



**PRINCE GEORGE'S COUNTY
FIRE/EMS DEPARTMENT**

**Strategic Recruitment Plan
Fiscal Year 2018**

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FY 18

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From the Fire Chief

I am pleased to present the Prince George's County Fire/Emergency Medical Services (EMS) Department's Strategic Recruitment Plan. This combined plan for Career and Volunteer recruitment defines the Department's recruitment expectations for FY 18 and is strategically linked to the Department's overall vision and mission – providing the highest quality of Fire/EMS services to the Prince George's County community.



Our Fire/EMS Department is the largest combination career/volunteer department in the United States, ranks thirteenth in the Nation for the number of response calls for services and has earned the recognition as a world-class Fire/EMS Department. Our role as an emergency service provider has become and will continue to be more complex and challenging in the future. The expectation is that the Fire/EMS Department will be the lead agency when disaster strikes. Whether dealing with homeland security issues, natural disasters or everyday emergencies, the Fire/EMS Department must be prepared to provide timely and quality responses. This strategic recruitment plan will assist us in our preparation to fulfill this expectation by identifying the Department's current and future career, volunteer and civilian staffing needs and goals and presenting a framework for our recruitment processes.

The initiatives outlined in this plan demonstrate a commitment to an ambitious set of priorities and charts a course for accomplishing our career, volunteer and civilian recruiting and staffing goals. In addition to describing the resources needed to achieve these goals, the plan challenges all members of the Fire/EMS Department and the Prince George's County community to participate in the recruitment process so that we can attract a pool of qualified and diverse candidates. Over the next year, this strategic plan will guide the Department's efforts to recruit, hire, and retain a world-class career and volunteer Firefighter/Paramedic workforce.

As you review the plan, you will find that it identifies four (4) goals and nine (9) key elements that will enable the Department to achieve successful results in crucial recruitment areas. It is structured as a dynamic plan to accommodate changing priorities, resources, and requirements of the Department as well as the community. Each goal is supported by action plans that outline tasks, accountability and performance metrics.

I would like to thank the County Council for providing the avenue for the development of this Strategic Recruitment Plan, as well as the leadership and support that they consistently give to the Fire/EMS Department. I am confident that the strategies outlined in this plan will enable the Department to move forward and accomplish its staffing goals, and maintain its standing as a world-class Fire/EMS Department.

A handwritten signature in blue ink that reads "Benjamin M. Barksdale".

Benjamin M. Barksdale
Fire Chief

From the Prince George's County Fire Commission:

From its inception, the mission of the Prince George's County Fire Commission has been to review the financial needs and requests for public funding from the volunteer companies, formulating and monitoring annual operating and capital budgets, evaluating proposed management and operating policies and providing recommendations to the Fire Chief concerning the overall operation and necessary resources of the Prince George's County Fire/EMS Department. We act as primary public safety advisors to the County Executive and Fire Chief of the Prince George's County Fire/EMS Department.



Along with those responsibilities, the Fire Commission has a duty to ensure that all companies within the department are equipped with an adequate number of volunteers to maintain the structural integrity needed to efficiently provide continuous Fire and EMS services to the communities of Prince George's County. As the largest combination Fire/EMS department in the United States, the appointment of a Volunteer Recruiter to develop and execute an effective recruitment campaign was a necessary and vital decision in order for us to achieve that goal.

This Volunteer Recruitment and Retention Plan outlines the mission, goals, and responsibilities of our recruitment initiative and explains in detail the direction that the Fire Commission wishes to go to successfully maintain volunteer personnel within the Department. This budget plan enables the Fire Commission to allocate resources for the primary purpose of recruiting and retaining qualified and diverse volunteers to help meet the operational needs of the Prince George's County Fire/EMS Department.

Jay Tucker, Chairman

Prince George's County Fire Commission

"We provide leadership and accountability to ensure that our volunteer firefighters are properly trained and equipped to serve our community." Fire Commission

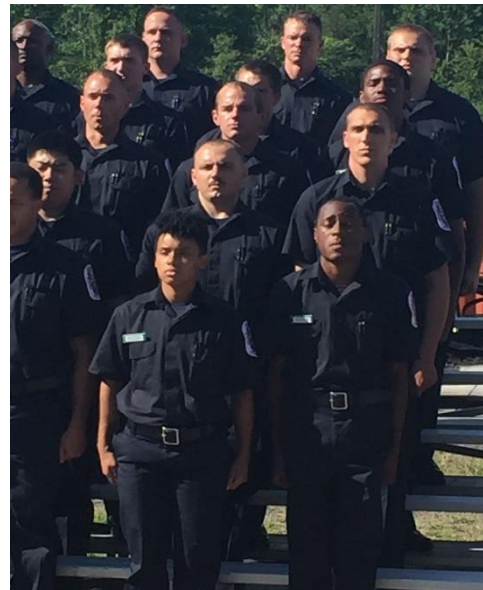
Executive Summary

Over the next five years, twenty-three percent (23%) of sworn personnel and twenty-two percent (22%) of civilian staff in the Fire/EMS Department will be eligible to retire. In general, volunteerism is declining nationwide due to increasing demands on families including work locations, childcare, secondary employment, etc. To ensure a viable succession planning process for each of the aforementioned categories (sworn, volunteer, civilian), it is essential to have a recruitment plan that strategically addresses the operational needs of the Department and the diversity of the community it serves. The following Strategic Recruitment Plan includes career and volunteer data analysis that serves as a baseline for identifying the Department's staffing strengths, weaknesses, opportunities, and threats (SWOT) and charts a course for accomplishing the Department's recruitment and staffing goals.

Recruitment of sworn, volunteer and civilian personnel is an ongoing effort to attract a cadre of quality candidates dedicated to providing outstanding public service. Recruiting for each of these categories has its own set of unique challenges which must be addressed. While there may be similar strategies for recruiting, there may also be a need for different approaches.

