was to the diversity process. “Diversity is the sum total of what makes us different,” she said, “inclusion is making those differences work together” (L. J. Burrs, personal communication, January 30, 2018).

The researcher attempted to locate and identify what other fire departments are doing to improve diversity within their organizations. The research showed that many fire departments that have been able to grow their minority representation did so through the use of Consent Decrees. To ensure that its members are creating an environment that women and minorities feel appreciated, the FDNY began training all 10,800 of its firefighters as part of its \$98 million settlement with the Department of Justice (Gay, 2015). The research found that this training coupled with the requirements of the Consent Decree, and a \$10 million recruitment campaign may be having the desired effect and has resulted in the most diverse recruitment effort in FDNY’s history. Sixty-three percent of the 72,595 applicants were African American, Latino or Asian and more than 9,000 or 13 percent of those who registered, were women (Adams Otis, 2017).

The Baltimore Fire Department (BFD) made its members more accessible to the community by opening up their fire stations to the citizens. The BFD held multiple open houses where residents could stop in the station to learn about the job and to ask questions. They also placed computers in each station that allowed residents without internet access the ability to sign up for future examinations. These efforts, coupled with increased local radio and department personnel recruitment drives, allowed the department to obtain a 207 % increase of minority

applicants (Johnson Jr., 2016). While these “success stories” offer a glimmer of hope to address the fire service’s diversity problem, the researcher found no studies that reviewed the efficacy of diversification through Consent Decrees and whether organizations were better off before or after the Consent Decree process. Further research is suggested to identify how the significant financial penalties associated with Consent Decrees affect fire department operations, staffing, and morale.

Lastly, the research attempted to identify any barriers that may be preventing the Dayton Fire Department from obtaining a more diverse workforce. The answer to this question came from a series of surveys that included DFD members and members of other departments. Information found during the literature review was also helpful in identifying common barriers that while not explicitly determined by DFD members, could be preventing the organization from recruiting and ultimately hiring personnel from the underrepresented groups.

Many respondents referenced the failure to engage minorities when they are young so that they have a better appreciation for careers within the safety forces. A prevailing thought echoed by many was the detrimental effect the lack of current minorities in the fire service is having on minorities who might consider firefighting as a profession. The research suggests that perception may become a reality and the lack of minority representation may be a self-fulfilling prophecy that links understanding with behavior. The lack of firefighter role models in minority communities may bolster the perception that the fire service is not an inclusive profession. As a result, this negative perception may drive potential employees away from considering careers in the fire service.

It is common for children to grow up wanting to work in the same occupations as their parents. For the fire service, however, this dream often turns into reality as many departments

across America have been staffed by generations of the same family. Fayetteville, North Carolina Fire Chief, Ben Major (2016) refers to the fire service as a generational occupation, referencing the frequency of fathers, brothers, and uncles of the same family working as firefighters (Barksdale, 2016). The fire service has a long and proud tradition that has benefitted from the inclusion of strong family ties. While few suggested that nepotism is a barrier to diversity, many respondents felt that multiple generations of minorities might also view firefighting as a generational occupation once the current minority representation in their department was improved.

The organizational implications of the results are many. The research sought to determine the attitudes of DFD members regarding the lack of diversity within the department and found that most of the members recognized that something should be done to improve its disproportionate minority representation. This vital acknowledgment infers that years of previous failed diversity attempts have not created an apathetic environment towards diversity and inclusion. Members of the DFD that responded to the internal survey voiced concern about the lack of diversity and offered opinions on how the department got to this position in addition to how it might improve its minority representation in the future. This level of engagement is critical, as any future diversity initiatives will require their input and support.

The research also showed that employing a diverse workforce provides a more knowledgeable base of employees that are more responsive to the needs of its citizens and more capable of breaking down any existing barriers that may result from different perspectives, ethnicities, and cultures. This understanding of the value of diversity implies that members see diversity as something more than merely a numbers game seeking to fill a quota. This suggests that the members of the DFD truly appreciate and value the importance of having a workforce

that mirrors the demographics of the community. The implication to the organization is that the members of the DFD are likely to be supportive of the substantive changes needed to obtain a more diverse workforce as long the process is fair and does not result in a lowering of standards.

Recommendations

Each component of the research was necessary to arrive at the following recommendations. The actual depth of the research problem was revealed through the substantial background and significance, and literature review processes. The data obtained from the multiple surveys and personal interview with diversity subject matter expert, Dr. Linda Burrs was instrumental in determining a recommended pathway leading to improved diversity. Accordingly, the researcher has identified four recommendations to increase the diversity of the Dayton Fire Department presented in the order they should be implemented.

The first recommendation is for the City of Dayton to provide comprehensive diversity and inclusion training to the members of the Dayton Fire Department. This training should detail how diversity and inclusion benefit the individual, the department and the community. The focus of this training should move beyond viewing diversity as a moral obligation and instead highlight the value that diversity brings to the organization and the increased capabilities that result from a more diverse workforce and inclusive workplace. This training will allow DFD members to understand better why the lack of diversity is a problem and should provide the necessary foundation to begin meaningful discussions in how the members of the DFD can help to create a more inclusive culture in the department. This first recommendation for comprehensive diversity and inclusion training is vital as the research overwhelmingly suggests employee participation and support will be critical to the long-term success of future diversity initiatives.

The second recommendation is to establish and fund a full-time safety forces recruitment team. The current City of Dayton recruitment strategy is under-staffed, and under-funded, and treats the police and fire department as separate entities responsible for their own recruitment efforts. The failure to engage in a joint recruitment strategy results in duplicative efforts that protract timelines and increases costs for manpower and advertising. Additionally, the lack of a funded, full-time recruitment team sends a mixed message to the members of the safety forces. If diversity is truly valued and essential to the organization, then recruitment efforts should be better funded and staffed so that it may yield better results in reaching members of the underrepresented groups. Funding a full-time recruitment team will allow team members to build stronger relationships within the community and begin to remove the barriers identified in the research, which will further improve the efficiency, and efficacy of departmental recruiting efforts.

The third recommendation is for the City of Dayton to begin proceedings to amend the Rule of One provision for new hires. As a charter city, the City of Dayton is governed by rules contained in its charter. Among these rules is the requirement that establishes the standards upon which appointments are made. Written in 1914, the current charter provision requires the City to select the top person on each eligibility list to fill vacancies. Any change to this provision would require a charter amendment approved by Dayton voters. The literature review revealed that while recruitment efforts have been successful in increasing the number of minority candidates taking and passing firefighter recruit entrance exams, few minorities scored high enough to obtain employment. A charter amendment that allows the City of Dayton to consider alternative selection methods would provide more significant employment opportunities to minorities who

have passed the written exam and have met all other pre-employment requirements related to merit, efficiency, and character.

The final recommendation is for the City of Dayton to collaborate with Dayton Public Schools (DPS) to develop a firefighter and police officer program designed to promote minority interest in careers in public safety. The research suggests that the lack of current minorities in the fire service may be preventing other minorities from considering firefighting as a viable career option. The lack of minority role models and limited exposure to firefighters and police officers results in youth that has little understanding or appreciation of the value of these careers. This joint program would address this concern by allowing grade school children to be exposed to age-appropriate facets of the emergency services. As the children advance to higher grades, presentations and demonstrations would become more in depth, and begin to provide hands-on opportunities to interact with members of the department. This collaboration between the City of Dayton and DPS could transition to an explorer or apprenticeship program that further develops student interest. Ultimately, this program would provide a diverse pool of qualified candidates for the city's police and fire departments.

Workforce diversity has been one of the most important issues facing fire departments across the country. Over the last 50 years, the Dayton Fire Department has attempted to address this problem through a series of voluntary affirmative action plans, a diversity plan, and consent decree with the DOJ. To date, these efforts have been unsuccessful at creating a workforce that mirrors the community it serves yet future readers may still benefit from considering the consequences of each attempt. Each community has its unique characteristics and what may have been ineffective for the Dayton Fire Department may prove to be successful in other departments.

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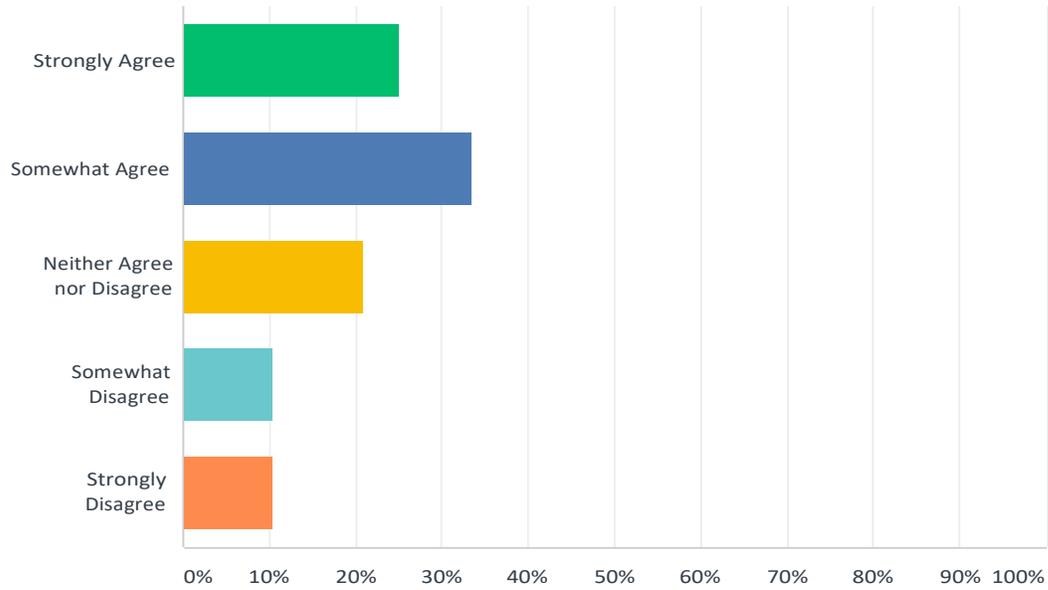
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Appendix A Diversity and Inclusion Survey

Q1 Do you agree or disagree with the following statement: Diversity is an important issue within the fire service.

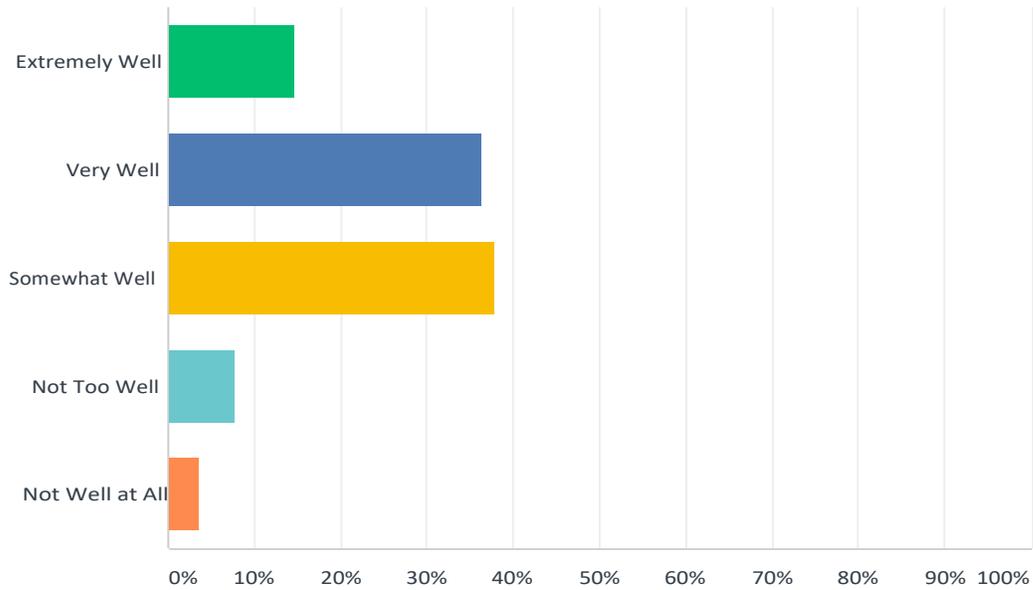
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	25.17%	36
Somewhat Agree	33.57%	48
Neither Agree nor Disagree	20.98%	30
Somewhat Disagree	10.49%	15
Strongly Disagree	10.49%	15
Total Respondents: 143		

Q2 How well does the following statement describe your organization: Workforce diversity is important to my organization.

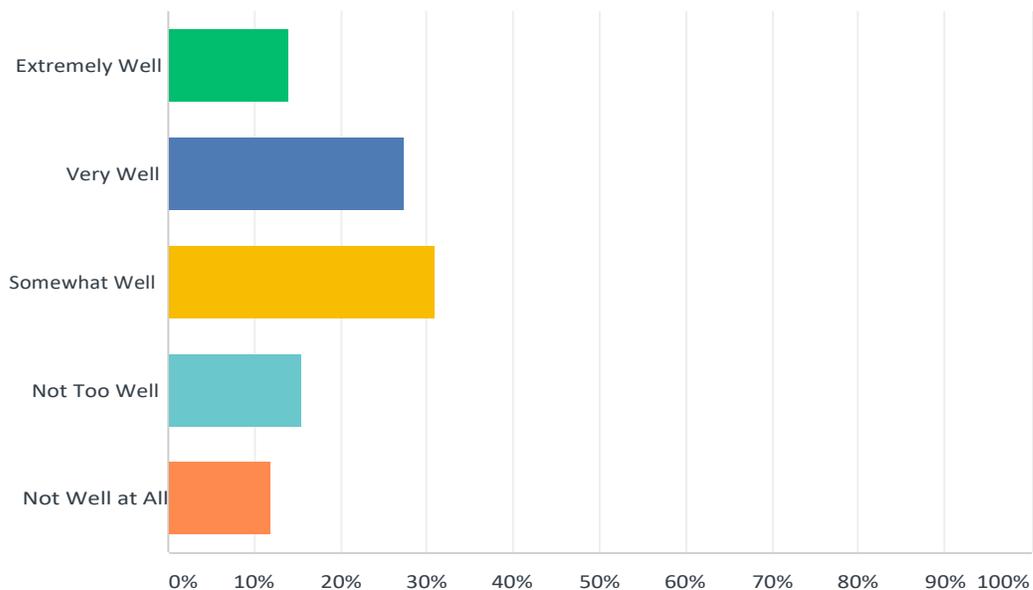
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely Well	14.69%	21
Very Well	36.36%	52
Somewhat Well	37.76%	54
Not Too Well	7.69%	11
Not Well at All	3.50%	5
Total Respondents: 143		

Q3 How well does the following statement describe your thoughts on diversity: Workforce diversity is important to me.

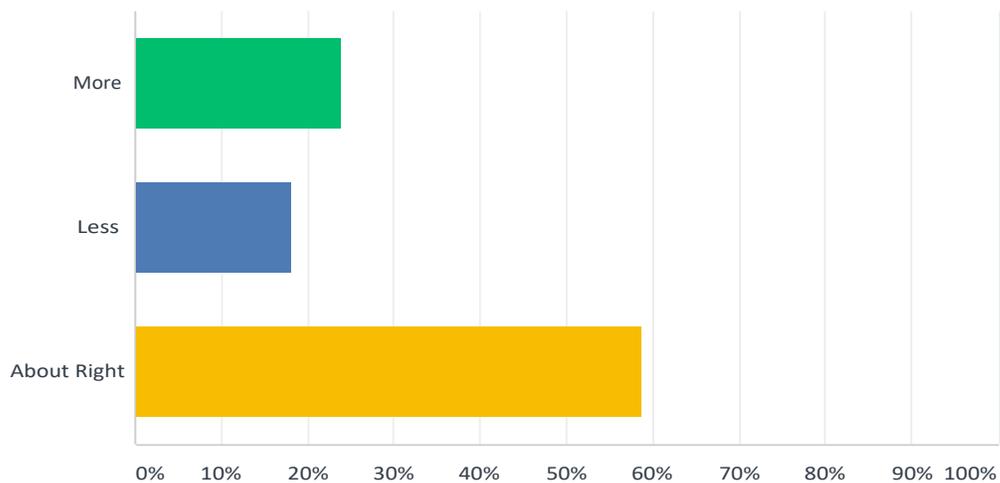
Answered: 142 Skipped: 1



ANSWER CHOICES	RESPONSES	
Extremely Well	14.08%	20
Very Well	27.46%	39
Somewhat Well	30.99%	44
Not Too Well	15.49%	22
Not Well at All	11.97%	17
Total Respondents: 142		

Q4 Do you feel that your organization should do more to increase diversity within the department, do less, or is the amount of effort about right?

