

The City of Hamilton Fire Department's Lack of Qualified and Diverse Applicants for
Firefighter

By: Mark Mignery
EMS Coordinator
City of Hamilton Fire Department
77 Pershing Ave
Hamilton, OH 45011

A proposed research project submitted to the Ohio Fire Executive Program

January 20, 2019

CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.
2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

Signed: _____

Printed Name: _____

ABSTRACT

This paper addressed the problem that the City of Hamilton Fire Department (HFD) has in having a lack of qualified and diverse applicants for the position of firefighter. The purpose of this study was to identify and recommend ideas and programs to help underrepresented ethnic or racial groups of our community to have a more proportionate representation within the ranks of our fire department. In order to address this problem, a historical and descriptive research approach was taken. The research questions that were asked in order to gather sufficient data and make conclusions included: What are the demographics of the HFD compared to the local community and national general population statistics? What conditions or circumstances may be contributing to the low levels of diversity in the applicant pool? Have other departments experienced similar issues of a lack of diversity in their applicant pool? What programs can be used or implemented to achieve more balanced results of diverse applicants (when compared to community averages)? The results of the survey indicated that the HFD is not as diverse as the community that it serves. Survey results also indicated that pre-requisites in order to apply have discouraged individuals from applying for positions with the HFD. The literature review and historical data gathered about other departments throughout the country show that a lack of qualified and diverse applicants is not an issue solely experience by the HFD. One way to increase qualified applicants is to reduce the pre-requirements for application. If pre-qualifications have to be in place, a more aggressive recruitment strategy by the department may yield more qualified applicants for hire. An increase in a diverse workforce will yield benefits in the community that could contribute to better relations, emergency medical services provided, and more support for fire department activities.

TABLE OF CONTENTS

CERTIFICATION STATEMENT	2
ABSTRACT	3
TABLE OF CONTENTS.....	4
INTRODUCTION	6
Statement of the Problem	6
Purpose of the Study	6
Research Questions	6
BACKGROUND AND SIGNIFICANCE.....	8
LITERATURE REVIEW	11
PROCEDURES	20
Definition of Terms.....	21
Limitations of the Study	21
RESULTS	22
DISCUSSION	26
RECOMMENDATIONS	29
REFERENCES	32
APPENDIX 1-2010 US Census Data, National.....	35
APPENDIX 2-2010 US Census Data, National.....	36
APPENDIX 3-Civil Service Exam Notice	37
APPENDIX 4-Fire service Questionnaire	39

APPENDIX 5-Fire Service Questionnaire, Hamilton Firefighters	43
APPENDIX 6-Educational Institution Questionnaire	46
APPENDIX 7-Minority Questionnaire.....	50
APPENDIX-8 Civil Service Applications.....	53

INTRODUCTION

Statement of the Problem

One of the major difficulties that the City of Hamilton Fire Department (HFD) deals with is the lack of a diverse workforce. Over the past 200 years, the City of Hamilton workforce has had a disproportionate representation of members of our City. The fire service in general has been and continues to be a profession that is made up of predominantly Caucasian males. The difficulty that the City of Hamilton Fire Department has is getting a relatively small amount of qualified minorities to apply and go through the hiring process to become firefighters. *The problem that this research will address is the City of Hamilton Fire Department's lack of qualified diverse applicants for firefighter.* For the purpose of this research paper, the term diversity will be used to reference the differences in nationality, ethnicity, and race.

Purpose of the Study

The purpose of this study was to identify and implement ideas and programs to help underrepresented ethnic or racial groups of our community to have a more proportionate representation within the ranks of our fire department.

Research Questions

The research questions that this study will investigate are as follows and will be answered by this historical and descriptive research:

1. What are the demographics of the HFD compared to the local community and national general population statistics?

2. What conditions or circumstances may be contributing to the low levels of diversity in the applicant pool?
3. Have other departments experienced similar issues of a lack of diversity in their applicant pool?
4. What programs can be used or implemented to achieve more balanced results of diverse applicants (when compared to community averages)?

BACKGROUND AND SIGNIFICANCE

The City of Hamilton (Butler County) is “located on the Great Miami River in the heart of the Cincinnati-Dayton metroplex, Hamilton is a historically-significant city with approximately 63,000 residents. Home to Miami University Hamilton and the County Seat of Butler County, Hamilton is the area center for government, finance and industry.” (City of Hamilton, OH Website) The City of Hamilton Fire Department supplies fire suppression, emergency medical services and all-hazard response to over 22 square miles.

According to the 2010 U.S. Census, 51.2 percent of the population of Hamilton is female and 48.8 percent is male (Bureau, City of Hamilton Census Demographic information). (See Appendix 1) Using the same data from 2010 from a national perspective, females comprised 50.8 percent of the population and males 49.2 percent (Bureau, 2010 Age and Sex Composition). The top four race categories in the 2010 National Census were White non-Hispanic (63.7%), Hispanic or Latino (16.3%), Black or African American (12.6 %), and Asian (4.8%) (U.S. Census Bureau Census Diversity, 2016). (See Appendix 2)

From its formation in 1820, the Hamilton Fire Department is one of the oldest career fire departments in the nation. In over two centuries, the HFD has had only 11 employees that were not Caucasian males. Of those 11 minority employees, six of them are currently employed. This is significant considering that the City’s fire ranks are currently comprised of 105 full-time personnel. The difficulty that the HFD has is having a small number of qualified (See Appendix 3) minorities applying and going through the hiring process to become firefighters. It is suspected that a prerequisite of increased level of education has dictated the types and numbers of applicants HFD has for consideration.

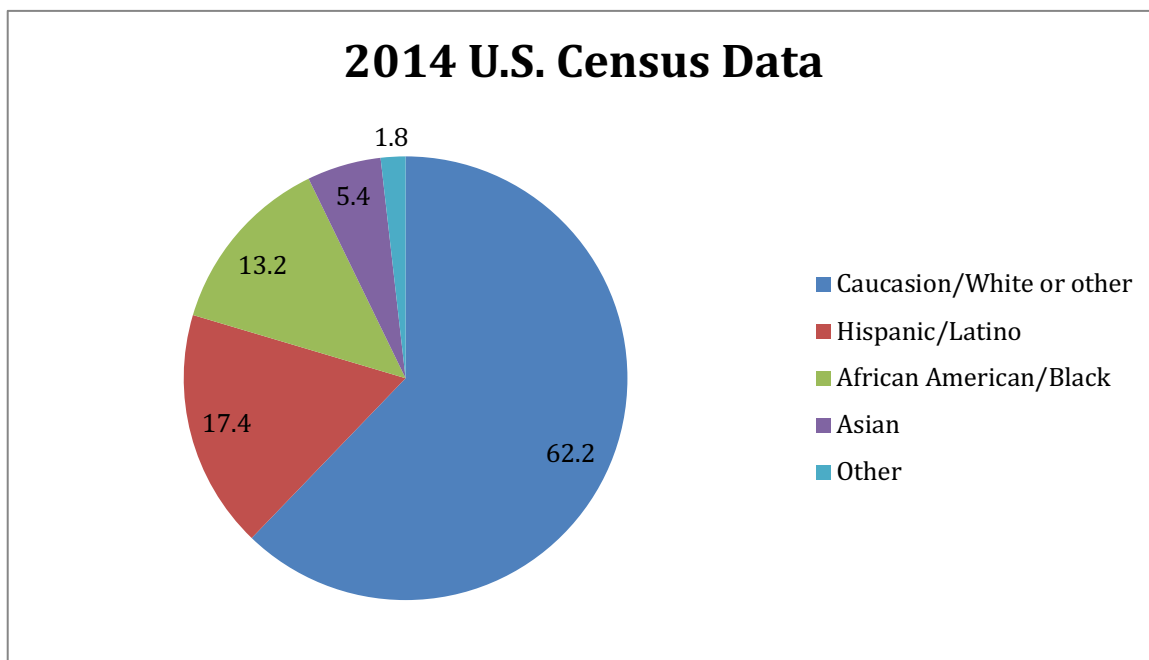
In 2009, the fire department implemented some qualifying standards for members of the general public to have in order to take a civil service exam for firefighter. Prior to taking an entrance exam for firefighter, an individual must have both their Firefighter II and Paramedic certifications. (See Appendix 3) This narrowed the pool of qualified applicants significantly. While over 200 people applied in both 2009 and 2014, only 35 and 60 were allowed to take the entrance exam for firefighter. (See Appendix 8) While the city shifted the cost of paramedic school to the applicant and avoided the personnel cost while in paramedic school, they narrowed the segment of available applicants to paramedic school graduates. This did however; provide a trained workforce that was ready to start working on day one of their employment.

