

# Diversifying Your Workforce - Real ▶ Life Success Stories

Presented by Heidi Voorhees, Co-Owner, GovHRUSA, LLC  
Michigan Municipal Executives, January 2020

# It's In the News...

- ▶ “Elgin City Council Pressures Staff for Update on Diversity Work” - Daily Herald, July, 2019
- ▶ “After race-related incidents, Naperville council adds language on diversity and inclusion to city’s mission statement”, Chicago Tribune, December 2019
- ▶ “Green Bay City Council approves diversity coordinator, tax rate increase in 2020 budget despite resistance”, Green Bay Press Gazette, November 2019
- ▶ “Springfield mayor appoints chief diversity officer after extended battle with City Council,” MassLive, January 2019

# The Basics for Recruiting for a Diverse Workforce

- ▶ Organization Committed to Diversity and Inclusion
- ▶ Develop a Recruitment Plan
- ▶ Develop an On-Boarding Plan
- ▶ Develop a Retention Plan
- ▶ Develop a Succession Plan
- ▶ Develop an Employee Development Plan

# Organization Committed to Diversity and Inclusion

- ▶ Statement and Actions From the Top
- ▶ <https://www.hillsboro-oregon.gov/our-city/diversity-equity-and-inclusion>
- ▶ Reflect Diversity in Senior Level Positions
- ▶ Regularly Engage with Community Organizations
- ▶ Walk the Talk...

# Strive for Harassment Free Workplace



- ▶ Conduct regular harassment training
- ▶ Quickly and effectively address harassment complaints
- ▶ Conduct employee surveys
- ▶ Ensure employees have routes for raising concerns/complaints

# Develop a Recruitment Plan



Carefully Review  
Job Description



Reconsider  
Required Minimum  
Qualifications



Develop a Focused  
and Broad  
Outreach



Utilize Social  
Media



Engage  
Community  
Organizations



Engage Current  
Employees

# Websites to consider for Advertising



National Forum for Black Public Administrators -- NFBPA.org



Local Government Hispanic Network -- LGHN.org



Emerging Local Government Leaders -- ELGL.org



League of Women in Government.org



National Society for Black Engineers - NSBE.org



National Association of Black Accountants -- NABAinc.org



National Association of Women Law Enforcement Executives - NAWLEE.org



Hispanic American Police Commanders HAPCOA.org

# Dayton, Ohio - Homegrown Heroes Program

“Recruit, engage and mentor current city of Dayton employees who are eligible to take promotional examinations for the Public Safety Forces.”

Source: PM Magazine, Equity and Inclusion, September 2019

- ▶ Identify employees
- ▶ Offer Ride-a-Long Program during regular employee hours
- ▶ Mass communications to home addresses
- ▶ Mentoring Program for those showing interest



# Results Are In!

## Fire Recruit Civil Service Test in April 2019

- ▶ 54 current City of Dayton employees took the test
- ▶ 26% of those that passed are minorities and are on the eligibility list

# City of Dayton Partnership with Schools

- ▶ Development of a career tech program
- ▶ Exposure to Fire and Police Careers in 8<sup>th</sup> Grade
- ▶ Graduating Seniors have certifications

# Glencoe, IL Public Safety Officer Process



▶ “Being a successful Public Safety Officer means taking personal responsibility for staying in step with the requirements of the three roles of the position. This takes a great deal of self-motivation, but is also personally rewarding.” -PSO Tiffany Whalen

▶ [https://www.villageofglencoe.org/how\\_do\\_i/apply\\_for/become\\_a\\_public\\_safety\\_officer/the\\_role\\_of\\_a\\_public\\_safety\\_officer.php](https://www.villageofglencoe.org/how_do_i/apply_for/become_a_public_safety_officer/the_role_of_a_public_safety_officer.php)

# Michigan State Troopers

<https://www.youtube.com/channel/UCS4yuioElh7L3aTxDi3HZSA>

# Develop an On-Boarding Plan

Start on the Right Foot

Technology Ready

First Day Outline

Consider a Mentor

Ensure Supervisory Engagement

Meet the Manager

New Employee Orientation and Tours

Regular Check-ins for First Six Months

# Develop a Retention Plan

**Provide**

Provide Regular Performance Feedback

**Include**

Include Employee Driven Goals

**Ensure**

Ensure Professional/Technical Development

**Consider**

Consider Stay Interviews

# Retention of Women and Minorities - Broken Rung of The Career Ladder

Critical Early Promotion to Manager

*“For every 100 men who were promoted to Manager, only 72 women, 68 Hispanics and 58 black employees were promoted”*

*Source: McKinsey Study of 300 companies as quoted in The Economist, “Diversity Memo,” November 9, 2019*

## Maternity/Paternity Leave

Sterling Heights, MI: Five consecutive weeks of paid maternity leave for birthing mother with a transition to short term disability after the 5 weeks.