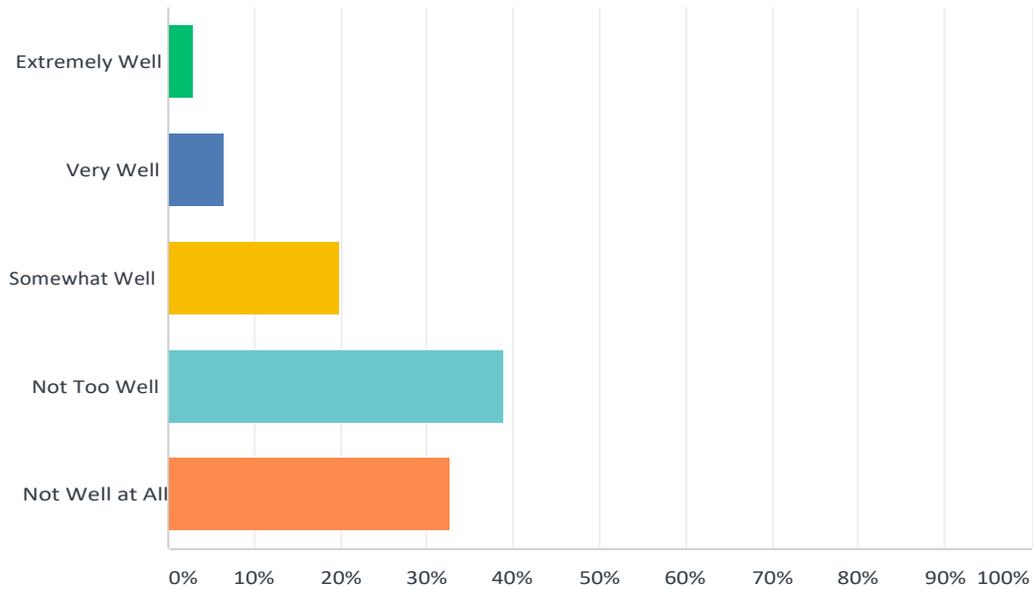
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
More	23.78%	34
Less	18.18%	26
About Right	58.74%	84
Total Respondents: 143		

Q5 How well does the following statement describe your fire department: The diversity found in my department is similar to the diversity found in the community it serves.

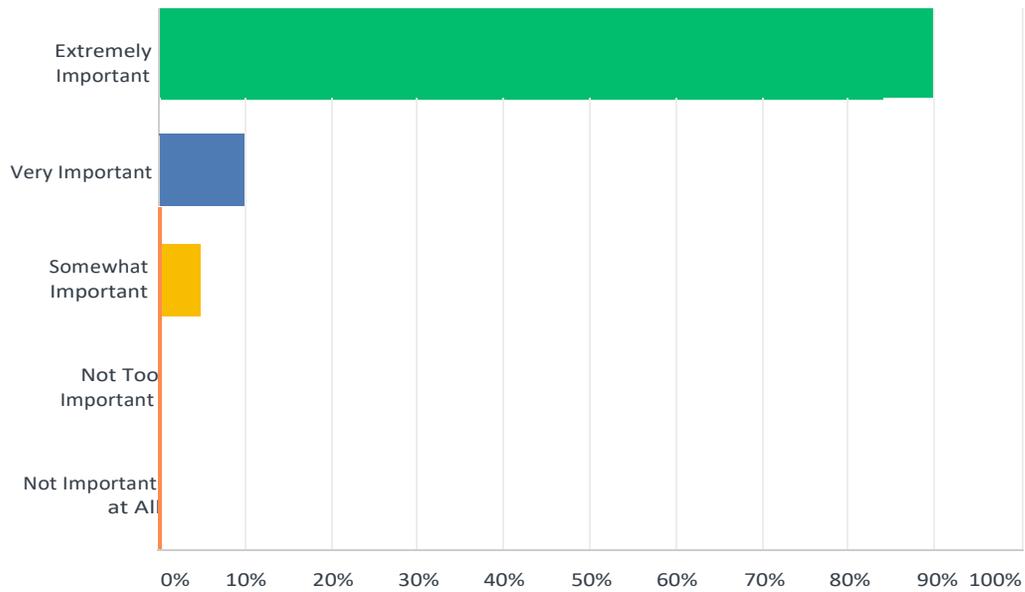
Answered: 141 Skipped: 2



ANSWER CHOICES	RESPONSES	
Extremely Well	2.84%	4
Very Well	6.38%	9
Somewhat Well	19.86%	28
Not Too Well	39.01%	55
Not Well at All	32.62%	46
Total Respondents: 141		

Q6 When considering initiatives to increase diversity in the workplace, how important is it that hiring standards are not lowered?

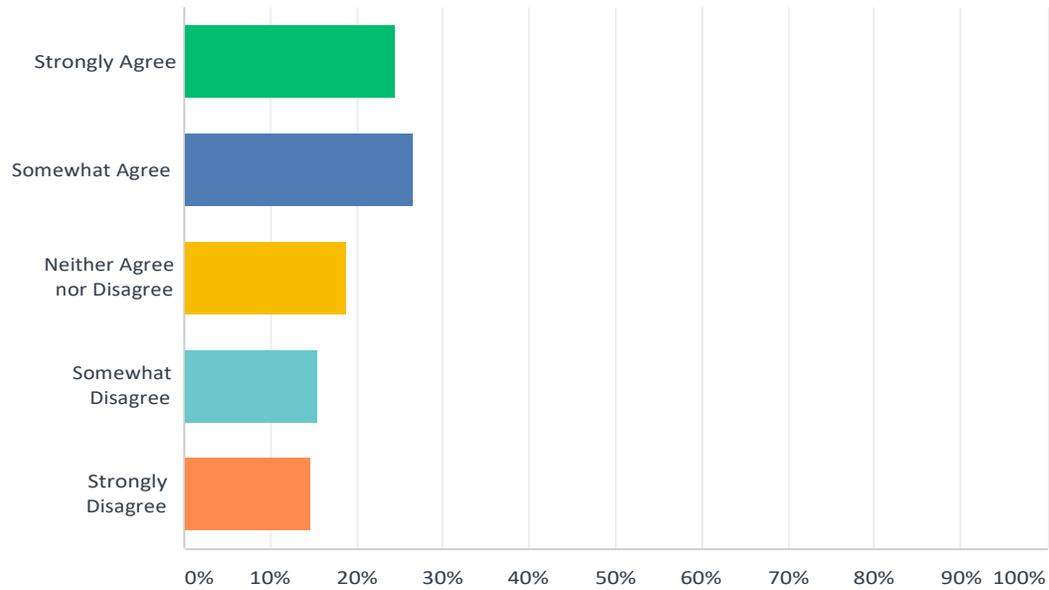
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely Important	83.92%	120
Very Important	9.79%	14
Somewhat Important	4.90%	7
Not Too Important	0.70%	1
Not Important at All	0.70%	1
Total Respondents: 143		

Q7 Do you agree or disagree with the following statement: Organizations that employ a diverse workforce are better equipped to understand the needs of a diverse community.

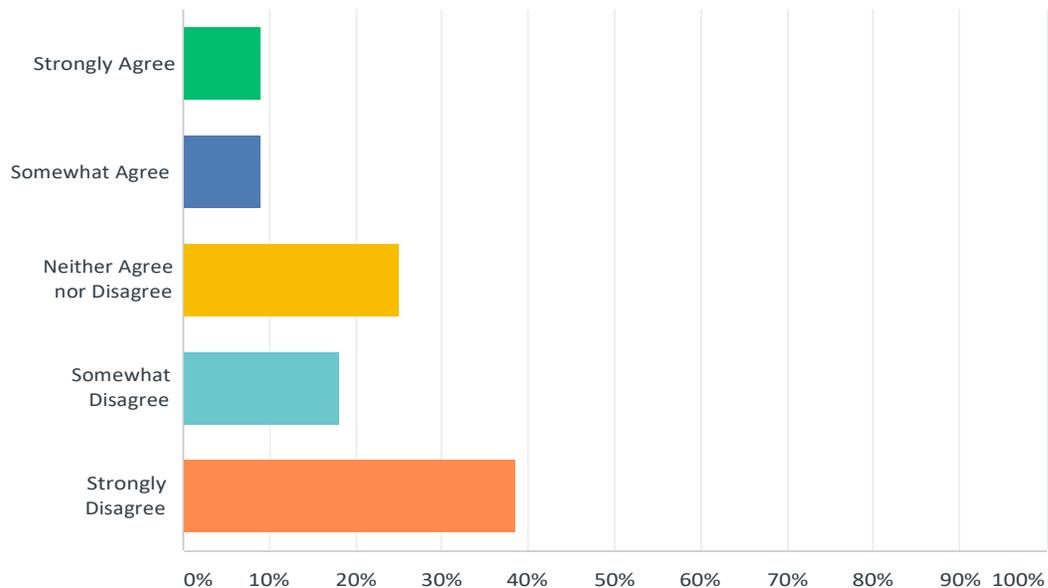
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	24.48%	35
Somewhat Agree	26.57%	38
Neither Agree nor Disagree	18.88%	27
Somewhat Disagree	15.38%	22
Strongly Disagree	14.69%	21
Total Respondents: 143		

Q8 Do you agree or disagree with the following statement: The "rule of one" or hiring the person with the highest score on entry level examinations has a disparate impact on minorities.

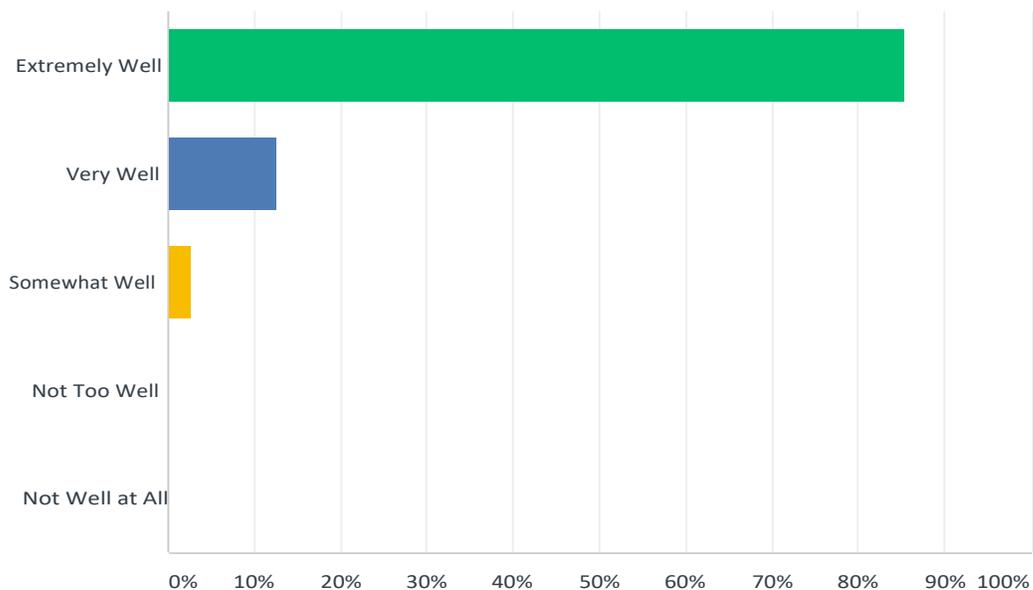
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	9.09%	13
Somewhat Agree	9.09%	13
Neither Agree nor Disagree	25.17%	36
Somewhat Disagree	18.18%	26
Strongly Disagree	38.46%	55
Total Respondents: 143		

Q9 How well does the following statement describe your feelings about your co-workers: As long as they are competent and can do the job, it does not matter what their race or gender is.

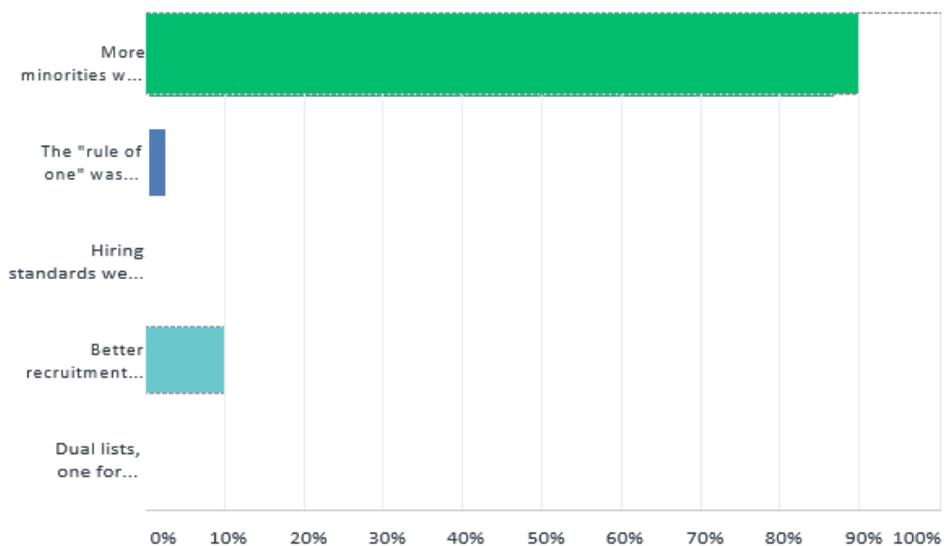
Answered: 143 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely Well	85.31%	122
Very Well	12.59%	18
Somewhat Well	2.80%	4
Not Too Well	0.00%	0
Not Well at All	0.00%	0
Total Respondents: 143		

Q10 My fire department could become more diverse if:

Answered: 134 Skipped: 9



ANSWER CHOICES	RESPONSES	
More minorities were interested in the fire service	86.57%	116
The "rule of one" was eliminated	2.24%	3
Hiring standards were lowered	0.00%	0
Better recruitment methods were developed	9.70%	13
Dual lists, one for minorities and one for non-minorities were used	1.49%	2
TOTAL		134

Q10: My department could become more diverse if:	
Respondent #	Other Comments
1	It's going to take a complete overhaul of the hiring system. ORC needs to be utilized and more community input is needed. Legally, the lawsuit filed in 1977-1978 needs to be undone to open door for ORC. Lastly, a consent decree is needed similar to the one employed in Cincinnati, where one third of every class is minority. Columbus has similar objectives as opposed to leaving everything to chance.
2	You can't force anyone, regardless of race, to take a job they aren't interested in doing.
3	No changes needed
4	Rule of 10 could help ensure both diversity and competency through a competitive list and comprehensive interview.
5	Get a mentoring program in the schools to get minority children interested in the fire service
6	The minorities who try harder in school have just as good of chance as anyone else who takes the test
7	if they really want the job.
8	If diverse minds show interest in the Fire Service
9	i think if more minorities were interested it would help and also better recruitment. I don't know of much recruitment at the highschools or areas to get our name and job out there.
10	Transferre within your department
11	We should not be pushed towards diversity, but competency both mentally and physically by hiring only the most committed and capable of individuals that meet the highest of standards. Lowering those standards to accomplish the goal of diversity hurts the department and the profession as a whole
12	all of these would make it more diverse, but i dont agree with these methods
13	Minorities have to want the job in the first place.
14	EMS & Fire were looked @ equally.
15	I think by eliminating the "rule of one" you are in a way lowering standards. If you have a separate list for minorities you will indeed hire more minorities, but will it be the best candidate? I'm sure people would get crap about only being hired because they had a "dumb" list. Why not talk to other departments that have more minority employees? What are they doing different from us? Do i think it's a bad thing to have more minorities? Definitely not. I thinking forcing the issue is the wrong approach. I know when I took my test there were very few minority candidates. The answer to me is trying to get more minorities to test and more will undoubtedly get hired
16	you cant led a horse to water if he isnt thirsty

17	Results of Tridata report and DOJ lawsuit reviewed
18	I personally feel that the standards of hiring an individual should be fair across the board. The statement I liked the most was "As long as they are competent and can do the job, it does not matter what their race or gender is."
19	This topic is an operative malignant cancer for any given organization. Lowering standards (regardless of how it's packaged), separate lists (definition of discrimination), eliminating the practice of hiring the top (eg. scores, background, physical capabilities, education, experience, etc.) candidates because they don't fit into a minority driven demographic quota, will always erode away at (kill) the host. However abrupt or gradual. Saddest part, in today's socially/politically heated environment, it's considered politically incorrect, insensitive, racist, sexist, (insert any hot topic-hate enabling adjective here) to even say so. So organizational leaders bend to public (peer?) pressure out of fear ... and ultimately only feed the cancer
20	The answer lies as a systemic problem in education. Firefighting is a professional trade. Forcing students into academic curriculum that does not support a trade professional fails the incoming pool of candidates. Additionally, mentoring needs to be attempted at a younger age for at risk families (single parent, foster, etc) to ensure the youth are not being stuck in the cycle of poor decision making at a young age that precludes them from holding a position of trust as an adult.
21	To address the problem at the early stages and hold public education to standard along with parents ... minorities that hold education at a high standard are norm encouraged to public service they are typically encouraged to high paying jobs like drs Or lawyers
22	pay was comparable to surrounding departments.
23	Recruit year round, get rid of the robots doing the recruiting.
24	Alter hiring process. Keep as is (Open Competitive) and every 4th hiring cycle hire through resume seeking certified FF/PM's and hire 30% minority for one class

Appendix B
Minority Recruiting and Hiring Survey

Q1 Name of Fire Department/Agency?

