

Protecting Emergency Responders on the Roadway: Equity and Outreach

CUMBERLAND VALLEY VOLUNTEER FIREFIGHTERS ASSOCIATION

Funded by the United States Fire Administration

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Introduction

Background

The American fire service members have managed traffic at incidents since automobiles and automotive fire apparatus were invented. Many advances in the design of resources, training, development of performance standards, and deployment of resources have been made. However, the traffic incident management personnel are typically and traditionally white males. Overall, a firefighter demographics in the United States research summary found the following incident management personnel ratios (zippia.com 2023).

81.9%	Male
18.1%	Female

76.8%	White
8.2%	Hispanic/Latino
5.8%	Black or African American
5.9%	Unknown

There is no fault being raised, but a simple observation. Today, women and people of color combined are a higher percentage of the population than white males (thhill.com 2023) and have the potential to fill the need for more qualified traffic incident management responders.

Crashes are on the rise but fire service membership, particularly in volunteer departments, is not keeping pace? The need for trained Traffic Incident Management (TIM) personnel will continue to grow in size and importance for fire service organizations nationwide. As fire service organizations seek to include contingent talent (members who fill support roles such as traffic management) to fire suppression and rescue and embrace diversity initiatives, these organizations must understand what drives a workforce while fostering feelings of inclusion and equity (NVFC, 2023a).

To achieve recruiting goals and sustain a workforce that reflects the community, fire service organizations must have appropriate leadership, policies, resources, and actions to improve the diversity, equity and inclusion of the workforce. This project was conducted to offer guidance on recruiting and engaging women and people of color in emergency responder traffic incident management activities.

Project Goals

This project identified concepts and tools to help fire service leaders create a robust diversity, equity and inclusion (DEI) plan to attract TIM personnel to their organization, ensure underrepresented populations are empowered to serve, and retain diverse personnel. Examples of organizations who are actively employing effective DEI tools and techniques are highlighted (Figure 1 & Figure 2).



Credit: Manhasset-Lakeville FD (n.d.) Facebook page.
 Figure 1 — Manhasset-Lakeville NY marketing materials

The examples are plentiful of fire departments target marketing to women and persons of color to join their organizations.

It takes a strategic approach (following these steps) to

1. Target a group
2. Advertise and recruit where they frequent
3. Find a contact in their network that can assist in your efforts to recruit
4. Promote your organization
5. ASK them to join!

Credit - Manhasset-Lakeville Volunteer Fire Department (n.d.) Facebook page

Figure 2 — The Manhasset-Lakeville NY marketing approach, taken from their Facebook post, illustrates the relationship of employing effective tools and techniques defined above and illustrated throughout this report to recruiting new members.

Methodology

Ten project activities engaged national law enforcement, fire service trade organizations, and individual subject matter experts (as indicated in the Appendix) in DEI to discuss TIM and public safety operations.

- Analyze Responder Safety Learning Network registered user gender demographic data for users who completed its online TIM modules to identify who is completing training in TIM and establish a related baseline of data.
- Identify existing marketing materials to recruit and train women and people of color in traffic incident management.
- Analyze how expanding DEI efforts may impact department recruitment numbers.
 - Coordinate and collect photos, charts, and other resources used for this document.
 - Identify and secure a subject matter expert (SME) with a proven track record on diversifying the fire service workforce to share best practices with a focus group.
 - Identify, secure, and fund participant participation across disciplines for a virtual focus group.
- Conduct an interdisciplinary focus group on DEI in the fire service.
- Conduct a nationwide search for positive DEI programs that have successfully attracted, retained, provided appropriate personal protective equipment (PPE) for, and trained members from traditionally underrepresented communities for TIM duties at roadway incidents.
- Interview representatives from up to 24 responding agencies on their DEI program details.
- Review the International Association of Fire Chiefs Workforce Solutions program report, *Diversity, Equity, and Inclusion in the U.S. Volunteer and Combination Fire-Rescue Service*, and other related reports and conduct follow-up as determined necessary by the project steering committee.
- Conduct an analysis to determine if departments have the resources to outfit personnel of all sizes with properly fitted PPE for TIM duties during support operations.
- Develop and submit a draft report, *Protecting Emergency Responders on the Roadway: Equity and Outreach*.
- Finalize the report and distribute the final electronically as deemed appropriate.

Interdisciplinary Focus Group

The National Volunteer Fire Council (NVFC) conducted an interdisciplinary focus group for this project. This virtual brainstorming session included representatives from the fire service (career, combination, and volunteer), emergency medical services, towing industry, law enforcement, local responders, and local, state, and federal stakeholders. The research reinforced the definition of traffic incident management and fire police, as well the extent of organizational inclusion of these services, as follows (NVFC, 2023a).

Traffic Incident Management (TIM): Traffic Incident Management is a planned and coordinated multi-disciplinary process to detect, respond to, and clear traffic incidents and restore traffic flow as safety and quickly as possible. (NVFC, 2023a).

Fire Police: Fire police officers are appointed by an authority having jurisdiction to perform traffic control and regulation during emergency service operations. (NVFC, 2023a).

Fire Corps/Auxiliary - Fire Corps/auxiliary are non-operational department members called upon to assist with non-emergency tasks. NVFC, 2023a).

NVFC research indicates less than 50% of fire departments have fire police/traffic incident management units today.

Findings

First, this project reviewed the gender breakdown of Responder Safety Learning Network registered users who completed at least one of the Network's traffic incident management online learning modules. Self-identified gender data collected was limited to male or female choices. To better understand the demographics of who is completing training and involved in TIM, a review of Emergency Responder Safety Institute (ERSI) TIM online modules was completed per the scope of work and is illustrated below by role and gender for persons who completed at least one online module.

