

Daytime Staffing Solutions for the Rosemount Fire Department

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Introduction

This report is a compilation of work produced by students in HRIR 6301: Staffing, Training and Development, taught by John Kammeyer-Mueller during fall semester 2014 at the University of Minnesota. The project was part of the 2014–2015 Resilient Communities Project–City of Rosemount partnership, which included work on 29 community-identified projects.

Like many suburban communities, Rosemount operates with a paid on-call fire department and is a community where most residents leave the community during the day for their employment. As a result, it is difficult to staff the fire department during weekdays. In proposing this project, the Rosemount Fire Department requested assistance developing strategies to increase recruitment and/or retention of firefighters available during work-week hours.

To identify strategies that the City of Rosemount might use to increase recruitment and retention of volunteer firefighters, teams of students conducted independent strategic assessments of the staffing needs of the Rosemount Fire Department; evaluated the available labor force that might be interested in working for the fire department; and drew on best practices from municipal fire departments and related public-service organizations, private-sector staffing and recruiting practices, and other labor-market research sources to recommend specific recruitment strategies.

Containing the Fire: An Investigation into Staffing Issues in the Rosemount Fire Department

Case 1: Planning and Job Analysis

By Sung Hwan Chang, Michael Jacobs, Soebin Jang,
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Executive Summary

The present case examines the Rosemount Fire Department's (RFD) issues with hiring and retaining enough qualified firefighters to adequately provide fire and emergency response service to their quickly developing community. The job requirements of a firefighter are very demanding and require many core attributes such as a strong knowledge of public safety, critical thinking skills, physical fitness, and integrity, to name a few. The RFD's strategies focus on attracting qualified candidates to provide enough coverage throughout the peak daytime hours. Fortunately, their strong relationships with the city and community help to market their job openings and the value of their well-respected service to the people of Rosemount, MN. In order to aid in their retention, the Chief of the department is working to rebuild a culture of inclusiveness, brotherhood, and pride within the organization. Sadly, the labor market in the area is limited by local workers who find greater value in positions outside of their financial and geographical range. The use of technology may someday lessen some of their staffing issues, but ultimately the RFD will have to utilize new strategies in order to attract qualified firefighters. The present case will examine these factors along the thirteen strategic staffing decisions and provide recommendations to aid the Rosemount Fire Department in their quest to serve their community.

Background

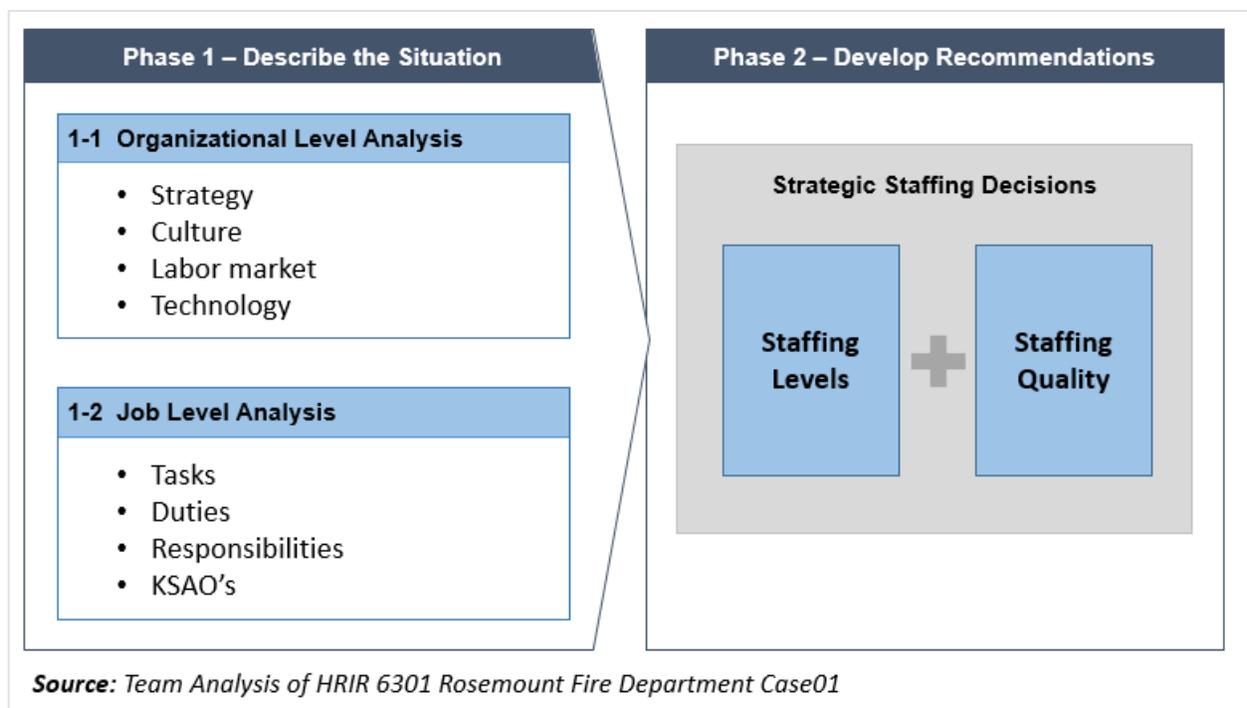
The Rosemount Volunteer Fire Department (RFD) seeks to serve a quickly growing community by providing exceptional fire and emergency response service. However, as is the case with many volunteer fire departments, the RFD struggles to hire and retain an adequate number of firefighters in order to provide adequate coverage for emergency situations. The present case will examine the various aspects surrounding RFD's staffing issues.

The case will be presented in two phases:

Phase 1 will be the "what is" phase and will provide an analysis of Rosemount Fire Department on the organizational level and on the job level. The organizational level will include categories such as strategy, culture, labor markets, and technology and 13 sub-categories. The job level will focus on the specific tasks, duties, and responsibilities regarding firefighters and relate them with a set of knowledge, skills, abilities, and other attributes (KSAO's).

Phase 2 will be the "what should be" phase and will develop recommendations based on the prior analysis and various evidence for strategic staffing decisions.