The Strategic Recruitment Plan focuses on recruiting for the sworn and volunteer firefighter positions. However, for the Department to function at peak performance, it is essential that we have a full complement of civilian staff to support our administrative processes. The same recruitment efforts will apply to recruiting civilian personnel whenever vacancies occur.

The recruitment strategies included in this plan will assist the career and volunteer effort to meet its goals to (a) address the Department's staffing needs (b) ensure a qualified and diverse pool of candidates have the opportunity to join the Department and (c) implement innovative recruitment activities and sources that will strategically and effectively reach the targeted populations. Included in the plan are workforce statistics for sworn, volunteer and civilian staff. One essential element of this plan is the institution of a dedicated recruitment team (sworn, volunteer and civilian members), who will be responsible for conducting all aspects of the recruitment process.



The plan also contains: (1) comprehensive demographic, attrition, and competitive analysis (2) communications plan and community outreach program (3) blueprint for a marketing and advertising campaign (4) methods for preparing applicants for the firefighter position (5) candidate management plan (6) proposed career and volunteer recruitment timeline and budget for FY 18 and (7) recruitment performance metrics. Incorporated into the plan are roles and responsibilities for the County's Office of Human Resources Management (OHRM), the Fire/EMS Department, Fire Commission and the community. It is structured as a "dynamic plan"

to accommodate operational flexibility and the changing priorities, resources, and requirements of the Department, as well as the community. The following thirteen (13) recommendations in this Strategic Recruitment Plan supports building an effective recruitment process and will assist the Department in generating a highly qualified and diverse sworn, volunteer and civilian candidate pool.

1. Establish a dedicated recruitment team composed of a Firefighter/Medic Lieutenant, two (2) Firefighter IIIs, and one representative from each of the following offices: Fire/EMS Human Resources, Risk Management, Fiscal Affairs, Public Relations, Fire Commission and Office of the Fire Chief;
2. Conduct a year-round recruitment campaign for sworn and volunteer personnel.
3. Allocate funds in the annual Departmental budget for recruitment activities;
4. Conduct an internal announcement process to fill recruitment team positions;
5. Provide a yearly recruiter training program for sworn and volunteer personnel interested in participating in the recruitment process;
6. Design a recruitment web page that will be linked to the Department's County webpage and to the County's webpage.
7. Place an "Employment Interest Card" on the Department's website. This card can be completed online and is instantly downloaded into a recruitment 's database. The database will be used to contact interested persons about job requirements and upcoming recruitment campaigns;
8. Design and develop a Recruitment Information Package containing (1) letter from the Fire Chief, (2) information about Prince George's County, (3) the Fire/EMS Department, (4) the job opportunities for career and volunteer firefighter/paramedic/EMT, (5) the hiring process, and (6) how to prepare for examination processes (written, Candidate Physical Abilities Test (CPAT), and oral board) for career candidates;
9. Produce a Department recruitment video (s);
10. Make use of Social Media as a recruitment tool
11. Enlist the participation of community groups and resources in the recruitment campaign;
12. Employ innovative marketing and advertising strategies;
13. Prepare an evaluation report after each recruitment campaign to assess the level of goal achievement.



RECRUITMENT STRATEGY

MISSION

To successfully recruit, hire, and retain a pool of highly qualified and diverse candidates who meet the operational needs of the Department and reflect the population of Prince George's County.

GOALS:

- To develop an effective recruitment plan and national campaign that addresses the needs of the Fire/EMS Department and adheres to legal and budget constraints;
- To recruit a pool of highly qualified and diverse candidates;
- To identify and implement the most promising recruitment sources;
- To identify and employ recruitment strategies that effectively reach the target population;

SCOPE:

- Statistical analysis of the internal workforce
- Assessment of the local and national labor markets
- Identification of internal and external recruitment methods
- Statistical analysis of previous recruitment efforts
- Development of recruiting timeframe and budget;
- Program Recommendations

KEY ELEMENTS:

- Recruitment Team
- Combined Public Safety Requirement Committee's Initiatives
- Professional Organizations
- Workforce Analysis
- Communication
- Community Outreach
- Marketing and Advertising
- Applicant Preparation
- Candidate Management Program
- Proposed Recruitment Timeline and Budget
- Metrics

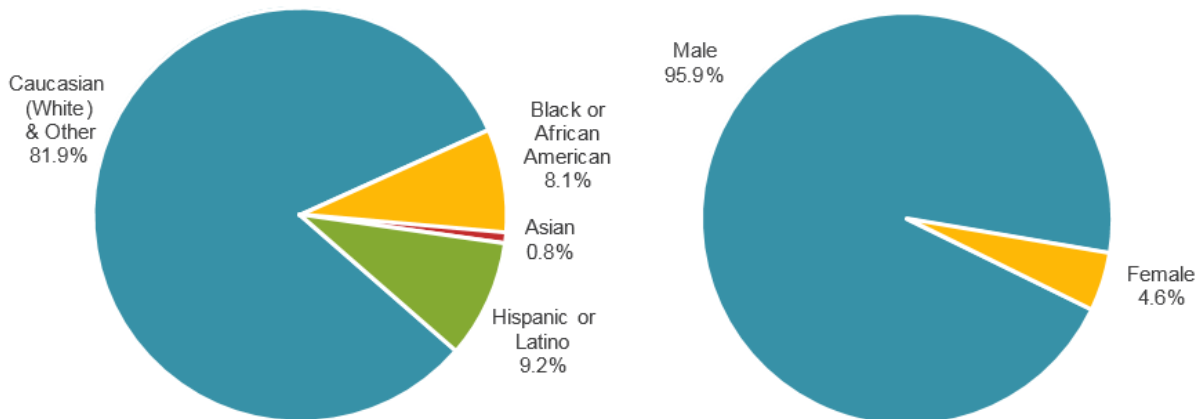
NATIONAL FIREFIGHTER DEMOGRAPHICS

According to the National Fire Protection Association (NFPA), there were 29,727 fire departments in the United States in 2015 and 1,160,450 local firefighters. Of this number 30% (345,600) were career firefighter and 70% (814,850) were volunteer firefighters. The Bureau of Labor Statistics reported that for the 2015 period, there were on an average of:

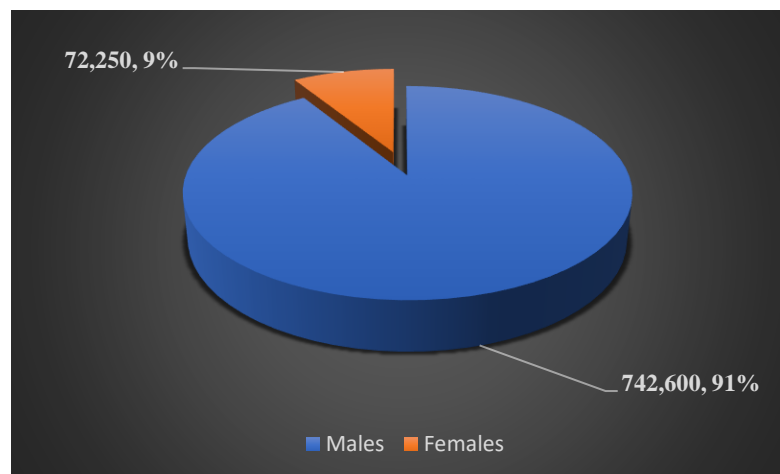
- 27,450 (9.2%) Hispanic or Latino career firefighters;
- 24,350 (8.1%) African -American career firefighters;
- 2,500 (0.8%) Asian career firefighters and
- 13,750 (4.6%) female career firefighters.”

The NFPA 2015 National Fire Experience Survey stated that local fire departments had 814,850 volunteer firefighters. Female volunteer firefighters comprised 85,100 (7.3%) of this number.

Average Percentage of Career Firefighters by Ethnicity and Gender - 2015



Average Percentage of Volunteer Firefighters by Gender - 2015



Prince George's County and Fire/EMS Department Demographics

Prince George's County Population – 863,420

Source: Maryland-National Capital Park and Planning Commission

Males
414,161
48%

African American	256,013 (53%)
American Indian	2,212 (Below 1%)
Asian	17,008 (4%)
Caucasian	84,749 (17%)
Hispanic	70,247 (15%)
Nat Haw/Pacific Islander	278 (Below 1%)
Some Other Race	40,597 (8%)
Three or More Races	1,369 (Below 1%)
Two Races	13,304 (3%)

Males Females

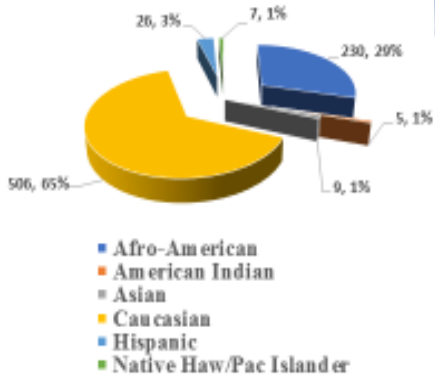
African American	300,697 (59%)
American Indian	2,046 (Below 1%)
Asian	18,164 (4%)
Caucasian	81,310 (16%)
Hispanic	58,725 (12%)
Nat Haw/Pacific Islander	263 (Below 1%)
Some Other Race	32,844 (6%)
Three or More Races	1,865 (Below 1%)
Two Races	14,025 (3%)