As of October 24, 2022, 95,716 men and 18,475 women had completed at least one module on the Responder Safety Institute Learning Network. (Figure 3)

Gender data is broken down by organization type as follows:

Organization Type	Female	Male
Consulting	104	417
Contractor	89	635
Department of Transportation	314	1613
Emergency Management Agency	432	1534
Emergency Medical Services	7051	9287
Fire	6030	60221
Fire Police or Other Traffic Management	813	5357
Law enforcement	1233	6635
Media	9	59
Other	1710	3514
Service Patrol	87	1110
Towing & Recovery	553	5188
Traffic Engineering	50	147

Figure 3 — Responder Safety Learning Network Online Module Completion Summary as of 10/24/22 by gender and type of service provider

Cumberland Valley Volunteer Firefighters Association (CVVFA) and ERSI resources were reviewed to determine what fire police and traffic incident management personnel do (job activities) to improve the understanding of the skills recruits need to be the right people for the TIM job. TIM personnel perform several key functions at emergency scenes, including traffic control, scene safety, crowd control and liaison, scene security, logistical support, and law enforcement assistance. Fire police exist in twelve states including Connecticut, Delaware, Florida, Maryland, Massachusetts, New Jersey, New York, North Carolina, Maine, Ohio (Fire Corps based), Pennsylvania, and West Virginia. Fire police are required to take an oath of office and, depending on the state, have different powers of enforcement. TIM is different from other fire and rescue operations and therefore may appeal to a different type of person with a different skillset and different interests, which helps diversify the overall organization workforce.

Actual numbers of persons in TIM roles could not be quantified because they often perform other emergency response duties as well. Training for TIM positions varies by state and is designed to meet fire police/traffic incident management job performance needs. Pennsylvania appears have the most structured approach, training and procedural content, however it is law enforcement regulated (CVVFA website content, 2023).

NVFC focus group research also found that there are both dedicated and non-dedicated fire department personnel who conduct TIM operations, and that there are also dedicated fire corps and auxiliary members who conduct TIM operations (NVFC, 2023a). The NVFC focus group included members of the NVFC Diversity, Equity, and Inclusion Committee which provided a foundation of understanding the problem and possible actions to assist in the topic being discussed.

Best Practices for Recruiting a Diverse Fire Service Workforce

The interdisciplinary focus group conducted on January 24, 2023 included representatives of the above referenced types of organizations and are indicated in the Acknowledgments of this report. The group identified the following DEI best practices in today's fire service with special attention to TIM roles (NVFC, 2023a). The Appendix of this document offers a structured resource to assist fire service organizations in implementing each of these best practices.

The focus group identified numerous best practices recruiting a diverse fire service workforce (NVFC, 2023a).

Recruitment materials should look like the community being served.

- Use inclusive photos showing diversity in gender, race, and age. Examples are provided in this report.
- Use inclusive, gender-neutral language, such as “firefighter” instead of “fireman.”
- Use resources on the NVFC Make Me a Firefighter website, makemeafirefighter.com, to create recruitment materials that appeal to everyone, including women and people of color.

Communicate your DEI goal.

- Be honest with your community and share that you have a goal to recruit TIM personnel that look like the community being served.
- Communicate in your marketing that no experience is necessary and that training and personal protective equipment will be provided.

Conduct strategic community outreach.

- Establish relationships with leaders in traditionally marginalized communities and ask how you can reach diverse populations in your community.
- Connect with community special interest groups to make a recruitment pitch and/or leave recruitment materials.
- Ask to attend and have a display at local community events, such as community block parties, back-to-school giveaways, sporting events, and festivals.
- Establish relationships with local community centers and churches.
- Establish relationships with social service organizations to leave recruitment materials (e.g., health department, Head Start, extension offices, veterans programs).
- Ask local businesses in diverse neighborhoods to post recruitment flyers or hand them out to customers.
- Make the public aware that they can be involved in non-fire/EMS tasks like TIM.
- Develop relationships with area middle and high schools to attend career, community service, and other types of fairs.

Connect with existing volunteer groups.

- Establish relationships with civic groups/associations serving traditionally underrepresented populations to make a recruitment pitch and/or leave recruitment materials.

- Establish relationships with school associations (e.g., PTA, PTO) to make a recruitment pitch and/or leave recruitment materials.
- Establish relationships with Community Emergency Response Teams (CERT) and Medical Reserve Corps (MRC) teams to make a recruitment pitch and/or leave recruitment materials.

Diversify marketing efforts.

- Use different forms of social media to promote the opportunity to volunteer (e.g., Facebook, Instagram, X, Snapchat, TikTok, LinkedIn).
- Ask local news (e.g., TV, print, radio, and digital) if they would share your call to action.
- Ask for a recruitment table at community events, school functions, athletic games, and other highly traveled areas.
- Seek assistance or donation of services from local marketing professionals.

Best Practices for DEI Policies and Standard Operating Guidelines

The focus group identified numerous DEI best practices for policies and standard operating guidelines (NVFC, 2023a).

Conduct a review of your organization’s existing culture and policies.

- Establish a DEI committee to review current policies, including an external stakeholder to provide a diverse perspective.
- Identify a respected leader to champion and oversee the initiative.
- Survey the community on how they view the department.
- Survey the internal stakeholders on how they view the existing department culture.
- Promote constant communication and listening.

Implement a department discrimination, harassment, and retaliation policy.