FIGURE 01. Rosemount Fire Department Case Approach



PHASE 1: Describing the Situation

Job Analysis

The main job tasks, duties, and responsibilities of the Rosemount volunteer firefighters are generally equal to their full-time and volunteer-based counterparts from other departments (R. Schroeder, Interview, September 10, 2014). According to the Occupational Information Network's (O*Net) summary report, the tasks of municipal firefighters revolve around 10 main duties that require a variety of knowledge, skills, abilities, and other attributes (KSAO's) that allow firefighters to be successful (33-2011.01 – Municipal Firefighters, n.d.). O*Net is a free online database that is developed under the sponsorship of the U.S. Department of Labor, which makes the resource highly reliable and credible. However, due to its wide-ranging nature, it may generalize job positions by providing one-size-fits-all analysis for jobs that may vary depending on the organization, environment, culture, and many other factors. For the purposes for this case, O*Net provides sufficient data to prepare a trustworthy analysis of the job requirements of the Rosemount volunteer firefighters.

Figure 02 provides a job requirements matrix of the 10 main tasks that firefighters are required to perform. The matrix also includes the knowledge, skills, abilities, and other attributes that are associated with each task. There are specific attributes that show up repeatedly among many of the task dimensions, which may illustrate the presence of core KSAO's that are widely applicable and essential to the position. These KSAO's include a good knowledge of public safety and security procedures and strategies, critical thinking skills, strong judgment and decision-making skills, the ability to recognize or be sensitive to problems, deductive reasoning to solve problems, and assertiveness to confidently and proactively perform the difficult job tasks (33-2011.01 – Municipal Firefighters, n.d.). The core KSAO's are highlighted in bold.

Clarence Hawkins, a retired firefighter of 30 years, states that the most important requirements expected of firefighters are punctuality, honesty, and integrity. Punctuality is especially important as the firefighting unit needs to work as a team in order to successfully resolve issues. If one individual cannot perform, then the rest of the team has to work harder to make up for the loss in performance. In addition, the departments expect the firefighters to act with honesty and integrity as they are dealing with victims in

a vulnerable state (C. Hawkins, Interview, September 18, 2014). Mr. Hawkins served time in all facets of firefighting and has experience as a chief and training instructor. He also worked as a volunteer firefighter for the Moundview Volunteer Fire Department, so he is extremely knowledgeable about all aspects of the profession and can be considered a reliable and credible source. However, his experiences are limited to the specific stations that he served and as he admitted, different stations often have varying rules and procedures.

FIGURE 02. Job Requirements Matrix

Tasks	Dimension	KSAO's
Rescue victims from buildings and accident sites Administer first aid	Assisting victims	<u>Knowledge</u> : public safety and security , customer and personal service, transportation of people, first aid
		<u>Skills</u> : coordination, critical thinking , service orientation, judgment and decision-making , speaking
		<u>Abilities</u> : problem sensitivity , reaction time, arm-hand steadiness, deductive reasoning , oral comprehension, speech recognition
		<u>Other</u> : moral and ethical principles, coping skills, assertiveness , strength
Respond to fire alarms and other calls for assistance Assess fires and situations and report conditions to superiors	Responding	<u>Knowledge</u> : public safety and security , mechanical, transportation methods, geography of area
		<u>Skills</u> : active listening, critical thinking , monitoring, service orientation, judgment and decision-making , speaking
		<u>Abilities</u> : problem sensitivity , reaction time, deductive reasoning , oral comprehension, speech recognition
		<u>Other</u> : moral and ethical principles, conscientiousness, assertiveness , team-orientation
Move toward the source of fire Search burning	Navigation	<u>Knowledge</u> : public safety and security , building and construction, geography
		<u>Skills</u> : coordination, critical thinking , operation monitoring, service orientation, judgment and decision-making

buildings to locate victims		<u>Abilities:</u> reaction time, response orientation, deductive reasoning
		<u>Other:</u> navigation skills, assertiveness
Drive and operate vehicles and equipment	Use of tools	<u>Knowledge:</u> mechanical, building and construction, geography
Position and climb ladders to gain access to buildings and rescue individuals		<u>Skills:</u> coordination, operation monitoring, judgment and decision-making
Create openings in structures for ventilation or entrance using equipment		<u>Abilities:</u> problem sensitivity , arm-hand steadiness, manual dexterity, multi-limb coordination, response orientation, deductive reasoning , rate control
		<u>Other:</u> strength, balance, assertiveness

Organizational Strategy

Rosemount Fire Department’s organizational strategy will be analyzed in four aspects: current resources (human and financial), demand for products and/or services, competitors and partners, and financial and marketing goals. Implications and recommendations for strategy will be derived from the results in the second half of the case.

Sources and data for the ‘Organizational Strategy’ section of the report are primarily based on a direct interview conducted with Fire Chief Richard Schroeder and are highly credible in that the information comes from the Chief’s direct experience and thoughts on the current state of the organization. However, the information has its limits in that the information provided may tend to reflect Fire Chief Richard Schroeder’s own view of the organization. Other sources include governmental websites/reports, a local news medium, an international association, and satellite mapping service. A majority of information has been derived from governmental websites/reports and are highly credible in its own nature. On the other hand, information from sources such as local news mediums and international associations can be biased and cannot be fully generalized.

1. Current Resources (Human and Financial resources)

1.1 Human Resources

The Rosemount Fire Department currently has two fire stations and a total of approximately 57 employees including the Fire Chief, the Assistant Chief, three truck Captains, one training Captain, three truck Lieutenants, one fire prevention Lieutenant, a secretary, and 45 firefighters serving the community (City of Rosemount, n.d.).

According to Chief Schroeder, currently there are no women working in the department for no specific reason.

Fire Chief	Assistant Chief	Captain ¹⁾	Lieutenant ²⁾	Part-time Marshal	Secretary	Fire Fights	Total
1	1	4	4	1	1	45	57

Source: Interview with Chief Schroeder
Notes: 1) Captains include three truck captains and one training captain
2) Lieutenants include three truck lieutenants and one fire prevention lieutenants

FIGURE 03. Current Employees at Rosemount Fire Department

1.2 Financial Resources

The department's annual budget is currently around \$480,000 and the majority is funded by the city and partly by the state (R. Schroeder, Interview, September 10, 2014). Compensation currently in focus includes hourly training pay, yearly pension amount, hourly/stipend pay, and hourly call pay.

According to Chief Schroeder, overall compensation at the department currently ranks about in the middle and yearly pension amount is near the top among other fire departments within the county. The 'Rosemount Fire Department Relief Association Pension Plan' states that basically people who have at least 20 years of service and have reached an age of 50 are eligible for a lump-sum payment of \$6,900 per year of service (Johnson & May, 2013). The city of Rosemount is undergoing the process of increasing the amount of yearly retirement for each year of service (Hage, 2014).

