



# **LBFD Recruitment Report**

## **August 13, 2019**



# Purpose

## Overview

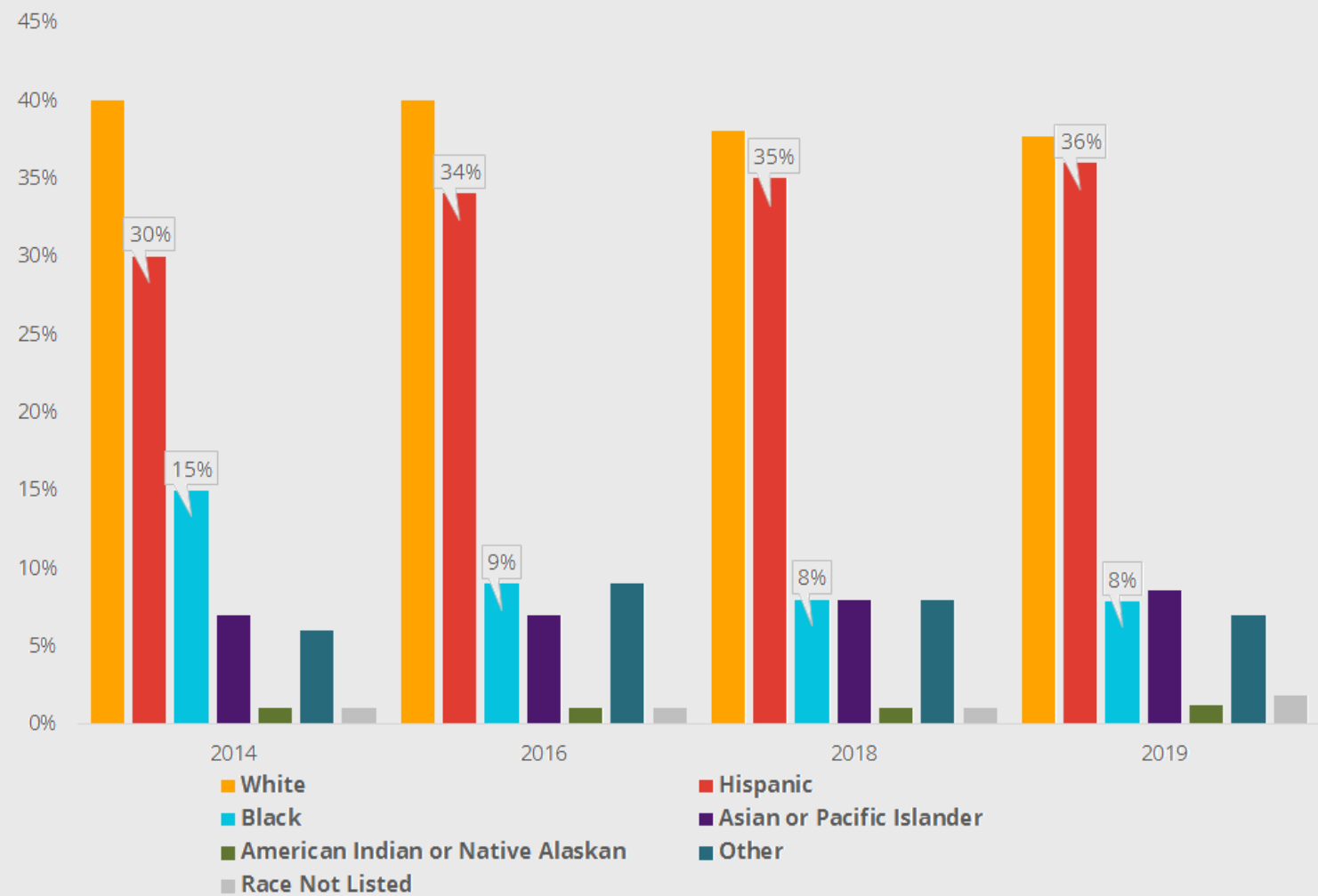
- LBFD partnered with the City Manager's Office and the Civil Service Department to review their recruiting and selection process.
- The team analyzed data from LBFD applicants, performed qualitative interviews with current firefighters, surveyed the previous 3 cohorts of Fire Recruits, and reviewed best practice research from other cities.