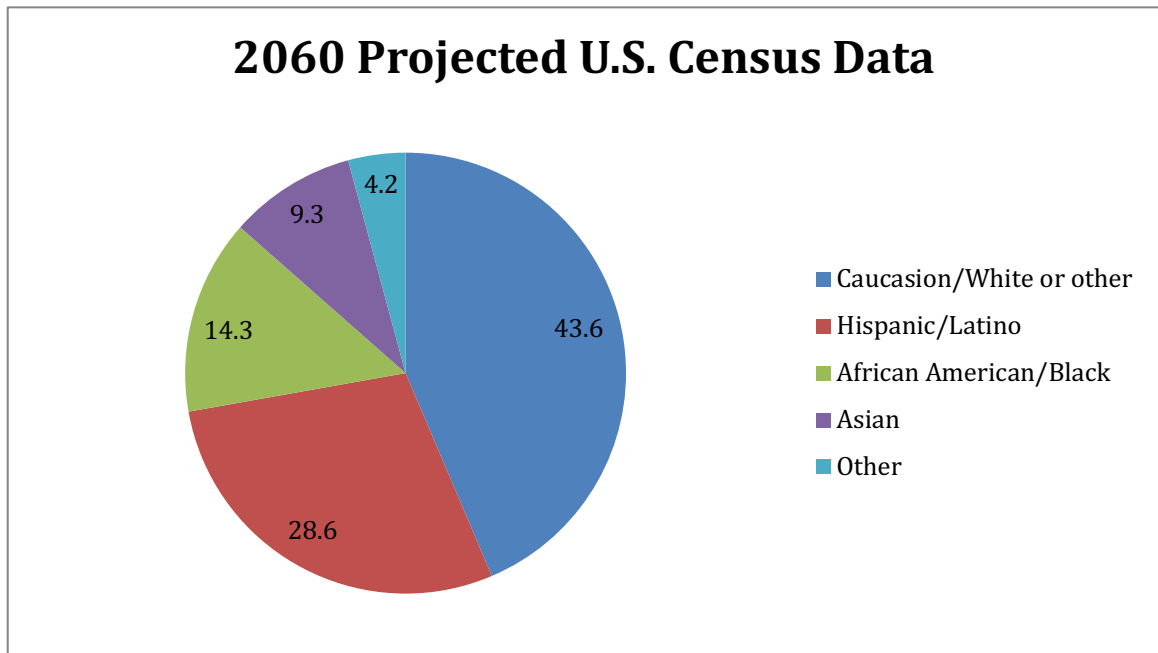
Arguably, the most significant negative effects of the lack of diversity in the HFD and the City of Hamilton as a whole is a perceived disconnect towards the community that we serve. While the HFD has offered and continues to offer excellent fire suppression and emergency medical services to the members of our community, there have been questions from community members about the lack of minority inclusion in the city's workforce. During a recent hearing to discuss the accreditation of the Hamilton Police Department, Bishop Richard Cox, Dayton SCLC Chapter President stated that "You come in the African community in this city, and you see young people standing on the corner talking and a block or two down you'll see a police cruiser looking at them as if they are suspects." (FOX19) Because of the racial tensions and an effort of the city to more proportionately represent minorities in the city's workforce, the city created a Diversity and Inclusion Commission. "The purpose of the Diversity and Inclusion Commission shall be to study internal and external barriers to diversity and inclusion and provide recommendations regarding such barriers." (Hamilton, 2018)

Successfully addressing a lack of diversity in any city has the potential to improve relations with the minority communities within the city. One potential long term improvement would be to help our members have a better understanding of individuals who are different than the majority white non-Hispanic male employee that makes up 94% of the fire department workforce. Having a more diverse population will also help continue to recruit and advertise for diverse candidates to apply for firefighter positions. Having a lack of diversity in the ranks can have the opposite effect. This is true according to James Garrett, a spokesman for the Kansas City Fire Department, “Part of the problem is that when central-city children see the personnel at their neighborhood fire stations, they seldom see people who look like them.” (Rizzo, 2014) Garrett continues saying “They don’t see it as a viable job opportunity.” (Rizzo, 2014) *The potential impact this study could have on the City of Hamilton Fire Department is the development of a more diverse workforce which could allow a better understanding and connection with a wide range of different communities within the City of Hamilton.* It is anticipated that this better understanding of each other and broader diversity would promote a more efficient and inclusive workforce that better serves the community.

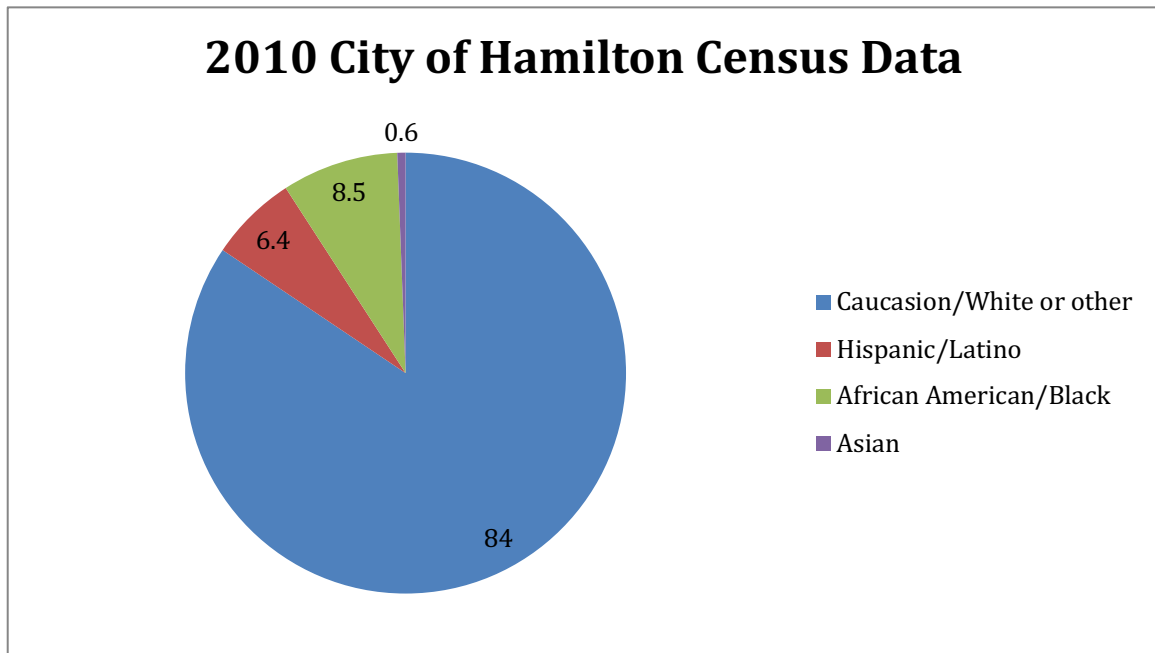
LITERATURE REVIEW

Diversity is a topic that can produce a wide variety of reactions when discussed in the context of trying to discuss fire department demographics. In today's ever changing society, monoculturalism is an idea of the past. America has truly turned into a melting pot of cultures. According to the United States Census Bureau 2014 National Projections, the population of white non-Hispanics is going to drop from 62.2% to 43.6% by the year 2060. During that time period, the Asian population is moving upward from 5.4% to 9.3%. The African American/Black population is expected to rise slightly from 13.2% to 14.3%. The largest change in demographics is going to be from the Hispanic/Latino population from 17.4% to 28.6%. (Colby & Ortman, 2015) The makeup of American society is changing rapidly, as evidenced by census data.





Looking at the 2010 census data for the City of Hamilton, there has been a slight trend in the increase of African American and Asian populations, and a larger increase in the Hispanic populations. These increases are accompanied by a decrease in the white non-Hispanic population. Referencing Census data statistics from 2000 and 2010, the City's white non-Hispanic population has decreased from 88.9% to 84%. African American/Black population has increased from 7.5 % to 8.5%. The Asian population had a marginal increase from 0.5% to 0.6%. The largest trending increasing demographic area is in the Hispanic/Latino population. This demographic had the largest increase from 2.6% to 6.4%. (Bureau, City of Hamilton Census Demographic information)



Before the discussion of diversity and inclusion can be fully discussed and analyzed, one must have a good understanding of what diversity actually means. “Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc.” (Esty & Schorr-Hirsch, 1995) One could take it a step farther and describe it like John McNeil: “Diversity considerations can range from cultural (nationality, religion, and language) to subcultural (age, gender, and community) to individual (personal traits and learning styles.)” (McNeil, 2008) Diversity can be discussed on a meta-scale or down to micro-scale issues.

It can be assumed that a diverse atmosphere can have both challenges and opportunities for improvement in any organization looking to implement actions to yield a more equally diverse demographic of racially and ethnic employees.