The department has been able to bring back in hourly training pay for the firefighters and will take effect October 1st this year, which is a critical incentive for new and

potential firefighters to successfully go through the difficult training (R. Schroeder, Interview, September 10, 2014). However, according to Chief Schroeder, the current stipend pay per call is \$10.00 for each responder, which has room to improve when compared to other cities at the high end with a \$14.00~\$15.00 pay. Moreover, the cost of each call is about \$100.00. Furthermore, there is currently no reward system in Rosemount for exceeding 30% of calls, which is required to maintain their job status (R. Schroeder, Interview, September 10, 2014).

1.3 Demand for Products and/or Services

FIGURE 04. Analysis of Primary Issues and Goals

Key Issues	Recruitment	Retention	Funding
1 <i>Add new firefighters yearly</i>	✓		
2 <i>Attract daytime responders</i>	✓		
3 <i>Addition of duty crews</i>	✓		
4 <i>Deal with problems with losing firefighters</i>		✓	
5 <i>Implement a physical fitness program</i>		✓	
6 <i>Improve compensation</i>	✓	✓	✓
7 <i>Build partnerships with local businesses</i>	✓		✓
8 <i>Prepare addition of 3rd station</i>	✓	✓	✓

Source: Team Analysis of Chief Schroeder Interview and Forum Posts

Rosemount Fire Department’s demands are primarily focused on the recruiting and retention of its employees and expanding its departmental capacity in order to meet the needs and demands of the community.

In regards to recruiting new firefighters, they aim to hire additional firefighters to reach a total of 50 in 2015, which is the maximum number for the department. According to Chief Schroeder, Rosemount Fire Department normally receives 40~50% of calls during the day. It is difficult to fully and adequately respond to all of those calls as most of the volunteer firefighters have their own careers (R. Schroeder, Interview, September 10, 2014). To this end, the department’s goal is to attract daytime responders to support daytime calls response. Furthermore, the department is considering exploring the option of duty crews, which utilizes select firefighters to be active during peak day times. This has been proven to be effective by other fire departments. However, it would be challenging in that a majority of the firefighters commute outside of the city and would

not be able to reach the station within 4 minutes, which is the time limit for responding to calls in time (R. Schroeder, Interview, September 10, 2014).

For retention issues, according to Chief Schroeder, the number one cause of death for firefighters is heart attacks. With this in mind, one of the department's main goals is to implement a physical fitness program and create a culture of physical well-being. Currently, about one third of the department has taken part in the program and they aim to bring awareness throughout the department (R. Schroeder, Interview, September 10, 2014).

In the long-term, the department is planning for a 3rd station in about 7-10 years to meet the growing demand and continuous growth of the community (R. Schroeder, Interview, September 10, 2014). This plan is also closely related to recruitment issues as a new station would need 10-15 newly hired or transferred firefighters. Moreover, the department is planning to hire a full time chief in the next 3-5 years to keep up with the expanding needs (R. Schroeder, Interview, September 10, 2014).

In addition, according to Chief Schroeder, the department aims to build partnerships with local businesses within the area in order to increase opportunities for recruitment and funding. This will be further explained in the following sections (see 1.4.2 Marketing Goals).

1.4 Competitors and partners

1.4.1 Competitors

The department's main competitors can be identified as two main groups: competitors in the labor market and competitors in regards to funding opportunities.

The primary competitors to the Rosemount Volunteer Fire Department are other jobs and careers that are either outside of the department's range or provide greater perceived value for their level of commitment. Many fire stations are located in residential areas in order to maximize the utility of its service area, which limits the amount of businesses that can provide careers for individuals. Due to this limitation, many potential candidates often end up working away from their hometowns and fire stations and are not physically available to work as a fire fighter (C. Hawkins, Interview, September 11, 2014). In addition, many potential candidates do not find enough financial value in volunteering as a firefighter to compensate for the time commitment when compared to other professions (R. Schroeder, Interview, September 10, 2014).

In regards to competition for funding, other government funded departments and projects in the city of Rosemount and Dakota County would be considered as key competitors. Clarence Hawkins states that this is due to the tight allocation of limited government funds to many needy recipients (C. Hawkins, Interview, September 18, 2014).

1.4.2 Partners

From a broad perspective, the Rosemount Fire Department has various stakeholders within the city such as local schools, city council and departments, related associations (ex. International Association of Fire Fighters), local businesses, and other interest groups within the community. In fact, local businesses covered by the department are regarded as essential potential partners, and the department will be seeking to build closer partnerships with the companies (R. Schroeder, Interview, September 10, 2014). This issue is addressed in further detail in the '1.4.2 Marketing Goals' section.

More specifically, a key partnership established is with other Dakota County Fire Departments. The RFD has a mutual agreement to assist other Dakota County fire departments when in need (R. Schroeder, Interview, September 10, 2014).

1.5 Financial and marketing goals

1.5.1 Financial goals

As stated in section 1.1.2 Financial Resources, Rosemount Fire Department has an average level of compensation and a near-top level of pension compared to other fire departments in the Dakota County Network. According to Chief Schroeder, the department's current financial goals are to improve compensation and benefits for employees in order to become more attractive from a financial rewards standpoint.

In the short term, the department has two main focuses for improvements: re-introducing hourly call pay and increasing amounts in yearly pension (R. Schroeder, Interview, September 10, 2014).

1.5.2 Marketing goals

The two critical issues in regards to marketing goals are building partnerships with local businesses and improving external communication for recruiting purposes.

Firstly, according to Chief Schroeder, the department aims to build partnerships with local businesses in the future. In fact, they have benefited from such a case in the past where the department successfully helped a local company in an extreme (life or death) situation and as a result, the department was provided with funds of approximately \$16,000/year for equipment purchase. Although they have very low expectations, they believe that developing a sustained partnership with companies in the area can benefit the department in regards to funding and/or recruiting in the long term (R. Schroeder, Interview, September 10, 2014).

Secondly, the department, which lacks the use of Social Networking Services (SNS) such as Facebook and Twitter, mainly communicates through their webpage and by participating in community outreach programs such as presenting at local schools, running the 'Rosemount Fire Department Open House' once a year, and fund raising at local events such as Leprechaun Days (Rosemount Leprechaun Days, n.d.).

Organizational Culture

Researchers Deal and Kennedy stated, "strong culture has almost always been the driving force behind continued success" (Deal & Kennedy, 1982). The Rosemount Fire Department believes in serving the community and it is their common belief to provide efficient fire service.