Answered: 205 Skipped: 3

#	RESPONSES	DATE
1	Lansing Fire Department	3/1/2018 2:16 PM
2	Colorado Springs Fire Department	2/24/2018 7:19 PM
3	Lebanon Fire Department	2/16/2018 5:02 PM
4	Consolidated Fire District No. 2	2/15/2018 4:58 PM
5	Green River Fire Department	2/15/2018 4:16 PM
6	Xenia Fire Division	2/15/2018 11:29 AM
7	Sedgwick County Fire District 1	2/14/2018 7:54 PM
8	Lynchburg Fire Department	2/14/2018 3:56 PM
9	Austin Fire Department	2/14/2018 8:39 AM
10	Central Valley Fire District	2/14/2018 8:31 AM
11	Memphis Fire Department	2/13/2018 7:30 PM
12	Wayne Township Fire Dept	2/10/2018 8:16 PM
13	Providence Fire Department	2/10/2018 1:22 PM
14	Tualatin Valley Fire and Rescue	2/9/2018 4:29 PM
15	West Carrollton Fire Department	2/9/2018 12:45 AM
16	Fairborn Fire Department	2/8/2018 11:01 PM
17	Nashville Fire Department	2/8/2018 10:24 PM
18	Carrollton Fire Rescue	2/8/2018 9:45 PM
19	Virginia Fire Department	2/8/2018 7:41 PM
20	New Jasper Township Fire Department	2/8/2018 1:24 PM
21	City of Moraine Fire Division	2/8/2018 1:09 PM
22	Fayetteville Fire Dept. N.C.	2/8/2018 12:01 PM
23	Huber Heights Fire Department	2/8/2018 11:24 AM
24	Milwaukee Fire Department	2/8/2018 11:11 AM
25	Fargo Fire Department	2/8/2018 11:08 AM
26	West Carrollton Fire Department	2/8/2018 9:32 AM
27	West Chester Township Fire Department	2/8/2018 9:30 AM
28	Maynard, Massachusetts Fire Department	2/8/2018 7:34 AM
29	Box 21 Rescue	2/8/2018 7:20 AM
30	Dixon (CA) Fire Department	2/7/2018 8:23 PM
31	Gwinnett County Fire and Emergency services	2/7/2018 6:43 PM
32	East Pierce Fire and Rescue	2/7/2018 5:35 PM
33	Oak Park Fire Department	2/7/2018 5:23 PM

34	Visalia Fire Department	2/7/2018 5:14 PM
35	Longview Fire Department	2/7/2018 4:22 PM
36	Lefthand Fire Department	2/7/2018 4:12 PM
37	Wayne Township Fire Department	2/7/2018 3:42 PM
38	Marin County (CA) Fire Department	2/7/2018 3:36 PM
39	Sheboygan, Wisconsin Fire Department	2/7/2018 3:28 PM
40	Broward Sheriff's Office Fire Rescue	2/7/2018 1:45 PM
41	Xenia Township Fire Department	2/7/2018 11:43 AM
42	Box 21 Rescue	2/7/2018 10:59 AM
43	Trotwood Fire Department	2/7/2018 10:10 AM
44	City of Springfield Fire Department	2/7/2018 7:44 AM
45	German township Fire Department	2/6/2018 10:42 PM
46	Salisbury Fire Department	2/6/2018 8:34 PM
47	Campbell County Fire Department (Wyoming)	2/6/2018 6:14 PM
48	Pembroke Pines Fire Rescue	2/6/2018 6:03 PM
49	Xenia Township Fire Department	2/6/2018 5:26 PM
50	Bend Fire Department	2/6/2018 4:26 PM
51	Merrimack Fire Rescue	2/6/2018 3:16 PM
52	Ft. Loramie Rescue Squad	2/6/2018 3:14 PM
53	Cedar Hill Fire Department	2/6/2018 2:35 PM
54	Palo Alto Fire Department	2/6/2018 2:31 PM
55	Goodyear Fire Department	2/6/2018 1:42 PM
56	Boca Raton Fire Rescue	2/6/2018 1:04 PM
57	Rocky Mount Fire Department, NC	2/6/2018 1:02 PM
58	New Lebanon Fire Department	2/6/2018 12:43 PM
59	Hartsdale Fire Department	2/6/2018 12:35 PM
60	Lakeport Fire District	2/6/2018 12:21 PM
61	Carlisle Fire Department	2/6/2018 12:18 PM
62	Gallatin Fire Department	2/6/2018 12:08 PM
63	Riverside Fire Department	2/6/2018 11:17 AM
64	Troy Fire Department	2/6/2018 9:54 AM
65	Davenport Fire Department	2/6/2018 9:25 AM
66	Dayton Fire Department	2/6/2018 9:19 AM
67	Miami Valley Fire District	2/6/2018 8:46 AM
68	Trotwood Fire Department	2/6/2018 8:37 AM
69	Springfield Fire Rescue	2/6/2018 8:30 AM
70	Columbus (MS) Fire and Rescue	2/6/2018 8:18 AM
71	Trotwood Fire Department	2/6/2018 8:10 AM
72	Bradford Fire Department	2/6/2018 7:42 AM
73	Harrison Twp. Fire Department	2/6/2018 7:36 AM

74	Sidney Department of Fire and Emergency Services	2/6/2018 7:34 AM
75	City of Eaton Fire/EMS Division	2/6/2018 6:31 AM
76	Fairborn Fire Department	2/6/2018 6:26 AM
77	Bethel township Fire Department	2/6/2018 12:28 AM
78	Bellbrook Fire Department	2/5/2018 11:05 PM
79	Springfield Fire Rescue Division	2/5/2018 8:42 PM
80	Clearcreek Fire Department	2/5/2018 6:25 PM
81	Riverside Fire Department	2/5/2018 6:11 PM
82	Greenville Township Fire Department	2/5/2018 5:39 PM
83	Cedarville Fire Department	2/5/2018 5:31 PM
84	Pleasant Township Fire Department Clark County	2/5/2018 5:13 PM
85	AMR	2/5/2018 4:55 PM
86	Dayton Children's	2/5/2018 4:53 PM
87	Jefferson Township- Montgomery County	2/5/2018 4:29 PM
88	Gettysburg Rural Fire Dept., Inc.	2/5/2018 4:29 PM
89	Tri-Village Rescue Services	2/5/2018 4:28 PM
90	Crooked River Ranch Fire & Rescue	2/5/2018 4:23 PM
91	Anna Rescue	2/5/2018 4:23 PM
92	Sidney Department of Fire & Emergency Services, Ohio	2/5/2018 4:18 PM
93	Kettering fire department	2/5/2018 4:17 PM
94	Arcanum Fire Department	2/5/2018 4:16 PM
95	Siloam Springs Fire Department	2/5/2018 4:15 PM
96	Sugarcreek Fire Department	2/5/2018 4:13 PM
97	Monroe Fire Department	2/5/2018 4:10 PM
98	Covington Fire & Rescue, Inc.	2/5/2018 4:10 PM
99	Brookville Fire Department	2/5/2018 4:10 PM
100	Kettering Fire Department	2/5/2018 4:07 PM
101	community ems	2/5/2018 4:06 PM
102	Troy Fire Department	2/5/2018 4:06 PM
103	Dubuque Fire Department	2/5/2018 3:38 PM
104	Squaw Valley Fire Department	2/5/2018 3:06 PM
105	Hiawatha Fire Department , Hiawatha IA	2/5/2018 3:04 PM
106	Fayetteville Fire Department	2/5/2018 2:40 PM
107	Cimarron Hills Fire Department	2/5/2018 2:14 PM
108	Telluride Fire Protection District	2/5/2018 1:21 PM
109	Carrboro Fire-Rescue Department	2/5/2018 12:47 PM
110	Pinellas Suncoast Fire & Rescue District	2/5/2018 11:38 AM
111	Kalispell Fire Department	2/5/2018 11:18 AM
112	Branson Fire Rescue, Missouri	2/5/2018 10:59 AM
113	Naugatuck Fire Department	2/5/2018 10:57 AM

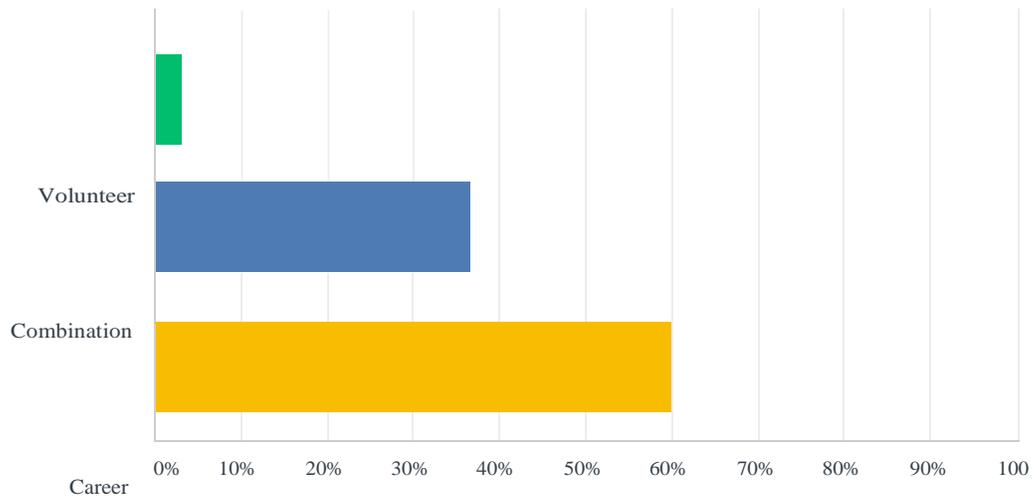
114	Sacramento Fire Department	2/5/2018 10:42 AM
115	Golder Ranch Fire District	2/5/2018 10:40 AM
116	Benton Harbor Department of Public Safety	2/5/2018 10:30 AM
117	Willimantic Fire Department	2/5/2018 10:28 AM
118	Columbus Fire Department	2/5/2018 10:10 AM
119	Ridge Culver Fire District	2/5/2018 9:56 AM
120	Winston-Salem Fire Department	2/5/2018 9:44 AM
121	Austin, MN Fire Department	2/5/2018 9:25 AM
122	Fayetteville Fire/Emergency Management Department	2/5/2018 9:25 AM
123	Swift Current Fire Department	2/5/2018 9:24 AM
124	Grand Valley Fire Protection District	2/5/2018 9:23 AM
125	Auburn Fire Department (Maine)	2/5/2018 9:22 AM
126	Washington Fire Rescue EMS	2/5/2018 9:10 AM
127	Raleigh Fire Department	2/5/2018 8:54 AM
128	Naugatuck Fire Department	2/5/2018 8:45 AM
129	Jerome Township Division of Fire	2/5/2018 8:27 AM
130	Huntley Fire District	2/5/2018 7:41 AM
131	Anne Arundel County Fire	2/5/2018 7:12 AM
132	Asheville Fire Department	2/5/2018 4:40 AM
133	Berryhill Fire Protection District	2/4/2018 6:00 PM
134	City of rocky mount Fire Department	2/4/2018 5:36 PM
135	Hingham Fire Department	2/4/2018 2:39 PM
136	Norfolk Fire Rescue	2/4/2018 2:20 PM
137	Sugar Land Fire-EMS	2/4/2018 1:49 PM
138	Schertz fire rescue	2/4/2018 11:49 AM
139	City of Santa Fe Fire Department (New Mexico)	2/4/2018 11:48 AM
140	Park Forest Fire Department	2/4/2018 11:39 AM
141	Orange County Fire Authority, CA	2/4/2018 10:03 AM
142	City of Wilmington Fire Department	2/4/2018 7:59 AM
143	Matthews Fire & EMS	2/4/2018 7:24 AM
144	Southington CT Fire Department	2/3/2018 10:53 PM
145	Plumas Eureka Fire Department	2/3/2018 7:40 PM
146	St. James (NY) Fire Department	2/3/2018 7:08 PM
147	Pullman Fire Department	2/3/2018 5:53 PM
148	Frankfort Fire Department	2/3/2018 4:07 PM
149	Fire Department of Mt. Juliet	2/3/2018 3:55 PM
150	Las Vegas Fire & Rescue	2/3/2018 3:36 PM
151	Gallatin Fire Department	2/3/2018 3:33 PM
152	Anchorage Fire Department	2/3/2018 3:17 PM
153	Oliver Springs Fire Department	2/3/2018 3:01 PM

154	Seattle Fire Department	2/3/2018 2:44 PM
155	Durham Fire Department	2/3/2018 2:32 PM
156	Cedar Rapids Fire Department	2/3/2018 2:12 PM
157	Longview Fire Dept.-Texas	2/3/2018 2:08 PM
158	Chicago Fire Department	2/3/2018 1:54 PM
159	Bridgeport CT Fire Department	2/3/2018 1:48 PM
160	City of Spokane, WA Fire Department	2/3/2018 1:35 PM
161	Loudoun County Fire and Rescue	2/3/2018 1:32 PM
162	STFD	2/3/2018 1:30 PM
163	Morgantown Fire Department	2/3/2018 12:56 PM
164	Roanoke Fire-EMS Department	2/3/2018 12:54 PM
165	Chesapeake Fire Department	2/3/2018 12:48 PM
166	Gilroy Fire Department	2/3/2018 12:43 PM
167	Whitefish Fire Department	2/3/2018 12:24 PM
168	TVF&R	2/3/2018 12:20 PM
169	Clay Fire Territory	2/3/2018 12:16 PM
170	Golden Valley Fire Department, MN	2/3/2018 12:15 PM
171	Prospect Heights IL Fire Department	2/3/2018 12:14 PM
172	Superstition Fire & Medical District	2/3/2018 12:13 PM
173	Virginia Beach Fire Department	2/3/2018 12:13 PM
174	Navy Region Europe- NAS Sigonella	2/3/2018 12:13 PM
175	Prince William County Department of Fire and Rescue	2/3/2018 12:12 PM
176	Loudoun County Fire and Rescue	2/3/2018 12:05 PM
177	Rockland Fire Department	2/3/2018 10:29 AM
178	Kansas City Fire Department	2/2/2018 11:11 PM
179	Fry Fire District	2/2/2018 11:10 PM
180	Metropolitan Washington Airports Authority	2/2/2018 10:15 PM
181	Los Alamos Fire Department	2/2/2018 9:08 PM
182	Fort Worth Fire Department	2/2/2018 7:46 PM
183	Golder Ranch Fire District	2/2/2018 7:13 PM
184	Bourne Fire/Rescue and Emergency Services Department	2/2/2018 7:10 PM
185	Basalt fire rescue	2/2/2018 7:04 PM
186	La Verne (CA) Fire Dept	2/2/2018 7:01 PM
187	Aurora (IL) Fire Department	2/2/2018 6:38 PM
188	Fort Lauderdale Fire Rescue	2/2/2018 6:14 PM
189	New Hartford VFD	2/2/2018 5:35 PM
190	Madison Fire Dept.	2/2/2018 5:09 PM
191	Asheville Fire Department	2/2/2018 4:49 PM
192	Siuslaw Valley Fire and rescue	2/2/2018 4:44 PM
193	Cardinal Joint Fire District	2/2/2018 4:20 PM

194	Rogers Fire Department	2/2/2018 4:15 PM
195	Bolingbrook Fire Department	2/2/2018 3:40 PM
196	Tulsa Fire Department	2/2/2018 3:22 PM
197	Idaho Falls Fire Department	2/2/2018 3:21 PM
198	Lynn Fire Department	2/2/2018 3:09 PM
199	Palm Harbor Fire Rescue	2/2/2018 3:08 PM
200	Evansville Fire Department	2/2/2018 3:05 PM
201	Johnston-Grimes Metropolitan Fire Department	2/2/2018 3:03 PM
202	Lisbon Fire Department	2/2/2018 3:01 PM
203	Birmingham Fire Department	2/2/2018 2:53 PM
204	Aurora Fire Department	2/2/2018 2:52 PM
205	Southington Fire Department	2/2/2018 2:50 PM

Q 2 Type of Department?