Some of the negative aspects a more culturally different workforce can bring to an organization are “conflicts and misunderstandings caused by different languages, cultural

idiosyncrasies, learning style, education levels, and religious beliefs.” (McNeil, 2008) McNeil also goes on to say that “...many fire service leaders mistakenly believe that lowering the various fire service standards is necessary to attain diversity in their departments. This lowering of standards creates resentment in incumbent firefighters and concern for firefighter’s safety as well as diminishes the highly respected firefighter status.” An example of this would be at the Columbus Fire Department in 2014. From the time period of 2009-2014, each fire recruit class has been becoming less diverse than the overall ranks they were initiated into. In July of 2013, Mayor Michael Coleman ordered the City’s Department of Public Safety to try harder to increase diversity in the workforce. “Some of the ideas that the City’s Civil Service Commission discussed with the mayor were:

- Candidates would not be removed if they took a drug not prescribed to them such as a Percocet or Ambien no more than once.
- The city would not disqualify applicants if their driver’s license was suspended for financial reasons, such as nonpayment of car insurance.
- Applicant’s would not be removed if they admit to minor physical or emotional domestic violence in the past 10 years, such as a fight with a sibling as minors that didn’t result in criminal charges.” (Sullivan, 2013)

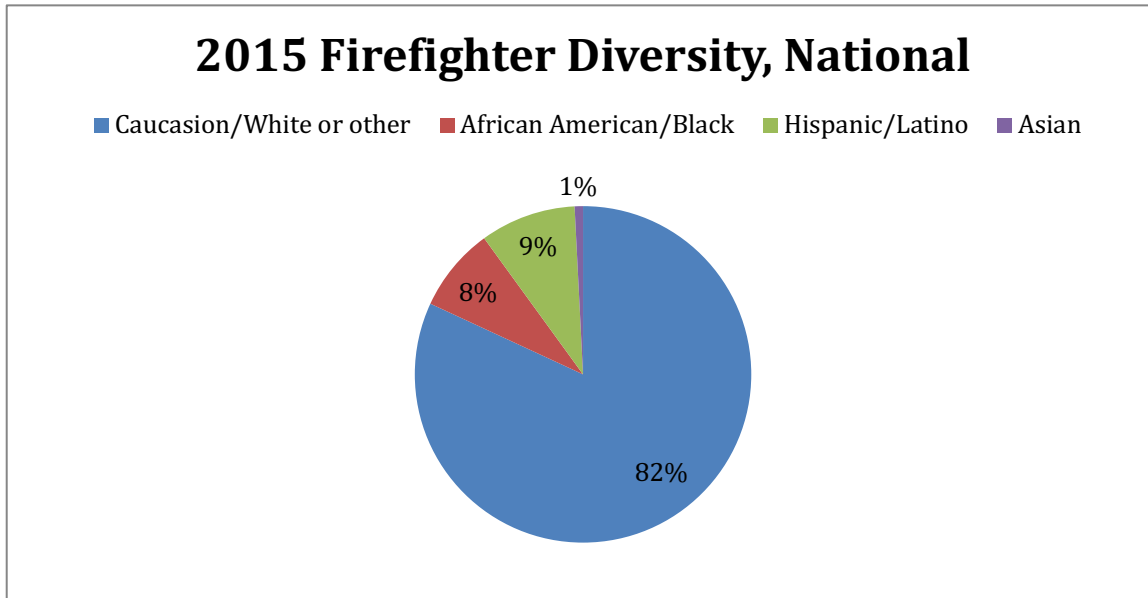
One can see how individuals in the fire service can have trepidations about accepting changes meant to encourage diversity. This could be a challenge for anyone to accept if the diversity only meant negative results.

On the other side of the coin are the benefits of having a diverse and inclusive organization. John Buckman, Chief of the German Township Fire Department and International

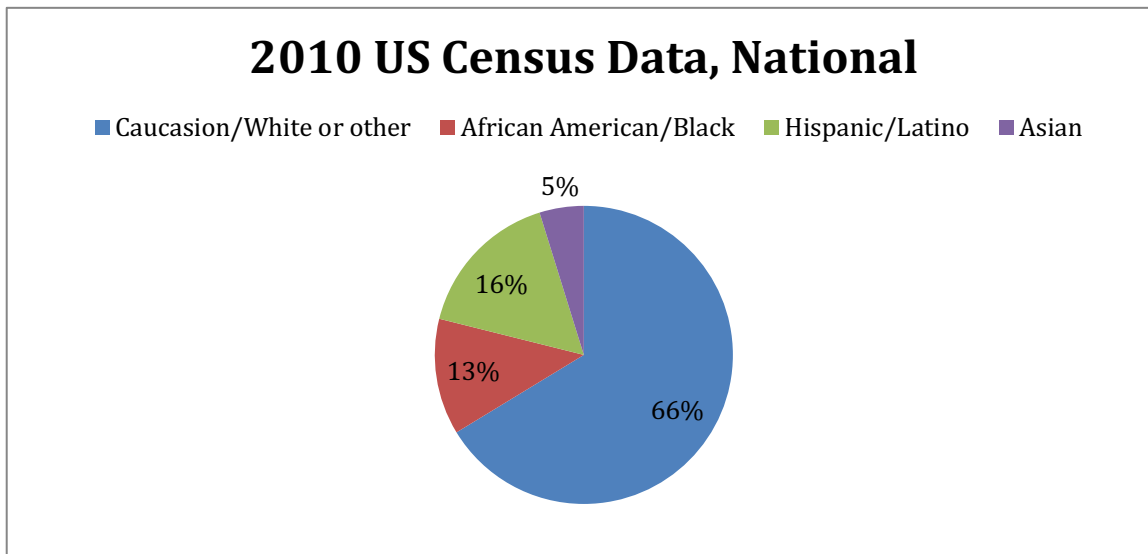
Association of Fire Chiefs (IAFC) past president stated that “Our communities increasingly consist of various cultural, racial, and ethnic groups. We learn from one another. Diversity allows learning and understanding other cultures to enhance collaboration and cooperation, which can improve our reaction and ability to provide better customer service, and our sensitivity to others’ point of view.” (Hatt, 2017) Chief Gary Ludwig of the Champaign, IL Fire Department agrees saying “...diversity actually strengthens the entire organization and brings about the opportunity for ideas about how to deliver better service and how to address problems.” (Hatt, 2017). What does a fire department do but serve the citizens of its community by doing a multitude of tasks in a variety of different ways. It is essential for a fire department to have a dynamic model of problem solving when it is encountered different situations every day. Linear thinking can lead firefighters and paramedics to not be as efficient with their efforts and resources as they could be. David Thomas, a professor of Business Administration from the Harvard Business School, says “The way I look at it is, if our customer base is diverse, we need diversity in our workforce so that we can learn from our own diversity to make ourselves more effective at meeting the needs of our clients.” (Brescoll, 2011) Diversity allows fire departments and any organization to meet the needs of its clients efficiently and effectively. Another aspect of increasing the diversity of an organization is hiring and retaining intelligent and driven employees. According to Niloufar Molavi, U.S Chief Diversity Officer for PricewaterhouseCoopers, “Demographic trends indicate that women and minorities are the fastest-growing segments of the U.S. workforce, and I think that’s true globally as well. A focus on diversity and building an organization that’s culturally inclusive is going to allow you to attract and retain that top talent.” (Brescoll, 2011)

Another benefit to having a diverse workforce that closely represents your community demographics is to reduce the liabilities of an organization to complaints and lawsuits. According to Chief Patricia Brooks with the City of Forest Park Fire Department (FPFD), her 2002 Ohio Fire Executive (OFE) Paper was prompted by inadequate diversity in her department and “a Civil Rights Commission and an Equal Employment Opportunity Commission complaint to the fire department compounded this.” (Brooks, 2002) The FPFD was prompted by official complaints to address the issue of diversity within their ranks. After a large effort of both finances and manpower were put towards the issue, the ranks became filled with more minorities to better represent the community makeup.

The City of Hamilton community and national statistics of ethnicity and race have already been discussed in the above literature review. When compared to the national and local fire department demographics, there is a noticed disparity between the two. According to the National Fire Protection Association 2015 U.S. Fire Department Profile Research Study, Black or African American firefighters made up 8.1%, Asians made up 0.8%, Hispanic or Latinos made up 9.2%, and Caucasians (White) and other made up the remaining 81.9%. (Haynes & Stein, 2017)

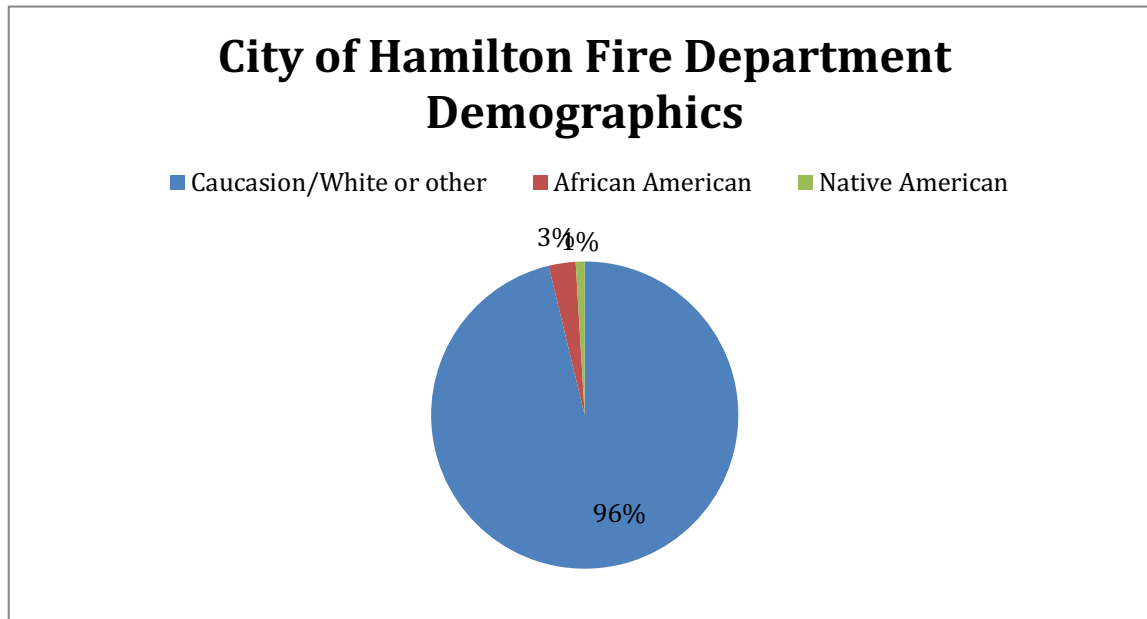


Respectively, the current census numbers reflect a 12.6%, 16.3%, 4.8%, and 66.3% makeup of society. There is a significant difference in the national fire department figures compared to that of general society.