Like most fire departments, the Rosemount fire department predominantly consists of males. Data shows that women constitute 4% of the US fire service workforce (Karter & Stein, 2012). The Fire Department City of New York (FDNY), the largest in the United States, constitutes of only 0.33% women firefighters (Female FDNY Firefighters Trying To Boost Their Numbers. (n.d.). The article was posted by the Associated Press, which is a reputable non-profit news agency. Their news is published in more than 1,700 newspapers and has a reputation for providing reliable information. However, since the article was written by one author, it may have certain biases or incomplete information on the topic.

Alan Thomas Cox wrote a published thesis describing the culture within fire departments. He illustrates that new recruits are mentored by senior firefighters regarding knowledge and firefighting skills. Senior firefighters are considered to be the torchbearers of the culture at the fire station. Their roles are not just limited to teaching new recruits about the new job, but also, stabilize social behavior through examples. They help new recruits integrate into the organizational culture, which in-turn

strengthens the culture of the organization (Cox, 2013). Cox's thesis is published in the Calhoun's International Archive of the Naval Postgraduate School, so it provides well-researched information that is applicable to the present case. However, the credibility of the author cannot be confirmed so the information presented in the thesis may not fully encapsulate the culture within fire departments.

Much of the culture at firehouses involves heroic stories. All these stories lay the foundation for both new and existing firefighters. Many times senior firefighters link personal experiences through stories, which can be entertaining and instructional for the inexperienced firefighters who are listening. It is through these stories that new firefighters learn the ways of the fire station and are slowly molded into the culture. Listening to these heroic stories repeatedly help establish and strengthen the fire departments history. As new firefighters learn the ways of the fire department, the organizational culture becomes a part of their daily lives (Cox, 2013).

All firefighters take great pride in their work, department and tradition. The uniforms they wear and the long tradition of their department history represents this. Uniform patches form a very part of the firehouse culture, stories and tradition. Firefighters take great pride in their uniform patches and are often seen wearing them on t-shirts and uniform sleeves. These fire department patches form a sense of personal identity and self-expression (Cox, 2013).

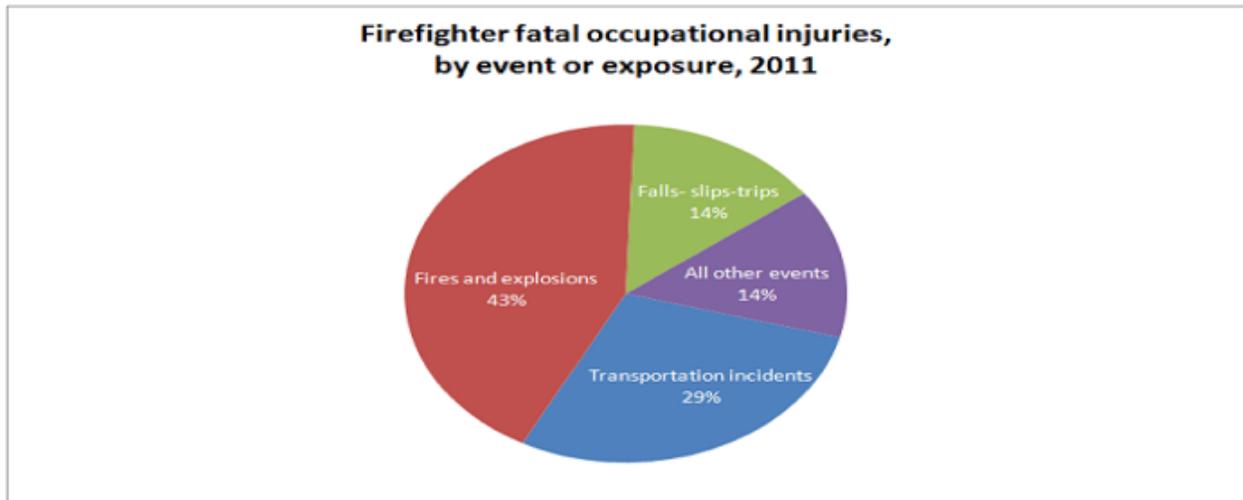
Firefighters are frequently exposed to dangerous and hazardous situations that mar their perception of danger. When a firefighter is repeatedly exposed to dangerous circumstances without any incident, they become insensitive to the level of danger. Hence, they end up making decisions without taking into consideration the repercussions. This behavior forms a part of the risk taking culture at fire stations (Cox, 2013). Below are some statistics pertaining to the risk involved in firefighting:

FIGURE 05. FIREFIGHTER FATAL INJURIES



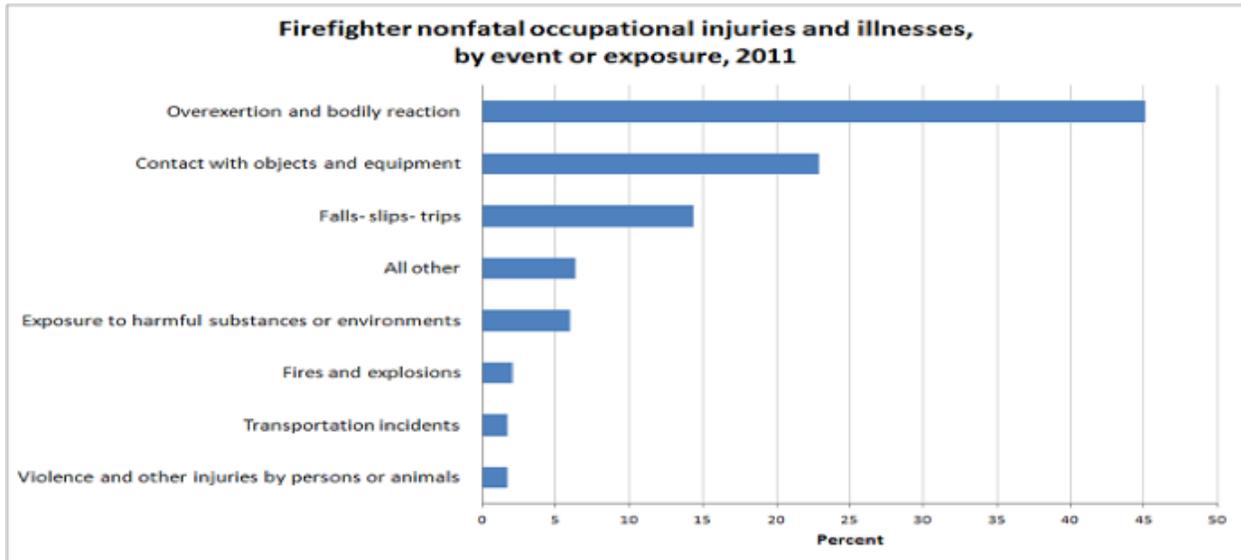
Source: U.S. Bureau of Labor Statistics.