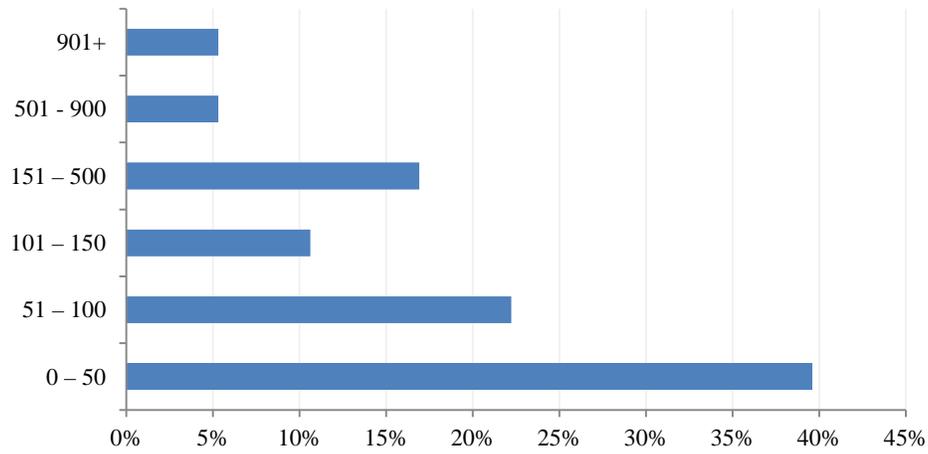
Answered: 207 Skipped 1



ANSWER CHOICES	RESPONSES	
Volunteer	3.38%	7
Combination	36.71%	76
Career	59.90%	124
TOTAL		207

Q3 Number of uniformed personnel? (Volunteer included)

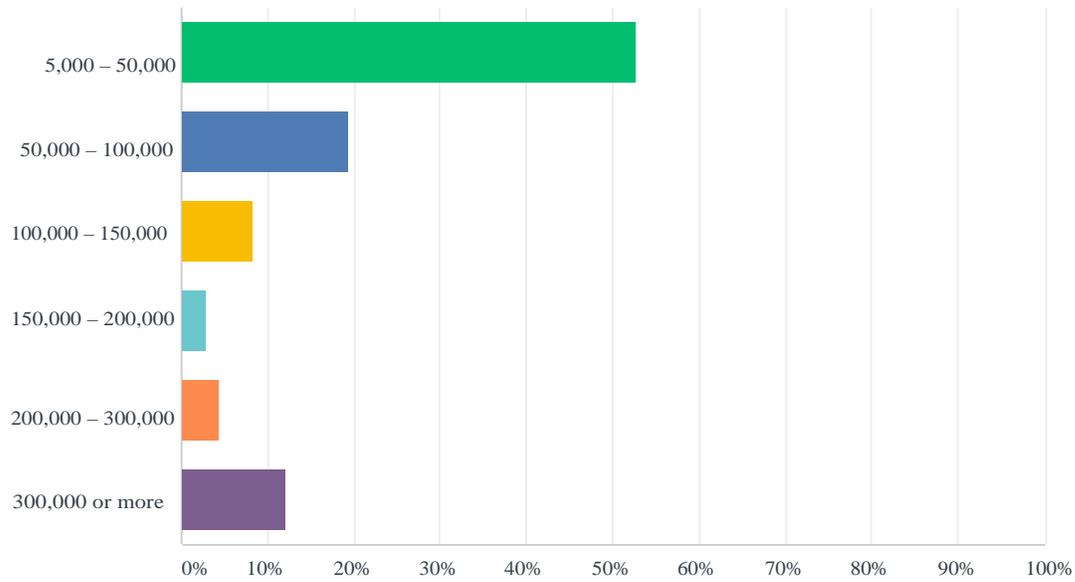
Answered: 208 Skipped: 0



ANSWER CHOICES	RESPONSES	
0 - 50	39.61%	82
51 - 100	22.22%	46
101 - 150	10.63%	22
151 - 500	16.92%	35
501 - 900	5.31%	11
901+	5.31%	11
TOTAL		207

Q4 What is the size of the population your department serves?

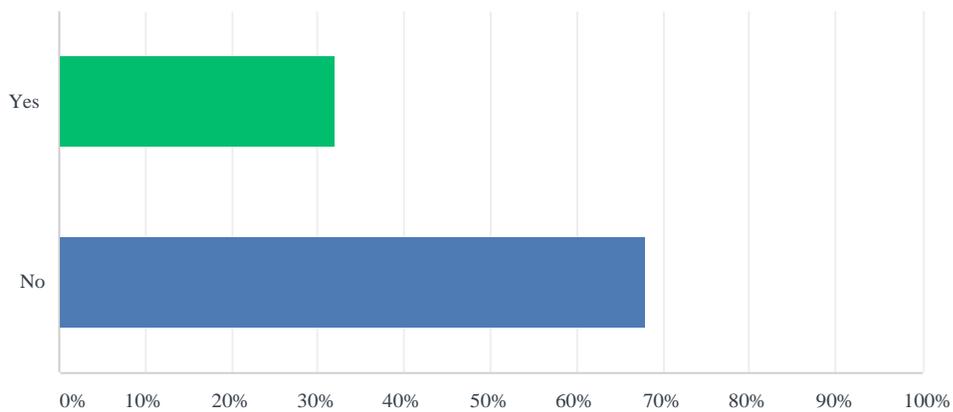
Answered: 205 Skipped: 3



ANSWER CHOICES	RESPONSES	
5,000 - 50,000	52.68%	108
50,000 - 100,000	19.51%	40
100,000 - 150,000	8.29%	17
150,000 - 200,000	2.93%	6
200,000 - 300,000	4.39%	9
300,000 or more	12.20%	25
TOTAL		205

Q5 Is your department's workforce as diverse as the community it serves?

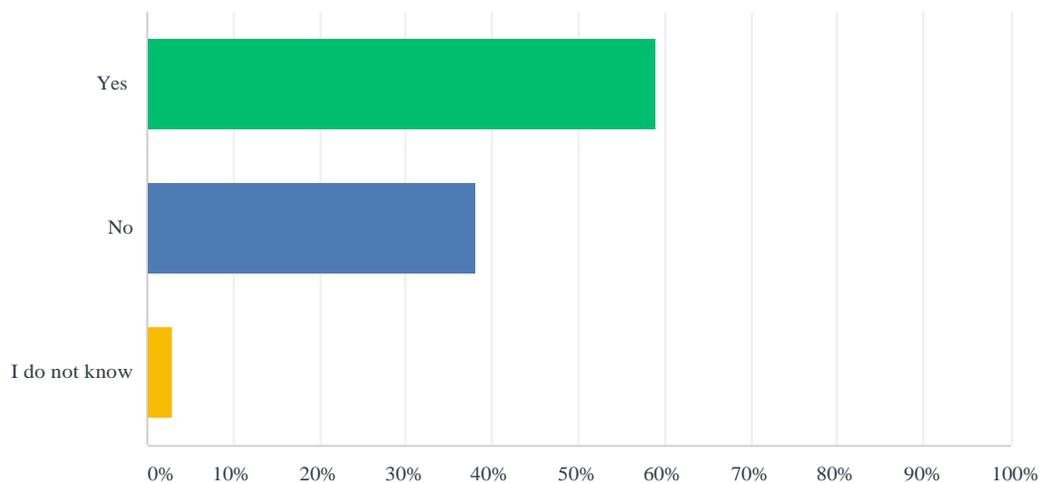
Answered: 206 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	32.04%	66
No	67.96%	140
TOTAL		206

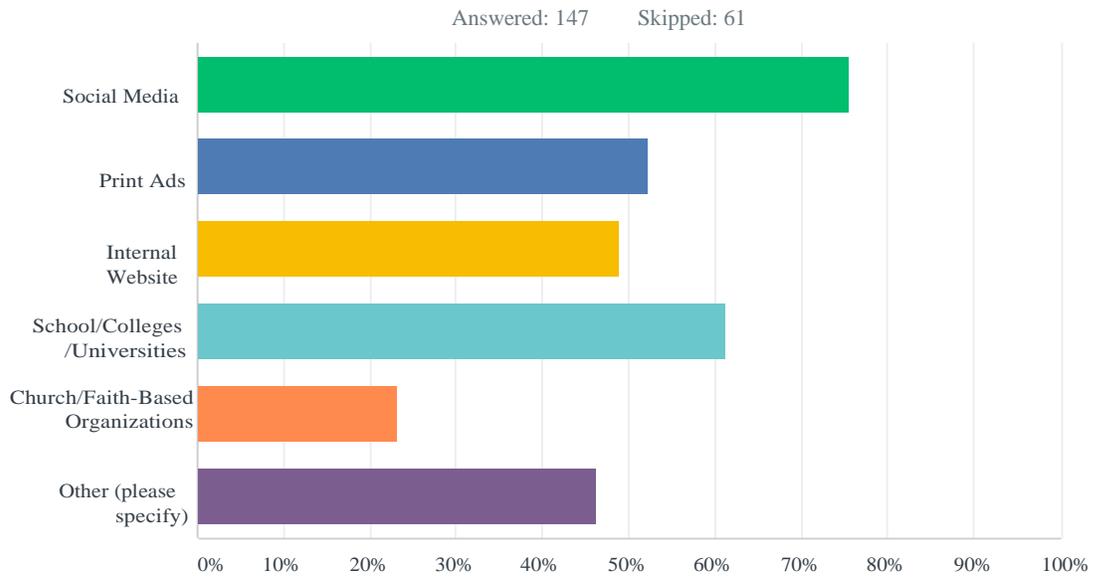
Q6 Does your department/agency actively recruit to improve diversity?

Answered: 207 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	58.94%	122
No	38.16%	79
I do not know	2.90%	6
TOTAL		207

Q7 If you answered Yes in question number 6, What recruitment methods has your department employed to recruit minorities?



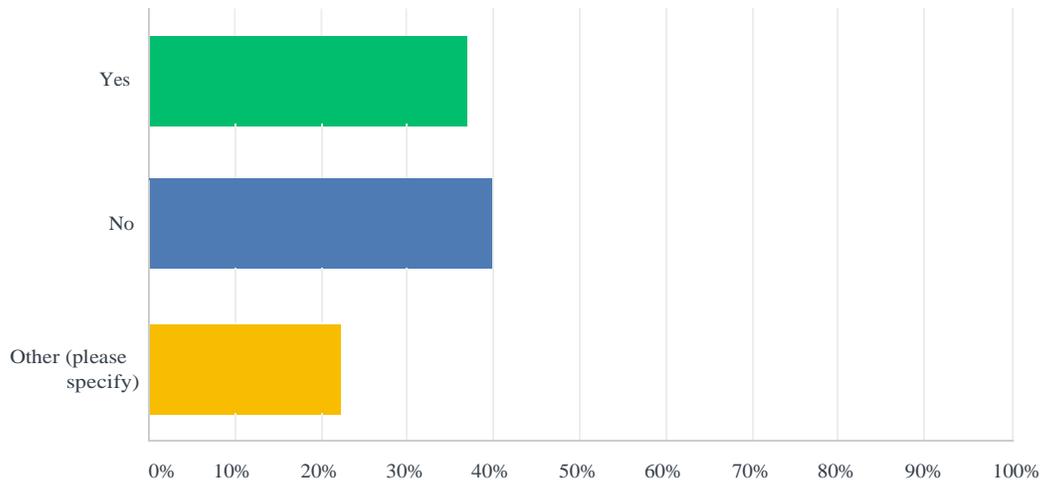
ANSWER CHOICES	RESPONSES	
Social Media	75.51%	111
Print Ads	52.38%	77
Internal Website	48.98%	72
School/Colleges/Universities	61.22%	90
Church/Faith-Based Organizations	23.13%	34
Other (please specify)	46.26%	68
TOTAL		147

Q7: If you answered Yes in question number 6, What recruitment methods has your department employed to recruit minorities?	
Respondent #	Other Comments
1	Public Informational Sessions
2	Job fairs, military career transition events
3	NA
4	Radio
5	State fire testing consortium
6	Community Centers, fairs, festivals,
7	Women in trade and Latino focus groups
8	Television news, city message boards
9	hired consultant to aid in recruitment
10	high schools
11	Explorer program
12	None
13	Statewide website
14	State-wide exam/eligibility list.
15	Working on program
16	Community associations
17	We have Diversity Recruitment Office as part of a group that actively goes out to the community.
18	We recruit anyone, diverse or not
19	IAFC Web site
20	N/A
21	Na
22	Job fairs
23	Discussed as a priority during pre-recruitment meetings
24	FF Cert program in high school, Explorer Program, Mentoring Program in Elementary School
25	List servers
26	N/A
27	Social Functions
28	Recruitment video
29	Job Fairs
30	Unknown
31	NA
32	N/A
33	Word of mouth
34	N/A
35	n/a
36	fire academies
37	Recruitment events, Example- National Night Out
38	Job Fairs, just getting out in the community to events
39	Human Resources uses a host of recruitment mediums.

40	Pre-Apprentice partnership with California Professional Firefighters (CPF) educational grant funded program that provides tuition free training to economically challenged fire service candidates. Funding includes transportation and childcare needs to participate. Successful candidates are placed on an eligibility hiring list and guaranteed an interview with Sacramento Fire. However, not a promise of employment. First class of 52 students is very diverse with over 20 percent female and over 20 percent African American.
41	Word of mouth
42	Word of mouth
43	various services that post info related to fire service.
44	Other social groups
45	Billboards around the city
46	Recruiting Websites
47	Randolph AFB and Fort Sam Houston
48	Military Bases
49	N/A
50	N/A
51	Military
52	Web based minority targeted
53	No fire or EMT certification required testing. Apprenticeship program offered every other year.
54	Native American Tribes, 4/5th Grade, NCAA Athletic Groups, Diverse Communities across the US
55	Collegial professional organizations e.g. BPFPA, I-women, IAFFF,
56	We participate in as many community events as well can to recruit at those events. The members' word of mouth is the best recruitment tool you can have.
57	Post Military service
58	Gyms, movie theaters
59	community activities, special events
60	News articles in local newspaper, stories on local cable news, signs in front of the stations
61	Last process was advertised through a rap song specifically written and released to recruit for the KCFD
62	Website
63	Radio Ads
64	N/a
65	Hold trainings for minorities at certain locations in the City
66	Explorer program
67	Na
68	None
69	Billboards
70	N/A

Q8 Were these methods successful in increasing the number of minority applicants?

