

Fire Chiefs Leadership Seminar

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LEAGUE OF
**CALIFORNIA
CITIES**

Strengthening California Cities
through Advocacy and Education

Inclusion, Equity, & Diversity: Effective Tools for Succession Management

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Introduction

“No matter who we are or what we look like or what we may believe, it is both possible and, more importantly, it becomes powerful to come together in common purpose and common effort.”

—Oprah Winfrey

Today's Reality

Our workforce has different expectations:

- ▶ Increased access to information
- ▶ Ability to challenge authority
- ▶ Ready access to, and interaction with, senior management
- ▶ More cross-departmental teams
- ▶ Inclusive decision processes
- ▶ Ongoing feedback vs. an annual review
- ▶ Increased life-work balance

Today's Reality

- ▶ Agency leaders are at or rapidly approaching retirement age
- ▶ Next leaders will be younger and less experienced than ever
- ▶ Communities increasingly expect that their government agency personnel will “look like us”
- ▶ Gen Z: 48% are ethnic minorities who are very tolerant of differences*
- ▶ Agencies historically have been very good at training technicians but not supervisors, managers, and executives

GIVEN THESE FACTS,

how effective will your current practices be in

attracting and retaining your future workforce?



What Now?

Begin with the desired end in mind.

Implement two concrete processes to help you achieve that goal:

1

Create work environments that are diverse, equitable, and inclusive (DEI).

2

Develop and implement a formal plan to optimize the effectiveness of your existing functions (succession management or SM).

Desired Goal: The WHY

Safe, Healthy, Economically Viable Community

DEI

WHAT: Increase likelihood agency can attract qualified applicants; enable better, more creative decisions.

HOW: Create work environments in which all employees feel they belong and are treated fairly, valued, respected, and heard.

SM

WHAT: Ensure your organization has fully qualified people in each position now and a pool of qualified candidates who are ready to step into vacant positions in the future.

HOW: Organize existing functions so they are aligned with the “what.”
Add relevant additional functions as needed.

Benefits of DEI and Succession Management

Set you up for success: accelerate your ability to achieve your mission

Enhance recruitment and retention: create an environment that attracts qualified applicants and retains existing talent

Increase safety of personnel and community: ensure continued readiness of all personnel

Mitigate agency vulnerabilities: identify and correct single points of failure

Reduced stress and burnout: the right people are in the right positions

Definitions: Inclusion, Equity, and Diversity



Inclusion: enabling people to feel they belong and are respected, trusted, and valued




Equity: ensuring that people are treated fairly and have equal opportunities to be who they are



Diversity: appreciating the many ways
In which people differ

Diversity is More than External Characteristics

- 
- Talents
 - Skills and competencies
 - Perspectives
 - Leadership and management styles
 - Family responsibilities
 - Language(s) spoken
 - Learning style preferences
 - Values
 - Beliefs
 - Personal and career goals
 - Interests and hobbies
 - Communication preferences
 - Physical and mental abilities
 - Educational levels
 - Cultural norms

Framing DEI



DEI is an effective means to a common goal:
a safe, healthy, economically viable community

DEI initiatives represent good management practices

Everyone wants to be treated fairly
Everyone wants to feel included

People have more in common than they think

DEI is a process: the workplace will not change overnight

Everyone plays a role

What's Required for a Diverse Workforce?

People want to feel...

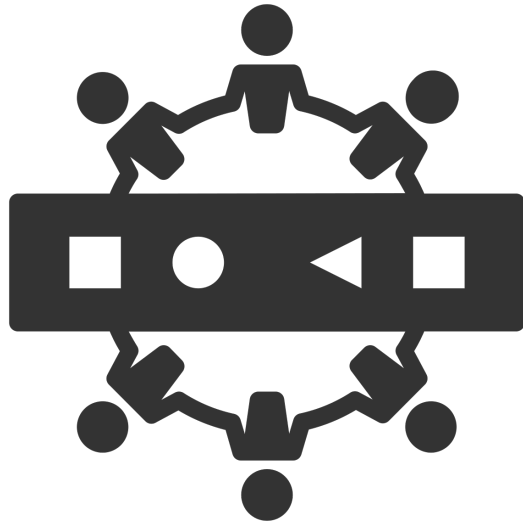


Valued, not merely tolerated

They belong

They are treated fairly

Respected for who they are and what they bring to the table



Free to be themselves

They are heard

They are able to use their talents



How to Create This Type of Environment?