FIGURE 06: INJURIES BY EVENT OR EXPOSURE



Source: U.S. Bureau of Labor Statistics.

FIGURE 07. NONFATAL INJURIES



Source: U.S. Bureau of Labor Statistics.

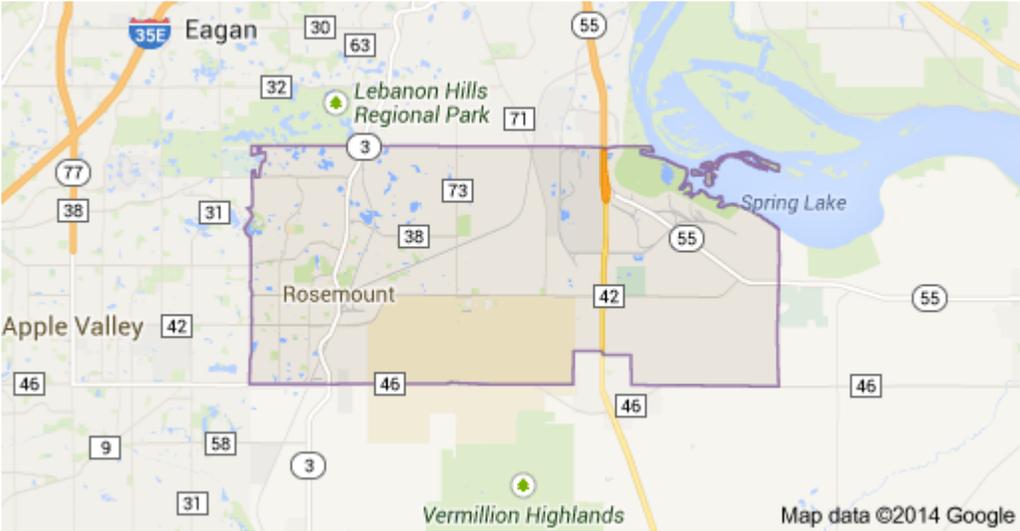
Senior firefighters retire and new firefighters are recruited to take their place. As Chief Schroeder stated, there is a difference between the attitudes of the older generations and the young. The younger generations of firefighters exhibit a different value system when it comes to time, commitment, and dedication (R. Schroeder, Interview, September 10, 2014). Experienced firefighters support the organizational rules and traditions while the less experienced individuals question why they should perform certain tasks and duties. The difference in behavior can be capitalized upon when making organizational level strategies like change management. On one side of the spectrum, RFD has seasoned veterans with over 40 years of experience. On the other side, they have new recruits who are still in their teens (R. Schroeder, Interview, September 10, 2014). Strong culture has almost always been the driving force behind continued success. Generational difference impacts the organizational culture in a big way. Understanding these generational differences is the key to organizational success and providing efficient fire service.

It is through factors such as mentoring, heroic stories, risk taking behavior, and pride in what they do that allow people within the fire department to gain self-realization and begin to see themselves as part of a single organization.

Labor Market

The labor market for the Rosemount fire department is a limited one. In order to work as a volunteer firefighter, one must live within 4 minutes of one of the two fire stations (R. Schroeder, Interview, September 10, 2014). Because Chief Schroeder is the fire chief and the main contact for this case, we feel that his insight on the future labor planning needs and requirements of firefighters are correct. Because of this important yet strict distance limitation, the pool of applicants is directly related to the population of Rosemount and its surrounding neighbors. The bordering cities of Eagan, Burnsville, and Apple Valley all have areas that could be considered apart of potential applicant pool as can be seen in the below image (Google Map Rosemount, 2014):

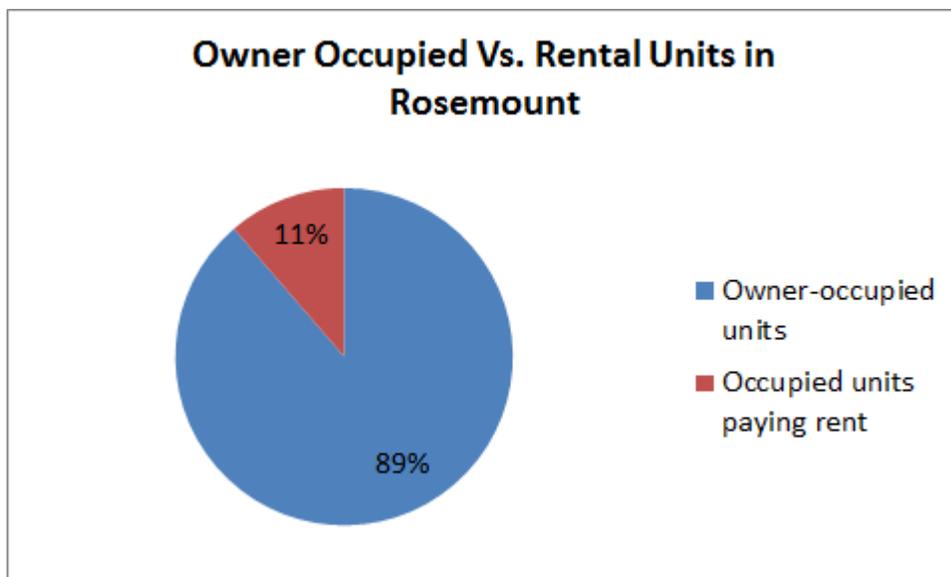
FIGURE 08. MAP OF ROSEMOUNT



The city of Rosemount is also a growing city. According to censusviewer.com, the population rose from 14,619 people to 21,874 from the year 2000 to 2010 (Rosemount Population, 2012). Censusviewer.com is an application that allows users to access US census data from 2000 and 2010. Because it utilizes census data, this is a valuable and trustworthy site. The growth described above can be seen as both positive and negative when it relates to the labor market. While the increased population does allow for a broader and larger applicant pool, the number of firefighters needed to cater to the city also goes up (R. Schroeder, Interview, September 10, 2014). At this time, it is unknown to the present case if the ratio of potential applicants is greater than, equal to, or less than the total number of necessary firefighters.