Answered: 157 Skipped: 51

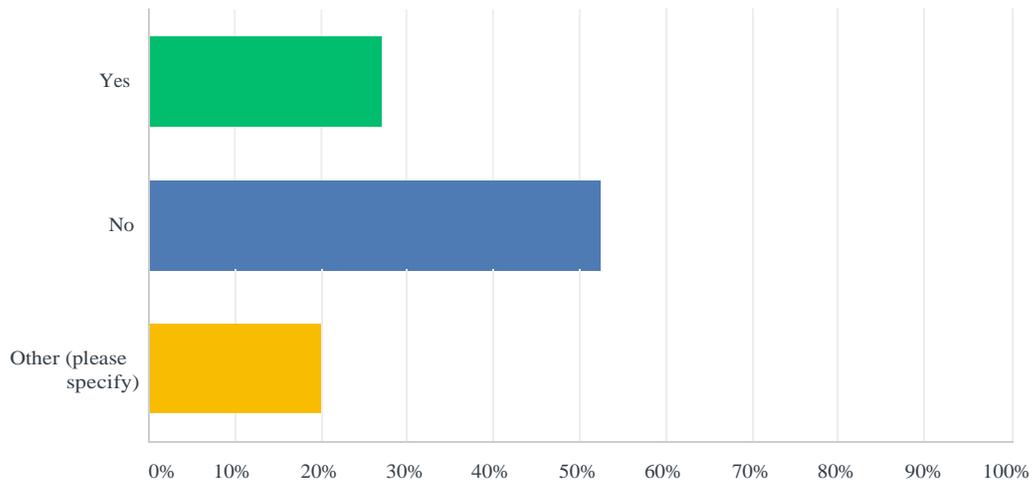


ANSWER CHOICES	RESPONSES	
Yes	36.94%	58
No	40.76%	64
Other (please specify)	22.29%	35
TOTAL		157

Q8: Were these methods successful in increasing the number of minority applicants?	
Respondent #	Other Comments
1	Results increased diversity of the applicant pool
2	N/A
3	Yes, but not statistically significantly
4	None
5	N/A
6	some recruitments are better than others at present it is difficult to compete with North and South California coastal cities and agencies
7	N/A
8	N/A
9	N/A
10	We just initiated these methods for an upcoming hire.
11	New program with little data to support conclusions
12	NA
13	not applicable
14	NA
15	Our demographics are different than most urban/suburban locations in our area
16	N/A
17	N/A
18	Partly. We had three minorities apply, none passed civil service testing
19	constant battle
20	we have done well with Female recruitment however, Minority participation not active
21	slightly
22	somewhat
23	I do not know the applicant demographics
24	N/A
25	N/A
26	New recruiting philosophy/practice recently introduced, next testing cycle will not occur until 2019
27	Not sure. We just implemented this initiative this year.
28	Unsure
29	Not applicable
30	Unknown
31	N/A
32	Yes, with the exception of female candidates. Recruitment efforts have resulted in a continued small number of women testing
33	Not sure
34	N/A
35	N/A
36	N/A

Q9 Were these methods successful in increasing the number of minority hires?

Answered: 158 Skipped: 50

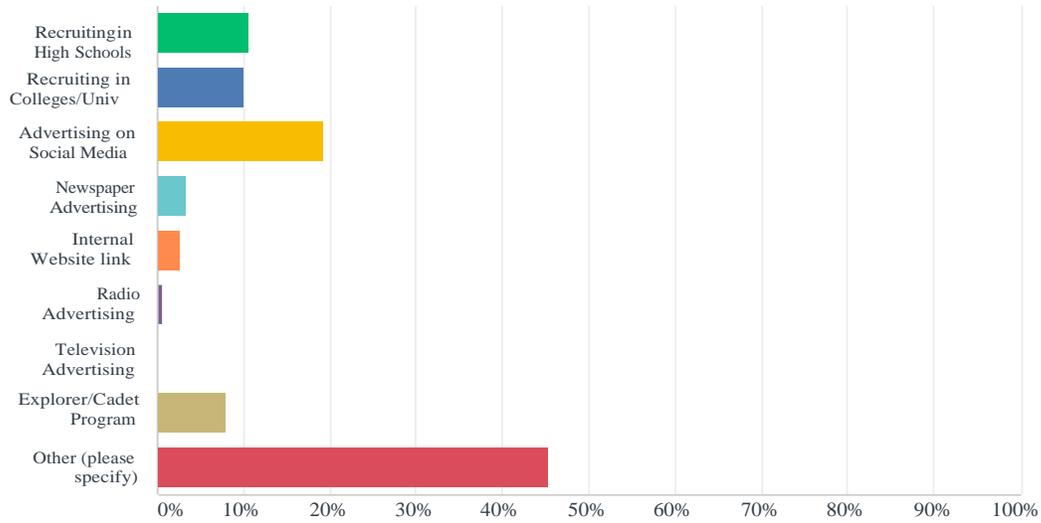


ANSWER CHOICES	RESPONSES	
Yes	27.22%	43
No	52.53%	83
Other (please specify)	20.25%	32
TOTAL		158

Q9: Were these methods successful in increasing the number of minority hires?	
Respondent #	Other Comments
1	NA
2	Hires of all fire suppression personnel are dependent on passing the NREMT-Basic exam during recruit school. A disproportionate number of minority males do not pass the NREMT-B exam successfully which prevents their hire.
3	None
4	N/A
5	For the most part. Word of mouth within the fire service still works well at local colleges
6	N/A
7	N/A
8	N/A
9	N/A
10	New program with little data to support conclusions
11	NA
12	Not applicable
13	NA
14	SAA
15	n/a
16	N/A
17	N/A
18	Undefined for updated process, previous practices were not successful in recruiting protected classes that qualified for hiring
19	N/A
20	Unknown at this time
21	A small amount of progress
22	by a few percent
23	not sure yet, too early to measure
24	Unsure
25	Not applicable
26	We are in a hiring process now
27	N/A
28	Not sure
29	Volunteers
30	N/A
31	N/A
32	N/A

Q10 Of all the methods used to recruit minority candidates, which has been the most successful for your department?

Answered: 150 Skipped: 58



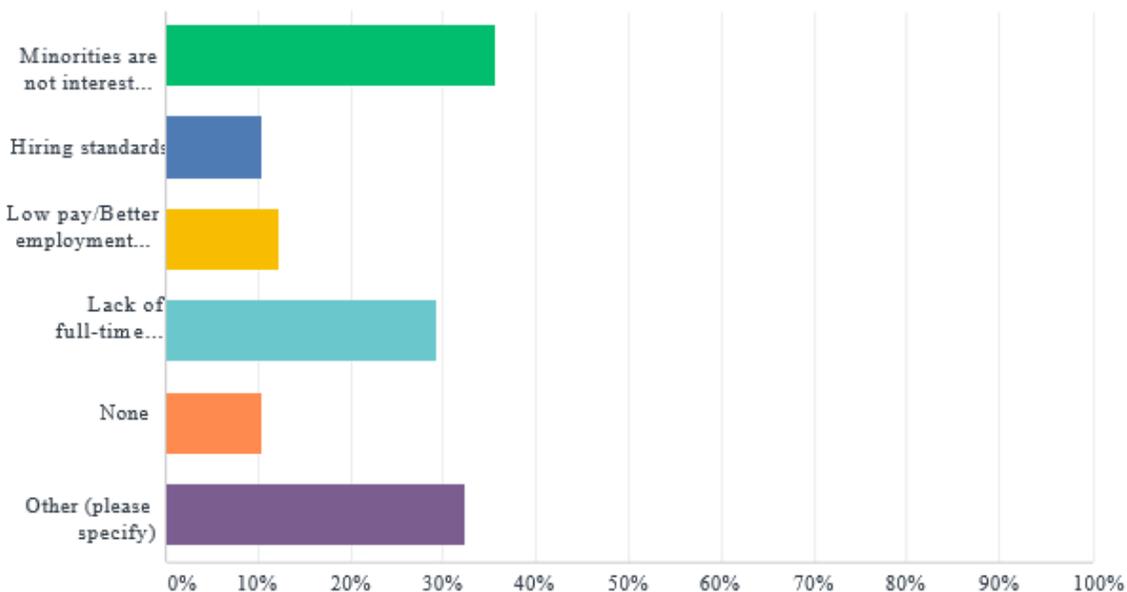
ANSWER CHOICES	RESPONSES	
Recruiting in High Schools	10.67%	16
Recruiting in Colleges/Universities	10.00%	15
Advertising on Social Media (Twitter, Facebook, etc.)	19.33%	29
Newspaper Advertising	3.33%	5
Internal Website link	2.67%	4
Radio Advertising	0.67%	1
Television Advertising	0.00%	0
Explorer/Cadet Program	8.00%	12
Other (please specify)	45.33%	68
TOTAL		150

Q10: Of all the methods used to recruit minority candidates, which has been the most successful for your department?	
Respondent #	Other Comments
1	All the Above Communication Outlets, Public Informational (Time commitment & Level of Exposure to the community)
2	military career transition events
3	State testing consortium
4	Creating a new job class (single role Paramedic). This allowed us to increase our diversity
5	Unknown
6	Not sure; not measured
7	Department does not actively recruit minority applicants
8	state-wide, third-party exam/eligibility list
9	N/A
10	we don't recruit minorities, we recruit people
11	N/A
12	N/A
13	None
14	N/A
15	Not sure that any are successful specifically to minority candidates, but most effective recruiting has been through referrals and website such as Texas Commission on Fire Protection.
16	Using NTN and FCTC
17	Word of mouth through employee base is still the best
18	Professional E-mail Lists
19	N/A
20	N/A
21	Direct contact
22	word of mouth
23	None so far
24	We don't actively recruit
25	We post flyers to list serve to hire
26	Not applicable
27	NA
28	None have worked
29	All unsuccessful
30	lateral entry
31	N/A
32	N/A
33	N/A
34	I do not know

35	None.
36	fire academies
37	We haven't see a change
38	Nothing has been what I would consider successful.
39	None
40	Intuitively I would say a combination of all methods. We do not track specifically how candidates became aware of open positions
41	Word of mouth
42	recruiting at different community events
43	We have not yet experienced success in minority recruiting
44	Recruiting websites
45	Personal recruitment by current employees
46	Dropping pre-hire certification requirements
47	Unknown
48	N/A
49	N/A
50	N/A
51	Web based minority targeted
52	Apprenticeship program as mentioned before.
53	Direct engagement with community organizations focused in minority communities
54	word of mouth and participating in community events.
55	data not collected
56	metrics not fully mature yet,
57	Word of mouth
58	We believe that all our methods effectively reach a certain % of the public. Our focus is to cast a WIDE net and see what we get
59	Active Duty Navy Sailors
60	Word of mouth seems most effective
61	Print media, television news, and billboards
62	Recruiting qualified candidates from other departments
63	Do not recruit minorities
64	N/A
65	N/A
66	This last test we progressively reached out and we had less applications of minority and women.
67	not sure
68	N/A. We are civil service. The applicants take a written test and we hire straight from the list. Usually Veterans are at the top.
69	None
70	N/A

Q11 What do you feel are the most significant barriers to increasing minority hiring?

Answered: 201 Skipped: 7



ANSWER CHOICES	RESPONSES	
Minorities are not interested in the fire service	35.82%	72
Hiring standards are too high	10.45%	21
Low pay/Better employment opportunities for minorities	12.44%	25
Lack of full-time recruitment effort	29.35%	59
None	10.45%	21
Other (please specify)	32.34%	65
TOTAL		201

Q11: What do you feel are the most significant barriers to increasing minority hiring?	
Respondent #	Other Comments
1	Minority candidates don't see people of color on fire apparatus or in the local media don't think that the fire service is career option.
2	Lack of Exposure/Contact, Community Connection, Training for Recruiters.
3	Getting them interested early. Let them dream of becoming a firefighter when they are children.
4	The most diverse area near us is the university and those folks are there to be engineers, not FF
5	Education requirements
6	It is very challenging to get hired with the number of people competing for limited jobs. Additionally, we use the NTN test and only pull the highest scores. Lastly, military preference points play a major role in hiring and promotional processes.
7	Lack of targeted publicity of FD job opportunities throughout the minority communities
8	minorities do not have a clear understanding of what a 21st century firefighter does
9	Perception of the fire service (white, male); schedule
10	effort for outreach
11	I just finished my EFO paper on Diversity. If you want a copy email me ppilafas@oak-park.us Good Luck Pete
12	We do not have a very diverse population, so it's hard to find candidates
13	Minorities do not want to volunteer. They want to be paid.
14	Combination of time and finances
15	getting them to see past the stigma of the job personally I didn't know too many firemen let alone minority firemen
16	People feel that they may not be welcome
17	Very few in our area, 2 to 3 families at most
18	Minimum qualifications should be similar to PD agencies.
19	Available work force numbers in the community. Only 15% minority base even available, but our community is 58% minority. Fire Dept has 21% minority base.
20	We have to hire off of a civil service list and must hire one of the top 3 scores. We do not control the list, administered by the County
21	Lack of educating underrepresented groups on the opportunity and understanding cultural concerns
22	Low pay, better employment opportunities elsewhere
23	You can't be what you can't see
24	There are no barriers.
25	For us its location and lack of minorities applying in our district. We have hired minorities in the past, but retention is a bigger issue.
26	Lack of available jobs
27	none for our area
28	Few minorities in the area, hard to get a diverse work force in the area we are located.
29	Role models of the same ethnicity
30	Area is dominantly white

31	Education with ROI. Trades have higher rate of pay with less money and time invested for a full-time job
32	We only hire paramedics, so this is a barrier in our area. Not much diversity among paramedics in Iowa
33	we have a hard time recruiting ANY qualified applicants
34	We have the same struggles recruiting Minorities as we do recruiting other young people. When they turn 18 they go off to college or other jobs and aren't interested in giving time as a volunteer. Also note we have a very small minority population
35	Limited minority hiring pool in our community. No familiar access to the potential career path in a field where candidates are plug and play arriving for a FF1 job with FO qualifications in hand usually because of prep by a relative or friend in the business.
36	For us minorities struggle with the written exam, which is a validated third-party test.
37	No qualified applicants
38	Many had never been exposed or encouraged to consider the fire service as a career, others need financial assistance. We have improved or outreach by establishing an Advisory Committee on Equity and Diversity (ACED).
39	Lack of awareness about the position and the lack of flexibility on the organization's part to flex requirements (i.e. requiring EMT when the department could provide that training as part of a hiring academy).
40	Too complicated to describe here
41	The recruitment process...mainly the length of time to complete the process, being placed on an eligibility list that may expire and how long it takes to actually get hired.
42	Geography
43	Might initially be interested in employment but agility test scares them off
44	Civil service restrictions on hiring
45	Cultural differences, higher pay in other careers
46	"Hiring standards are too high" sounds like minorities (and women) fail to show they can do (or be trained to do) the job. I'm not convinced that's true. To clarify, our hiring standards may be higher than necessary to screen out applicants who can't do (or be trained to do) the job. Our standards are similar to externally validated standards but have not been validated except internally.
47	Professional certifications cannot be met within allotted time frames.
48	Lack of awareness in the community
49	Time availability to volunteer
50	Unrealistic hiring targets (e.g. community is ~50% male/female, but 50% of female community is not interested in the fire service)
51	Time. You tell someone the process takes about a year or two, with all the testing etc. they quickly loose interest
52	Culture, rumors, area of the country...
53	Recruiters do not look like those they are recruiting
54	The desire needs to be there regardless of your ethnicity. You need to recruit for those who have the desire and try to have the department reflect the community it is located

55	we hire from our volunteer ranks and the lack of minorities that can't afford to live in our area and have the time to volunteer limits their opportunities.
56	lack of awareness in their ability to serve in this profession
57	They don't know opportunities exist. Many in our community are undocumented and recent immigrants who lack English proficiency.
58	Unware that the fire service is an excellent career
59	We are a civil service department. We get a state list after a yearly state test.
60	Won't drive any distance for the testing
61	No initiative from management
62	Larger departments seem to be preferred destinations for underrepresented groups
63	Lack of diversity in our community.
64	Paramedic at time of hire is the biggest issue
65	we have a minority recruitment officer that focuses on recruitment so not sure what the barriers are
66	Lack of minorities trained as firefighter/Emt/paramedic
67	Lack of knowledge on the process

Appendix C

Interview transcript of James Johnson, City of Dayton Civil Service

1. Please state your name and title.

James Johnson

2. How long have you worked for the City of Dayton?

18 years

3. What is your role in the hiring process for the City of Dayton?

Employment Analyst: reviews and certifies employment applications, write and administer employment examinations.