Education



Leadership and accountability from and at the top



Focus on the desired outcome



Commitment



Ensure processes, systems, programs, policies and procedures are fair

- ▶ Distributive justice
- ▶ Procedural justice

City Manager's Perspective



“Diversity is about embracing differences, and recognizing the amazing things that are possible when it’s woven into an organization’s culture”



City Manager's Perspective

Start Here

Assess the existing environment:

- ▶ Organizational culture
- ▶ Recruitment and hiring; employee training and development; employee engagement
- ▶ Communication and engagement with the public



City Manager's Perspective

Next: Develop a **Plan**

- ▶ Any changes to the organizational culture
- ▶ Strategies for recruitment and hiring:
 - ▶ **Start early!**



City Manager's Perspective

Next: Develop a **Plan** (continued)

- ▶ Enhance employee training and development to prepare future leaders who think diversly, can appreciate and promote diversity
- ▶ Enhance employee engagement
- ▶ Enhance communication and engagement with the public



City Manager's Perspective

Example: City of Irvine

- ▶ January 2021: City Council passed a resolution reaffirming Irvine's commitment to diversity, equity, and inclusion (DEI) internally and with the community
- ▶ DEI Committee
- ▶ Work behind the scenes



City Manager's Perspective

Example: City of Irvine (continued)

- ▶ DEI Plan – Strategy and Implementation Plan:
 - Organizational culture and employee hiring
 - Business engagement
 - Community communication and engagement



We are Irvine Diversity Campaign and Communications

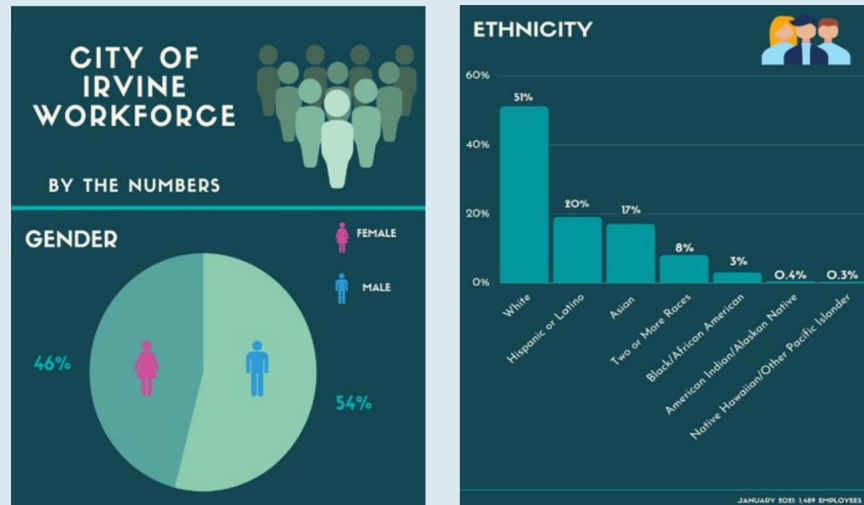
Goal 1: Continue promoting and fostering the City's We Are Irvine campaign.				
Strategy	Team	Description	Metric	Status
Develop additional collateral.	PIO	Expand the We Are Irvine collateral to include video testimonials, City banners, Q&A, etc.	<ul style="list-style-type: none"> • Number of campaign collateral. • Number of languages included in collateral. 	-Underway -Ongoing
Continual promotion of campaign.	PIO	Continue to promote the campaign on the City website and social media accounts to ensure campaign awareness and branding. Highlight existing citywide programs and services that are committed to diversity, equity, and inclusion.	<ul style="list-style-type: none"> • Social media analytics. • Number of events that include We Are Irvine campaign. • Number of publications highlighting We Are Irvine campaign. • Number of services and programs focused on diversity, equity, and inclusion. 	-Underway -Ongoing
Develop partnerships with community-based organizations.	PIO	Utilize local nonprofits to share the campaign and increase visibility.	<ul style="list-style-type: none"> • Number of partner organizations with informal and executed translation and outreach contracts. 	-Underway -Ongoing