The City of Hamilton Fire Department demographics show a more stark contrast to the national figures when compared to local and national census data. Out of the 105 career firefighters,

there are 3 African Americans, one Native American, and 2 women that consist of our diverse members.



Lack of diverse employees is not a problem that the City of Hamilton Fire Department faces alone; it has been and continues to be an issue for many departments across the country. According to the IAFF's Diversity Initiative, Achieving and Retaining a Diverse Service Workforce, 80 departments were interviewed to discuss the topic of diversity in the fire service. Of those 80 departments, "29 departments provided full data, 2 others provided almost complete data, others provided only partial data" (Fox, Hornick, & Hardin, 2006). The report goes on to say that of the 31 departments that gave complete or nearly complete data, "7 of the 31 departments were previously under consent decrees which recently ended." (Fox, Hornick, & Hardin, 2006) The lack of diversity in the fire service is evident as the IAFF felt it was necessary to study the issue in depth. Also, seven departments that were studied were under a court order consent decree to increase the diversity within their ranks.

Diversity in the fire service is a topic of concern across the nation. While the country's ethnic and cultural demographics have changed over the past decades, there will be a more significant change from a Caucasian/white majority to a majority of the population comprised of Hispanics, African Americans/Blacks, Asians, and other ethnic minorities. The fire service must learn to adapt to the changing makeup of society. In order for the fire service to try and represent the ethnic makeup of the populations, steps must occur to attract and maintain ethnic minorities. This will allow fire departments to continue to effectively offer fire and EMS service to the communities they serve with understanding and empathy.

PROCEDURES

This research project included data from a variety of books, professional journals, and internet articles. Much of the historical data used was obtained from the United States government census data over the past two census collection periods. Multiple Ohio Fire Executive Researched papers were also reviewed. Data and information from these other research papers was used throughout the paper. Public requests for information from the City of Hamilton Civil Service Department was also obtained and analyzed for data pertaining to the research questions in this paper. A survey was conducted of the personnel from the City of Hamilton Fire Department and other departments throughout the State of Ohio. A total of 126 surveys were completed. Those surveys represented 18 different departments including full-time, part-time, and volunteer staffing models. The survey included questions about certifications that members of fire departments had before they were hired or obtained after they were hired. The survey also had questions to determine whether fire departments had prequalification before employment or if they sent employees to become certified as a FF2, EMT, and paramedic. A question was asked to determine whether individuals would have chosen a career in the fire service if the employer did not help them obtain their certifications. Another survey was sent to multiple vocational schools and community colleges to gather data on the length and cost of classes to obtain certifications. Other data obtained via the educational facilities survey was whether or not schools advertised for students and if they offered financial assistance and other services to prospective students.

The research surveys offer a wide audience of fire department members from across Ohio. There was also data obtained from a range of educational facilities that offer services to

students from many socioeconomic levels. After the researched was tabulated and evaluated, it showed that many cities, townships and villages struggle with diversity and recruitment of a diverse and qualified workforce.

Definition of Terms

Diversity. “the condition of having or being composed of differing elements, the inclusion of different types of people (such as people of different races or cultures) in a group or organization” (Merriam-Webster, 2019)

Minority. “a part of a population differing from others in some characteristics and often subjected to differential treatment” (Merriam-Webster, 2019)

Limitations of the Study

A limitation of this research paper’s surveys was the lack of responses from firefighter minorities. Out of the 125 survey responses, only three individuals identified themselves as something other than white/Caucasian. While this data seems to validate the “lack of diverse candidates in the fire service” portion of this research project, the small data set also hinders the ability to gather information into the cause of it.

RESULTS

The results of this research paper were compiled through an extensive literature review, distribution of surveys, and a careful analyzing of data compiled by those surveys. Surveys were distributed to a multitude of firefighters representing many departments over the state of Ohio. The research questions that were put forth in the beginning of this research paper were answered as a result of the literature review and surveys distributed.

The first question was “What are the demographics of the HFD compared to the local community and national general population statistics?” According to United States Census data, The top four race categories in the 2010 National Census were White non-Hispanic (63.7%), Hispanic or Latino (16.3%), Black or African American (12.6%), and Asian (4.8%) (U.S. Census Bureau Census Diversity, 2016). Comparatively speaking, in 2018, the City of Hamilton Fire Department’s ethnic diversity is 96.16% White non-Hispanic and 3.84% of people who identified as African American/Black or Native American. This can also be compared to the City of Hamilton general population demographics. In 2010, the US Census Bureau calculated the population to be made up of 84% White non-Hispanic, 8.5% African American/Black, 6.4% Hispanic or Latino, and .6% Asian. (Bureau, City of Hamilton Census Demographic information) When looking at data from the above sources, The City of Hamilton’s population is less diverse than the Country’s population. When considering the demographic makeup of the HFD, there is a stark difference when comparing it to the city and country general population census data.

The next question of this research was “What conditions or circumstances may be contributing to the low levels of diversity in the applicant pool?” While there are many factors

that could influence the decision of a person to pursue a career in the fire service, it would be difficult to identify all of those in this research. There were however, survey questions answered by the minority responders that may indicate why the fire service has fewer minorities than the general population. (See Appendix 7) When asked what certifications they hold, 100% of the respondents had a Firefighter 2 certification. 67% had a Paramedic certification and the remaining 33% did not have an EMS related certification. None of the minority responders had any certifications prior to being hired by a fire department. 67% of the identified minorities indicated that a fire department paid for some or all of the class fees. The other 33% received financial assistance from sources other than a fire department. 67% of the surveyed minorities went on to answer that they would not have gone to school on their own to pursue a career in the fire service if certifications were required prior to appointment. Survey #1 to all fire department responders asked if they had certifications prior to hire. (See Appendix 4) 70% of the individuals answered that they did have at least one certification prior to being hired. Data was analyzed from the remaining 30% (38 people) of people that had no certificates prior to hire. Of those 38 responses, 58% of them responded that they would not have pursued a career in the fire service if one or more of those certifications were required to apply. When the same question was asked of HFD employees, 77% of those who answered said they would not have pursued a career in the fire service if certification prior to application were required. (See Appendix 5)

The survey sent to educational facilities can also introduce some data into the conversation surrounding the second research question of “What conditions or circumstances may be contributing to the low levels of diversity in the applicant pool?” Taking into account all four of the institutional responses, the average cost of becoming certified as an EMT, FF2, and

Paramedic costs \$10,627 and the time it takes to attend the classes is over 1400 hours. (See Appendix 6)

According to the literature review of this research paper, there is a difficulty for many departments trying to get qualified applicants, let alone diverse ones. The next question that this research wanted to answer was “Have other departments experienced similar issues of a lack of diversity in their applicant pool?” According to Springfield Fire Department (SFD) Captain Brian Leciejewski, “. . . in the past the problem has been with how long it takes to complete the paramedic program.” (Lawson, 2018) The article goes on to say that in the past, “. . . hundreds of people were applying to be a Springfield Firefighter-but that has dropped off dramatically...” The last exam that the SFD gave produced 27 applicants. “When we’ve required certification on hire, our application pool has been smaller and we’ve had less diversity.” Captain Leciejewski stated.

Many departments have seen a decrease in people applying for fire department jobs. This can be attributed to many factors but one of the most significant is a shift in fire departments across the country to require certifications prior to hire. The City of Hamilton Fire Department has seen numbers of applicants decrease significantly over the years from 238 in 2009 to 16 in 2017. (See Appendix 8)

The fourth and final research question that this research paper asked is “What programs can be used or implemented to achieve more balanced results of diverse applicants (when compared to community averages)?” There have been multiple solutions put forth by many fire departments to try and achieve an employee base that is comparable to the community demographics. Some communities have altered the way they recruit applicants. Some

communities have adjusted the way they screen their employees. In 2009, the City of New York Fire Department was ordered by a federal judge to change the way the city used entrance exams. The judge ruled that the “city used exams that discriminated against black and Hispanic applicants.” (Schwartz, 2013) This judgment changed the way the city advertised and hired applicants. The maximum age was increased and there was an “independent monitor to oversee changes in recruiting, testing, and hiring.” (Schwartz, 2013) Just as the largest fire department in the United States struggles with having a diverse employee pool, smaller local departments have struggle as well. Fire Chief Patricia Brooks of the City of Forest Park Fire Department discussed her department’s struggle in Diversity in the Fire Service, an OFE research paper submitted in 2002. The paper discusses not only their struggle for an ethnically diverse department, but the struggle of other fire departments in need of an increase of cultural diversity. She goes on to note departments like Dayton OH, Forest Park OH, Rochester NY, and Miami-Dade Fire Rescue FL have all gone through changes in their hiring practices to address the problem. (Brooks, 2002) Because each community is different in what it needs its fire department to represent, each has developed plans that include one or more of the following: Recruiting directly from the local high schools, public message campaigns to get the word out to certain populations in the community, reduction in the mandatory requirements to apply, and hiring of private recruiting firms to find candidates.