4. There is no question that Dayton Fire Department's minority representation does not reflect the community it serves. What are your thoughts on the current minority representation within the Dayton Fire Department and does the fact that many of the department's current minorities are eligible to retire alarm you?

It would be nice to have a minority representation that reflects the current demographics of the Dayton community population. I believe that minority communities don't see Firefighter as a viable career path due to the current lack of representation. Active recruitment by current firefighters that look like them would help. If many of the department's current minorities are retiring, that will only make it harder to recruit.

5. What has the City of Dayton and/or the Civil Service Board done to improve diversity within its safety forces?

The City and Civil Service have done extended recruitments, used social media and targeted minority institutions seeking candidates. We have hired a test vendor with a

good track record of helping communities improve diversity in the safety forces hiring department.

6. What barriers are present that are preventing the Dayton Fire Department from obtaining a more diverse workforce?

Lack of a continuous recruitment effort. Keep the message out there and show people that look like them.

7. In your experience, what are some of the benefits of having a diverse and inclusive workforce or similarly, how is an organization negatively impacted by not having a diverse workforce?

Some of the benefits of a diverse workforce are: broader perspectives of situations, larger knowledge base, and the ability to grow as a group and as individuals.

8. Do you feel the changes made to the civil service entrance test as a result of the Department of Justice consent decree will be effective in increasing the number of minority firefighters?

Yes, because the current vendor used for Firefighter Recruit has a proven track record of success in helping communities improve diversity in their safety forces hiring.

9. What are your thoughts on the “Rule of One” as interpreted in the City of Dayton’s charter? Do you feel that it limits the ability to diversify the workforce?

The “Rule of One” in my opinion is good because it rewards merit and effort.

10. Are there other recruitment, selection and detainment practices that you are aware of that might improve the City of Dayton’s ability to diversity its safety forces?

I feel lack of continuous recruitment limits the ability to diversity workforce.

Appendix D

Interview transcript of Stuart Walker, City of Dayton Civil Service

1. Please state your name and title.

Stuart Walker, Employment Analyst

2. How long have you worked for the City of Dayton?

3+ years

3. What is your role in the hiring process for the City of Dayton?

I develop and administer position specific exams for the City of Dayton. I also review applications to ensure that applicants meet the minimum requirements for positions, based on Job Descriptions. I create and update position task analyses for various positions within the City through interviews with Subject Matter Experts and current incumbents of those jobs. I work within Civil Services "Fire" team helping to organize and administer Firefighter Recruit exams, CPAT testing for potential Firefighter Recruits, etc.

4. There is no question that Dayton Fire Department's minority representation does not reflect the community it serves. What are your thoughts on the current minority representation within the Dayton Fire Department and does the fact that many of the department's current minorities are eligible to retire alarm you?

Considering the diverse make-up of the City of Dayton, I think that there is obviously a clear lack of diversity participation in the DFD.

I think it's problematic that the emergency responders, in general, do not reflect the community they serve a large percentage of the time. The people most invested in the success of a community are the people that come from and live in that community, not

those that commute from 30 minutes or an hour away to work their shift and then retreat from the city as soon as their shift ends.

5. What has the City of Dayton and the Civil Service Board done to improve diversity within its safety forces?

There is a tendency to repackage the same ideas and try them time and time again—at a certain point, you have to completely change tactics and try things that have never been tried before. It is safer to talk about and rehash the problem while trying the same tired solutions (traditional recruitment methods) than it is to try something totally off the wall.

6. What barriers are present that are preventing the Dayton Fire Department from obtaining a more diverse workforce?

- *Long hiring process- can be 3-4 years from the time of recruitment until the time of employment.*
- *Family business—lack of firefighter role models within certain communities to encourage others to follow their example*
- *Metropolitan area is much whiter than the city proper, but no residency requirement or preferential hiring practices to encourage City residents to pursue position*
- *No continuous youth outreach and engagement*
- *Lack of financial support to effect meaningful change through community outreach, apprenticeships programs to build our force up from the ground floor*
- *On/Off nature of recruiting for safety forces- when testing only occurs every two or three years, there is complacency in the recruiting process during the off years.*

7. In your experience, what are some of the benefits of having a diverse and inclusive workforce or similarly, how is an organization negatively impacted by not having a diverse workforce?

- *People from different backgrounds all add to the effectiveness of an organization. Bring unique experiences and perspectives*
- *Without a diverse workforce, an organization can tend to become nearsighted and may fail to take cultural or ethnic differences into account when responding to the needs and concerns of citizens*
- *Working in a diverse workforce can break down the barriers and misconceptions of employees that may have never been exposed to much diversity. In a City that is roughly 50% minority, employees will face many facets of society that may be new—having a diverse workforce can help to mitigate some of the challenges that come along with serving such a diverse community.*

8. Do you feel the changes made to the civil service entrance test because of the Department of Justice consent decree will be effective in increasing the number of minority firefighters?

I think there will have to be creative solutions to increase the diversity of DFD. The “new” civil service exam may not have the disparate impact that previous iterations may have had, but the fact remains that the overwhelming majority of people that sign up to take the test are white males. The solution should go beyond the test itself and look at how to make the DFD more attractive to minority applicants. This could include giving preferential credits to city residents, changing department culture, creating apprenticeship and youth programs that target underserved communities.

We could also look at how exams are conducted—maybe give more frequent, continuous exams in a more intimate setting (vs. the convention center “cattle call”). Shorten the time that elapses from recruitment until appointment. Provide promotional opportunities for labor class city employees. Give written exam on a pass/fail basis and then randomize the results to counteract the tendency of white candidates doing better on standardized tests.

9. What are your thoughts on the “Rule of One” as interpreted in the City of Dayton’s charter? Do you feel that it limits the ability to diversify the workforce?

If there was a clear directive from the leadership of safety forces to prioritize hiring a diverse workforce in the absence of a rule of one, then the rule may be a barrier to diversity. But the alternatives to a rule of one do not necessarily produce a more diverse workforce as demonstrated by the lack of diversity found in those cities that do not operate under a rule of one (rule of three, rule of five, banding system... etc.) The rule of one does pose some limitations as far as being able to select which candidates you want to fill jobs, but it also helps to prevent cases of favoritism, nepotism and other negative hiring practices that are harmful to the organization. In light of the rule of one, effort needs to be put in place to make sure our employment examinations do not intentionally or unintentionally have a disparate impact on minority groups. Efforts need to be made to get a representative amount of minorities to participate in our application and testing process and then figure out what it is about our testing process that causes those minority applicants, in general, to finish with lower scores and come up with a plan to address that issue.

10. Are there other recruitment, selection and detainment practices that you are aware of that might improve the City of Dayton's ability to diversity its safety forces?

- *Residency preference*
- *Creative promotional practices*
- *Randomized test scores*
- *Shorten the "recruitment to appointment" time*
- *Give exams more often*
- *Continuous, targeted recruitment beginning with youth and maintain relationship and contact with those targeted recruits*
- *Hire minorities through non-comp positions when given the opportunity*

Appendix E

Interview transcript of Maurice J. Evans, City of Dayton Civil Service

1. Please state your name and title.

Maurice J. Evans, Secretary Chief Examiner

2. How long have you worked for the City of Dayton?

28 years

3. What is your role in the hiring process for the City of Dayton?

I oversee the hiring process for the City of Dayton

4. There is no question that Dayton Fire Department's minority representation does not reflect the community it serves. What are your thoughts on the current minority representation within the Dayton Fire Department and does the fact that many of the department's current minorities are eligible to retire alarm you?

It is a big problem, but we need the help of the City of Dayton.

5. What has the City of Dayton and the Civil Service Board done to improve diversity within its safety forces?

There have been numerous recruiting campaigns

6. What barriers are present that are preventing the Dayton Fire Department from obtaining a more diverse workforce?

Knowledge, minorities do not have a role model or a family member to tell them about the fire department.

7. In your experience, what are some of the benefits of having a diverse and inclusive workforce or similarly, how is an organization negatively impacted by not having a diverse workforce?

No two people are the same

8. Do you feel the changes made to the civil service entrance test because of the Department of Justice consent decree will be effective in increasing the number of minority firefighters?

If we can get an equal amount of minorities to apply.

9. What are your thoughts on the “Rule of One” as interpreted in the City of Dayton’s charter? Do you feel that it limits the ability to diversify the workforce?

I like the rule of one. No, it does not limit diversity.

10. Are there other recruitment, selection and detainment practices that you are aware of that might improve the City of Dayton’s ability to diversity its safety forces?

No.

Appendix F

Interview with Dr. Linda Burris 1/30/2018

Lykins: I want to thank you so much for coming.
Burris: Listen, it is my pleasure because this is one of my things which I love to do. I love this.
Lykins: I am excited about it.
Burris: It is important. Very important. To understand the culture that you're trying to change. It is not so much; people tend to think that diversity is just about ethnicity and gender. It is so much more than that. So, you have gotta have a culture that is accepting and open to embrace, not just tolerate ethnicity. And if, I ask people all the time when they ask me to come and work, are you ready for inclusion? They are like, "what do you mean?" Tell me what's going on.
Lykins: How would you define the difference between diversity and inclusion because many people confuse them, they say diversity and inclusion like it is the same thing. However, you clearly articulate in your book that it is not.
Burris: No, they are not the same. Moreover, diversity is, I guess it is like, make it simple, diversity is what our differences are. Inclusion is the ability to take those differences and make them work together. So, if we take, if I were to ask you to describe me, what would you say?
Lykins: I would say that you are an attractive African American female, engaging, energetic.
Burris: The first thing you went to was this (Points to face). But until we get to know somebody, we cannot do the engaging and energetic piece. See what I'm saying?
Lykins: I do.
Burris: So, what I'm saying is diversity is the sum total of what makes us different. Inclusion is making those differences work together.
Lykins: I see.
Burris: And that is where, we stop at getting diverse faces, but then we stop and don't take it to the next step.
Lykins: That kind of goes back to the failure to nurture the seed that you mention in your book.

Burris: That is exactly right.
Lykins: I have some questions, do you mind...
Burris: Oh no, I do not mind at all, not at all.
Lykins: That is why I like your book so much. It made perfect sense because as an organization, I'll be honest, we're so focused on trying to diversify
Burris: That's right...
Lykins: And we can't get the diversity necessary to get to the inclusion part of the equation.
Burris: And the diversity that you get, when it gets in the door, it sorts of slows down because the culture is not ready or hasn't gotten the message that this is what we're going to...
Lykins: We think we're done.
Burris: It's just started. I visited...I was asked to come into a law firm. One of the managing partners said to me, "Well, we tried diversity about eight years ago." I said, "what do you mean "you tried it?" He had two black lawyers working here, and we couldn't keep them, so we tried the diversity thing and it didn't work. I was floored.
Lykins: Yeah, like what did you do? ...to keep them here.
Burris: Right, that's the inclusion piece. That's the piece that we often overlook.
Lykins: So, obviously my passion and my focus is fire, the fire department. We're a little different animal in that we use the Civil Service hiring process for hiring. Even if I'm the fire chief, in regards how I may feel about diversity and the need for it. The process is what the process is, and I think there's a lot of room for improvement in our process.
Burris: I don't think, this is my opinion based on my experience. I don't ever think you should lower a standard. I think you bring people up to the standard and that means if you have a targeted group that you want to work with, to get them ready to be able to successfully an EMT Level II Firefighter. I'm not sure what those levels mean.
Lykins: I love it, you're talking my language.
Burris: I try to catch on.
Lykins: Most people look at me and don't even know what I am talking about.

Burris: If that's what your goal is, for instance, let me give you an example. Remember when the Dayton Foundation gave \$50,000 to train 23 young minorities to go through the EMT program. This was back in 2009, I think. This report, I don't know if you ever got a copy of this report from 2009 that I wrote....

Lykins: Probably not. I don't know but I did bring some of the things I was able to find....

Burris: Ok. Well, let me see, that looks....so many things.

Lykins: That's a draft of the strategic plan....

Burris: I didn't even look at this one. Oh, this is 2008. Well, this one is an executive summary of my findings. So, I didn't review this, I reviewed this one, but I will review that one when I get back. The point I'm trying to make is, when they got those 21-young people, when they were reviewing their applications, I said then I think since we're asking this targeted group who may or may not have developed good study habits, may or may not have you know any support from... (food arrives-conversation regarding food). So, and I recommended having mentors, somebody they could go to to say I don't understand any of this. I don't know what this means. How do I study for this? And they didn't do it. And you know how many graduated from that program?

Lykins: Probably not many?

Burris: Two out of 21.

Lykins: Yeah that's.... we take people that have, they're experienced at other departments, they know the fire service lingo, they know tools and equipment and responsibilities, and we probably lose 20% in our fire academy because they're not ready

Burris: That's right.

Lykins: You can't take somebody who has no knowledge...

Burris: None.

Lykins: And then....

Burris: And no support at home...

Lykins: And expect them...

Burris: And nobody that knows...you know what, I gotta say this: people make assumptions that everybody starts in the same place. We don't. And if we want to be successful, we must help other people to be successful.

Lykins: Without a doubt.
Burris: We cannot be successful by ourselves, nobody can. Ok, I'm done preaching on that.
Lykins: No, I agree 100%. I'm going to let you eat, but..
Burris: But we can still talk.
Lykins: What do you see as some of the barriers for fire departments across the country to diversify? It is systemic. I know there are probably some testing component barriers, We have a 340-member department and...
Burris: I didn't know it was that many.
Lykins: Yes. Good size. Anyway, one of the questions that I asked in my survey was, asking our firefighters, what do you think the barriers to diversity are? And over 90% said African Americans are just not interested in the fire service.
Burris...hmm
Lykins: That's the perception according to our members
Burris: That's their perception, that's their reality.
Lykins: So, I'm curious beyond that, what do you think, because they're well-paying jobs, they provide good benefits and a pension. It can't be the money component, can it? Because they're good jobs.
Burris: So are you asking me what the barriers are on the minority side or on the...
Lykins: Well, because of your experience, I don't think I could find anybody more well-spoken or well educated on the subject.
Burris: I appreciate that.
Lykins: No, I mean it. I'm truly interested in your thoughts
Burris: When you're not exposed to something, you don't find a whole lot of value in it. You see what I'm saying? Law enforcement, I mean police officers, teach their children and those around them the importance of following law, the importance of whatever it is they do. As a mother, I teach my children business skills, how to manage themselves and the protocol to be successful in a business. We teach what we know. If you don't have a history from your family of law enforcement, why would I care about that?
Lykins: You wouldn't even consider that.

Burris: I would not even consider. If everything around me is, ok, let me back up. Depending on the demographic age-wise, some parents teach their children to thrive versus survive. Lots of minority parents teach their children just how to survive. They don't teach them the skills to thrive.

Lykins: that's interesting.

Burris: and because, you see thriving is about learning how to live in the world, get along, how to find your way, how to make things happen for yourself versus where is my next meal going to come from? How am I going to get my next gallon of milk or a loaf of bread? Survival skills are very different from thriving skills. So, when you're looking for people who have only learned how to survive, you got to really start at the basics.

Lykins: Profound, I like that.

Burris: You have to start at the basics and this is why you want to do it. So, the fact that you're working in schools, elementary. You know what, I was on a, I used to ride all the time with the police and only about 3 or 4 times with fire, that was fascinating all by itself.

Lykins:(can't hear).

Burris: You know what. The policemen, they get so much action and I always chose the 4-12 shift because I knew stuff was going to be going on. And I wanted to see it. So, when you want, we don't all start in the same place. So, if you want people to be a part of your group.

Lykins: Sorry, I'm going to double record you, I'm so scared I'm going to lose what you're saying...

Burris: No, no, you're good. You have to provide a way for people to say this is exciting. On one of my police ride-a-longs, this boy had hit his mother, this young boy had hit his mother and it was somewhere over in north...

Lykins: Hit his mother?

Burris: Hit his mother. He was 16.

Lykins: You don't hit your mother.