- Have a zero-tolerance discrimination, harassment, and retaliation policy.
- Provide onboarding and annual training on the department’s discrimination, harassment, and retaliation policy.
- Strictly enforce the department’s discrimination, harassment, and retaliation policy.
- Regularly review and update policies.
- Implement a code of conduct, such as the National Firefighter Code of Ethics.

Develop pregnancy and parental leave policies.

- Develop pregnancy and parental leave policies for pregnancy and adoption.
- Provide workplace accommodations for pregnant TIM professionals.

Take actions that support DEI.

- Build a top-down, bottom-up plan; leadership must buy in to the concept of DEI.
- Offer training opportunities to all members.
- Honor and respect the beliefs of others.
- Speak up when inappropriate jokes or remarks are made.

- Keep having open conversations.
- Provide a formal mentoring program to model positive behavior to ensure harassment and discrimination do not occur.
- Be family-friendly and promote family engagement.

Be sensitive to cultural and religious beliefs.

- Learn by asking. Ask open-ended questions about culture. People feel respected and appreciated when others take a genuine interest.
- Be sensitive to diverse attire, food, holiday, and birthday beliefs.
- Be cognizant of diverse religious holidays.

Best Practices for DEI Training and Mentoring

The focus group identified numerous DEI best practices for DEI training and mentoring (NVFC, 2023a).

Provide training on diversity to all internal stakeholders.

- Establish an internal DEI committee to guide and review training initiatives.
- Be considerate of and incorporate different learning styles.
- Hold a book club and provide copies of *35 Dumb Things Well-Intended People Say*.

Take leadership actions that support DEI.

- Secure leadership buy-in to the concept of DEI.
- Honor and respect the beliefs of others.
- Speak up when inappropriate jokes or remarks are made.
- Keep having open conversations.
- Ask members how you can help them be successful in the TIM profession.

Provide a formal mentoring program.

- Provide a formal mentoring program to model positive behavior and serve as a “protector” to ensure harassment or discrimination does not occur.
- Mentors can be cross-generational.
- Rotate mentors/mentees.

Offer training opportunities to all members.

- Post and share training opportunities with all members.
- Understand there is more than one way to physically carry out a task.
- Develop entry and introductory programs to remove barriers.
- Provide guidance for training for physical agility tests and the opportunity to practice before actual testing.
- Create camps and bridge programs for youth and community groups to introduce students to TIM operations and opportunities.
- Offer open houses and events for individuals to try out what it is like to be a TIM professional.

Develop training to meet diverse learning needs.

- Create job aids to ensure training is consistent.
- Develop training competency checklists.
- Use online training and technology to keep programs modern.
- Accommodate all languages spoken in your community.
- Offer training at different times to meet the different schedule needs of individuals.

Develop a formal onboarding process for new recruits.

- Set clear written expectations for members.
- Define a clear career path with training and time requirements.
- Develop and provide a TIM professional job description.

Best Practices for Practical Matters such as Personal Protective Equipment (PPE) and Facilities

The focus group identified numerous best practices for practical needs (NVFC, 2023a).

Issue every member properly fitted PPE.

- Size all members for PPE.
- Develop a gear swap program with neighboring departments to expand the size range offered.
- Apply for grants to keep PPE compliant with standards.
- Advocate for vendors to produce standards-compliant PPE in a wide size range. A “one-size fits all” approach is unacceptable.

Enforce proper PPE use for all members.

- Ensure PPE Standard Operating Guidelines (SOGs) are in place for TIM operations.
- When a member exhibits unsafe PPE practices, redirect them to the proper procedure.
- Department leadership should role model proper PPE use during TIM operations.

Offer uniforms and PPE in a women’s cut.

- Drop the assumption that a men’s cut is unisex.
- Understand that some women feel sloppy and unprofessional wearing clothing designed for a man’s build.
- Offer women’s cut polos, t-shirts, dress shirts, and other department-issued apparel. Offering women’s cut PPE and uniforms communicates inclusiveness.
- Work with only vendors who offer women’s cut PPE and uniforms.

Provide prompt and safe access to restrooms.

- All members, including transgender people, should have prompt access to restrooms corresponding to their gender identity.
- Offer lockable, single -occupant stalls.

Provide a safe place for lactation and breast milk storage.

- Identify a lockable, comfortable, and safe place for lactation.
- Identify a safe place for breast milk storage.

Promote family and partner engagement and support within the organization.

- Offer a “family orientation” for family members, partners, extended family, and support systems.
- Develop a family ambassador program to welcome family members and answer their questions.
- Offer social engagement opportunities to connect families and members. Familiarity helps remove the family’s uncertainties about who their member is serving with.

Develop an approach and plan to address the needs for DEI recruitment.

There are many organizations and fire/EMS departments who seek diverse workforces/membership. This project found five whose consistent and specific approach to DEI recruiting illustrated the best practices previously identified.