DISCUSSION

The research that was conducted for this paper on the lack of diverse and qualified candidates in the fire service has provided some insight in the area of recruiting and hiring to achieve a diverse department population that is similar to the community's demographic makeup. This is not an issue that is unique to the City of Hamilton Fire Department. As evidenced in the literature review and survey results, many departments have a difficult time recruiting, attracting, and retaining a diverse employee pool. According to the IAFFs Diversity Initiative, Achieving and Retaining a Diverse Service Workforce, seven of the eighty surveyed departments were recently under consent decrees from the federal government related to hiring practices. (Fox, Hornick, & Hardin, 2006) Many other large and small departments have also entered into consent decrees (concerning hiring practices) with the federal government. FDNY, Baltimore, Austin, San Francisco, Leesville, and Buffalo are just a few that have been mandated to alter the way they recruit, test, and hire applicants. (IAFC, 2015)

The results of the surveys sent out to individuals who work for Ohio Fire Departments has led to some conclusions from this author. 98% of the responders identified as White/Caucasian. 2% identified as multiple ethnicity/other. Those results speak volumes when comparing it to national and local demographics considering that the top four race categories in the 2010 National Census were "White non-Hispanic (63.7%), Hispanic or Latino (16.3%), Black or African American (12.6 %), and Asian (4.8%)." (U.S. Census Bureau Census Diversity, 2016) In 2010, Ohio's census data shows that the top four race categories were White non-Hispanic (79.1%), Hispanic or Latino (3.8%), Black or African American (12.9 %), and Asian (2.3%)." (The United States Census Bureau, 2010) There is certainly evidence enough to say

that the HFD and other fire departments across the country do not statistically represent their communities.

Another important result that was obtained from the surveys was the current standards and certification prerequisites to apply for a job with the fire department. According to HFD application requirements (See Appendix 3), an individual has to have a valid Firefighter 2 Certification prior to application. This would result in an average cost of \$2316.00 to be placed on an individual before the application is accepted. (See Appendix 6) Another factor affecting low application numbers in general is the cost of obtaining a Paramedic certification from the Ohio Department of Public Safety prior to appointment. This additional cost for paramedic school tuition, textbooks, fees, and uniforms averages \$8311.50 among the surveyed educational institutions. (See Appendix 6) With an average cost of \$10,627.50 to obtain the required certifications, it is difficult for some individuals be able to afford to apply for a job with the HFD. When looking at the answers from the minorities that responded to the survey, it is clear that if on the job training was not offered or paid for, they would not have applied. 66% of responders stated they would not have gone to school on their own to pursue a career in the fire service if one or more of the certifications were required upon application. (See Appendix 7)

When looking at the historical data of applications for the City of Hamilton Fire Department, there is a correlation in the decreasing number of qualified applicants and the increasing number of required certifications before hiring. (See Appendix 8) In 2009 and 2014, applications were still being accepted by Hamilton's Civil Service Department even though the applicants did not meet the qualifications to sit for the entrance exam. In 2009, 238 people applied and 35 were admitted to the exam. In 2014, 258 people applied and 60 were admitted to

the exam. After the 2014 exam, The Civil Service Department did not accept applications unless the person was qualified, hence the significant reduction in applications over the seven years from 238 applicants in 2009 to 16 applicants in 2016. This is evidence to suggest that the interest in working for the HFD was still extremely high, but the additional qualifying standards required to sit for the entrance exam prevented many applicants from even trying to become a firefighter.

RECOMMENDATIONS

The City of Hamilton Fire Department, like a lot of other fire departments across the country, has a problem with getting qualified and diverse applicants for firefighter. The hiring process of the HFD has changed significantly over the past decade. Prior to 2009, there were no requirements for applicants to have in order for them to sit for the entrance exam for firefighter. In order for an applicant to be hired by the HFD, they had to score well on the entrance exam, pass a fitness test, and do well on an interview. It required no financial commitment from the applicant. After pre-qualifications were implemented in 2009, the 35 individuals that were admitted to the civil service exam was low compare to the 238 people who applied. Interest was high, but qualified applicants were low.

The HFD should form a committee of community representatives, city politicians, labor representatives, and the fire chief to discuss the impact of the current hiring practices. Having input from the community and labor representatives, with budgetary input from the fire chief and elected city officials, the current hiring practices need to be reevaluated to do a cost benefit analysis of the financial impact of increasing the diversity in the HFD.

After a detailed assessment of current community needs and expectations concerning diversity, the financial impact upon the general fund, and fire department budget, the HFD should consider a number of different opportunities regarding its hiring practices.

1. Open up applications for anyone over 18 years old and with a valid driver's license. This would be similar to testing requirements prior to 2009. This has the potential to increase the applicant pool to pre-2009 levels which would allow the fire department to be more selective when hiring candidates. One of the negative

impacts this would have is potentially having employees to not be ready to work until they are trained to FF2 and EMT certification levels.

2. Reduce the pre-requisite certification level to FF2 and EMT. This would reduce the financial burden on applicants to around \$4000 and time commitment to less than 500 hours for schooling. This could reduce the level of EMS service until the EMT could become a paramedic. Depending on the contract with the labor organization, this could also cause the HFD to incur overtime costs for off duty paramedic training. According to the current contract Agreement Between The City of Hamilton, Ohio and Local 20 International Association of Firefighters (AFL-CIO), the current rate for top firefighter is \$25.59. If a firefighter were to earn overtime for 1000 hours of off duty paramedic school, it could have a financial impact of up to \$38,380 in overtime wages. (City of Hamilton, 2015)
3. Utilize recommendation #2 with an agreement with the labor organization that the person must become a certified paramedic within three years and goes to school off duty, on their own time, and with no compensation (overtime).
4. If the department maintains current prerequisites before appointment to be FF2 and Paramedic, then a multitude of diversity recruitment strategies should occur. This may or may not be effective depending upon the diversity of qualified applicants.
 - a. Social Media ad campaign
 - b. Minority Radio and TV ads feature current minority HFD employees
 - c. Stories in the news outlets(electronic, paper, etc)

- d. Institution of an explorer or cadet program similar to other departments
- e. A mentoring program with local school system
- f. Increasing compensation packages for firefighters
- g. Allow lateral transfers from other departments (keeping seniority)

The City of Hamilton is a very ethnically diverse community and the citizens it serves should be represented by someone on the fire department that understands their culture and traditions. The HFD should make every effort to implement measures intended to provide a more diverse workforce that is similar to the demographic makeup of the community.

REFERENCES

- Brescoll, V. (2011, January 1). *Yale Insights*. Retrieved January 1, 2018, from Yale Insights: <https://insights.som.yale.edu/insights/what-do-leaders-need-to-understand-about-diversity>
- Brooks, P. H. (2002, May). Diversity in the Fire Service. *Applied Research Project Submitted to the Ohio Fire Executive Program* . Columbus, OH: Ohio Fire Chiefs Association.
- Bureau, U. C. (n.d.). *2010 Age and Sex Composition*. Retrieved December 28, 2017, from <https://www.census.gov/prod/cen2010/briefs/c2010br-03.pdf>
- Bureau, U. C. (n.d.). *City of Hamilton Census Demographic information*. Retrieved December 28, 2017, from <https://www.hamilton-city.org/DocumentCenter/Home/View/279>
- City of Hamilton. (2015). *Agreement Between the City of Hamilton, Ohio and Local 20 IAFF*. Hamilton: City of Hamilton, Ohio.
- City of Hamilton, OH Website*. (n.d.). Retrieved December 28, 2017, from City of Hamilton, OH Website: <https://www.hamilton-city.org/356/About-Hamilton>
- Colby, S., & Ortman, J. (2015, Mark). *United States Census Bureau*. Retrieved January 1, 2018, from United States Census Bureau: <https://www.census.gov/content/dam/Census/library/publications/2015/demo/p25-1143.pdf>
- Esty, G., & Schorr-Hirsch, M. (1995). Workplace Diversity. A manager's guide to solving problems and turning diversity into a competitive advantage. *University of Florida, Food and Resource Economics Department* .
- Fox, K., Hornick, C., & Hardin, E. (2006). *IAFF Diversity Initiative, Achieving and Retaining a Diverse Service Workforce*. CWH Research.