Females
449,259
52%

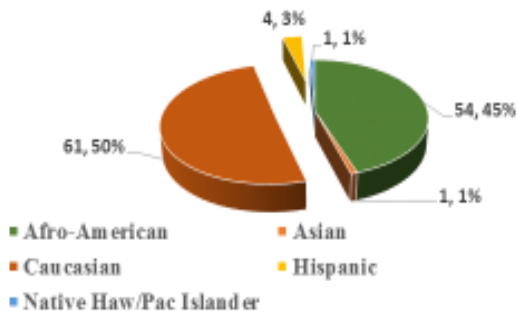


10/14/2017

**Fire/EMS Department
Sworn Males: 783
(87%)**



**Fire/EMS Department
Sworn Females – 121
(13%)**



SWORN EMPLOYEES

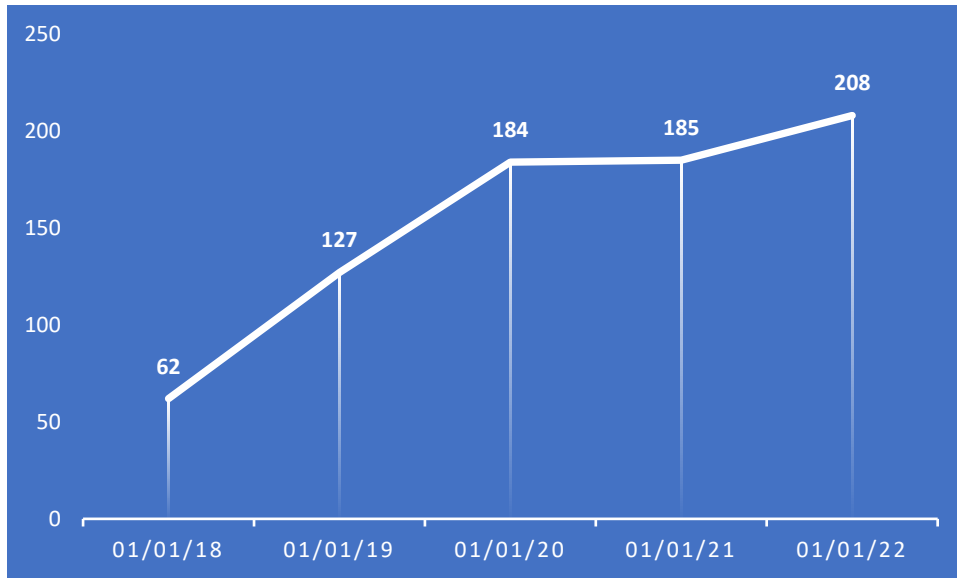
RANK STRUCTURE

Rank	Actual Headcount (As of 10/27/17)	Authorize Headcount (As of 10/27/17)
Firefighter I, Paramedic I	82	
Firefighter II Paramedic II	418	
Firefighter III, Paramedic III, Firefighter/Medic III	142	
Firefighter Technician, Firefighter/Medic Technician	45	52
Fire Lieutenant, Paramedic Lieutenant, Firefighter/Medic Lieutenant	119	123
Fire Captain, Paramedic Captain, Firefighter/Medic Captain	57	57
Fire Battalion Chief, Paramedic Battalion Chief, Firefighter/Medic Battalion Chief	25	32
Major (Assistant Fire Chief)	12	14
Deputy Fire Chief	4	5
Fire Chief	1	1

Current Tenure and Age (SAP Report 10/17, 2017)

Current Tenure in the Department	
1 year or less	55
2-5 years	273
6-10 years	153
11-15 years	235
16-20 years	129
21-25 years	39
26+ years	21
Ages	
18-25	91
26-35	426
36-45	260
46-55	111
56-years	17

Sworn Employees Eligible to Retire



Sworn Personnel Eligible to Retire, FY 2018 - FY 2022		
Timeframe	# of Sworn Personnel Eligible to Retire	# of Sworn Personnel Eligible to Retire (cummulative)
By June 30, 2018	62	62
By June 30, 2019	65	127
By June 30, 2020	57	184
By June 30, 2021	1	185
By June 30, 2022	23	208
TOTAL FY 2018-FY 2022	208	

Current Attrition Rate: 2.33



RESIDENCY

Total number of sworn employees living in Prince George's County: 24% (217)

Residency by State	
Maryland	795
Pennsylvania	34
Virginia	35
District of Columbia	19
New Jersey	11
Delaware	4
West Virginia	4
New York	1

Career Recruitment Strategy Goals

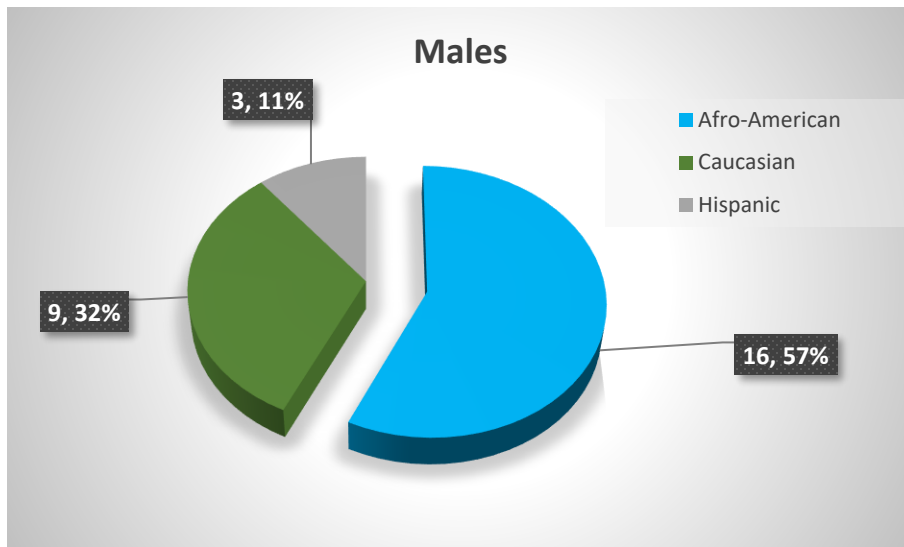
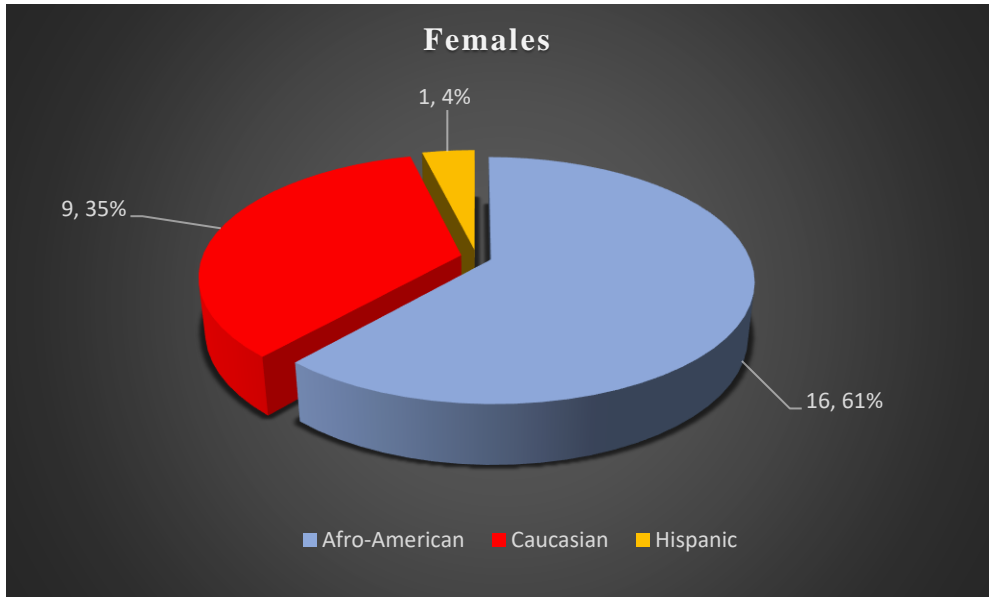
Increase candidate pool by:

	FY19	FY20	FY21	FY22
Minority	25%	30%	35%	40%
Female	10%	15%	20%	25%
County Residents	20%	30%	40%	50%



FY18 Entry Level Testing (October 15, 2017, Bowie University)

Career Civilian Employees



The total number of civilian employees living in Prince George's County: 58% (38).