“We want to use it to bring younger employees into state government,” she says. “In today’s marketplace, many single mothers don’t have the income to support themselves during that time off.” State of Arkansas Personnel Administrator, Kay Barnhill regarding new paid leave initiative.

“There’s high competition in the financial services area,” says Massachusetts Treasurer Deborah Goldberg. “If you want to hire millennials, there’s an expectation of a work-life balance.”



# Develop Employee Centered Succession Plans



Determine  
Employee's Interest  
in Advancement



Determine  
Educational Needs  
for Advancement



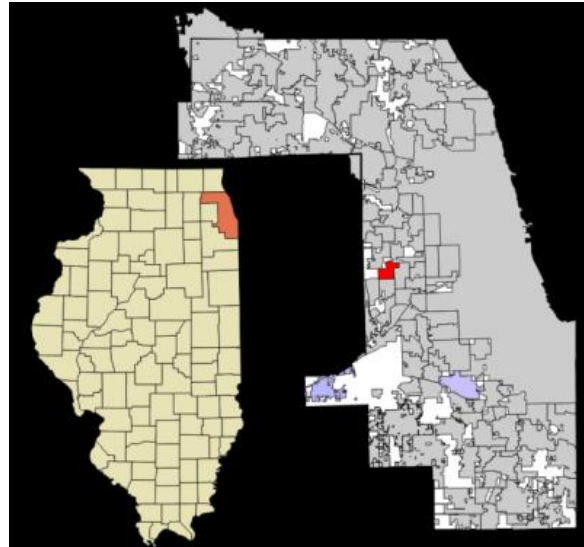
Connect Employees  
with Resources



Provide Flexibility  
When Possible

# Case Study

- ▶ Located in Cook Co.
- ▶ Pop. 13,579
- ▶ 2.2 square miles
- ▶ Non home rule
- ▶ Full service local government
- ▶ 42 FT employees, 80 PT



# Fire Department

- ▶ Est. in 1900 - rich in history
- ▶ Paid-On-Call ( 9 officers and 40 FF)
- ▶ Residency Required
- ▶ Contract Paramedics (6)



# Challenges



## Staffing

- Attendance at training
- Competing obligations
- Work/life balance
- Short! Needed 10.
- Succession Planning
- Reduction in diverse workforce (an observation)

## Service

- Responding to daytime calls - potential concern
- Training requirements
- Administrative work (inspections, policies, payroll)



Contact:  
Steve Tullis  
Fire Lieutenant  
La Grange Park Fire Department  
stullis@lagrangepark.org

FOR IMMEDIATE RELEASE

## La Grange Park Fire Department Wants to Hire 6 to 10 More Village Residents as Paid-on-Call Firefighter/EMTs

Monday, February 12, 2018—La Grange Park, IL. The La Grange Park Fire Department is asking residents to consider becoming a state certified Paid-on-Call Firefighter and Emergency Medical Technician. This is a part-time/paid-on-call position with the Village of La Grange Park. Applications are now available at the La Grange Park Village Hall (447 North Catherine). The Village of La Grange Park is an equal opportunity employer.

You don't need any previous fire or emergency medical experience. We provide all the required training for you to become a state certified Basic Operations Firefighter and Emergency Medical Technician. For over 120 years, the La Grange Park Fire Department has relied on the residents of LaGrange Park to serve as firefighters and emergency medical technicians. Most of the current LaGrange Park Firefighters have full-time jobs in another profession or are full-time students. The time commitment is challenging, but serving the community and helping your neighbors is very rewarding.

Applicants shall complete the application, and bring the completed application, along with a photo ID, to a mandatory Orientation session, which will be held on Wednesday, April 11, 2018, at 7pm in the La Grange Park Village Hall Community Room (lower level). No applicant will be accepted to the Orientation session without a completed application or valid ID. The applicant shall meet the following requirements to be considered for employment:

- Must be a Resident of the Village of La Grange Park
- Be eighteen (18) years of age at time of hire
- Possess a High School diploma
- Possess a current and valid Illinois Drivers License
- Submit to and successfully pass a background investigation
- Complete and successfully pass a structured oral interview, physical ability test, medical exam, and drug screening

Any questions, please contact Lieutenant Steve Tullis at [stullis@lagrangepark.org](mailto:stullis@lagrangepark.org).