The five highlighted organizations — Flagger Force (2023), Artio Traffic Protection (2023), U.S. Army (n.d.), Doylestown (PA) Fire Company (n.d.), and Manhasset-Lakeville (NY) Fire Department (n.d.) — have a similar strategic approach that includes the following steps:

1. Secure leadership support for a DEI approach that is integrated into the overall recruitment plan.
2. Focus on a specific underrepresented group.
3. Advertise and recruit where the underrepresented group frequents.
4. Make it easy for candidates to apply and know the process.
5. Find contacts in the underrepresented group’s network who can assist with your recruitment activities.
6. Promote your organization.
7. **ASK them to join!** (Figure 4)



Figure 4 — Sample recruitment marketing asking members to join in print and in person (NVFC)

An additional successful method was noted in Pennsylvania, where multiple departments employed a similar approach to recruit fire police. Through SAFER Grant funding from the Firefighters' Association of the State of Pennsylvania, local level grants of up to \$5,000 were used for recruitment. Over a four year period (2020-2023), seven fire police personnel recruits were documented in four fire companies. Each recruit followed a similar path and is detailed in the report

<https://www.becomeapafirefighter.com/awesome/2023/10/FASP-RR-Manual.pdf> (FASP, 2023):

1. Fire company by fire company, local effort and emphasis made the recruitment successful.
2. Leadership of each fire company worked with the appropriate human resources, legal, or policymaking team to recruit from the entire community.
3. The fire company identified fire police and TIM needs.
4. The fire company identified candidate types and backgrounds that met the fire police and TIM needs.
5. The fire company developed advertising and recruitment tools to specifically appeal to target candidates (Figure 5 and Figure 6). Recruitment advertising included yard signs, posters, billboards, social media, and postcards.
6. The fire company identified and implemented incentives to join (these were volunteer fire police positions). To be successful, incentives must be locally determined and provided. Each group of members typically has different needs or expectations for the benefits of joining.
7. Operations integrated membership and onboarding processes.
8. The fire company issued properly sized personal protective equipment to recruits.
9. Recruits were trained as required by the Commonwealth of Pennsylvania.



Figure 5 — Ads and marketing materials targeted to opportunity groups. Target your audience and include the types of persons you seek in your posters, ads, etc. Credit: Doylestown PA Army Recruiting Center Facebook Page



Figure 6 — Materials from the National Volunteer Fire Council to help recruit
Develop ads and marketing materials appealing to the groups you are seeking membership from. Research them at www.makemeafirefighter.org.

Looking Forward

Retention and Recruitment for the Volunteer Emergency Services (USFA FA-361) identified four critical factors for successful recruitment and retention of emergency personnel, which are consistent with the research and findings of this project.

1. Recruitment and retention is a local problem. The leadership, needs, and challenges are all local.
2. Recruitment is marketing, and marketing must be continuous.
3. Benefit programs require the organization to know what the members want or need before those wants and needs can become incentives.
4. Most importantly, leadership is the critical success factor in any recruitment or retention effort.

Research for this project found that successful efforts to create a diverse, inclusive, equitable workforce had these characteristics in common:

- A plan for creating and sustaining service delivery where everyone has an opportunity to serve their community.
- Dedicated personnel are responsible for implementing and managing the recruitment process, including integration of DEI components. This process should include a person of the specific gender, group, or culture being recruited.
- Opportunities for service in all aspects of operations. These opportunities can be a pipeline of potential candidates from underrepresented communities.
- Messages and materials that reflect the community being served and solicited, creating opportunities for dialogue with the groups being sought.

- Strong policies, procedures, and training to improve the consistency of DEI initiatives. Human resources and legal should review policies, procedures, and training.
- Training and mentoring programs that increase diversity and equity while maintaining an inclusive workplace.
- A sustainable environment to attract, support, and retain a diverse workforce, defining and understanding and challenges and success for each group being sought.

Critical success factors to implement these characteristics include: an effective plan, leadership, communication, consistency, and understanding the local recruiting environment (Figure 7).

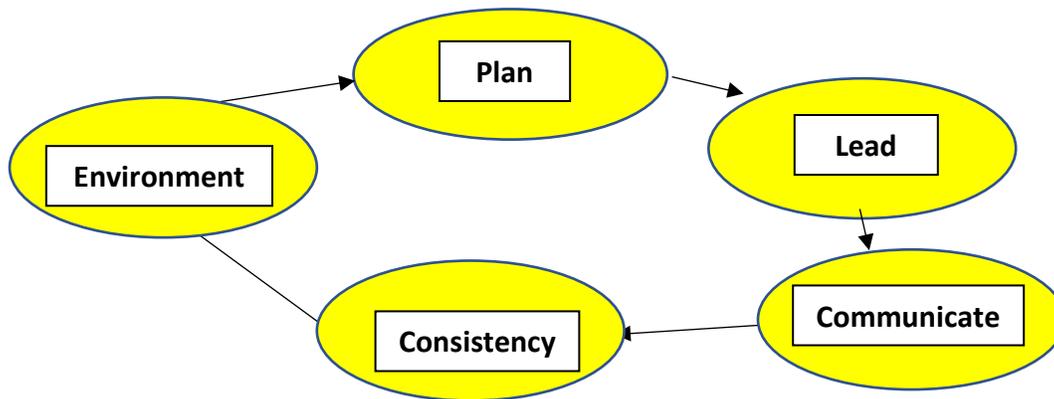


Figure 7 — Critical DEI success factors

In addition to the appendix of this document, these recommended resources provide extensive materials to assist you in developing your plan. They are:

- United States Fire Administration, (2023) *Retention and Recruitment for the Volunteer Emergency Services*; FEMA/USFA FA-361, May 2023.
- National Volunteer Fire Council, (c2023) “Make Me a Firefighter” Program (www.makemeafirefighter.org).
- International Association of Firefighters, Recruiting Diverse Responders Toolkit.
 - Other Resources: <https://www.iaff.org/toolkits/diverse-recruitment/#other-resources>
 - Building Your Program: <https://www.iaff.org/toolkits/diverse-recruitment/#your-program>
- United States Fire Administration, (2012) *Traffic Incident Management Systems*; FEMA/USFA FA-330, March 2012.

The National Volunteer Fire Council, on their Volunteer Fire Service Recruitment Resources website (portal.nvfc.org), suggests the following steps to success in recruitment efforts.