Goal 2: Build and deliver outreach and marketing collateral that reflect the diversity of all City residents.				
Strategy	Team	Description	Metric	Status
Incorporate the We Are Irvine essence into City campaigns and marketing initiatives.	PIO	Utilize the campaign as a model for all outreach and education in the City. Incorporate elements of diversity, language, and inclusivity into each campaign moving forward.	<ul style="list-style-type: none"> • Number of campaigns translated. • Number of materials translated. • Number of social media posts translated. 	-Underway -Ongoing
Outreach through education partners.	PIO	Develop long-term outreach programs with the community's educational systems that encourages	<ul style="list-style-type: none"> • Number of education institutions participating in outreach program. 	-Underway -Ongoing

City Manager's Perspective

Example: City of Irvine (continued)

I. CITY EMPLOYMENT – DEMOGRAPHIC DATA



I. CITY EMPLOYMENT – ENHANCEMENTS TO PROGRAMS & POLICIES

Enhance Application Process

- Review screening process for applicants to ensure underrepresented groups are not overlooked
- Expand number of bilingual employees
 - Currently 82 certified bilingual employees speak the following: Cantonese, Farsi, Italian, Korean, Mandarin, Spanish, and Vietnamese



Improve Hiring Policies & Benefits

- Provide translation services to applicants
- Ensure interview panels include underrepresented groups
- Expand job fair presence at universities
- Provide parental leave opportunities

Strengthen Retention Process

- Facilitate diversity and inclusion training throughout the organization
- Engage employees through organizational, professional, and personal development representing all groups
- Develop youth engagement programs to engage civic interest in government careers

City Manager's Perspective

Example: City of Irvine (continued)

RECRUITING

- New Recruiting Initiative Underway
- Recruiting in Multiple Languages
- Recruitment Video in Production



3. PARTNERSHIPS AND OUTREACH

- Anti-Defamation League
- South Coast Chinese Cultural Center
- Homeowners Associations
- Houses of Worship
- Islamic Center of Irvine
- Jewish Community Center
- Korean American Law Enforcement Association
- Orange County Human Relations
- Stop AAPI Hate
- Schools – UCI, IVC, Concordia, IUSD, TUSD
- Chamber of Commerce
- OCAPICA
- OC Asian Chamber of Commerce
- Abrazar

City Manager's Perspective

Example: City of Irvine (continued)

4. CITY'S DIVERSITY CAMPAIGN – WE ARE IRVINE



Collateral

- We Are Irvine website
weareirvine.org
- Campaign logo
- Video
- Social media graphics in six threshold languages



4. CITY'S DIVERSITY CAMPAIGN – WE ARE IRVINE

Outreach

- Banners
- News articles
- Multilingual Q&A with Councilmembers
- Campaign booklet
- OCGP balloon
- Social media contests



City Manager's Perspective

Example: City of Irvine (continued)

4. CITY'S DIVERSITY CAMPAIGN – WE ARE IRVINE

Community Events

- Irvine Global Village Festival
- National Night Out
- Holidayz at the Park
- Other community events/celebrations



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4. CITY'S DIVERSITY CAMPAIGN – WE ARE IRVINE

Partnerships with key nonprofits in Irvine and Orange County

- South Coast Chinese Cultural Center
- Korean American Center
- Irvine Public Schools Foundation
- Irvine Unified School District
- University of California, Irvine
- Families Forward
- South County Outreach
- OC Justice Project
- Latino Health Access
- Project Tomorrow
- Irvine Health Foundation
- Orange County United Way
- Irvine Rotary
- Orange County Asian Pacific Islander Community Alliance (OCAPICA)
- Pretend City
- Abrazar
- International Organization for Migration

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City Manager's Perspective

Perspectives: Irvine (OCFA) & Livermore Fire Chiefs

- ▶ Organizational Culture
- ▶ Recruitment and Hiring
 - Special focus on paramedics
- ▶ Employee Development
- ▶ Public communication and engagement

City Manager's Perspective

Additional Resources:

- ▶ International Association of Fire Chiefs: 2022 DEI report and 2020 Guide for Creating a Diverse and Inclusive Department (www.iafc.org)

Descriptions of each DEI element used for this study are those found in the IAFC's *Guide for Creating a Diverse and Inclusive Department*:²

DIVERSITY

appreciating the many ways in which people differ. Beyond demographic characteristics, examples of other characteristics on which people differ include talents, skills, perspectives, communication preferences, and interests.