- FOX19*. (n.d.). Retrieved April 16, 2018, from FOX19:
<http://www.fox19.com/story/16482658/sclc-deny-hamilton>
- Hamilton, C. o. (2018, April 15). *City of Hamilton, Butler County OH*. Retrieved April 15, 2018, from City of Hamilton, Butler County OH: <https://www.hamilton-city.org/738/Diversity-and-Inclusion-Commission>
- Hatt, K. (2017, November 13). *www.firerescue1.com*. Retrieved 2018, from Fire Rescue 1: <https://www.firerescue1.com/reflecting-diverse-communities/articles/361213018-Roundtable-How-to-improve-fire-department-diversity/>
- Haynes, H. J., & Stein, G. P. (2017). *U.S. Fire Department Profile*. Quincy: National Fire Protection Association.
- IAFC. (2015, March 16). *Department of Justice, Consent Decrees and the Fire Service*. Retrieved January 20, 2019, from IAFC.org: <https://www.iafc.org/on-scene/on-scene-article/department-of-justice-consent-decrees-and-the-fire-service>
- Lawson, J. (2018, October 29). *Springfield News Sun*. Retrieved November 2, 2018, from Springfield News Sun: <https://www.springfieldnewssun.com/news/local/springfield-opens-firefighter-apps-those-without-emt-certification/pKF5CqpWs8lQUi1VkJ45ZN/>
- McNeil, J. J. (2008, October 1). *Fire Engineering*. Retrieved January 1, 2018, from Fireengineering.com: <http://www.fireengineering.com/articles/2008/10/diversity-in-the-fire-service-a-problem-or-a-solution.html>
- Merriam-Webster. (2019, January 19). *Merriam-Webster*. Retrieved January 19, 2019, from Merriam-webster: <https://www.merriam-webster.com/>

Rizzo, T. (2014, May 19). *The Kansas City Star*. Retrieved April 15, 2018, from The Kansas City Star: <http://www.kansascity.com/news/local/article375989/Fire-departments-search-for-ways-to-spark-more-diversity-in-their-ranks.html>

Schwartz, M. (2013, december 4). *nytimes.com*. Retrieved January 19, 2019, from New York Times: <https://www.nytimes.com/2013/12/04/nyregion/for-new-york-city-fire-department-more-diversity-amid-tension.html>

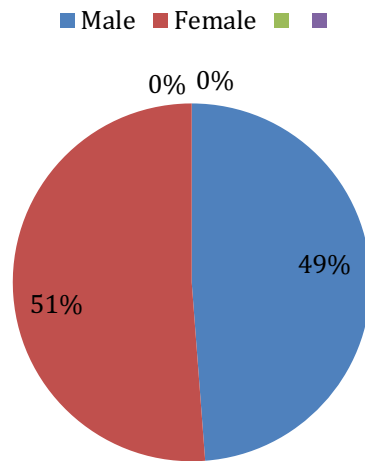
Sullivan, L. (2013, October 20). *Columbus Dispatch*. Retrieved January 1, 2018, from Columbus Dispatch: <http://www.dispatch.com/content/stories/local/2013/10/20/city-to-tweak-hiring-rules-for-diversity.html>

The United States Census Bureau. (2010). *US Census Bureau*. Retrieved January 20, 2019, from US Census Bureau: <https://www.census.gov/quickfacts/oh>

U.S. Census Bureau Census Diversity. (2016, May 19). Retrieved December 28, 2017, from U.S. Census Bureau Census Diversity: https://www.census.gov/newsroom/releases/archives/2010_census/cb11-cn125.html

APPENDIX 1-2010 US CENSUS DATA, NATIONAL

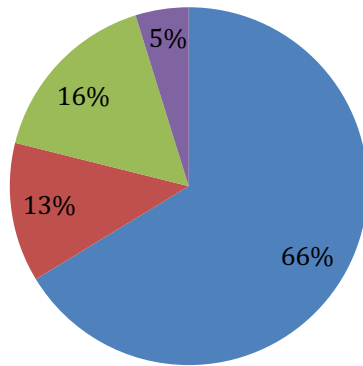
2010 US Census Data, National



APPENDIX 2-2010 US CENSUS DATA, NATIONAL

2010 US Census Data, National

■ Caucasian/White or other ■ African American/Black ■ Hispanic/Latino ■ Asian



APPENDIX 3-CIVIL SERVICE EXAM NOTICE

CITY OF HAMILTON, OHIO
DEPARTMENT OF CIVIL SERVICE
ONE RENAISSANCE CTR., 345 HIGH ST.-1st FL., HAMILTON, OH 45011
LEGAL NOTICE OF CIVIL SERVICE EXAMINATION
(OPEN, COMPETITIVE)

REVISED NOTICE: DEADLINE EXTENDED, EXAM DATE CHANGED

To establish an eligibility list for the FIREFIGHTER classification, an open, competitive Civil Service exam will be conducted at 9:30 AM on Saturday, May 13, 2017 in the cafeteria of Wilson Middle School, 714 Eaton Ave., Hamilton, OH 45013.

ADMITTANCE LETTERS FOR THE EXAM WILL BE ISSUED ONLY TO APPLICANTS WHO HAVE PROVIDED PROOF OF ALL REQUIRED DOCUMENTATION. REQUIREMENTS FOR PARTICIPATION IN THE WRITTEN EXAM - PROOF REQUIRED

- Minimum of 18 at time of examination and not yet 41 years of age at time of appointment
- High school diploma or Ohio cert. of high school diploma equivalency (GED) OR college degree (Assoc. or higher)
- Possession of Ohio Level II Firefighter Certification at time of application
- Consistent with the NFPA: Far visual acuity less than 20/40 binocular corrected with contact lenses or spectacles or far visual acuity less than 20/100 binocular for wearers of hard contacts or spectacles uncorrected. Applicants who wear glasses or contacts MUST promptly submit a current, valid visual acuity statement from an optometrist or eye physician. An acuity form will be provided by the Civil Service Office. Successful long-term soft-contact lens wearers (that is, 6 months without a problem) are not subject to the uncorrected standard.

OTHER QUALIFICATIONS

- Possession of Ohio Emergency Medical Technician-Paramedic Certification at time of hire
- Valid Ohio driver's license prior to appointment.
- Capable of successfully completing an extensive medical examination appropriate to essential class functions.
- A vision screening will be part of the medical examination and will include a color vision test and other relevant visual screenings.
- Capable of successfully completing a thorough character investigation/verification and credit check

The ranking examination will consist of a written test. The passing score on the written test is seventy percent (70%). Any applicable credits (e.g. veteran or disab. vet., Spanish-speaking ability) will be added to the passing test score (total maximum credit allowable equals 10 points). Active service must be of at least 180 consecutive days with honorable discharge.

Applicants with Spanish-speaking ability must successfully complete a Spanish proficiency test, which is only administered to those who request it and who achieve a passing exam score. Only individuals with Spanish proficiency levels of superior, advanced high, advanced mid, advanced low and intermediate high are eligible for receipt of the exam credit. Individuals who place within the intermediate mid, intermediate low or the novice categories do not earn credit.

In addition to the written examination, candidates must also be capable of successfully completing each of the following qualifying test phases:

1. The Candidate Physical Ability Test (CPAT) - Licensed provider: Miami Valley Fire/EMS Alliance
2. A thorough background investigation and character verification by polygraph assessment;
3. A psychological evaluation;
4. A thorough physical exam administered by a physician not more than 120 days prior to appointment; and
5. Substance abuse test (drug screen).

Current detailed resumes must be submitted in Word or PDF by 5:00 PM on Thurs., 5/4/17 to the Civil Service Dept. by email: cspersonnel@hamilton-oh.gov OR fax: (513) 785-7037. Alternatively, and only if necessary, application may be made in person or via USPS.

The work of Firefighter involves the prevention, suppression and extinguishment of fires; the inspection of structures; emergency rescue; administration of lifesaving techniques and procedures; and handling of hazardous materials. Position duties involve considerable physical exertion under adverse conditions and potential hazard to one's safety.

Salary: \$47,524 - \$61,402 Annual

Class Code: 410

Probationary: One Year

The City of Hamilton is an EEO & AAE. Minorities and women are encouraged to apply.

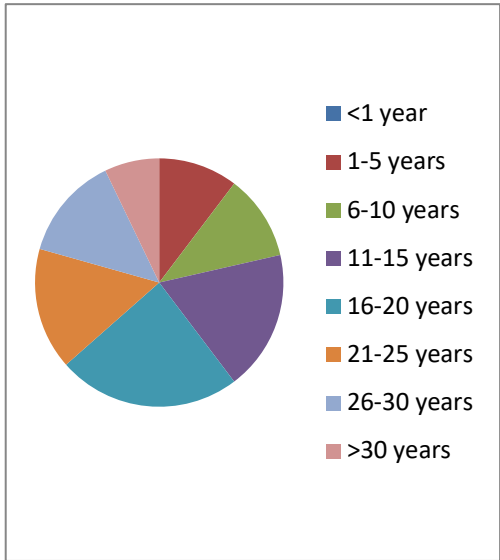
Posted: March 8, 2017 I Revised: 3/9/17 I Revised: 4/12/17

APPENDIX 4-FIRE SERVICE QUESTIONNAIRE

Fire Service Questionnaire

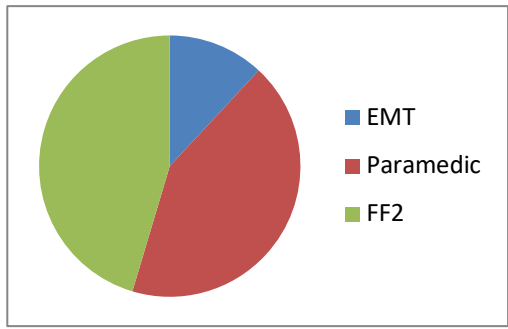
Q1. How long have you been in the fire service?

