



STRATEGIES FOR LEADING AN **IN**CLUSIVE RECRUITMENT PLAN

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AGENDA

- Goals
- Foundations for Today's Workshop
- Grounding Theory
- Marketing and Outreach Strategies
- Interviews
- How Cal-JAC Can Support



GOALS

- Develop understanding of DEI as it relates to recruitment.
- Identify some elements needed for a successful recruitment strategy.
- Designing strategies targeting specific communities.



FOUNDATIONS

- There is collective wisdom in this room
- Courageous vs Brave space
- We all have some type of agency to make change
- Introducing some theory and how to put it in practice
- Use this opportunity for a "what if we tried..." Rather than "it can't be done..."
- Progress over perfection
- The focus is on identifying ways in which we can improve systems, policies and processes not necessarily individual people ([WYFFT](#))



SIMPLE, COMPLICATED AND COMPLEX ISSUES

Dr. Brenda Zimmerman and Dr. Sholom Glouberman

Simple
Baking a cake
The recipe is essential
No particular expertise required
With practice can be assured a high level of success
Optimistic approach to issue possible

SIMPLE, COMPLICATED AND COMPLEX ISSUES

Dr. Brenda Zimmerman and Dr. Sholom Glouberman



Complicated
Sending a rocket to the moon
Formulas are critical and necessary
High level of expertise in a variety of fields and high coordination are necessary for success
There is a high degree of certainty of outcome
Optimistic approach to issue possible



SIMPLE, COMPLICATED AND COMPLEX ISSUES

Dr. Brenda Zimmerman and Dr. Sholom Glouberman

Complex
Raising a child
Formulas have limited application
Expertise can contribute but does not always assure success
Every child is unique.
There are many factors. Factors can change, influence each other and influence self. Uncertainty of the outcome remains.
Optimistic approach to issue possible



RECRUITMENT ASPECTS

- Eligibility requirements (CPAT, Written tests etc.)
- Outreach and Marketing
- Applications
- Panel Interview
- Interview with Chief
- Decision
- Background Check along with other pre-requisites for Academy
- Completion of Academy
- Probation
- Retention
- Promotion



HOW HELPING ONE GROUP HELPS MORE...



THE CURB-CUT EFFECT

In the 70's in Berkeley a group of Disabled activists took matters into their own hands when the city and the university would not provide accommodations for wheelchair users by creating curb-cuts. These curb-cuts ended up helping more than Disabled people e.g., elderly, children, people using strollers, bikes, those with injuries, etc.¹

1. Blackwell, Angela Glover. "The Curb-Cut Effect (SSIR)." *Stanford Social Innovation Review: Informing and Inspiring Leaders of Social Change*, https://ssir.org/articles/entry/the_curb_cut_effect.

VISUAL REPRESENTATION



2023 CAL-JAC PARAMEDIC ACADEMY

APPLICATIONS ARE OPEN!

CALJACACADEMY.ORG



*Your Path to
the Fire Service*



DEADLINE MAY 21, 2023 AT 11:59 PM

Applications will be reviewed on a rolling basis. Early submission is strongly encouraged.

*The Cal-JAC Pre-Apprenticeship Paramedic Academy is provided **TUITION FREE** and may help offset the costs of childcare and travel expenses.*

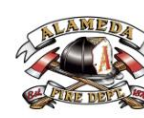
The Academy is a 10-month program and is located in Sacramento, California. Classes will begin July 11, 2023 on Tuesdays, Wednesdays and Fridays 9 AM- 5 PM at FCTC Sacramento.

Academy Requirements:

- ✓ 18 years or older on or before July 11th, 2023
- ✓ High school diploma or GED
- ✓ Academic assessment facilitated by the Cal-JAC
- ✓ Valid driver's license
- ✓ Valid EMT card
- ✓ Minimum of 6 months EMT experience*
- ✓ Current American Heart Association CPR card
- ✓ See website for additional requirements

Priority will be given to individuals with financial need

*911 experience preferred



FREE ACADEMY INCLUDES:

**PARAMEDIC
COURSE**

**CANDIDATE PHYSICAL
ABILITY TESTING**

**ENTRY-LEVEL FIREFIGHTER
WRITTEN EXAM**

**Gain a spot on the Firefighter
Candidate Testing Center's
STATEWIDE ELIGIBILITY LIST**



OPPORTUNITY IS WAITING ANSWER THE CALL

Learn more at www.caljacacademy.org or (916) 648-1717

@becomingaff

Cal-JAC Paramedic Academy is made possible
through a grant funded by the State of California



📅 Thursday, 25th May, 2023
🕒 9.00 am - 4.00 pm

SFFD Women's Health Summit

Sponsored by
United Fire Service Women

Uplifting Education for Women
in the Fire Service. A full day
workshop focusing on the
health and wellbeing of female
firefighters and EMT's.