Burris: You don't hit your mother if you're 3, well 3 you don't know but, the police officer sat down with him on the steps and asked him what he wanted to do with his life and did you ever think about wanting to become a police officer. And I think in time he said you can't any felonies, you can't have any domestic violence charges. You've got to be able and you've got to be able to have a clean record and doing this to your mother is not going to help that. That's not going to help you.... And I sat there, and I thought, "Oh my God, do they all do this with all kids across all demographics?" My guess is probably no because I also was on the west side, there was no sitting down talking. So, the other piece, the other barrier you asked about

barriers, a lot of us, everybody has unconscious biases. Those biases we aren't even aware we're walking around with them. So, for 90% or 87% of your, I mean fire personnel to say minorities are not interested, that's the story that's been generated around a particular group of people. How do you know that? Had they asked anybody?

Lykins: To a person, our members are not discriminatory. One of the questions I asked in the survey that I sent to my department was, do you agree or disagree with the following statement. That statement being: "as long as my co-worker is competent and able to do the job, I don't care what their race or gender is." And 90% strongly agreed. They don't care. As long as they can, do the job, our members really do not care what their ethnicity or gender is.

Burris: What else would they say?

Lykins: Well, some could think, it's, like they're saying minorities aren't interested in fire service jobs because it's insulation for them, it's easy to say, we're not the problem.

Burris: Correct.

Lykins: a lot of my questions were focused around kind of getting to the heart...

Burris: that's good, you need to, you know why you need to get to that information? So that you can help develop strategies that can deal with and confront those issues. Head on.

Lykins: that's my goal

Burris: That's preparing the culture for inclusion. (server brings food-conversation) So you know, I love the fact that you are so interested in engaging in this. And when you, I'm going to give this to you and when you read this, it's going to be, oh it's coming apart, that's why I had the paper clip. You're going to find some of the things that are said in here are the same. And we are 9 years later. And not a lot has changed. I read over this and I thought wow.

Lykins: well, that's my frustration, that in 2000...I began this journey with the apprenticeship program and one of the things I really enjoyed in that program is that we took candidates that really had no exposure to the fire service. I mean they didn't know anything about the fire service. While we also failed to support them once they got into this program, every one of them finished. Although we didn't hire them, someone did. They got hired by other fire departments.

Burris: That's great.

Lykins: You know they captured them and most of them are still gainfully employed as firefighters.

Burris: Oh, that's great.

Lykins: That's great for them. So, the program worked, just not for us.
Burris: And that's the gap. That's the piece...well, now that it's okay and the court supports you, the next time you won't have that gap to deal with.
Lykins: Well let me see, there's a couple of other questions I definitely want to get your opinion on. All right, so I know you addressed it in your book, but I wanted to see if you could expound on some of the benefits of having a diverse and inclusive workforce.
Burris: You know the benefits are obvious, they're always there. But a lot of times we don't think about those unintended benefits. So, let's talk about the obvious ones. The more data points you have, the more information you get. The better decisions you can make. It's all problem solving...not easier, but more effective. When you get to know somebody from a different ethnicity or different culture, you're expanding your own knowledge base. Some of the unintended or what should be intended consequences of diversity, you're teaching your next generation about how to respect and value an appreciate differences in people. What I am seeing, which is hard for me to comprehend, that we're still in 2018 and now we're going backwards in time. And so, one of the benefits you have is you have people who have diverse perspectives at the table. You can circumvent some of the problems and I'm going to use this as an example and I know I'm being recorded, but I'm going to use it anyway
Lykins: We can take anything out...
Burris: This situation with Grandview closing.
Lykins: Good Samaritan closing.
Burris: Good Samaritan closing. If, even if the decision was final, if they had brought community leaders into the room before they announced to say this is what we're doing, this is what we're considering this is why, can we can your support; will you help us make this work? Or at least, what are your opinions, you know, we want to hear them, maybe it could change our minds, but if it doesn't, can we get your support? Can you imagine the difference this would, but they didn't go to the community that they, think about this and I just want you to put this in perspective, and this over the years, St. Elizabeth's has closed, Salem Mall has been closed, Kroger closed, everything, the Children's Clinic that was on Gettysburg that they could take their kids to is closed. So, now, a stable force in the community is now closing, so what, are you trying to kill all of us? You know they say well it's only 5 miles. 5 miles could be 5 minutes, maybe 10. It could be like the death for somebody.
Lykins: Excellent point.
Burris: So, my point is, when you have the first perspective, you are committed and investing in understanding diversity and an inclusive environment, then you get, you engage people a different level and you get different data points. You have a different perspective growing up as white male than me as an African American female. But it doesn't mean we disagree, it just means we have different data points. But we are so afraid of differences, we don't want to

hear about those differences, right? I want you to do what I want you to do. When I want you to do it and the way I want you to do it. You see what I'm saying?

Lykins: I do.

Burriss: So, until we are able to manage our own biases and our own stuff, how can we be ready to bring in diverse voices and perspectives?

Lykins: That's an excellent point. And, one of the things that opened my eyes, I was a new lieutenant on the west side, at Salem and Oxford, Fire Station 9, my favorite station of all time. I had a black firefighter working with me and he, we don't have that many so that was a thing.

Burriss: Ken?

Lykins: It was Ken! Ken's the one I'm talking about.

Burriss: Is he still working or is he retired?

Lykins: He's a lieutenant now.

Burriss: Good for him.

Lykins: So, Ken was the firefighter. Before I had Ken working for me, I viewed firefighting, the profession, as a very black and white might be the wrong term, but very, we have patients that have problems, we solve them, and we have fire or other emergencies and we fix them. We either put them out or mitigate the incident. But my thought process was as long as people are doing the work, it really doesn't matter white, black, Asian, it didn't matter until I had Ken. Time and time again I saw how people related differently to us as a crew because we had a minority among us. It was night and day difference. And so, that really opened my eyes. People were more willing to talk to us, they were more willing to let us into their homes, they trusted us more right away just because he was standing there, even if he wasn't even saying anything. A light went off and it was like, wow! There is a huge benefit to diversity.

Burriss: But, think about this. The energy that you got because you had Ken. Imagine how different that energy is when you don't have that diverse perspective. There's been, ok, I've done research on the history of law enforcement. It goes back to (can't hear – slavery??). The thing about culture is, it travels through time, so it's still there, that underlying culture is still there so that distrust of law enforcement and anybody associated with it, because you know when you go into a home, police are called, so they come to. So, there's that oh no scary police are there. But Ken just one data point different and that's the color of his skin. It made a difference, oh he must, you must be ok cause Ken is here with you.

Lykins: And it was huge. It was so measurable that anyone could see even if they weren't looking. It was like wow, that run was different. And they may not be able to articulate why it was different, but they could tell, oh that was a good run.

Burris: Let me know about one of the runs I did with Fire, no I did it with Police and police said they called the house somewhere up Salem on the right side. I don't know that area, but a woman and her boyfriend had broken up and she wanted some of her stuff back and he wasn't home so she broke in. And she went in through the kitchen. She went in through the kitchen window and went in, but she sliced her leg all the way down. So, I went in, the police officers would not nice at all, I guess he was the commander or the lieutenant, or whatever he was. He said, and I thought this was so rude. He said to me, you see what your people did?

Lykins: Holy Moly.

Burris: And when you walked in the house you could smell the blood, she's been bleeding that long, so the paramedics were working on her trying to close her leg up. They got it closed up, put it in a brace and bandaged her all up. There was a gurney in the house, you know you come in the living room, go through the dining room and there's the kitchen because she sliced her leg she couldn't go anywhere. They made her walk with no assistance from the kitchen to the living room to get on the gurney. And I'm thinking something's not right here. Something's not right. So, but then, if Ken had been in there, my guess is Ken would've said no we got to help her with this. It didn't matter that she was a criminal, it should not have mattered.

Lykins: Because she was just getting her own stuff.

Burris: ...broke in...she shouldn't have broken in somebody's else's house, just wait till they come back.

Lykins: Point taken. A lot of failed points on that run.

Burris: Right, and I thought oh this is just not the way it's supposed to be.

Lykins: And imagine, you just saw that small....

Burris: Little tiny bit.

Lykins: That's replicated... We had 36,400 runs last year, so...

Burris: Now I did see the opposite. There was a woman, somebody's mother, she was in her 80s, she was very frail and so she had passed out, paramedics were called. It was the sweetest thing, they were so sweet to her. Sweetheart, tell me your name, rubbing her hand.

Lykins: I like to think that my guys do that all the time.

Burris: And this was like, this was off N. Main. And I thought this is the sweetest thing. This is such a contrast and what I saw before to right here.

Lykins: One of the things I think we find a lot is that whole group-think concept. Somebody sets the tone and everybody else just follows, like, I guess I have to treat this person this way because everybody else is. And I always try to teach my officers to be that person, right? That's why we're paying you extra to say knock it off. We're not going down this path. Harder to probably control...

Burris: Well, it's necessary. You've got to teach people to be independent critical thinkers. So that when stuff like this happens and then create the conditions within the culture that make it safe and ok for them to speak up. People don't feel safe in speaking up. And that's part of inclusion.

Lykins: I see what you did. You took it all the way back.

Burris: I'm a little squirrely like that.

Lykins: That's awesome. You mentioned culture several times and one of the quotes I really loved in your book, you said Terry Tempest Williams, "The eyes of the future are looking back at us and they're praying for us to see beyond our own time." I know it's now 2018, but do you feel that the eyes of the future are disappointed...

Burris: Yes! The eyes of the future are like yeah you poked my eyes out, my God I can't look at this. I can't watch this happen, it's not good and you know what, all of us have to speak up. Those who believe in a fairer, a just, a safe, a place where everybody has an opportunity to succeed the way they want to succeed. You know, I met a woman who was one of my clients, this was in New Jersey. She had been opening envelopes for 25 years. And when she said it she said it with such pride. I was struck by that. So, tell me what it is you really like. She said I know what I'm doing, I never miss a day of work and I get the mail organized and I'm really good at what I do. I said well then you know what, bless your heart honey cause you're doing something a lot of other people cannot do. And, she loved her at this company. She was so faithful and loyal opening envelopes. But that was success, she said I bought my own home, I've taken care of my kids, my kids are in college. She's a success story. So, when we allow people, success isn't about degrees or all this other stuff, this is about what you want for your life. And you go out and you feel like you can go get it. So, when you talk to little kids, you want to grow up to be a firefighter, you want to grow up to be a policeman, they need to see somebody that looks like them doing it.

Lykins: That's one of our huge fail points. Like I said, our uniform, I don't know if you knew this, our uniform minority representation right now is around 3% - it's dreadful, dreadful.

Burris: What is the city doing to support you?

Lykins: I, well we're meeting. We're having more meetings.

Burris: Oh, ok.

Lykins: We've created another diversity team. I don't want to speak negative. I know that it is very important for the police and they understand that we are woefully under-represented as well. But I feel like they feel like their hands are tied too. A lot of it's in the Civil Service hiring process. We are chartered, and our charter makes it, so we have to hire by the Rule of 1. We go back and forth about this....

Burris: But doesn't this, can't that be overturned by vote?

Lykins: It can, and it was brought up in our last meeting. We always come back to the charter. We can increase the numbers of minorities taking the test, but if they're banded somewhere down here then we never get to them, why are we doing the same thing over and over again? Because essentially, the conversation was to go recruit again but I know that we will get the exact same thing we got last time. We'll get 20% minorities taking the test. They'll be just out of the hiring range, oops, we didn't get it this time, let's do it again.

Burris: And it's justified.

Lykins: Yes.

Burris: Because of the Rule of 1.

Lykins: Rule of 1. So, I said....

Burris: Put it on the ballot.

Lykins: That's what I said. It's like, this is the fail point and all I've the research I've shown since 1965. In 1965 they were saying that's the problem. And no one ever wants to take it to the vote. I'm like look, it takes time, but if we would've done it, you know, the....

Burris: 45-50 years later, we're still saying the same.... that. Listen, that's where you need and should demand leadership. Be accountable You can't, you know, everybody knows Einstein's definition of insanity.

Lykins: And that's what we do. The same thing...

Burris: And it's unacceptable. There are too many other options. Put it to a vote. Will the Union support it? It doesn't matter.

Lykins: My personal opinion is if we kept the rule of one for promotions and used some other type of banding or rule of 10 for new hires, I don't think we'd get too much push back.

Burris: Ok, then that's what I think they need to do.

Lykins: I asked Civil Service in this meeting, the Secretary/Chief Examiner has the power to set the passing score for the exams. Essentially, all that we would have to do was to make the

test pass or fail. If you get a 70, you pass. And then as far as ranking, let's do a random lottery. Throw everybody in this mix, cause right now this way we get 20 or 25 percent minority showing up to take the test. Most of those pass. They just don't pass, they're not in the top 10 or 20 percent So, and it can't get worse. Cause somebody brought up that statistically you could get all white males. And I'm like, we're getting that now. What could possibly go wrong here? I mean...

Burris: At least you might increase by one or 2.

Lykins: Which is huge for us. People laugh, oh you only got 1 or 2 minorities. To us....

Burris: That's a lot.

Lykins: Percentage wise, it's huge. When 1-person leaves, you drop down 2%, so it's like, I don't see the downside. And if there, if you're saying these are the minimum qualifications, this is the minimum score to passing, I don't see the downside. I don't know if they'll go for it, but....

Burris: Well, I think if you, if you work on getting those 2 things done, I think that Rule of 1...the change for both police and fire. I just think it needs to change. And, I also think that holding an open, you know, I'm not a huge proponent of pass/fail when it comes to my students in graduate school. I want to know either you're an A student or a D student.

Lykins: If you are, I want to take your class. Cause I think I can pass.

Burris: You know what, I've had students come to me all the time, I didn't know it would be this difficult. I say you're in a master's program; it's not supposed to be easy. I said you were skating with those other professors, I said oh well, that's all over with, you all going to learn how to write now. So, the point I'm trying to make is, I think you have to try non-conventional methods and you've got, listen, the past is the past, you have to try new things. Think about the things that have stayed the same. How successful is now? It's not. Because nothing changed. You have got to change things. You have to. So, you know, you know what, one of the things that was noted in this because I interviewed police and fire for this before. And one of the things, as I was reading it, like barriers to success. One of them is, a lack of a long-term strategy, lack of a concrete vision, lack of accountability, responsibility, territorialism and one of the things that was said was ah, they know there's no long-term strategy, it's not going to last. So, all you have to do is wait it out. And we're done. So, persistence is one of the strategies. You cannot say oh we're going to support diversity and inclusion by this, this and this. I also think concurrently you, yes you do the diverse recruiting and separation and testing. But you also do preparing the culture for differences no matter what that difference is. You get them ready to embrace differences. Not just tolerate even the language that's used. You know, I keep hearing people say, we need to tolerate, we need to be more tolerant. And I keep thinking, well, I tolerate a toothache until I can get to a dentist.

Lykins: Right, right, not a fellow employee.

Burris: Why are we teaching people to be tolerant? Of each other? That's why we can do the things we do, say the things we do, say and not check ourselves. Because all I have to do is tolerate until I don't have to till I leave this job.

Lykins: I think that in the fire service and I know I'm kind of berating the Civil Service process, but my frustration is that we're doing the same thing over and over. It's like I'm in these meetings and we keep talking about the same thing. We want to get in the schools but then it's, well that costs money. And who's going to run it, and how (can't understand). I'm like can we please do something different? Even if it's a train wreck...

Burris: That's right, at least try it.

Lykins: We have all kinds of problems with our testing process. The timeliness of it, the number of people we employ; all of that. But, it's like, we're going to get the exact same thing, but what happens, I think is the feeling of success we get. We're meeting, we're doing something, and then new people come in the positions and we do it all over again. I only have 7 years left in the organization.

Burris: Really? You look so young.

Lykins: Thank you, I appreciate that. No, 7 years I'm out; they're kicking me out! (Laughs) So, my goal is to make some change in the 7 years. My fear is that we'll just keep getting new people and they'll get to go to the meetings and talk and feel like they're a part of some change, but nothing really ever changes.

Burris: And that's by design.

Lykins: That is the most frustrating thing...

Burris: It is frustrating. And you know it's by design and the people don't even recognize it as part of the design.

Lykins: Right, well most of them are probably blissfully unaware.