- Post a volunteer opportunity.
- Customize campaign materials.
- Access training & resources.
- Create an invite.
- Plan an event.

- Train your recruits.
- Give feedback.

Figure 8 illustrates a proactive, well-developed approach for a TIM recruiting ad.

Each of these approaches provides routes to success and are integrated into the tool in this report’s Appendix.

GILBERTSVILLE FIRE & RESCUE

FIRE POLICE OFFICER

PROTECTING OUR FIRST RESPONDERS AND THE COMMUNITY

WHAT IS A FIRE POLICE OFFICER?

Fire Police Officers have authority to regulate traffic and keep crowds under control at or in the vicinity of any emergency incident that our fire company responds to. Fire Police Officers can exercise police powers that may be necessary in order to facilitate and prevent interference with the work of firefighters in extinguishing fires or operating at an emergency scene.

WHAT DO FIRE POLICE OFFICERS DO?

A Fire Police Officer is one of the most important jobs being performed on an emergency incident. You will respond to the scene for all fire, rescue, and hazardous incidents. Your primary responsibility is to ensure a safe and unobstructed area for firefighters, rescue personnel and emergency vehicles, as well as providing spectator and crowd control. You will also assist the general public by establishing detour routes and traffic control.

WHAT ARE THE REQUIREMENTS?

- 18 years of age or older
- Must be kind, courteous and understanding
- Complete local, state and federal background checks
- Successfully complete your 16 hour basic fire police certification

BENEFITS

- BE PART OF A DIVERSE TEAM
- PERSONAL GROWTH AND DEVELOPMENT
- NETWORKING OPPORTUNITIES
- RESUME BUILDER
- SCHOLARSHIP OPPORTUNITIES
- FREE TRAINING AND EDUCATION

WWW.GILBERTSVILLEFIREANDRESCUE.ORG

PHONE: 610-367-0277

Figure 8 — Gilbertville (PA) VFC marketing material that defines its target market and recruits to it

Recommended Actions

The best practices start with leadership's positive approach to a diverse and inclusive workforce. The illustration in Figure 9 shows target marketing to a group (women). This can be done for any group but requires analyzing demographics and opportunities to recruit them, then determining how to accomplish it. The Appendix provides a step-by-step process to assist fire service organizations in recruiting TIM personnel.



Figure 9 — NVFC Make Me a Firefighter web site landing page

Tips for recruiting women and other underrepresented groups:

- Proactively seek diverse members.
- Have current members from the underrepresented group recruit new members from that group.
- Use gender neutral writing.
- Include diverse imagery in communications.
- Eliminate bias in evaluating candidates.
- Use a diverse interview panel.
- Maintain a workplace that is free of discrimination.

National organizations must also support DEI in their own organizations and when assisting local organizations. This project identified seven organizational opportunities to consider in future efforts on DEI recruitment for national organizations like the NVFC, CVFA, and IAFC:

1. Create a Traffic Incident Management introductory recruitment video using role players representing diverse gender, culture, race, religion, and family dynamics.
2. Expand the NVFC's "Make Me a Firefighter" Program and its sample individual department marketing materials to include TIM-focused graphics and videos that feature a diverse workforce of non-emergency personnel performing TIM operations.
3. Develop a resource section on the ResponderSafety.com web site that includes sample policies, SOGs, and recommended DEI-related training.
4. Develop an online training module that includes DEI best practices for recruiting non-emergency TIM personnel.
5. Develop a white paper on DEI best practices for creating an environment that attracts and supports a diverse workforce.
6. Create a leadership training tool that guides organizations in the leadership aspects needed for successful DEI initiatives.
7. Update USFA documents *Recruitment and Retention for the Volunteer Emergency Services* (FA 361/May 2023) and *Traffic Incident Management Systems* (FA-330/March 2012),

Summary

This project identified the need to encourage a more diverse team of traffic incident management responders to emergency events and suggested ways to build a diverse TIM workforce. The research conducted, focus group input, and subsequent development of recommendations is intended to help local organizations improve recruiting and retaining a more diverse traffic incident management team.

In addition to a set of suggested action steps to accomplish this, recommendations for actions by major fire service organizations have been made to enhance the educational aspects, training, and program implementation needed to achieve success in DEI efforts.

Acknowledgements

Interdisciplinary Focus Group Participants included representatives from:

- Women in Fire
- National Volunteer Fire Council (NVFC) DEI Committee
- National Volunteer Fire Council (NVFC) R & R Committee
- National Volunteer Fire Council (NVFC) EMS/Rescue Section
- Cumberland Valley Volunteer Firefighters Association (CVVFA)
- Emergency Responder Safety Institute (ERSI)
- International Association of Fire Chiefs (IAFC), Volunteer & Combination Officers Section
- United States Fire Administration (USFA)
- National Highway Traffic Safety Administration (NHTSA)

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<https://www.iafc.org/topics-and-tools/resources/resource/retention-and-recruitment-kit>

Appendix 1: Recruiting Process for Traffic Incident Management Personnel

Whether starting a new program or supplementing a current program, the organization needs to consider the number of personnel required for the program and how they will be recruited. Develop a brief job description for the position and its minimum qualifications.

Trained volunteers can provide a pool of individuals who express an interest in volunteering in the emergency services and will complete basic training programs, but effective recruitment, mentoring, and training is essential to success.

The following are key steps to recruiting and integrating a diverse TIM workforce in your organization.

1. Understand the definition of traffic incident management.

Traffic incident management (TIM) is a planned and coordinated multi-disciplinary process to detect, respond to, and clear traffic incidents and restore traffic flow as safely and quickly as possible (NVFC, 2023a). TIM personnel may also control the movement of pedestrians or the motoring public in and around emergency scenes. In some areas, TIM personnel are known as fire police, safety patrols, or traffic control personnel.