All civilian employees reside in Maryland

Competitive Analysis:

The challenges in generating a highly qualified, diverse candidate pool are amplified by the competitive salaries and benefits packages offered by other Fire/EMS departments within the region. The following competitive analysis identifies the availability of Fire/EMS jobs regionally and nationally and gives an overview of salary comparability.

<u>COUNTY</u>	<u>ENTRY LEVEL SALARY</u>	<u>POPULATION</u>	<u>SQUARE MILES</u>	<u>FILLED SWORN POSITIONS</u>
Alexandria	46,946.52	155,810	15.48	267
Anne Arundel	39,418.00	568,346	415	871
Baltimore City	36,222.00	621,317	92.28	1845
Baltimore County	36,545.00	831,026	610	1046
Fairfax	54,446.70	1,138,652	406	1418
Howard	40,646.00	317,233	253	453
Montgomery	46,166.00	1,043,863	507	1158
Prince George's	42,082.00	863,420	499	904
Washington DC	48,880.00	681,170	68.34	1839





Fire & EMS Opportunities in Prince George's County, MD
Find Your Firehouse. Make a Difference.

The Prince George's County Fire Department is the largest combination (career and volunteer) department in the United States. The attached volunteer recruitment budget has been created to depict the allocation of funding for the recruitment and retention of qualified and diverse volunteer Firefighters, EMT's and Administrative personnel to help meet the operational needs of the Department.

Volunteerism in the fire service has been in a steep decline across the country. In order to oversee the implementation of best recruitment and retention practices within our volunteer departments, the Prince George' County Fire Commission employs a full-time Volunteer Recruiter. The Volunteer Recruiter:

- Works with volunteer departments to help identify and recruit individuals within their target populations depending on their geographical and demographical areas, including females, minorities, and residents of the County;
- Organizes and conducts community outreach efforts, including preparing marketing/advertising materials that would appeal to the specific audience;
- Attends all recruitment activities at local firehouses, schools, and community events;
- Establishes and maintains contact with potential applicants, ensuring they are aware of all volunteer opportunities for them to participate within the Department;
- Submits bi-monthly status reports and information on results of recruitment efforts to the Fire Commission, including the number of applicants and events attended;
- Assesses recruitment strategies and revises the recruitment plan as necessary;
- Oversees recruitment budget and expenditures
- Meets with the Career Recruiter to discuss county-wide recruitment initiatives and how joint efforts can increase qualified applicants that can result in possible future transitions from volunteer to career status.

The Department has been recently awarded a four-year SAFER grant through Hyattsville Volunteer Fire Department to aid in the marketing of the volunteer fire service as well as updating the many processes for the application of volunteers across the board. This funding, however, does not cover the items in the attached recruitment budget. These funds will merge to cover all aspects of volunteer recruitment and retention efforts within the County.

In addition, the Prince George's County Fire Department is one of ten volunteer/combination departments that are participating in the Volunteer Workforce Solutions pilot program offered by the International Association of Fire Chiefs (IAFC). The IAFC pilot program is funded by a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. The focus of the pilot program is a National Volunteer Recruitment Campaign designed specifically for the volunteer recruitment of women and underrepresented minorities. This \$25,000 grant is in its final year, ending in December 2018. We have been successfully utilizing this grant for accessing resources for our volunteer stations as well as recruiter training.



Recruiter training is essential to a viable recruitment plan. It is imperative that recruiters are familiar with and implement best recruitment practices and methods. The Volunteer Recruiter will continue to participate in annual training designed to equip them with the knowledge, skills, and abilities necessary to perform as highly effective recruiters. The training will be in several formats, such as recruitment conferences, Fire/EMS Department-sponsored e-learning training courses (Customer Service, Diversity, Interpersonal Communication Skills, Computer Application Skills, etc.), mLearning courses presented by Adobe and HR Advisor, as well as ongoing assessments on the current recruitment mission and goals.

DEMOGRAPHIC ANALYSIS

The demographic analysis identifies the characteristics of Prince George's County, as well as the volunteer firefighter demographics of the Prince George's County Fire/EMS Department. The volunteer ethnic diversity and gender inclusion have much room to grow in order to make our volunteer base more reflective of the County population. Specific marketing in Hispanic, Asian, and Middle Eastern communities with an emphasis on recruiting more females is key to

educating these groups that volunteers are needed and what impact they can have within their neighborhoods.

With the increase in recruiter training, marketing, and community events, we hope to increase the number of Prince George's County citizens that volunteer within the County by 15% over the next three years. Recruiting residents of the County to volunteer aids in long-term retention builds strong relationships across many public service entities, as well as local businesses and community groups.