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# Recruitment Process

## Options ?

Expand boundaries

Staffing study

Brainstorm session

## Enhanced Marketing

Improve Ad / Process

Service-focused campaign  
(empathy)

Social Media

# Social Media Outreach

“Serve Your Community. Make a Difference.” Campaign

The screenshot shows the Facebook profile of the La Grange Park Fire Department. The profile picture is the department's Maltese cross logo. The cover photo features a group of firefighters standing in front of a fire station entrance with a red ribbon. The main post, dated April 10, reads: "There is still time. Orientation is tomorrow night 4/11." Below this is a large banner that says "La Grange Park Fire Department Now Accepting Applications!". To the right of the post, there are 5 stars, 535 likes, and 425 visits. The right sidebar shows related pages like "Associated Fire Fighters of Illinois" and "Chicago Fire Extras". At the bottom of the post, there is a small text box with a logo and the text: "Serve Your Community. Make a Difference. If you live in La Grange Park and have an interest in becoming a state-certified Paid-on-Call Firefighter and Emergency Medical Technician for the La Grange Park Fire Department, here's your chance. This is a part-time/paid-on-call position that does not require any previous fire or emergency medical experience. Applications available at the La Grange Park Village Hall located at 447 N. Catherine in La Grange Park, IL 60138. Contact Lt. Steve Tullis at (708) 215-7800 or [stullis@lagrangepark.org](mailto:stullis@lagrangepark.org) for information. Deadline for applications is Tuesday, April 13th at 4 p.m."



**La Grange Park Fire Department - Now Accepting Applications!**  
Serve Your Community. Make A Difference.  
Application Deadline is Tuesday, April 10th at 4:00 p.m.  
If you live in La Grange Park and have an interest in becoming a state certified Paid-on-Call Firefighter and Emergency Medical Technician for the La Grange Park Fire Department, then now's your chance. This is a part-time/paid-on-call position that does not require previous fire or emergency medical experience. Applications available at the La Grange Park Village Hall, 447 N. Catherine Avenue or online at [www.lagrangepark.org](http://www.lagrangepark.org). Contact Lt. Steve Tullis (708) 215-7800 or [stullis@lagrangepark.org](mailto:stullis@lagrangepark.org) for information. Click here for more information and for application.

# Results

- ▶ 28 applications (!)
- ▶ 26 attendees at the Applicant Orientation.
- ▶ 25 applicants scheduled for initial interviews
- ▶ 22 applicants scheduled for the physical ability test.\*
- ▶ 20 finalists and we made conditional offers to 12.
- ▶ Two began as Probationary employees and 10 will attend the Basic Operations Firefighter Academy and EMT school starting in the Fall.
- ▶ Success! We exceeded expectations by 2!
- ▶ Fairly diverse group.

# Training

- ▶ Large recruit group.
- ▶ Department readiness.
- ▶ Workplace Training: “*Respect, Maintaining ‘Pro-Social’ Workplace Culture*” Training.
- ▶ Pro-active Training - not reactive.

Why are we having this discussion?

- Pervasive problem impacting many people and enterprises.
- It seems like we have drifted from what many might call ‘decency.’
- Create ‘mindfulness’
- Encourage ‘self-monitoring’

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Civility Within Fire Service Agencies

- Increasing # complaints—multiple studies
- Confusion about what ‘toughness’ means
- Culture of fitting in to group at all cost at point of hire
- Indoctrination of probationers
- ‘Camp’ mentality
- Common within ‘para-military’ organizations

Crandall, 2012, Archer 1999

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Bias

- Bias: Age, Gender, Race, Ethnicity
- Notion of ‘automatic bias’
- Explicit vs Implicit
- Fact or Fiction: Immaculate Perception

<https://www.youtube.com/watch?v=9VGbwNI6Ssk>

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Hypothesis

If we can follow the civility imperative toward a culture of acceptance and collaboration, employee satisfaction will increase.

And work will be less emotionally draining.

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Culture Guarding: Check-List

- Pro-Social Policy Development and Adherence
- Awareness Training for All Employees
- Manage Discrepancies
- Use Valid Employee Selection Criteria
- Carefully Hire, Onboard, and Train
- Developmental Opportunities for All
- Examine Employee Engagement
- Measure
- Consider Self: It Starts with You

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# Looking Back...

## What did LaGrange Park do well?

- ▶ Recruitment is an opportunity to connect - *Entice - make people want to serve*
- ▶ Market/outreach - *big net*
- ▶ Selection Process - *fair and valid*
- ▶ Departmental Readiness - *Training & Culture*
- ▶ We focused on what matters...

Ours is a continued journey in Diversity and Inclusion.



We are in the process of cultural awareness.



We recognize that cultural awareness and inclusion is critical for excellence in service.