For more information on the role of traffic incident management personnel and as an introductory training resource, several online learning modules are available on the Responder Safety Learning Network, including:

- **Intro to Fire Service Traffic Incident Management Professional**
(https://learning.respondersafety.com/Training_Programs/Intro_To_Fire_Service_TIM_Professional.aspx)
- **Safe Fire Service Traffic Control Practices**
(https://learning.respondersafety.com/Training_Programs/Safe_Fire_Service_Traffic_Control_Practices.aspx)
- **Roadway Incident Operational Safety for EMS Providers**
(https://learning.respondersafety.com/Training_Programs/Roadway_Incident_Operational_Safety_for_EMS_Providers.aspx)
- **Understanding NFPA 1091**
(https://learning.respondersafety.com/Training_Programs/Understanding_the_New_NFPA_1091.aspx)
- **Roadway Incident Safety Training Guidance for Fire Officers**
(https://learning.respondersafety.com/Training_Programs/Roadway_Incident_Safety_Training_Guidance_for_Fire_Officers.aspx)
- **The Safety Officer's Role in Roadway Incident Response**
(https://learning.respondersafety.com/Training_Programs/Safety-Officers-Role-in-Roadway-Incident-Response.aspx)

- **Setting Up a Traffic Incident Management Unit**
(https://learning.respondersafety.com/Training_Programs/Setting_Up_a_Traffic_Incident_Management_Unit.aspx)
- **TIM for the Next Generation**
(https://learning.respondersafety.com/Training_Programs/TIM_For_The_Next_Generation.aspx)
- **Traffic Incident Management: TIM Training & Resources**
(https://learning.respondersafety.com/Training_Programs/Traffic_Incident_Management_TIM_Training_Resources_for_Emergency_Responders.aspx)

The Fire Department Safety Officers Association offers a Certified Traffic Incident Management Technical Specialist credential (<https://www.fdsoa.org/TIM>).

The Pennsylvania Fire Police Association (<https://www.pa-firepolice.com/>) identifies the primary duties of traffic incident management personnel/fire police as:

- Regulating traffic at emergency scenes.
- Protecting emergency responders while performing their duties.
- Protecting the public at emergency scenes.
- Keeping areas clear for emergency response purposes.
- Protecting emergency responders' organizations and equipment.
- Enforcing laws related to emergency activities (as permitted by law).
- Cooperating/coordinating with all emergency response agencies at an incident.
- Protecting the scene of an emergency.
- Carrying out other duties as may be assigned by fire or police officials.

2. Define your organization's TIM needs.

Use this chart to capture your skill and knowledge needs to help define the types of persons you should recruit. Develop a job description so individuals know the expectations.

Resource	Skill	Knowledge
Interest in participating		
Traffic control		
Crowd management/control		
Safety basics		
Language fluency other than English		

Job Description - (fill in your specifics)

Regulate traffic at emergency scenes
Protect firefighters while fighting fires
Protect the public at emergency scenes
Keep emergency area clear for responding equipment
Keep emergency area clear for ease of operations
Protect assets of responders
Enforce laws as permitted
Protect property
Perform other duties as assigned

3. Communicate your need in the community

Resource	Assigned to:	Where to distribute
Brochures		
Posters		
Social Media		
Public Safety Announcements		



The NVFC's Make Me A Firefighter campaign provides FREE tools and resources to make your recruitment efforts a success.

Recruit more volunteers to your department with these six simple steps:

- 1 **Sign Up:** Register for free at MakeMeAFirefighter.org to access all campaign materials and resources.
- 2 **Post your Volunteer Opportunities:** Make sure potential volunteers can find you by adding your opportunities to the searchable database available to the public at MakeMeAFirefighter.org.
- 3 **Raise Awareness:** Let your community know you need volunteers by utilizing the campaign's customizable marketing materials.
- 4 **Host an Event:** Use the campaign's event planning guide and resources to directly connect with potential volunteers.
- 5 **Connect with new Recruits:** Follow new volunteers through the recruit process with a free tracking tool.
- 6 **Expand your Knowledge:** Craft a comprehensive recruitment strategy using the campaign's free training, guides, videos, and more.



Example flyer or ad. Credit: www.makemeafirefighter.com

Outreach for Candidates

Identify the percentage of population groups in your community. You can obtain this from the most recent U.S. Census report.

Race	Male percentage	Female percentage
White		
Black or African American		
American Indian or Alaska Native		
Asian		
Native Hawaiian or Other Pacific Islander		
Some Other Race		
Ethnicity: Hispanic or Latino		

Identify the percentage of population groups in your emergency service organization.

Race	Male percentage	Female percentage
White		
Black or African American		
American Indian or Alaska Native		
Asian		
Native Hawaiian or Other Pacific Islander		
Some Other Race		
Ethnicity: Hispanic or Latino		

Where are the areas of opportunity in the community to grow representation?

Race	Opportunity Group	Not an Opportunity Group
White		
Black or African American		
American Indian or Alaska Native		
Asian		
Native Hawaiian or Other Pacific Islander		
Some Other Race		
Ethnicity: Hispanic or Latino		

Specific thoughts/ideas/action steps to recruit each group:

Race	Thoughts/ideas/action steps for recruitment
White	
Black or African American	
American Indian or Alaska Native	
Asian	
Native Hawaiian or Other Pacific Islander	
Some Other Group	
Ethnicity: Hispanic or Latino	
Women	

4. Opportunity Group Access

Identify the group and any current members or contacts who can help access possible new members. Detail how to build this access, what is needed, and who will oversee it.