Answer Choices	Responses	
<1 year	0.00%	0
1-5 years	10.32%	13
6-10 years	11.11%	14
11-15 years	18.25%	23
16-20 years	23.81%	30
21-25 years	15.87%	20
26-30 years	13.49%	17
>30 years	7.14%	9
		12
	Answered	6
	Skipped	0



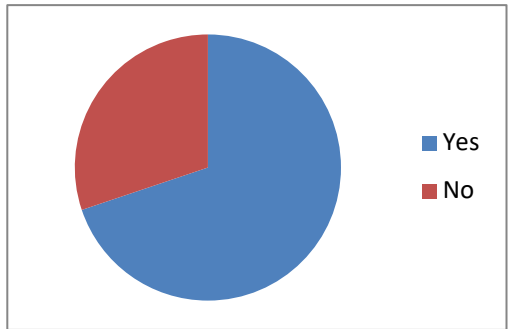
Q2. Which of the following certifications do you have?

Answer Choices	Responses	
EMT	24.60%	31
Paramedic	88.10%	11
FF2	11.11%	1
	93.65%	8
		12
	Answered	6
	Skipped	0



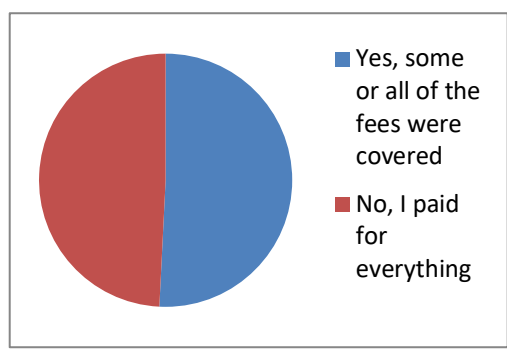
Q3. Did you have one or more of those certifications prior to being hired into the fire service?

Answer Choices	Responses	
Yes	69.84%	88
No	30.16%	38
		12
	Answered	6
	Skipped	0



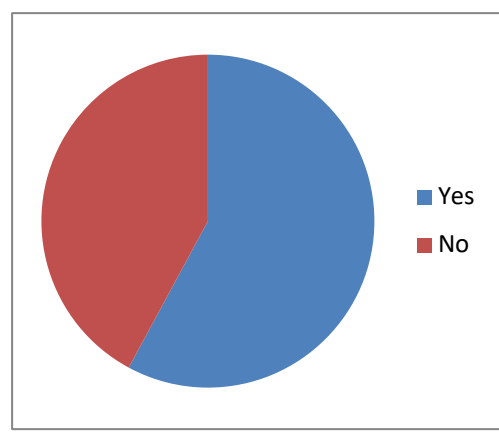
Q4. Did a fire department pay for your certification courses and other associated costs?

Answer Choices	Responses	
Yes, some or all of the fees were covered	50.79%	64
No, I paid for everything	49.21%	62
Answered		6
Skipped		0



Q5. Did you receive any financial assistance for your certification courses from other sources besides a fire department?

Answer Choices	Responses	
Yes	12.70%	16
No	87.30%	110
Answered		6
Skipped		0



Q6. If one or more of those certifications were required to apply, would you still have gone to school on your own to pursue a career in the fire service?

Answer Choices	Responses	
Yes	57.89%	22
No	42.11%	16
Answered		38
Skipped		88

Q7. Did your department pay overtime for you to attend school?

Answer Choices	Responses	
Yes	36.84%	14
No	63.16%	24
	Answered	38
	Skipped	88

Q8. Which of the following certifications did you have prior to being hired into the fire service?

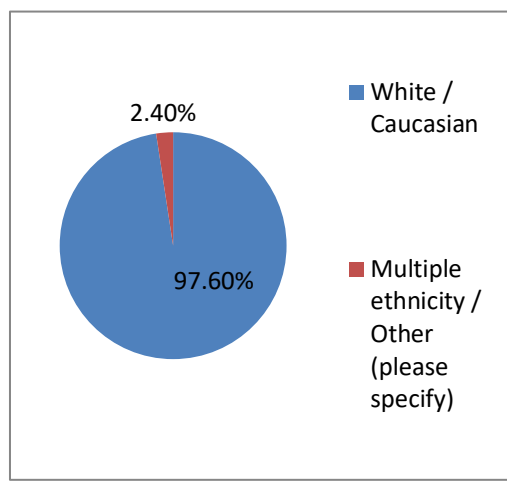
Answer Choices	Responses	
EMT	46.59%	41
Paramedic	69.32%	61
FF2	77.27%	68
	Answered	88
	Skipped	38

Q9. What is your gender?

Answer Choices	Responses	
Female	0.80%	1
		12
Male	99.20%	4
		12
	Answered	5
	Skipped	1

Q10. Which race/ethnicity best describes you? (Please choose only one.)

Answer Choices	Responses	
American Indian or Alaskan Native	0.00%	0
Asian / Pacific Islander	0.00%	0
Black or African American	0.00%	0
Hispanic	0.00%	0
White / Caucasian	97.60%	12
Multiple ethnicity / Other (please specify)	2.40%	3
		12
	Answered	5
	Skipped	1



Q11. Are you employed by the City of Hamilton, Ohio?

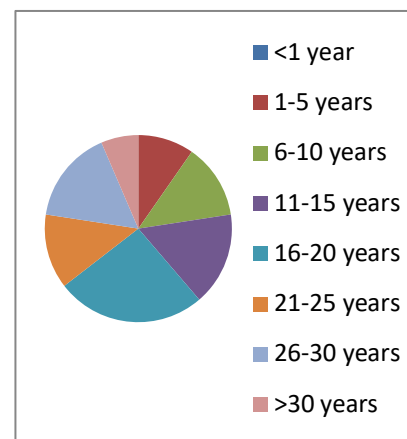
Answer Choices	Responses	
Yes	24.80%	31
No	75.20%	94
		12
	Answered	5
	Skipped	1

APPENDIX 5-FIRE SERVICE QUESTIONNAIRE, HAMILTON FIREFIGHTERS

Fire Service Questionnaire

Q1. How long have you been in the fire service?

Answer Choices	Responses	
<1 year	0.00%	0
1-5 years	9.68%	3
6-10 years	12.90%	4
11-15 years	16.13%	5
16-20 years	25.81%	8
21-25 years	12.90%	4
26-30 years	16.13%	5
>30 years	6.45%	2
Answered	31	
Skipped	0	



Q2. Which of the following certifications do you have?

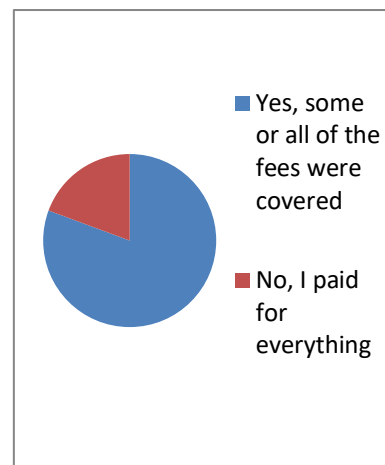
Answer Choices	Responses	
EMT	32.26%	10
Paramedic	80.65%	25
FF2	100.00%	31
Answered	31	
Skipped	0	

Q3. Did you have one or more of those certifications prior to being hired into the fire service?

Answer Choices	Responses	
Yes	58.06%	18
No	41.94%	13
Answered	31	
Skipped	0	

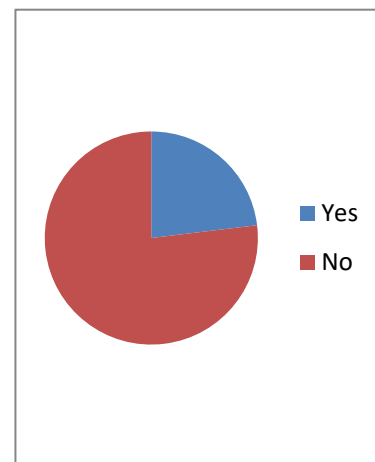
Q4. Did a fire department pay for your certification courses and other associated costs?

Answer Choices	Responses	
Yes, some or all of the fees were covered	80.65%	25
No, I paid for everything	19.35%	6
Answered		31
Skipped		0



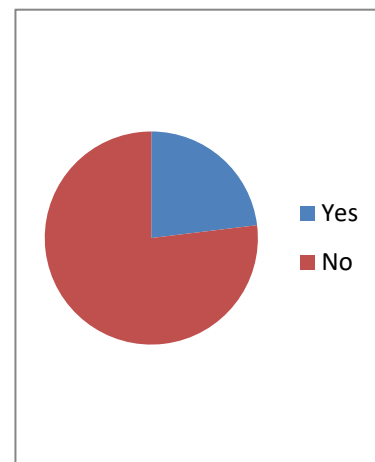
Q5. Did you receive any financial assistance for your certification courses from other sources besides a fire department?

Answer Choices	Responses	
Yes	16.13%	5
No	83.87%	26
Answered		31
Skipped		0



Q6. If one or more of those certifications were required to apply, would you still have gone to school on your own to pursue a career in the fire service?

Answer Choices	Responses	
Yes	23.08%	3
No	76.92%	10
Answered		13
Skipped		18



Q7. Did your department pay overtime for you to attend school?