Burris: And you're asking them to, listen, you're asking them to do something different. How many people want to put that much energy and effort into doing or being or behaving in a different way? When, ok, I'm left handed. You ask me to do something with my right hand, look, really? I have to, what if I broke this hand? I'm going to have to write with this hand, it's never going to be as good, not going to look as nice, but I will have learned a new skill. I will know it's not impossible. Last night I did some work with the city on a community engagement? And, I said, how do you eat a whole elephant? One bite at a time. You got to, and even if you can only get them to do one thing different, do you know what kind of chain reaction could come as a result of that one thing?

Lykins: Yeah, the ripple effect.

Burris: Absolutely. You know, people, you know there's a story, I used to tell it in my management class. There was a small town, I think it was in Colorado or someplace where it snows a lot, gets a lot of ice.

Lykins: Dayton, Ohio?

Burris:(Laughs) So, when the snow and ice would get heavy on the lines, the power lines, they would break. So, the city council which was made of about 4-5 people would get together and what are we going to do? What are we going to do? And this one lady said, oh I know. Why don't you put up, get the bears to climb up the poles and they'll shake off the ice? Everybody said oh come on now that's just silly, how are we going to get the bear up the pole? She said, well put a honey pot at the top of the pole. So, somebody said well how we going to get the honey pot at the top of the pole? They said well, sometimes you know maybe we can get a helicopter or something to go put the honey pot. All of a sudden, it wasn't such a dumb idea because somebody said well, you know the air force some runs, and I've noticed that when they're closer to power lines the blades vibrate and causes the lines to vibrate and snow falls off. Maybe we could ask them to fly over on the heavy snow days and they did. From the bears climbing the pole.

Lykins: That's funny, that's a great story.

Burris: To the honey pot to now they had a solution that was totally free to this little tiny town. So, we got to teach people it's ok to have silly ideas. But we got to stay with it to see where it's going.

Lykins: You know you mentioned the elephant and I think that's one of the huge, it just seems so insurmountable. You look, like I said, I've gone back since 1965 when they were in ...

Burris: You were there in '65?

Lykins: No, I wasn't

Burris: You're too young.

Lykins: I was born in '68. But I researched back to, our records go back to about 1965. And, they were in crisis mode when the number of minorities they had on the job then. And we're worse now. And so, my point is, you know, we're this big machine and it's easy to think, well somebody clearly smarter than I should've figured this out. And if they haven't, then maybe

Burris: Not necessarily. This might've been your design, this might be part of your life mission.

Lykins: I'd just be glad if they'd do away with the Rule of 1. Really.

Burris: And if you can get it on the ballot and then do the marketing and tell the community this is what we need.

Lykins: When I interviewed Civil Service and asked them their thoughts on the Rule of 1? Guess what? They love it.

Burris: It's easy for them.

Lykins: That surprised me. I expected them to be frustrated. Cause they've seen, they have a lot of experience. I expected them to have a different (someone interrupts-Premier conversation). See you're famous! People recognize you.

Burris: I've been around a little bit. You know I intentionally wanted to focus on my hometown. And, aside from the fact that I had spent 9 years doing 75% travel, I thought you know what, if I can't help the people right here, why am I going all over the country? This was always my goal.

Lykins: Are you exhausted?

Burris: No, because I love, listen, I wake up every day like this. Thank you, God, I get to do what I love.

Lykins: I think that's fantastic. So, do I. I love, love, love my job. So passionate about it. But, it is frustrating that the city of Dayton right now, the 2010 census was 42% African American, you add all other non-whites, you're about 49%. You're 51% white and...dang near 50-50. But our fire department and police departments are in the single digits.

Burris: See, that has to stop. That's, oh my God, is there a new task force?

Lykins: But remember, they don't want the job.

Burris: They don't want the job?

Lykins: Minorities don't want the police and fire....

Burris: Yes, they do.

Lykins: That's what everyone says.

Burris: You know what, if you tell a lie long enough, you can believe. And that's what happens.

Lykins: That's my frustration. You look at it, and it's going to get even more diverse. The predictions are it's going to get even more diverse.

Burris: And that's a little frightening for a lot of people.
Lykins: I don't know if it'll affect us. I'm sure it will in some.... consequential cost of not diversifying, but I think we'll keep...we'll keep sailing this course towards, you know, where we think we're doing the right thing.
Burris: You know what...recommends this because I know, I got another 20 minutes because I get my car down to Cincinnati to service, but that's not until 3. What I want to do is, have you been exposed to the principals of appreciative inquiry?
Lykins: No.
Burris: Ok, what it means is, the way you get, I love that you're a southpaw. The way you get people to change people's thinking is, you do less telling and more asking. So, if I say to you, Jeff, help me understand why you think things haven't worked the way you would've liked. Of if I say to you things aren't working. I don't why, but you know this is not good. What are you more likely to respond to?
Lykins: To the one where you ...
Burris: To the question.
Lykins: Right.
Burris: Because if you, if I tell you, you can be looking at me and not shut straight down.
Lykins: Get defensive right away.
Burris: But if I ask you, you got to go inside and look for the answer. So, if there's anything I can encourage you to do as you're on this new task force that they're on and that would be to ask the hard questions. And I mean the hard. When they say they're going to keep the Rule of 1, we don't want to change it. Where do you think that's going to get us? How's that going to be different than it was in 1965? 45 years, or how many years. 50 or whatever. How is that going to make anything different? And then, they're going to have to inside. That's what I would encourage them to do. Because as long as we tell each other, people, think about your kids or your grandkids. They don't listen to me, I be like, listen that is a bad idea. Or now I do. Isn't that the best idea? Tell me why that was the best idea to me. They have to think. One thing you'll find out. People don't argue with their own data. So, if they put it out there, and if they, listen, if I say to you, I'm going on a diet, I'm going to lose 20 pounds. And this afternoon you see me with a cookie in my hand, you're going to say, Linda, I thought you were on a diet. You're holding me accountable. When people say something publicly, you can hold them accountable to it. So, when you ask them a question, and they give you an answer public ally, you can hold them accountable. This is what I heard you say. Did I misunderstand you?
Lykins: I'm going to fight the fight.

Burris: And let me know what I can do to help.
Lykins: This is huge. I want to thank you so much.
Burris: My pleasure.
Lykins: I loved your book, but without your input, my research was missing something.
Burris: Well, I hope I was able to fill it in.
Lykins: You're going to be cited all over the place.
Burris: I would love to see it.
Lykins: Of course, I'm excited about it.
Burris: You should be. You know what, think about this. If more people understood and had your perspective as top of mind goals every day they walk in there, I tell people all the time, why are you here? And they think I'm talking about here physically. But that's not what I'm talking about.
Lykins: I just think we have to do something. Like I said, I have 7, a little over 7 years, 7 ½ years left.
Burris: You can do a lot in 7 years.
Lykins: I hope so.
Burris: Because you have the energy, you have the knowledge, you the expertise.
Lykins: I'll be frustrated if we don't move the needle.
Burris: That is exciting.
Lykins: The problem is, I still want to address the culture, but the hiring processes are separate. We can model the way and have this idea, but the hiring process is, like they send us the candidates after it's all done, and we have no input. And that's kind of a problem.
Burris: It IS a problem.
Lykins: None.
Burris: Does it work the same way with police?

Lykins: Yes. They give a test, I mean we have input insomuch as in the beginning where we can go out and try to recruit minorities to come take the test...

Burris: But you don't interview?

Lykins: No, the written test determines the score. It's....

Burris: So, where's the psychological exam come in?

Lykins: Once that list gets established, again by taking a written Civil Service test, we rank them. All the candidates, 1-2000. And then we'll interview and do the psychological, do like the top 200. But, we're not really involved in any more of it. We are not sure who is going to be in the recruit class until we get a list of names from Civil Service. These are your candidates. We don't know if they're white, black, we don't even know their age.

Burris: Does that come down from the Justice Department?

Lykins: No, the Justice Department changed the type of test that we used.

Burris: Oh ok.

Lykins: The other test, again, because minorities were passing the test, just not at a high enough level to get...typically we run these classes every year or so and then we give new tests and you're always getting the top you know 10%. And so, that's why I like not having the Rule of 1. To be able to look at people and say you know what, what's best for my organization? And who are we missing, you don't know what you don't know.

Burris: That's exactly right.

Lykins: And, there are candidates out there that would probably be exceptional, and we never get to them.

Burris: You never get to see them, wow.

Lykins: And so that's kind of a problem. You know I think it's disingenuous in some respect to keep saying diversity, diversity, diversity, but then not make the necessary changes to actually get it.

Burris: To not to get it and to hold onto it.

Lykins: I totally agree with what you're saying nurturing the seed, making sure...but we aren't even ...you stated, you got to get them first. And so, I'd start there and feel like it was a victory and then obviously work on the culture and inclusion, but we have got to get them first.

Burris: Time is coming up this year?
Lykins: Yes. We're having meetings now and it just feels like we're going to get ready to recruit again and it's just like really? Like that's it? In 1965, they recruited heavily. I mean, we've doing it for 50 years. We'll see, I'm going to keep pushing the envelope but there has got to be more than simply recruitment.
Burris: You have to.
Lykins: we have to.
Burris: I appreciate this opportunity to come down and talk to you. It's one of my favorite things.
Lykins: Like I said, my research is going to be so much better because you're a part of it.
Burris: Oh well thank you.
Lykins: I'll be quoting you all over my paper. I'm excited. Thank you so much.
Burris: Oh, it's my pleasure, absolutely. You know, I'm doing what I was born to do.
Lykins: Oh, you're exceptional at it.
Burris: Well, thank you, I appreciate that.
Lykins: I've been on 26 years, so I've been part of the group that felt a little bit attacked when we weren't diverse, and others made us feel like we were discriminatory because the fire department is only 8% minorities. And I'm thinking to myself, I had no role in that. I'm open to anyone, and your book addressed that within the first couple of pages and I was hooked. I love this book. It was so refreshing. It made me want to know more and do more. You know, it was like she gets it. The past is the past, we need leaders to step up and to be part of that change. I'm not suggesting I can do it but I am committed to it.
Burris: Well, I think your passion and your energy is critical because if you look around the table you won't see that passion and energy for change. Somebody's gotta have it. In fact, see people you know misunderstand that your energy can't be destroyed. It may take another form, it goes someplace else, but that energy is always there. If it's an energy that you don't want, it's still there you've got to overcome that and bring it to the surface, so it can be dealt with. So, it can be transformed.
Lykins: We're a big, I tell everybody we're a big ship and it'll take us a long time to turn it around.
Burris: But you know what, you can.

Lykins: We can...
Burris: It's not easy.
Lykins: And we really need to have a multifaceted approach that really includes, like I said, I keep going back to Civil Service. Not that I'm anti-Civil Service, but I feel that, like you were saying, if we don't do something different, that one ripple and it turns into something else.
Burris: I think the community is ready for a change of the whole process.
Lykins: I honestly think, it's all about the community. 100% agreed. But I think the organization is too. I think what I saw with Ken and that epiphany, wow, this really is different. It's not just about fixing the wound and putting the fire out. It's about relating to people and understanding. And as a white guy, I wonder how many times I failed to pick up on cues that if I were a minority, I might have picked up on, right? And here I am oblivious. I'm not trying to be insensitive, but I don't know what I don't know.
Burris: Absolutely. That's why you need the other data points.
Lykins: Right and so that...
Burris: Because you learn.
Lykins: I think we have people that know that, that feel that same thing. I think the timing is good. But, I don't know, we'll see. I'm not that optimistic with the process. Not the feelings behind it, the process seems difficult.
Burris: Ok, so let me ask you this. What's the sore spot with the, ok, what I'm trying to get to, what's the what's in it for them to keep things the same versus what's in it for them to change?
Lykins: That's an excellent question. I kind of asked them that. Cause, they were sitting right next to me. The Civil Service guys do not see the Rule of one as a problem. Their defense was that it keeps us out of lawsuits. It's defensible. It's, we can defend the Rule of 1, there's no way you can have favoritism, it is the next candidate up. So, as long as the test is valid, then...
Burris: So how do, so a lottery would be ...
Lykins: A lottery would, they were kind of ok with a lottery a little more. Their fears were banding, they were very anti-banding and Rule of 3 Rule of 10. They didn't like that.
Burris: They didn't like the 3 and 10.

Lykins: They thought that was more, put some subjectiveness in it.
Burris: Let's say you have 20 candidates who come out at the same level. Almost a Rule of 1. So, the lottery would apply to all them?
Lykins: Yeah, so I would do a pass/fail....
Burris: Oh, I got you.
Lykins: that's my recommendation.
Burris: And what would the threshold be? 85, 90, whatever it is?
Lykins: Even give preference points.
Burris: What's the average score?
Lykins: That's an excellent point. Most people pass.
Burris: And pass is what?
Lykins: 70. So most people pass. And the problem is then you have people who have been in the fire service already. They've got their undergrad and are ready. Their fathers are firefighters.
Burris: that's what I'm saying.
Lykins: Cousins are firefighters.
Burris: So, the bias is already built in.
Lykins: ...any test you give. And then you have these people who don't have that support network. I think generationally once we get the first generation of minorities in. They're going to be like this is the best job in the world. And it will get better and easier. Until we make that change, we're never going to get there.
Burris: You know what, the first of anything gets the hardest time. The first female president of a large corporation catches hell. The first leader of anything, Barack Obama, caught hell. So, the first wave ...hell. But, then it settles down. See, when you understand that, that group team...
Lykins: People are no longer afraid.
Burris: They're not afraid and they're ok. Going back to inclusion, getting to know somebody versus what you're told or come to believe about somebody. Big difference, huge difference.

Lykins: thank you so much.
Burris: My pleasure.

Appendix G

Dr. Linda Burrs Biography

- President and Principal Consultant of the “Step Up to Success” Consulting Firm that focuses on leadership and organizational strategies for leaders, teams and individuals.
- More than 25 years of experience in the corporate and professional training arena.
- The breadth of her experience crosses all walks of social and organizational life including law firms, technology organizations, educators, business professionals, leadership groups and non-profit groups.
- Served as Interim Program Director for the Emerging Leader Program at the University of Dayton’s Center for Leadership and Executive Development.
- Faculty at the University of Phoenix Cincinnati campus and Dayton Learning Center where she facilitates learning in courses such as: Organizational Behavior, Management, Transformational Leadership, Cultural Diversity, Mediation and Conflict Resolution and Human Resources Management.
- Adjunct faculty and guest lecturer at McGregor’s School of Business for students in the MBA program teaching courses in Research Methods and Design.
- Serves on five Doctoral candidate’s dissertation research committees.
- Selected as a Catalyst for SOCHE’s Creative Initiatives, Dayton CREATE.
- Executive Advisor for the LexisNexis African American Network and is on the board of Community Health Centers of Dayton.
- Founding member of DaytonCoaches.com, an executive, business and career-coaching group formed to support individuals in the greater Dayton community who are committed to personal, professional, and organizational growth and development.

- Participates as a member of the Public Safety Diversity Task Force for the City of Dayton advising on minority recruiting strategies for police and fire.
- Member of the Dayton Diversity and Inclusion Partnership Vision Team.
- Designs and delivers targeted and successful curriculum for coaching interventions and development programs intended to improve personal, leadership and organizational performance.
- Past Chair of the Great Lakes Region of the Association for Psychological Type (2004-2006)
- Past President of the Greater Dayton Area Chapter of the Association of Psychological Type in Dayton.

Areas of expertise include:

Doctorate in Leadership and a Master's degree in Organizational Management.

Diversity and Inclusion (strategic design and program development).

MBTI® Master Practitioner Certification.

Creator of The Success Series© (for Executive Leadership, Frontline Managers, Teams and Individuals).

Building Inclusive Teams.

Effective Communications.

Conflict and Relationship Management.

Personal Development and Leadership Coaching.

Dr. Burrs' Published

Research study: The relationship between mid-level leaders' emotional competence and follower commitment.

Book: The Fruits of Inclusion™: A Smart Business Guide to Creating a Sustainable Program of Diversity and Inclusion© (2008)

Articles:

Diversity – More than a Notion

Leaders Behaving Badly

Learning to Groove with the Gremlins

Using Personal Power to Influence and Persuade

Relationships and Personality Types

Successful Selling

Transformers . . . More than Meets the Eye

Intentional Inclusion

Inclusion Gone Viral

Current Projects:

Books:

The Fruits of Inclusion: Companion Workbook

Navigating the Leadership Corridor© (in progress)