Prince George's County¹

Population: **921,865**

Native Hawaiian- 0.37%
 American Indian- 1.00%
 Asian- 4.70%
 Hispanic- 17.20%
 African-American- 64.60%
 Caucasian- 26.90%

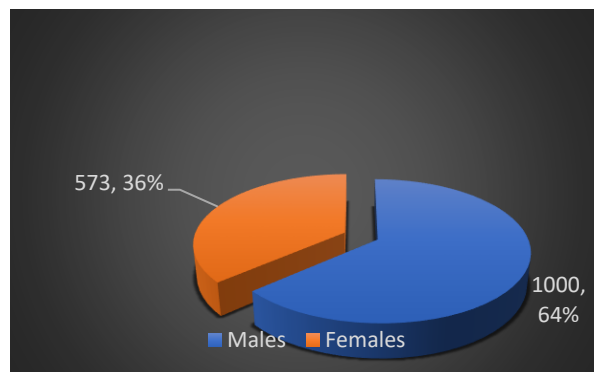
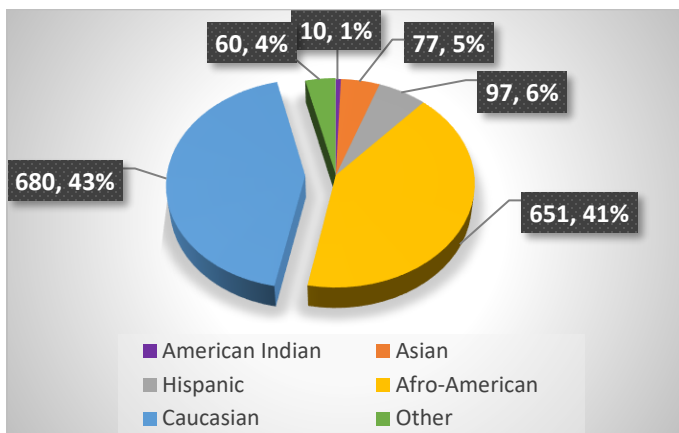
Male- 48.21%
 Female- 51.79%

Prince George's County Fire/EMS Dept. Volunteers

Total number of Active Volunteers: **1573**

Native Hawaiian- 0.00%
 American Indian- 0.62%
 Asian- 4.89%
 Hispanic- 6.18%
 African-American- 41.4%
 Caucasian- 43.2%

Male- 63.6%
 Female- 36.4%



¹ PGHealthZone, Prince George's County Health Department, 2017

MARKETING/ADVERTISING

In January of 2018, our www.pgvolunteers.org website was launched. The sole purpose of this website is strategic volunteer recruitment as it highlights all of the departments within Prince George's County that actively seek volunteers and audiences by inputting targeted age, gender, and location. In a twelve month period, the website has generated over 487 leads both to individual stations and the Fire Commission office. A "PGVolunteers" Facebook page was launched in conjunction with the website to support advertisement and feedback.

The marketing/advertising strategy involves continuing to implement a pro-active plan that showcases volunteer opportunities within the Fire/EMS Department, the benefits of volunteering in the County, and educates the audience on specific requirements and the application process. To maintain diverse and qualified applicants, the Fire Commission will utilize a marketing strategy consisting of:

- Interpersonal Communication (telephone, in-station interviews)
- Web-based Communication and Education (emails, instant-messaging)
- Social media (Facebook, Twitter, Instagram)
- Printed Materials and Publications

ADMIN SUPPORT

Our proposed budget includes the addition of a full-time administrative support person to aid in the processing of volunteers; including fingerprinting, data entry, issuing ID cards, and communication. With the implementation of our strategic marketing plan, which so far has been non-existent in the County, we anticipate an influx of volunteers and will need the additional support to keep up with key processes at the Fire Commission office.

UPDATING OF CURRENT SOFTWARE

The Fire Commission uses Live Scan fingerprinting to initiate a full background check on our volunteer applicants through the Prince George's County Fire Marshal's office. Our current software is expired and obsolete. This proposed funding would cover the purchase and installation of the updated program as well as the CPU and monitor.

JUNIORS PROGRAM

The Prince George's County Fire Department has only two volunteer stations that currently have junior volunteer members. These types of programs are not available to all areas of the County, especially in communities where it would be most beneficial because many stations do not have funding to supply their cadets with supplies, uniforms, and training equipment. Although the Department runs a successful Fire Science Cadet Program in Gywnn Park and Flowers High Schools, a county-based Juniors program hosted by various volunteer departments in the County will reach more individuals, and Junior members will be able to volunteer at multiple stations within or close to their communities.

Our proposed program model will mirror the “Maryland State Fire Association Cadet Firefighter Program” program from 2006 with some updating on wording and curriculum taken from programs out of Washington and Montgomery Counties. Juniors, both male and female, would be divided into two groups, 12-14 years of age (Level 1 Juniors) and 14-15 years of age (Level 2 Juniors) with full volunteer membership being offered to individuals in good standing once they reach the age of 16. Junior Fire and EMS program members must maintain a "C" average in school as well as be free of disciplinary action for a full year before joining.

Although Juniors will not act or work in any hazardous environments, they will receive basic Firefighter and EMS training including handling ladders and hose, mock fire drills, as well as basic EMS concepts and CPR. They will have structured leadership within their group, attend meetings, use fundraising to support activities outside of the firehouse, and gain knowledge on creating policies and procedures. This type of program fosters a sense of community; builds character, confidence, and self-discipline while learning life skills.

As presented in the Recruitment budget, funding would be used for training materials and supplies for instructors and Junior members, uniforms, equipment, and marketing, as well as to cover additional insurance costs for host stations.

VRS

Volunteer Recruit School is currently a 12-hour class, held each month, that introduces new volunteer recruits to the Prince George's County Fire & EMS Department. The classes include introduction to the history of the Prince George's County Fire & EMS Department; Workplace Harassment Avoidance Training; Health Insurance Portability and Accountability Act; Fire Department Safety and Health and Infectious Control to include Bloodborne Pathogens. In addition, each new volunteer recruit has the opportunity to obtain Healthcare Provider CPR certification during each VRS class.