Answer Choices	Responses	
Yes	84.62%	11
No	15.38%	2
Answered		13
Skipped		18

Q8. Which of the following certifications did you have prior to being hired into the fire service?

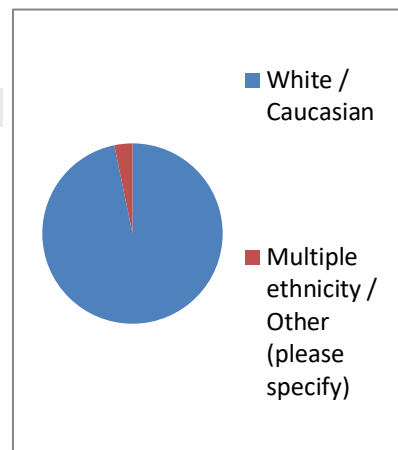
Answer Choices	Responses	
EMT	50.00%	9
Paramedic	55.56%	10
FF2	66.67%	12
	Answered	18
	Skipped	13

Q9. What is your gender?

Answer Choices	Responses	
Female	0.00%	0
Male	100.00%	31
	Answered	31
	Skipped	0

Q10. Which race/ethnicity best describes you? (Please choose only one.)

Answer Choices	Responses	
American Indian or Alaskan Native	0.00%	0
Asian / Pacific Islander	0.00%	0
Black or African American	0.00%	0
Hispanic	0.00%	0
White / Caucasian	96.77%	30
Multiple ethnicity / Other (please specify)	3.23%	1
	Answered	31
	Skipped	0



Q11. Are you employed by the City of Hamilton, Ohio?

Answer Choices	Responses	
Yes	100.00%	31
No	0.00%	0
	Answered	31
	Skipped	0

APPENDIX 6-EDUCATIONAL INSTITUTION QUESTIONNAIRE

Educational Institutions Survey

Q1. What is the total cost of an EMT course (tuition, textbooks, fees, uniforms, etc.)?

Answered 5

Skipped 0

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	1,530.00	
2	Jul 13 2018 11:57 PM	1900.00	
3	Jul 13 2018 02:35 PM	2500 (assuming Mont county, no insurance, no immunizations, required books)	
4	Jun 22 2018 04:11 PM	1460	
5	Jun 22 2018 08:38 AM	1522	

Q2. How long is the EMT course?

Answered 5

Skipped 0

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	1 college semester	
2	Jul 13 2018 11:57 PM	15 weeks	
3	Jul 13 2018 02:35 PM	150 hours	
4	Jun 22 2018 04:11 PM	4 months - 2 nights per week and every other Saturday	
5	Jun 22 2018 08:38 AM	180	

Q3. What is the total cost of a Paramedic course (tuition, textbooks, fees, uniforms, etc.)?

Answered 5
Skipped 0

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	5,392.00	
2	Jul 13 2018 11:57 PM	7,500.00	
3	Jul 13 2018 02:35 PM	6500 (assuming Mont county, no insurance, no immunizations, required books)	
4	Jun 22 2018 04:11 PM	NA	
5	Jun 22 2018 08:38 AM	8903	

Q4. How long is the Paramedic course?

Answered 5
Skipped 0

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	2 tracks..3 college semesters or 4 college semesters	
2	Jul 13 2018 11:57 PM	three semesters. Each semester is 15 weeks	
3	Jul 13 2018 02:35 PM	1000 hours	
4	Jun 22 2018 04:11 PM	NA	
5	Jun 22 2018 08:38 AM	1000	

Q5. What is the total cost of an FF2 course (tuition, textbooks, fees, uniforms, etc.)?

Answered 4
Skipped 1

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	1,900.00	
2	Jul 13 2018 02:35 PM	I do not teach this course	
3	Jun 22 2018 04:11 PM	1945	
4	Jun 22 2018 08:38 AM	3103	

Q6. How long is the FF2 course?

Answered 4
Skipped 1

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:14 PM	2 tracks..2 college semesters or 10 weeks (M-F)	
2	Jul 13 2018 02:35 PM	I do not teach this course	
3	Jun 22 2018 04:11 PM	2 months. 2 nights per week and every Saturday	
4	Jun 22 2018 08:38 AM	296	

Q7. Are there any scholarships or financial assistance available with your programs?

Answer Choices	Responses	
Yes	80.00%	4
No	20.00%	1
Answered		5
Skipped		0

Q8. Do you have counselors available to help prospective students?

Answer Choices	Responses	
Yes	100.00%	4
No	0.00%	0
Answered		4

Q9. Do you advertise this service to prospective students?

Answer Choices	Responses	
Yes	75.00%	3
No	25.00%	1
	Answered	4
	Skipped	1

Q10. Any final comments you'd like to share about the offerings of your institution?

Answered 2
Skipped 3

Respondents	Response Date	Responses	Tags
1	Jul 16 2018 02:17 PM	We have several career paths that we offer students. We specifically target students that have identified a public service interest in their Jr. year of H.S. We have several of these students that have completed both FF 2 and EMT-P and are gainfully employed with career FD's before their 20th birthday.	
2	Jun 22 2018 08:38 AM	Butler Tech	

APPENDIX 7-MINORITY QUESTIONNAIRE

Fire Service Questionnaire- Minority

Q1. How long have you been in the fire service?

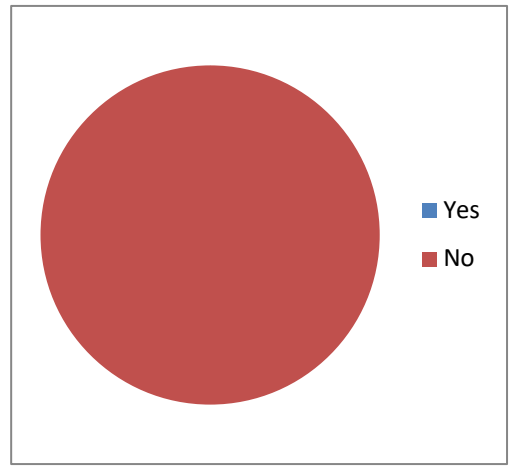
Answer Choices	Responses	
<1 year	0.00%	0
1-5 years	0.00%	0
6-10 years	0.00%	0
11-15 years	33.33%	1
16-20 years	0.00%	0
21-25 years	0.00%	0
26-30 years	66.67%	2
>30 years	0.00%	0
Answered		3
Skipped		0

Q2. Which of the following certifications do you have?

Answer Choices	Responses	
EMT	0.00%	0
Paramedic	66.67%	2
FF2	100.00%	3
Answered		3
Skipped		0

Q3. Did you have one or more of those certifications prior to being hired into the fire service?

Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	3
Answered		3
Skipped		0



Q4. Did a fire department pay for your certification courses and other associated costs?

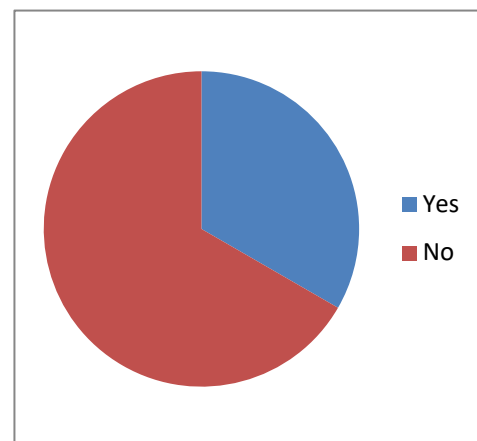
Answer Choices	Responses	
Yes, some or all of the fees were covered	66.67%	2
No, I paid for everything	33.33%	1
	Answered	3
	Skipped	0

Q5. Did you receive any financial assistance for your certification courses from other sources besides a fire department?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	3
	Skipped	0

Q6. If one or more of those certifications were required to apply, would you still have gone to school on your own to pursue a career in the fire service?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	3
	Skipped	0



Q7. Did your department pay overtime for you to attend school?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	3
	Skipped	0

Q8. Which of the following certifications did you have prior to being hired into the fire service?

Answer Choices	Responses	
EMT	0.00%	0
Paramedic	0.00%	0
FF2	0.00%	0
	Answered	0
	Skipped	3

Q9. What is your gender?

Answer Choices	Responses	
Female	0.00%	0
Male	100.00%	3
	Answered	3
	Skipped	0

Q10. Which race/ethnicity best describes you? (Please choose only one.)

Answer Choices	Responses	
American Indian or Alaskan Native	0.00%	0
Asian / Pacific Islander	0.00%	0
Black or African American	0.00%	0
Hispanic	0.00%	0
White / Caucasian	0.00%	0
Multiple ethnicity / Other (please specify)***	100.00%	3
	Answered	3
	Skipped	0

***Nunavut, private, American Indian/Hispanic/White

Q11. Are you employed by the City of Hamilton, Ohio?

Answer Choices	Responses	
Yes	33.33%	1
No	66.67%	2
	Answered	3
	Skipped	0

APPENDIX-8 CIVIL SERVICE APPLICATIONS

	Applied	Admitted to Exam	Posted	Elig List
Firefighter	238	35	7/23/09	9/15/09
Firefighter	258	60	5/30/14	7/16/14
Firefighter	55	45	4/20/16	5/19/16
Firefighter	16	11	Nov 2016	Jan 2017

Civil Service information from public records request on 4/20/2018.