Internal/External Posting

Group/Who/Role	How to accomplish	What is needed	Coordinator

Educational Institutions

Group/Who/Role	How to accomplish	What is needed	Coordinator

Community Organizations

Group/Who/Role	How to accomplish	What is needed	Coordinator

Job Fairs

Group/Who/Role	How to accomplish	What is needed	Coordinator

Community Events

Group/Who/Role	How to accomplish	What is needed	Coordinator

Online/Social Media

Group/Who/Role	How to accomplish	What is needed	Coordinator

Classified Advertising

Group/Who/Role	How to accomplish	What is needed	Coordinator

Professional/Personal Contacts

Group/Who/Role	How to accomplish	What is needed	Coordinator

Business Community

Group/Who/Role	How to accomplish	What is needed	Coordinator

Labor Organizations

Group/Who/Role	How to accomplish	What is needed	Coordinator

Religious

Group/Who/Role	How to accomplish	What is needed	Coordinator

Sports

Group/Who/Role	How to accomplish	What is needed	Coordinator

High School/Trade School/College

Group/Who/Role	How to accomplish	What is needed	Coordinator

Political

Group/Who/Role	How to accomplish	What is needed	Coordinator

Senior Citizens Center

Group/Who/Role	How to accomplish	What is needed	Coordinator

Group/Who/Role	How to accomplish	What is needed	Coordinator

Group/Who/Role	How to accomplish	What is needed	Coordinator

Define what materials are needed to support recruitment efforts.

Product	Objective	Value	Coordinator	Funding needed & source

5. Identify why people volunteer and what benefits are needed.

Benefits only work if they meet a need. Remember, needs change. Periodically ask.

The best way to fully understand an effective retention item in your incentive program is to ask your members/employees. Here are some items to consider, which you can integrate into a “cafeteria plan” (a variety of options that can be presented to members for them to select the ones they are interested in) to incentivize your members/employees. Remember, you won’t know if you don’t ask!

What might you be interested in as an incentive? Ask your memberships using a form like this.

- Logo wear
- Uniform (Describe _____)
- Cash cards/Gift cards
- Banquet, dinner, meals, picnic (Describe _____)
- Stipend program
- State/Local tax credits
- Length of service award program from fire company/municipality (retirement annuity)
- Tuition reduction or credit
- Regular purchase of new fire apparatus
- Friends/family also members (fraternizing)
- Access to group health insurance programs
- Praise
- Frequent social activities
- Cash per call responded to
- Group rates for auto and home insurance
- Access to group dental insurance programs
- Savings on automobiles and related services
- Special discounts on fire-rescue related products
- Savings on computers, software, and accessories
- Mortgage services
- Ability to purchase additional life insurance through a group program
- Length of service award (life insurance based only)
- Savings on entertainment, including movie theaters and amusement parks
- Personal contribution to a length of service award/pension program
- Home-related value-added services and discount programs
- Eyeglasses insurance program
- Special credit card program
- Cash back on real estate services
- Pre-paid/free legal services
- (Other describe) _____

Credit: Firefighters Association of the State of Pennsylvania, Recruitment and Retention Tip of the Month #40, *Pennsylvania Fireman* magazine, January 2023.

6. Interview Assessment and Onboarding

Develop and use a checklist similar to the following to track new member progress. All these items should be developed and implemented in concert with local/state/federal law under the guidance and counsel of your organization’s legal counsel and human resources team (as applicable).

- ___ Application process
- ___ Interview
- ___ Background Check
- ___ Questions/Concerns
- ___ Offer Made
- ___ Onboarding mentor assigned
- ___ Does applicant know of others with an interest
- ___ Training
- ___ Equipment
- ___ Onboarding Plan

7. Best Practice Assessment

Review this report’s best practices and determine your organization needs in each category to enhance your potential to recruit underrepresented groups.

- Policies and Standard Operating Guidelines
- Training and Mentoring
- Personal Protective Equipment and Facilities

Best Practice
Action to Take

Best Practice
Action to Take

Best Practice
Action to Take

Best Practice
Action to Take

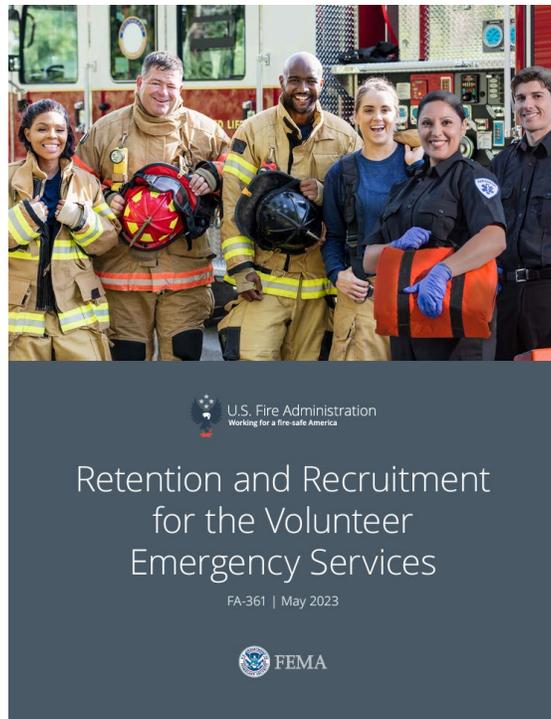
Best Practice
Action to Take

Best Practice
Action to Take

Best Practice
Action to Take

Best Practice

Action to Take



<https://www.usfa.fema.gov/downloads/pdf/publication/s/retention-and-recruitment-for-volunteer-emergency-services.pdf>

Appendix 2: Resources and Tools to Assist in enhancing TIM Equity and Outreach

Coffey Consulting, LLC and American Institutes for Research (AIR).

www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/FirstResponders_Full_Report.pdf

This research report provides information, resources, and tools to support efforts in promising DEI practices, the culture of diversity, recruitment, hiring, training, retention and advancement.