VRS instructors must meet minimum training requirements for the rank of Volunteer Captain as identified in the Prince George's County Code, subtitle 11, and have three (5) years of Prince George's County experience as an Officer and EMS provider. Instructor II certification is required; however, Instructor III certification is desired. EMS only members are required to have obtained EMS Officer I certification and qualify as an EMS officer.

Funding in the proposed budget will allow for the Department to utilize the already existent Target Solutions training platform for our new members to take the VRS courses online. The online courses will help get our volunteers through the final process of becoming operational in a timely manner and aid in the retention of our new members throughout the process. Target Solution modules will be created for the above topics as well as all seven sessions listed on their training certification; including, PPE, SCBA, ladders, tools and equipment, hose lines, HazMat Awareness, and ambulance operations. These training modules, along with in-station orientation, will better equip our new members with the basic knowledge needed to begin their membership within the Prince George's County fire department.

COMMUNICATION

Communication will be essential to the development and implementation of an effective recruitment plan. Communication regarding the plan shall be addressed to external customers through the community outreach program/activities and our internal customers through meetings, status reports, and the Departmental newsletter.

- **Planning/Status Meetings** – During the recruitment cycle, there will be daily scrum meetings. All members of the Departmental recruitment team should be present. Other stakeholders may be invited to these meetings as deemed necessary.
- **Status Reports** – Weekly status reports on recruitment efforts will be distributed to the Fire Chief, Deputy Fire Chief for ASC and the Office of Human Resources Management.
- **Departmental Newsletter** – Updates regarding each phase of the recruitment plan will be communicated to Fire/EMS personnel through the Departmental newsletter.

COMMUNITY OUTREACH

Community Outreach is a key component of this recruitment plan and involves engaging the community in ways that foster opportunities to communicate information and educate individuals on issues and activities that will directly or indirectly impact the community. Outreach efforts will be concentrated in areas serving the targeted populations.

The recruitment team will enlist the following types of organizations to facilitate outreach efforts:

- Community Organizations
- Civic and Homeowners Associations
- Local Municipalities
- Multicultural Community Organizations
- Educational Institutions (i.e., ROTC Programs, Explorers Programs, Athletic Curriculums, and Programs, etc.)
 - Colleges and Universities
 - Allied Health Programs
 - High Schools
 - Vocational Schools



- **Hospitals**
- Private Medical Technician Practices (i.e., Dental, Lab Technicians, Radiology, Nursing)
- Churches and Religious Affiliates
- Military Bases
- Local Businesses (i.e., Chamber of Commerce, Health & Fitness Facilities, Beauty & Barber Shops, etc.)
- Local Libraries
- Fairs and Expos
 - Health Fairs
 - Community Days
 - Career Days



MARKETING/ADVERTISING

The marketing/advertising strategy involves implementing a pro-active plan and program that continuously reinforces career opportunities within the Fire/EMS Department. To foster a diverse candidate pool, the Department will utilize a four-tier marketing strategy consisting of:

- Interpersonal Communication
- Web-based Communication
- Mass Media
- Printed Materials and Publications

The Department will continually communicate employment opportunities through:

- Recruitment Team Activities
- County Website
- Ride-Along Program (General Order 13-2)
- Recruitment Webpage
- Facebook
- Twitter
- Flyers
- Posters
- Displays
- Tri-fold Brochures
- Road Signs
- High School/College/University Announcement
- Newspaper Advertisements
- Cinema Advertisements

- Church Announcements
- Television Announcements
- Radio Announcements
- Recruitment Video

APPLICANT PREPARATION

Preparing to become a firefighter and paramedic can be both mentally and physically challenging. Thus, as part of the recruitment process, the Department will assist candidates in preparing for the position by providing access to the following:

- Written Examination Study Guide
- Candidate Physical Ability Test (CPAT) Preparation Guide
- CPAT Practice Days
- Department Career Expo
- Ride-Along Program
- Fire Station Open Houses
- Fire Academy Open Houses
- Candidate Orientation



CANDIDATE MANAGEMENT PROGRAM:

The Candidate Management Program is designed to (1) address applicant concerns relating to the hiring process, (2) keep applicants informed of where they are in the hiring process, (3) keep applicants abreast of Departmental news and (4) provide encouragement and motivation throughout the hiring process. The Candidate Management Program will include the following:

- **CPAT** – During the recruitment cycle, the Risk Management office will conduct weekly workout sessions for candidates.
- **Individualized Case Management**- The recruitment team will establish and maintain contact with each candidate. Recruitment team members will keep candidates abreast of the phases of the recruitment and hiring processes (including a daily countdown to the decision date), schedule ride-alongs for interested candidates, assist in course enrollment through the Fire/EMS Training Academy, etc.
- **Mentor Program** – One month prior to the recruitment cycle, the Human Resources office will post an internal announcement for mentors. Mentors will support candidates throughout the recruitment and hiring processes. In addition, mentors will supply candidates with information on the Department’s culture, policies, procedures, etc.

PROPOSED FOCUSED RECRUITMENT TIMELINE

Each year, the Recruitment Team will conduct recruitment campaigns year-round to mentor, educate and provide information to prepare candidates for the next hiring process. Department will conduct a focused recruitment process between the months of March and May. During the spring months, many individuals are graduating from educational institutions and entering the workforce. Subsequently, the Department will be able to take advantage of numerous career/job fairs, career days, job expos, etc. In addition, the Recruitment team will travel out of the county, out of state and beyond the Washington Metropolitan area to attend career/job fairs and career expos to tap the targeted audience.