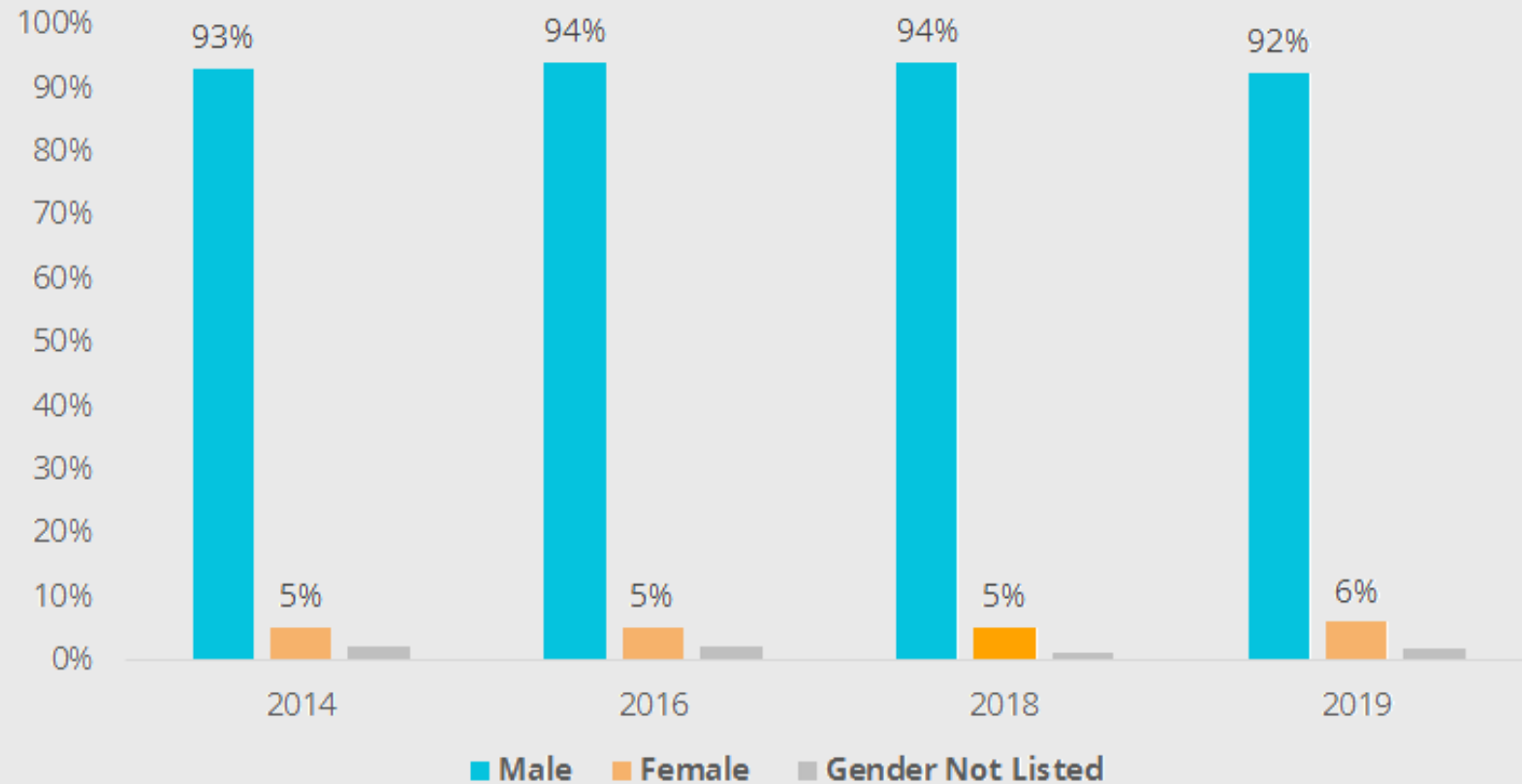
# LBFD Demographics

| Ethnicity                    | Male       | Female    | Total      |
|------------------------------|------------|-----------|------------|
| Asian                        | 10.0%      | 0.3%      | 10%        |
| Black                        | 8.5%       |           | 8%         |
| Hispanic                     | 18.0%      | 0.8%      | 19%        |
| Native American              | 0.5%       |           | 0%         |
| White                        | 59.1%      | 3.8%      | 63%        |
| <b>Total Sworn Employees</b> | <b>374</b> | <b>15</b> | <b>389</b> |

# 2014-2019 Fire Recruits Applicants by Race/Ethnicity



# 2014-2019 Fire Recruit Applicants by Gender



# Best Practices Already Employed by LBFD

## Fire Science Program at Jordan High School

- Starting in Fall 2019, LBFD will partner with Long Beach Unified School District (LBUSD) to start a Fire Science Pathway at Jordan High School.

## Application Window Time

- The Civil Service Department's Fire Recruit application is open for two weeks

## Standardized tests

- Instead of administering its own written exam, Civil Service and LBFD use a standardized test.

## PAT Test Administration

- LBFD administers its own Physical Ability Test (PAT) at no cost to the applicant.

## Standardized Oral interviews

- The two rounds of oral interviews measure different applicant qualities and are standardized.