Drexel University Dornsife School of Public Health.

<https://drexel.edu/dornsife/research/centers-programs-projects/FIRST/our-projects/DEI%20in%20the%20Fire%20Service/>

Diversity, Equity, & Inclusion (DEI) in the Fire and Rescue Service – DEI Fire Tool Kit (PARTIALLY COMPLETE) includes a variety of resources. Through the creation of a DEI dictionary, a common language will emerge, including assessments of DEI receptivity in fire and rescue departments and fire service organizations using validated tools. In response to the data collected, best practices, trainings, and model policies for DEI will be created. This will support the recruitment, retention, and advancement of a more diverse, equitable, and inclusive industry.

International Association of Fire Chiefs.

https://www.iafc.org/docs/default-source/1vcos/iafc_dei_study_report_final.pdf

The material discusses Diversity, equity, and inclusion in the U.S. volunteer and combination fire-rescue service with guidance on appropriate education, elements for a foundation for success, recruitment, selection, work environment and retention, leadership and management practices as it relates to diversity, equity and inclusion.

<https://www.iafc.org/about-iafc/sections/company-officer-leadership/coaching-program>, (2023)

Training via Coaching Program for fire service.

<https://www.iafc.org/events/event/2020/12/31/self-paced/mentoring-i-re-energizing-your-department-culture-through-positive-influence>, (2023)

Training program on Mentoring I: Re-energizing Your Department Culture through Positive Influence.

Protecting Emergency Responders on the Roadway: Equity and Outreach

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Funded by the United States Fire Administration

<https://www.iafc.org/topics-and-tools/resources/resource/retention-and-recruitment-kit>

This Retention and Recruitment Kit includes templates, letters, interview questions, tips, and forms for your department's use and convenience courtesy of the Manlius (NY) Fire Department. Items can be customized locally. These are only examples please check with your HR, legal or other people in your organization as appropriate before finalizing and utilizing them. We have learned that there are people in your community that are willing to step up and volunteer if you do the work to raise awareness of your department's needs and make them feel welcome.

<https://www.iafc.org/topics-and-tools/resources/resource/volunteer-workforce-solutions-recruitment-and-retention-support>

IAFC/VWS (Volunteer Workforce Solutions) provides recruitment and retention resources and support for program and grant management services, recruitment planning services such as Geographic Information System (GIS) Tapestry Report and/or site visits, training and media services.

International Association of Fire Chiefs, Volunteer-Combination Officers Section and IAFC Workforce Solutions.

<https://www.iafc.org/docs/default-source/1vcos/iafc-diversity-guide-ebook-final-08212020.pdf>

Guide for Creating a Diverse and Inclusive Department, with topics including; Vision, Mission, Values Strategic Plan Development and Implementation; Communication; Policies and Procedures; Job Descriptions; Training and Development; Individual Development Plans and Performance Reviews; Valuing Each Other and Community.

International Association of Firefighters

<https://www.iaff.org/toolkits/diverse-recruitment/#getting-started>

This source provides a "Recruiting Diverse First Responders Toolkit" which includes references/sources of diversity constituency groups, African American resources, Asian American resources, Latino resources, LGBT resources, women's resources (e.g. California Women's Commission, Coalition of Labor Union Women (CLUW), Fire Service Women Ontario (FSWO), Seattle Women's Commission, and Women in Fire); Canadian resources; United States Government resources; and other related organizations.

National Firefighter Code of Ethics

https://www.usfa.fema.gov/downloads/pdf/code_of_ethics.pdf

The National Firefighter Code of Ethics establishes criteria for fire service personnel to promote a culture of integrity and professionalism within the industry.

National Volunteer Fire Council

<https://www.nvfc.org/>

Resources, training and programs to provide guidance and counsel on the topic including:

- Make Me a Firefighter - <https://www.nvfc.org/programs/make-me-a-fire-fighter/>
- Fire Corps - <https://www.nvfc.org/programs/firecorps/>
- Department Portal: Finding Volunteers Just Got Easier - <https://portal.nvfc.org/>

Responder Safety

<https://www.respondersafety.com/>

This site provides training and related resources on traffic incident management, reputational management, policies, procedures and specialized training for all aspects of content within this document and topic.

United States Fire Administration

<https://www.usfa.fema.gov/downloads/pdf/publications/retention-and-recruitment-for-volunteer-emergency-services.pdf>

This manual provides volunteer departments with the necessary tools, strategies and insights to overcome recruitment obstacles and retain their valuable volunteers.

VFIS

<https://www.responderhelp.com/>

<https://education.vfis.com/>

Sample technical details, training, policies, procedures, articles, whitepapers, checklists, research projects, etc. on diversity, personal protective equipment, employment practices, National firefighter code of ethics, discrimination, harassment, retaliation, pregnancy leave, workplace accommodations, recruitment and retention.

Western Cities

<https://www.westerncity.com/article/diversity-equity-and-inclusion-fire-service-seven-steps-agencies-can-take>

This document provides a seven-step approach for fire service agencies to use to enhance diversity, equity and inclusion in their organization.

Women in Fire

<https://www.womeninfire.org/>

Resources, training and mentorship for women in the fire service.