EQUITY

ensuring that people are treated fairly and have equal opportunities to be who they are.

INCLUSION

enabling people to feel welcome, respected, trusted, and valued so they feel they belong.

Fire Chief's Perspective

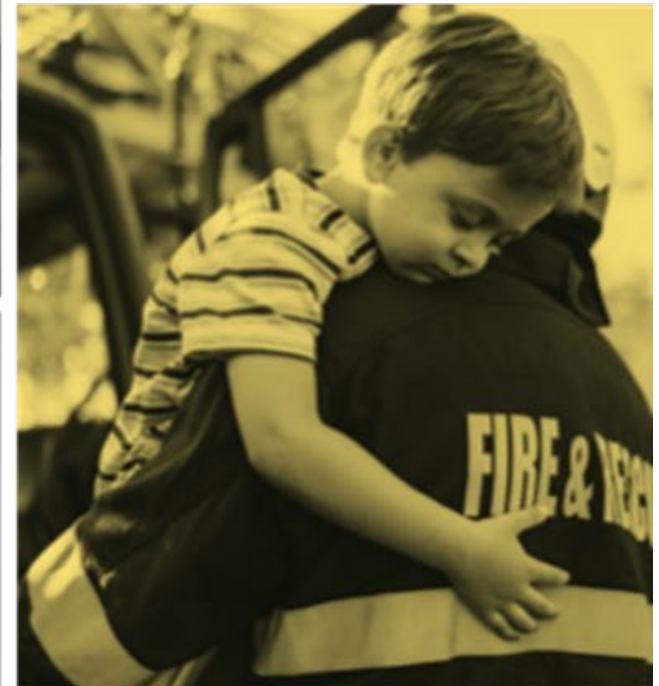
“True DEI efforts must be intentional and prioritized and create opportunities for all people to join the fire service family.”