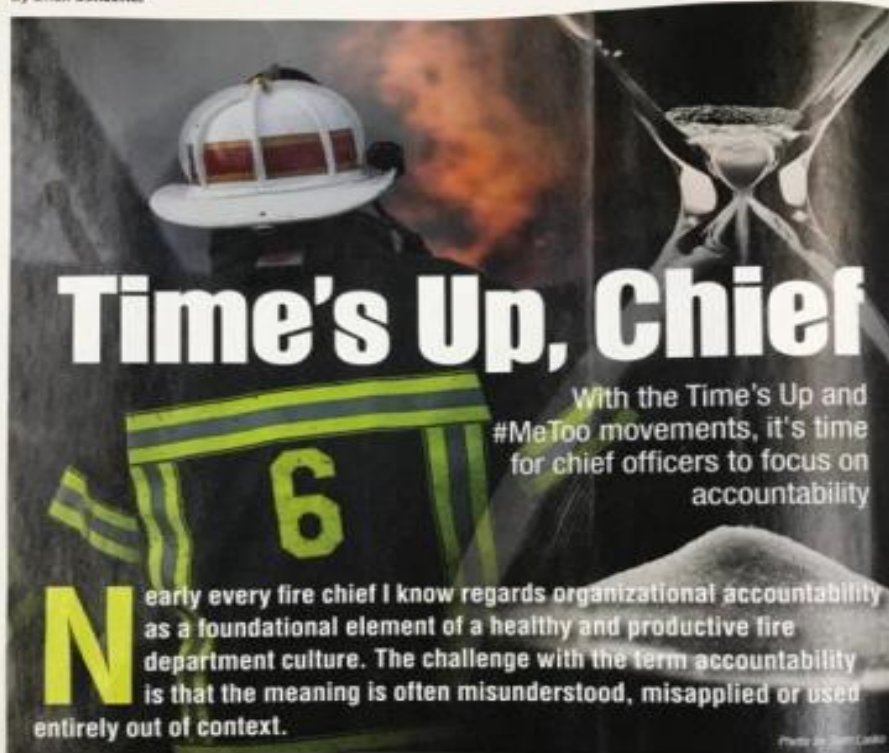
It does not tolerate incivility, harassment, isolation, or demeaning behavior.

Instead it is a positive and proactive environment where employees collaborate and desire satisfaction in their work.

Results: Safer community, very strong risk management performance.

**PERSONNEL ISSUES**

By Brian Schaeffer



# Time's Up, Chief

With the Time's Up and #MeToo movements, it's time for chief officers to focus on accountability

**N**early every fire chief I know regards organizational accountability as a foundational element of a healthy and productive fire department culture. The challenge with the term accountability is that the meaning is often misunderstood, misapplied or used entirely out of context.

Photo by Scott Clark

Accountability is not the organizational hammer that supervisors use as punishment, nor is it an episodic event followed by the "holding you accountable" speech, often given in a discipline setting. Accountability is a long-term understanding among everyone in the organization, chiefs included. It is a formal tool that, when used appropriately, supports a culture of improvement and excellence that, without toxic influences, can take a dys-

functional organization and propel it to superior distinction.

### Toxic culture syndrome

Our industry presents several challenges for accountability to be valid. We are complex organizations that are routinely decentralized and geographically broken down into zones, districts, battalions, stations, shifts and companies. Example: For a lieutenant at a firehouse in Battalion 3 to

make an urgent purchase, the lieutenant may have to interface with a captain on a different shift, battalion chief, logistics chief, a civilian in a purchasing department, and administration. We have a sometimes ridiculous bureaucracy that makes organizational accountability incredibly challenging. The system encourages deflections, blaming others or saying something like, "I did not know," "That's not my job," or "That is the way we always do it."

**BRIAN SCHAEFFER** is the fire chief for the Spokane, WA, Fire Department. His professional life has spanned more than 23 years, serving in fire departments in the Midwest and Pacific Northwest. He serves on numerous local and state public safety and health-related

committees, and has lectured or served such as the purchasing of decision-making, award winners and high-performing organizations. Schaeffer is a member of the International Fire Chiefs Association.

# Collaborative Police Hiring Program

- ▶ **Problem:** Drop in police applicants and lack of racial and gender diversity.
- ▶ **Participants:** St. Louis Park, Bloomington, Eagan, Maplewood, Hastings and the Metropolitan Airports Commission.
- ▶ **Program Components:** Aggressive marketing and information sessions for interested potential applicants. (500 applications after the sessions).
- ▶ **Program Results:** After Interviews, 12 received job offers and all were hired.

# Post Program Efforts

- ▶ 17 week Peace Officer Standards and Training approved program through Hennepin Technical College
- ▶ Cadets were assigned mentors

Results: All candidates passed licensing exam and were sworn in as police officers. 67% of new recruits are racially diverse and 50% are female.

Source: PM Magazine, January 2020, ICMA Award Spotlight, Program Excellence Award, Community Diversity and Inclusion, (10,000 - 49,999)