One positive piece of news is related to the type of residences in Rosemount. Because of the requirements that firefighters have long tenures matched with the necessary proximity to the fire station, it is advantageous to have a higher density of housing units that are purchased rather than rented. According to a report published on the US Census Bureau's website, renters live in their residence approximately 2 years while the median duration of residence of an owner-occupied unit is just over 8 years (Hansen, 1998). Although this source might seem dated, the facts reported are long term. Due to this aspect, it is the opinion of the present case that the data is valid. This fact is important because, according to city data, the Rosemount has a total 7,400 houses. Of those 7,400 houses, 6,562 of them are owner-occupied (Rosemount Houses and Residents, 2012). Figure 09 illustrates a graphical representation of the occupancy type mixture in Rosemount. The high proportion of owner-occupied houses indicates that residents of Rosemount are more likely to stay in the city for a longer period of time.

FIGURE 09. OCCUPANCY TYPE IN ROSEMOUNT



Technology

Technology at the RFD can be explained in terms of hardware and software. Fire apparatus and equipment are hardware and management programs involved in dispatching, scheduling, and communicating are software. In particular, it is meaningful to review the technology under the lens of HR strategy and practice.

With hardware, the RFD apparatus needs a little supplement. They have 12 vehicles in two fire stations. Compared to other fire departments, which have similar call volume or

coverage area, their number of apparatuses are relatively less than others, as you can see in the table below.

FIGURE 10. FIREFIGHTER APPERATUSES BY CITY

Fire Department		Scale		Apparatus				
		Call	Cover	Total	Engine	Ladder	Command	other
Rosemont		425	35	12	2	1	2	7
Total average		775	41	15	4	1	3	7
Similar on call volume	Savage	375	17	18	3	1	4	10
	Chaska	400	18	12	3	1	3	5
	Elk River	400	66	11	3	1	-	7
	Shakopee	500	67	16	4	2	4	6
	Farmington	500	88	11	2	-	2	7
	Average	435	51	14	3	1	3	7
Similar on covering area	Chanhasen	700	23	14	3	1	4	6
	Minnetonka	775	28	25	9	5	5	6
	Eden Prairie	1,250	35	27	6	2	5	14
	Cottage Grove	2,000	38	15	4	1	4	6
	Average	1,181	31	20	6	2	5	8
Extra	Victoria	175	9	9	3	-	1	5
	Excelsior FPD	800	14	12	3	1	3	5
	Prior Lake	1,000	72	16	3	1	3	9
	Stillwater	1,200	62	13	3	1	2	7
	Average	794	39	13	3	1	2	7

Source: Twin Cities Metro Fire Directory (<http://tcmfd.com/rosemont/index.html>)

Firefighter gear consists of a variety of items including helmets, boots, coats, pants, gloves and air packs. According to a 2010 article in the Coeur d'Alene Pres, basic firefighter gear is about 45 pounds and with typical equipment such as a radio, ax, and a flashlight. Total gear weight is ranges from 66-77 pounds. This weight may be a limited factor for recruiting.

Generally fire departments dispatch firefighters by radio equipment or mobile devices. Some fire stations use geographic information system technology. The core element of this operation program in fire service is in speed and accuracy. Specifically, considering that it is very hard to hire daytime volunteers or duty crews, software technology improvement is useful to the RFD because it can affect job requirements and expand

limitations such as 4 minute limit. Also, it may help them to improve their service efficiency and operation safety.

Conclusion

Careful analysis has shown that the Rosemount Fire Department has many features that are common with their counterparts around the country. In addition, the issue of hiring and retaining qualified employees is not exclusive to their department or field. The following phase will assess other recruiting practices and provide suggestions to help guide the RFD in sufficiently serving the people of Rosemount.

PHASE 2: Recommendations

Staffing strategy requires making thirteen key decisions on various aspects of acquisition, placement, and retention. Nine of the decisions encompass levels of staffing while the other four refer to staffing quality. Each decision should be seen as lying on continuum between the two extremes because it is ideal to find an optimal balance based on an organization's specific situation and needs. The present case will examine the thirteen key decisions and propose recommendations for how the Rosemount Fire Department should move forward.

Staffing Levels

Acquire or Develop Talent

It is recommended that the Rosemount Fire Department focus on both acquiring and developing talent, with a greater emphasis on the latter method.

Developing talents should be the main focus for the RFD's staffing decisions. Volunteer firefighters are required to meet minimum training requirements before serving the community and the department has brought in hourly training pay for firefighters, which is expected to increase their incentives (VolunteerFD, 2014) (R. Schroeder, Interview, September 10, 2014). In addition, acquiring retired veterans that meet the entry requirements (ex. physical test) could also be considered as an option. With a limited labor market, attracting and bringing in experienced veterans could be beneficial in meeting the department's immediate staffing needs. Such experienced employees would not require as much training and development as newly hires (Heneman III, Judge, and Kammeyer-Mueller, 2014).

A suggested optimal mix between acquiring and developing talent recommended would be 20:80. However, it should be noted that the ratio should not be fixed and modified to reflect the organization’s demands and strategy.