–Lt. Chaz Michael Moore

IAFC Guide



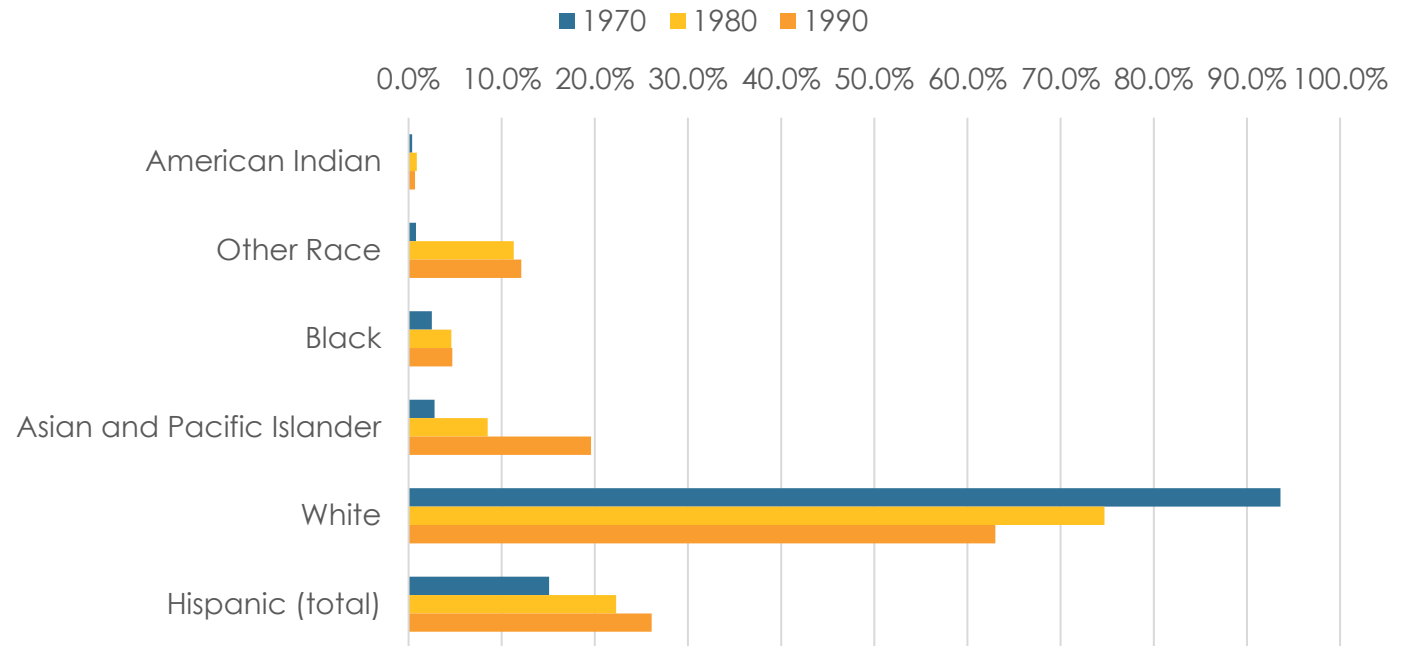
GUIDE FOR CREATING A DIVERSE AND INCLUSIVE DEPARTMENT



Fire Chief's Perspective



City of San Jose Census (by Race)



	Hispanic (total)	White	Asian and Pacific Islander	Black	Other Race	American Indian
■ 1970	15.1%	93.6%	2.8%	2.5%	0.8%	0.4%
■ 1980	22.3%	74.7%	8.5%	4.6%	11.3%	0.9%
■ 1990	26.1%	63.0%	19.6%	4.7%	12.1%	0.7%

Fire Chief's Perspective



Fire Chief's Perspective

DEI in Practice...



Fire Chief's Perspective

reflect
differences
invest employer
strength
work
serve today's
lies community
independently
personnel
similarities
force
thinking
together



Fire Chief's Perspective



- Partnership with IAFF Local 1689
- Creation of HRC
- Department engagement
- Community engagement
- City Manager and City Council input
- Job specification reviews at all sworn ranks
- Communication and collaboration with Human Resources/recruitment efforts

Definition: Succession Management

An on-going, long-term process

to *systematically* develop talent throughout the organization so there is a

> **readily available** <

qualified pool of candidates to fill key positions as they become vacant

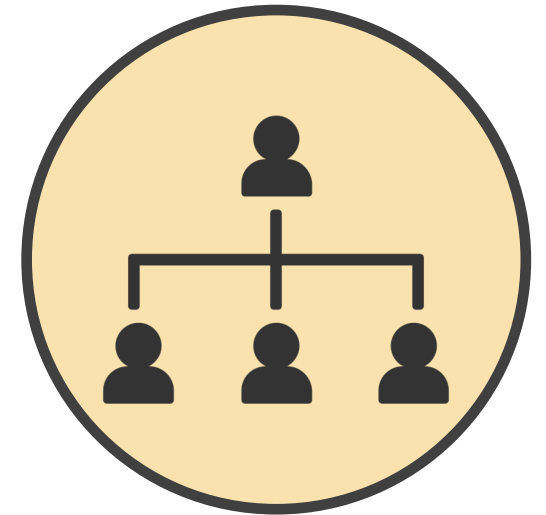
How to Create a Succession Management Plan

- 1 Educate all stakeholders
- 2 Commit to leadership and accountability from and at the top
- 3 Focus on the desired outcome
- 4 Identify and prioritize agency vulnerabilities
- 5 Align existing functions with the desired outcome
- 6 Communicate, communicate, communicate
- 7 Ensure the written plan includes measures, timelines, and accountability mechanisms
- 8 Evaluate regularly and adjust as needed

Organization Chart

Use it to identify priorities such as:

- Existing and upcoming vacancies
- Readiness for promotion by position
- Critical functions
- Single points of failure



How Important Is It?