Proposed Recruitment Timeline

Task	Duration	Start Date	Finish Date	NOTES
Initial Recruitment Kickoff Meeting	1 day			
Prepare Job Announcement and Marketing Packages	14 days			
Deliver Proposed Job Announcement to OHRM	1 day			
Post Job Announcement	1 day			
Team Participates in Recruitment Activities	Year Round			
Closing Date for Application	1 day			
Task	Duration	Start Date	Finish Date	NOTES
CPAT Process	77 days			
Prepare for Entry Level Examination	12 days			
Conduct Entry-level Examination	2 days			
Send Exam to CWH for Scoring	1 day			
CWH Scores Examination and Provides Results	3 days			
Oral Interview Process	90 days			
Background Process	Runs simultaneously with background process			
Summarize and prepare folders for Fire Chief's Review	150 days			
	5 days			



Laurel VRS Volunteers

Proposed Career Recruitment Budget

Recruitment Item	Approximate Cost
Advertising and Marketing Cost *television, cinema, and radio advertisements/announcements; posters, bus billboards, job boards, etc.)	\$20,000
Recruitment vehicle (SUV)	\$26,000
Car Wrap	\$3,100
Testing Facility; Facility that can accommodate large testing groups	\$10,000
Job/Career Fairs, Expos, etc. (Travel to colleges on the Eastern Seaboard)	\$10,000
Recruitment Promotional Items	\$5,000
Microsoft Surface iPad for three (3) recruiters	\$1,500 each (\$4,500)
Recruiter Uniforms	\$2,000
Examination Booklets and Study Guides \$15.00 per Test Booklet and \$1.25 per Study Guide	\$8,000
CPAT Core Conditioning Sessions (Overtime)	\$10,000
Departmental Expo (Prince George's Community College)	\$7,000
Mailing Cost	\$500
Printing Cost	\$1,100
Recruiter Training Cost	\$6,000
Overtime Cost	\$4,000
Department Recruitment Video Production	\$16,800
Total	\$125,000

Proposed Volunteer Budget

Recruitment Item	Approximate Cost
<p>Full-time admin for the support of various office tasks resulting from influx of applicants including adding additional fingerprinting and ID card issuing sessions, filing, communication, data entry</p> <p>*Our Safer grant only covers part-time admin for county-wide assistance @ \$10k/year x 4 years. We expect to need this position filled long after the grant expires.</p>	\$30,000
<p>Purchase and installation of new LiveScan fingerprinting machine and software with service contract and upgrades to the CPU and monitor (current equipment is outdated and obsolete)</p> <p>*Our SAFER grant could not be used for fingerprint technology</p>	\$22,000
<p>Update Recruiter vehicle wrap/ current pull-ups to reflect new website and marketing campaign</p>	\$3,000
<p>Creation, design, and initial set up of County-based, battalion-specific Junior Fire/EMS Program (this would include training materials, uniforms, marketing costs as well as any increase in liability insurance at participating stations if needed) Additional funding will be required yearly for ongoing instructor training, updated training materials, marketing, and processing of members.</p> <p>*Our SAFER grant does not cover the cost of a Junior program.</p>	\$28,000
<p>Quarterly graduation ceremonies for volunteer FF1 and EMT class graduates (4 x \$1000 each)</p>	\$4,000
<p>Recruitment Promotional Items (giveaways, event-specific items geared towards targeted audience)</p> <p>*Our SAFER grant does not cover such items</p>	\$8,000
<p>Microsoft Surface iPads for Recruiter/staff (2)</p> <p>*Our Safer grant could not be used to purchase any computers/portable technology</p>	\$3,000
<p>Recruiter Uniforms (collared polo shirts, station pants, boots, embroidery)</p>	\$1,600
<p>Annual admin training for all individual company recruitment and retention committee personnel (training supplies, creation, and distribution of class materials)</p>	\$4,000
<p>VRS instructors (24 classes per year (bimonthly) x 2 instructors at \$300 per class held in additional locations)</p>	\$14,400
<p>Printing Costs</p>	\$3,000
<p>Recruiter Staff Training Costs (travel to and from national recruitment and retention training seminars)</p>	\$4,000
<p>Total</p>	\$125,000

METRICS

Various metrics will be used to measure the success of the recruitment plan. This process will assist in designing, enhancing, and redirecting future recruitment campaigns to assist the Department in recruiting a qualified and diverse pool of candidates. The following tools will be used:

- Recruitment Survey; Community Survey
- Applicant Composition Analysis
- Applicant Flow Process Charts
- Recruitment Process Complaints
- Adverse Impact Analysis
- Internal Audit of Recruitment Activity in Comparison to Recruitment Plan

RECOMMENDATIONS

1. Establish a dedicated recruitment team composed of a Firefighter/Medic Lieutenant, two (2) Firefighter IIIs, and one representative from each of the following offices: OHRM, Fire/EMS Human Resources, Risk Management, Fiscal Affairs, Public Relations, Fire Commission and Office of the Fire Chief;
2. Conduct a year-round recruitment campaign for sworn and volunteer personnel.
3. Allocate funds in the annual Departmental budget for recruitment activities;
4. Conduct an internal announcement process to fill recruitment team positions;
5. Provide a yearly recruiter training program for sworn and volunteer personnel interested in participating in the recruitment process;
6. Design a recruitment web page that will be linked to the Department's County webpage
7. Place an "Employment Interest Card" on the Department's website. This card can be completed online and is instantly downloaded into a recruitment 's database. The database will be used to contact interested persons about job requirements and upcoming recruitment campaigns;
8. Design and develop a Recruitment Information Package containing (1) letter from the Fire Chief, (2) information about Prince George's County, (3) the Fire/EMS Department, (4) the job opportunities for career and volunteer firefighter/paramedic/EMT, (5) the hiring process, and (6) how to prepare for examination processes (written, Candidate Physical Abilities Test (CPAT), and oral board) for career candidates;
9. Produce a Department recruitment video (s);
10. Make use of Social Media as a recruitment tool
11. Enlist the participation of community groups and resources in the recruitment campaign;
12. Employ innovative marketing and advertising strategies;
13. Prepare an evaluation report after each recruitment campaign to assess the level of goal achievement.