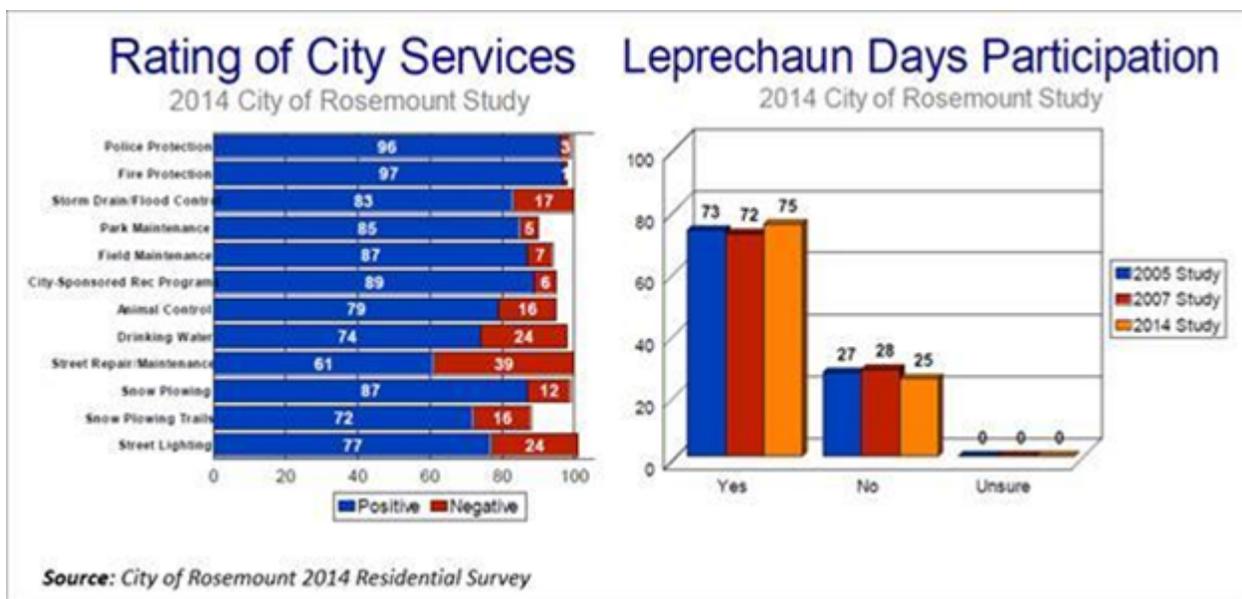
Hire Yourself or Outsource

It is said that small and mid-sized organizations increasingly outsource hiring due to the lack of capabilities and that specialized agencies can better identify potential employees (Heneman III, Judge, and Kammeyer-Mueller, 2014). However, it is recommended that the Rosemount Fire Department focus on hiring employees by themselves rather than outsourcing to a third party for two primary reasons:

Firstly, Rosemount Fire Department has limited funding and outsourcing the hiring function may not be feasible due to increased costs (R. Schroeder, Interview, September 10, 2014). Secondly, the minimum selection standards for paid on-call firefighters are very straight forward (and would not require professional support in identifying candidates (City of Rosemount, n.d.). In fact, Rosemount Fire Department should invest its resources in its marketing efforts and meeting its goals (see 1.4.2 Marketing goals).

External or Internal Hiring

FIGURE 11. 2014 City of Rosemount Study



The Rosemount Fire Department is advised to fully explore both external and internal hiring methods, as they can benefit from both.

For external hiring, Rosemount Fire Department should strengthen and better utilize their current marketing activities such as community outreach programs and 'Rosemount Fire Department Open House' (see 1.4.2 Marketing goals). In fact, participation in community events such as Leprechaun Days is high in Rosemount (City of Rosemount, n.d.). Moreover, the "Rosemount Fire Department Open House" is known for its strong community presence by attracting 2,000-3,000 people to stations at a single event (R. Schroeder, Interview, September 10, 2014). The city of Rosemount encompasses a major heavy industry with chemical companies, refineries, and industrial waste containment facilities. Others include the national home base for the National Guard and an 80 acre business park with companies such as Geometrix and Proto Labs (City of Rosemount, n.d.). In addition, according to the '2014 City of Rosemount Study', residents are very positive towards fire protection services and a trusting atmosphere has been formed within the community (see Figure 11). To this end, strategically targeting local businesses within the coverage of Rosemount Fire Department can result in various opportunities for funding and recruiting in the long term.

Internal hiring through employee referrals would also be an option where employees can directly recommend potential candidates. Although the department is experiencing a change in culture with younger generations joining the force, it is still believed to have a cohesive culture and the utilization of employee referrals could add to building a strong culture among the workforce (R. Schroeder, Interview, September 10, 2014) (Breugh, 2009).

Heneman III, Judge, and Kammeyer-Mueller (2014) states that in most cases, a combination of external and internal hiring would be required but the ratio would differ by situation. The optimal mix for Rosemount Fire Department should be focused on fully utilizing both methods in meeting the department's short- and long-term needs.

Core or Flexible Workforce

Rosemount fire department should opt for a flexible workforce. Maintaining a full time workforce does require a large financial budget. Considering the limited budget that Rosemount has available, it would be easier to maintain a flexible workforce. Some benefits and drawbacks of maintaining a flexible workforce are stated in Figure 12.

FIGURE 12: Flexible Workforce Benefits and Drawbacks

Benefits	Drawbacks
Low Cost	Part time workers are not as committed to the organization and work as full time employees
Part time workers show more enthusiasm and are more eager to learn (Elwood N Chapman, author of "Human Relations in Small Business)	They are limited by the tasks they can perform
Gives employers a chance to gauge the potential of an employee before hiring full time	

The majority of firefighters at Rosemount Fire Department are comprised of volunteers. These people are mostly likely to have full time jobs at other places. Since the work is voluntary in nature, the financial rewards offered are less and well within Rosemount Fire Department’s budget.

Hire or Retain

Rosemount Fire Department should focus its efforts on retaining its current workforce and hiring new volunteer firefighters because of the high attrition rate.

In order to recruit successfully, it is necessary to understand the dynamics of the society or in this case, the values of Rosemount and the reasons why people would volunteer at the RFD.

Some of the best recruitment programs are designed in such a way that retains employees. The RFD should focus on designing a structure wherein they can retain their current workforce. They should focus in designing programs that give the current volunteers and the new recruits opportunities for self-improvement or personal skill development. In addition, the department should design a recruitment program to attract individuals who have a sense of accomplishment and commitment. Finally, they should make sure that they reinforce the values of the fire department.

Overstaff or Understaff

Considering the current situation regarding the chronic labor shortage in the Rosemount Fire Department, it seems obvious to select a strategy that best utilizes their current state of being understaffed. However, their long-term goal should be to overstaff due to the need for employing enough firefighters to provide robust 24-hour emergency services.

Understaffing has many negative effects such as increasing employee stress, increasing the risk of injury, and decreasing service quality, all of which can lead to increased turnover (Joseph, n.d.). Despite these effects, the RFD should focus their strategies to work with their understaffed workforce to provide adequate coverage in the short-term, which would force staff members to work longer hours. However, in the long run, they should seek to overstaff through increasing their workforce and utilizing full-time duty crews and flexible volunteers.

Short- or Long-Term Focus

The Rosemount Fire Department has to primarily focus on reaching their short-term recruiting goals. Specifically, they should concentrate on hiring new firefighters as soon as possible. Considering the limited budget and labor market, it seems difficult to catch up with their short-term goal for staffing. However, they should also plan for the long-term goal of organizational development at the same time in order to be in a position to respond effectively to external changes such as labor market trends and technological advances. The improvement in the organization's culture and technology requires long-term planning and significant investment. Therefore, the RFD needs to prepare for the long-term goal of sustainability while focusing on their short-term goal of providing adequate services.