## Community Involvement

- Stakeholders from the community are invited to participate in the first oral interview.

# Short-term Recruitment Strategy Categories

1. Selection Process
2. Recruitment Staffing
3. Recruitment Programs
4. Communications
5. Data Processes

# 1. Selection Process

## Strategy 1.1

### ***Implicit Bias/Cultural Competency Training***

Our selection process has been developed from best practices but continues to evolve. Sending all LBFD staff that participate in the selection process to implicit bias training would give them the tools to identify and mitigate any potential biases.

Best Practice Agencies: County of Los Angeles, City of Seattle, City of Oakland, and City of Minneapolis



# 1. Selection Process

## Strategy 1.2

*Implement, monitor, and evaluate pilot studies to adjust to the selection process*

Pilot Study 1: Invite all A-Band List to PAT

- Best Practice Agencies: Most agencies do this

Pilot Study 2: Adopt a Different Written Test

- Best Practice Agencies: City of LA, County of LA, San Diego

## 2. Staffing Needs

### Strategy 2.1

#### ***Diversity Recruitment and Partnerships Manager***

Classed as a Fire Captain

This role would form long-term partnerships with the community and administer the Recruitment committee.

Best practice agencies: Most agencies (San Diego, Oakland, and San Francisco) have at least 1 sworn Fire personnel that serves as a full-time coordinator/manager.

## 2. Staffing Needs

### Strategy 2.2

#### ***Recruitment Team***

Establishing a cadre of 5 rotating firefighters that represent the diversity of the Long Beach community is a crucial step in building a recruitment team. These firefighters would be funded by overtime.

Best practice agencies: Most agencies do this.

## 2. Staffing Needs

### Strategy 2.3

#### ***Recruitment Executive Team***

In order to share data analysis from recruitment efforts, the Support Services Bureau, Civil Service Personnel Analyst, and Recruitment staff will meet quarterly to refine the recruitment efforts.

## 3. Communication Strategies

### Strategy 3.1

#### ***Social Media Marketing***

LBFD will utilize Instagram, Facebook, and the City's website, as well as videos and flyers, to promote recruitment efforts.

### Strategy 3.2

#### ***Update Website***

LBFD will update and use the City's website as a marketing tool with various training resources such as drill academy videos, advice from previous classes, and oral interview prep guides.

Best Practice Agencies: the City and County of Los Angeles



## 4. Data Collection

### Strategy 4.1

#### ***Tracking Engagement***

LBFD recruitment staff will use technology to manage applications for programs and to track every recruitment effort. Recruitment staff will also compile After-Action reports after recruitment events to evaluate the effectiveness of every recruitment event.

Best Practice Agency: City of Oakland

## 4. Data Collection

### Strategy 4.2

#### ***Validate the Selection Process***

LBFD recruitment staff will also develop methods for increasing the reliability of the selection process, which includes establishing highly structured processes for all steps and conducting reliability checks.

Best Practice Agency: City of Los Angeles

## 4. Data Collection

### Strategy 4.3

#### ***Internal and External Surveys***

LBFD will develop an internal survey to understand the culture of the organization and how they will receive these programmatic changes. LBFD recruitment staff will also develop a community survey that measures the community's perception of the Fire Department and how likely they are to see a Fire Department job as feasible.

## 5. Recruitment Programs

### Strategy 5.1

#### ***Mentorship Program***

LBFD will establish a comprehensive mentorship program. Overtime is not planned for this.

Best Practice Agency: City of Oakland

## 5. Recruitment Programs

### Strategy 5.2

#### ***Women in the Fire Service Day***

LBFD recruitment staff will partner with Long Beach City College (LBCC) to develop a one-day event that begins with a panel of female firefighters. This event will be open to all, but target females.

Best Practice Agency: City of San Diego, City of LA, County of LA



## 5. Recruitment Programs

### Strategy 5.3

#### ***Recruit Strategically***

Targeting recruitment toward local college sports teams and recent veterans will help LBFD reach a more diverse candidate pool while also recruiting highly qualified individuals.

Best Practice Agencies: County of LA and City of San Diego

## 5. Recruitment Programs

### Strategy 5.4

#### ***Culturally Specific Recruitment***

LBFD recruitment staff will develop a recruitment engagement outline.

This recruitment engagement will have two goals: (1) build trust with leaders in communities like the African American, Cambodian, and Latinx community and (2) clarify the role of firefighters to dispel myths.

Best Practice Agency: City of LA, Seattle, Oakland, and Minneapolis

## Fiscal Impact

- LBFD is working on strategies to fund the implementation of key recommendations, such as the Diversity Recruitment and Partnerships Manager, with cost savings.
- LBFD is also implementing some of these recommendations, such as implicit bias training, through their existing budget.



Questions?