Critical

Cannot fulfill mission
if missing

**Very
Important**

Significant negative
impact if missing

Important

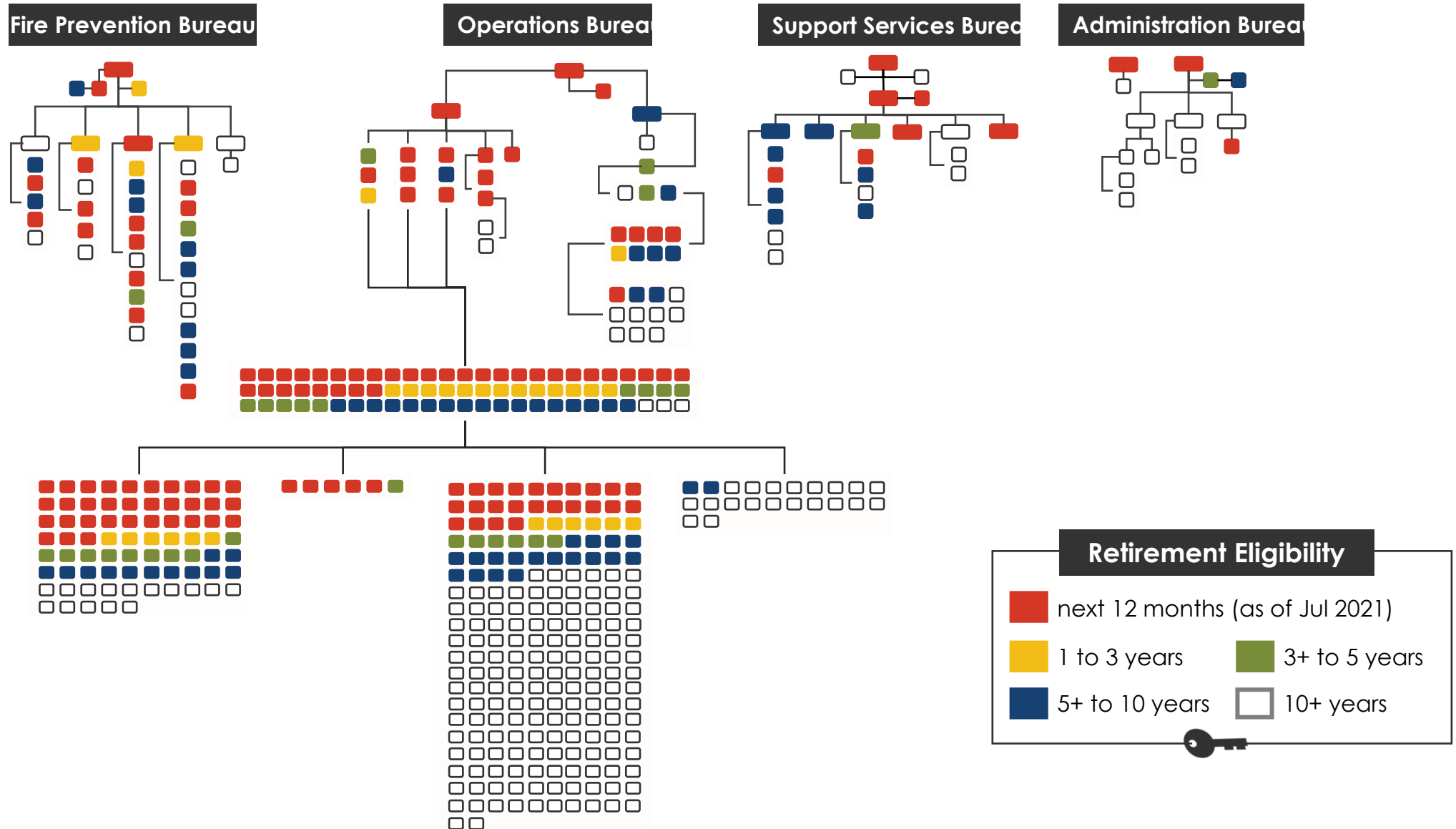
Diminished level of
performance if missing

How to Identify Key Positions and Functions

What is the impact on our mission if we...

- ▶ **don't fill** the position/function?
- ▶ **delay filling** the position/function?
- ▶ **omit some aspects** of the position/function?
- ▶ **reduce the qualifications** for the position/function?