Register at:
WWW.THEKAZPROJECT.COM



Swipe to find out more
about our speakers...



PRESENTATIONS



THE MENSTRUAL
CYCLE AS YOUR 5TH
VITAL SIGN

Serena Saeed-Winn

Mom, CNM, WHNP, IBCLC, RN



BODY MECHANICS
FOR FEMALE
FIREFIGHTERS

Charisse Balance

Mom, PT, DPT, RYT



INFORMED
PREGNANCY AND
POSTPARTUM

Kelly Wong McGrath

Mom, CNM, AGPCNP, RN



TRANSITION TO
LEADERSHIP,
MENTOR VS
SPONSOR

Heather Buren

Mom, Firefighter, Paramedic



NAVIGATING
EMOTIONAL
COMPONENTS OF
FIREFIGHTING

Amelia Kriss

Mom, CPCC, RDT



MENOPAUSE AS A
RITE OF PASSAGE

Julie Birdsong

CNM, WHNP, RN



INTERVIEWS

Purpose and Unintentional Consequences

Purpose

- Provide an employer with information on a candidate's passion, skills/qualifications, qualities and values

Unintended Consequences

- Does not accurately help determine if someone is passionate, has the necessary skills, qualities or values
- For individuals who do not have access to someone in the fire service it becomes part of the mystery
- Moves people forward who have access to mentorship in terms of interviewing techniques
- Extremely subjective and allow for many types of biases that can negatively impact communities not currently represented in the fire service



INTERVIEWS

What can be done to create a more equitable process

- Identify exactly what qualities/skills you are looking for in a candidate
- Develop questions that will help panelists determine whether the person has those qualities/skills
- Ensure that questions are designed to create space for individuals who do not have access money, resources, mentorship e.g., may not have "traditional" leadership experience



INTERVIEWS

What can be done to create a more equitable process

- Develop questions that are focused on "culture add" and value alignment rather than "culture fit"
- Where possible help candidates be successful in your process e.g., Cosumnes FD has a 4-page tips for a successful interview on their webpage
- Develop a rubric and ensure that your interview panel is on the same page with what they should be looking for
- Strive to create a welcoming atmosphere. Neutral environments do not exist and become a detriment to individuals who do not have interviewing experience. Yes, you can smile.



INTERVIEWS

Qualities and/or skills from a candidate

What are the top 3 skills/qualities/values are you looking for in a candidate, that cannot be found on a resume.



INTERVIEWS

Examples

Example 1: Seeking- Selflessness

"Standard Question": Tell us about your experience serving or volunteering for the community?

What's the issue? Focus is on volunteerism which removes individuals who have not had the time to volunteer.

Improvement: Can you tell us about your experience/s providing support to another person and/or the community? This can be something either in your home or community at large.

Example 2: Seeking- Motivation/Passion

"Standard Question": Why do you want to become a firefighter?

What's the issue? The question is vague but not in the way that it helps people answer. Individuals who don't have someone to coach them through this question may not answer it in a way that would "impress" the panel.

Improvement: What motivates you to become a firefighter?



INTERVIEWS

Let's Practice!

Example 1: Seeking- ?

"Standard Question": Tell us about yourself, including your education, training, and experience; and how it has prepared you for a firefighter position.

What maybe the issues?

Improvement:

Example 2: Seeking- one of your examples

"Standard Question":

What may be the issues?

Improvement:



CAL-JAC RECRUITMENT SUPPORT

Here's how we can help



Structural Support	Candidate Engagement	Virtual Outreach & Marketing Assets
Recruitment Strategy Meetings	2023 Career Expos October 21 - Sacramento November 4 - Carlsbad	Recruitment in the Spotlight (RITS) Interest forms at Cal-JAC booth
Innovation in Recruitment Lab (Workshop) August 23 Sacramento	Meet and Greet	Candid Conversations Web-Based Series
DEI Support	Probationary Firefighter Training School	

**IT'S OUR
RESPONSIBILITY
TO MAKE
THINGS BETTER**





CONTACT US

We are here to help



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THANK YOU!!

- Fire Chief Felipe Rodriguez, Cosumnes CSD Fire Department
- Deputy Fire Chief Robert Logan, San Diego Fire-Rescue
- Engineer Shane Baker, Glendale Fire Department
- Captain Jason Shanley, San Diego Fire-Rescue
- Adrienne Sims, San Francisco Fire Department
- Battalion Chief Julie Mau, San Francisco Fire Department
- Firefighter Regina Wilson, Fire Department New York & President of the Vulcan Society
- Firefighter Deanna Brown, East Point (Atlanta, GA) Fire Department
- Captain Katy Erhardt, Alameda County Fire Department



CALIFORNIA FIREFIGHTER
JOINT APPRENTICESHIP COMMITTEE

QUESTIONS?