XYZ FD STAFFING VULNERABILITIES



Fire Prevention Bureau

Operations Bureau

Support Services Bureau

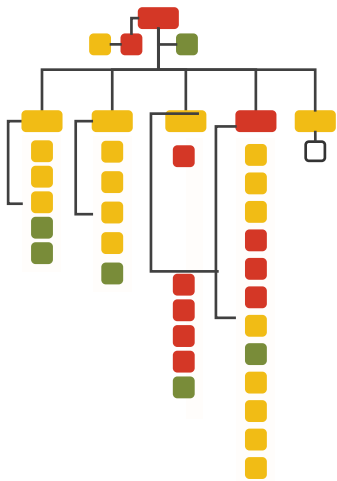
Administration Bureau

Retirement Eligibility

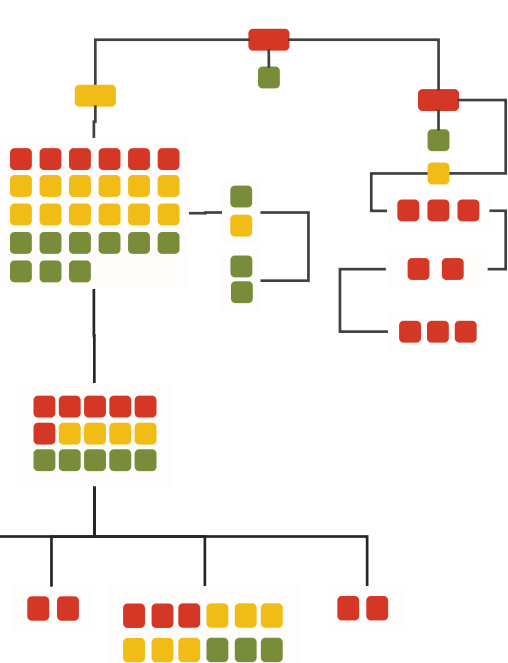
- next 12 months (as of Jul 2021)
- 1 to 3 years
- 3+ to 5 years
- 5+ to 10 years
- 10+ years

XYZ FD STAFFING VULNERABILITIES

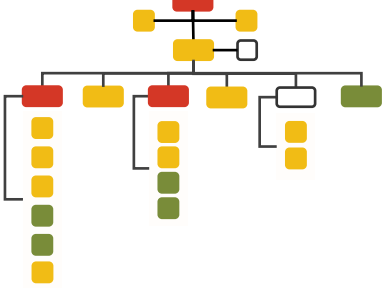
Fire Prevention Bureau



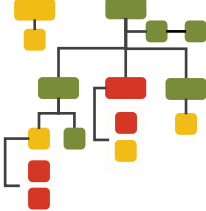
Operations Bureau



Support Services Bureau



Administration Bureau



Begin with Area(s) of Greatest Vulnerability

Lack of recruits



Recruitment process

**Unqualified candidates
for promotion**



**Professional development;
promotional process**

Lack of resources



**Identify the impact on
public safety big picture**

Lack of support



Educate stakeholders

**Poor choices by
decision-makers**



**Identify risks; offer viable
options**

Ensure Fairness Throughout the Agency

- ▶ **Periodically evaluate your programs**, processes, and systems to ensure they are transparent, free of bias and discrimination, and offer meaningful opportunities for input by those affected by decisions or outcomes
- ▶ **Hold everyone accountable** for following policies, procedures, and regulations
- ▶ **Engage your personnel** in identifying core values and describing them in behavioral terms; they become performance standards
- ▶ **Use job descriptions** as the bases for personnel-related decisions

Next Steps

- 👣 **Educate stakeholders** to get buy-in and support
- 👣 **Conduct a DEI audit** to identify areas that need attention
- 👣 **Assess your vulnerabilities:** conduct the organization chart exercise with your personnel to identify current and future staffing needs and single points of failure



Next Steps

- ! **Develop a written plan** to address the issues you identify
- ! **Prioritize your list**
- ! **Plan ways to address the people issues** that accompany any change initiative
- ! **Use the tools and techniques** you learned here to get started!



Citations

* Pew Research Center (January 17, 2019). *Defining Generations: Where Millennials End and Generation Z Begins*.

<https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>

** Pew Research Center (May 19, 2020). *On the Cusp of Adulthood and Facing an Uncertain Future: What We Know about Gen Z So Far*.

<https://www.pewresearch.org/social-trends/2020/05/14/on-the-cusp-of-adulthood-and-facing-an-uncertain-future-what-we-know-about-gen-z-so-far-2/>

*** International Association of Fire Chiefs (2020). *Guide for Creating a Diverse and Inclusive Department*.

<https://www.iafc.org/topics-and-tools/resources/resource/guide-for-creating-a-diverse-and-inclusive-department>

IAFC Diversity, Equity, and Inclusion Survey (2022)

Diversity, Equity, and Inclusion
in the U.S. Volunteer and Combination
Fire-rescue Service

International Association of Fire Chiefs



May 2022

<https://www.iafc.org/topics-and-tools/resources/resource/diversity-equity-and-inclusion-in-the-u.s.-volunteer-and-combination-fire-rescue-service-study-final-report>

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