National or Global

This staffing decision isn't relevant to the Rosemount Fire Department. According to "Staffing Organizations", the questions for national or global relates to outsourcing and offshoring (Heneman III, Judge, and Kammeyer-Mueller, 2014). Because the RFD is a small organization with very few functions, there is little to no need to outsource any of their functions outside of the United States.

Attract or Relocate

According to “Staffing Organizations”, the decision to attract or relocate relates to whether the organization should attempt to attract talent to its location or relocate their operations to an area where there is more talent available (Heneman III, Judge, and Kammeyer-Mueller, 2014). Because the RFD already has its fire stations located strategically throughout the city in order to respond to fires and other emergencies in a timely matter, it doesn’t make sense nor is it possible to relocate either of these two stations. However, in preparation of the new fire station to be built in the coming years, it might be advantageous to keep the labor market in mind when planning that station’s location.

Staffing Quality

Person/job or Person/organization match

Although there may be some fluidity in the duties of a firefighter, especially when responding to atypical non-fire emergencies, the main job requirements of the RFD firefighter are clearly defined and stable. Due to this fact, the RFD should focus primarily on achieving a person/job match. The core KSAO’s identified earlier in the case (Figure 02) are essential to the position and a lack in any of those attributes can result in significant performance issues.

However, it would be ideal for the RFD to seek an appropriate person/organization match with potential candidates. Chief Schroeder discussed his strategy of creating a family atmosphere in the department along with mentoring relationships (R. Schroeder, Interview, September 10, 2014). Staff members are expected to act with honesty, integrity, and have a general concern for their fellow firefighters, otherwise internal strife may arise and prevent the team from performing as a cohesive unit (C. Hawkins, Interview, September 18, 2014). The RFD should seek a 70% person/job and 30% person/organization fit.

Specific or general KSAO’s

In analyzing the many KSAO’s that are required for firefighters to perform, a handful of attributes stood out as critical to the position. A knowledge of public safety and security procedures and strategies, critical thinking skills, strong judgment and decision-making skills, the ability to recognize or be sensitive to problems, deductive reasoning to solve problems, and assertiveness are all characteristics that the RFD should target in their

potential candidates (33-2011.01 – Municipal Firefighters, n.d.). Aside from the knowledge of public safety and security strategies, the other five characteristics are applicable across a variety of jobs and thus are not specific to the position. The job specific KSAO's are developed during firefighter certification and training so in terms of recruitment, the RFD should focus on acquiring people with the general KSAO's identified.

Exceptional or Acceptable workforce quality

In an ideal situation, the RFD should seek out candidates that rate exceptionally well in the desired attributes. Unfortunately, due to the staffing issues laid out the case, the RFD is not in a position to be as discerning with their hires so they should pursue candidates who are of acceptable quality. The resultant firefighting certification, training, and experiences will allow average new hires the opportunity to improve their KSAO's to an exceptional level.

Active or passive diversity

The RFD's staffing issues and labor market constraints continue to restrict their ability to be discerning when recruiting applicants. According to the U.S. Census Bureau's demographic statistics in 2010, the city of Rosemount was predominately White at 87.3% (United States Census Bureau, 2014). It would not be an efficient use of their resources to specifically target the relatively small number of ethnic minorities in the area.

However, as Chief Schroeder had stated, the RFD may want to target potential female candidates due to their perceived availability (R. Schroeder, Interview, September 10, 2014). The fact that most fire departments are primarily staffed by males is not indicative of their local populations (Karter & Stein, 2012). The RFD would stand to benefit by catering their recruitment strategies to attract female applicants. However, since they are not in a position to be rigidly selective, the RFD should focus 75% of their efforts to recruiting to the general population regardless of demographic and devote 25% of their recruitment to finding ways to attract more women to apply for the positions.

Conclusion

The present case recommends that the Rosemount Fire Department follow these strategies in order to resolve their staffing issues. There are many complicated facets to

consider but with careful planning and implementation, the RFD can position themselves to improve their recruitment and retention outcomes. Figure 13 summarizes the thirteen decisions along with the recommendations.

FIGURE 13. THIRTEEN DECISIONS

Strategic Decision	Optimal Mix (respectively)
Acquire and Develop Talent	20% vs. 80%
Hire Yourself , not Outsource	100% vs. 0%
Internal and External Hiring	50% vs. 50%
Flexible Workforce , not Core	100% vs. 0%
Hire and Retain	50% vs. 50%
Understaff and Overstaff	70% vs. 30%
Short-term and Long-term Focus	80% vs. 20%
Neither National or Global	N/A
Attract , not Relocate	100% vs. 0%
Person/job and Person/organization fit	70% vs. 30%
General KSAO's , not Specific	100% vs. 0%
Acceptable Quality , not Exceptional	100% vs. 0%
Active and Passive Diversity	25% vs. 75%

These results will be followed up by a second case that examines various strategic recruiting goals for the Rosemount Fire Department. In doing so, it will determine specific recruiting strategies to further aid the RFD in resolving their staffing issues. Please see Case 2 of Containing the Fire: An Investigation into Staffing Issues in the Rosemount Fire Department.

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Containing the Fire: An Investigation into Staffing Issues in the Rosemount Fire Department

Case 2: Strategic Recruiting

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Executive Summary

The present case continues the critical analysis of the Rosemount Fire Department's staffing issues by providing recommendations on recruiting strategies. An evidence-based model is utilized to investigate the recruiting practices of successful organizations, which are then applied to the specific challenges concerning the RFD. It was determined that the department's goals should revolve around achieving a high person/job fit among the general KSAO's that potential candidates may provide. They should also seek to reach their short-term goal of adding daytime responders by utilizing a targeted approach to find experienced firefighters. However, it is important that the RFD maintains a long-term vision to continuously hire more firefighters to compensate for turnover and additional stations. They can accomplish this objective by building an attractive brand image and recruitment message that effectively caters to younger generations and female populations. In addition, a strategic mix between realistic, branded, and targeted messages would be valuable in helping the RFD reach a broad audience along with a stronger online and social media presence. A strong brand would help bring in candidates who apply independent of direct recruiting strategies, as they tend to be more reliable candidates. Ultimately, in order for the Rosemount Fire Department to alleviate their staffing issues, they have to develop a cohesive strategy that utilizes an optimal mix of many different factors.

PHASE 1: Describing the Situation

Introduction

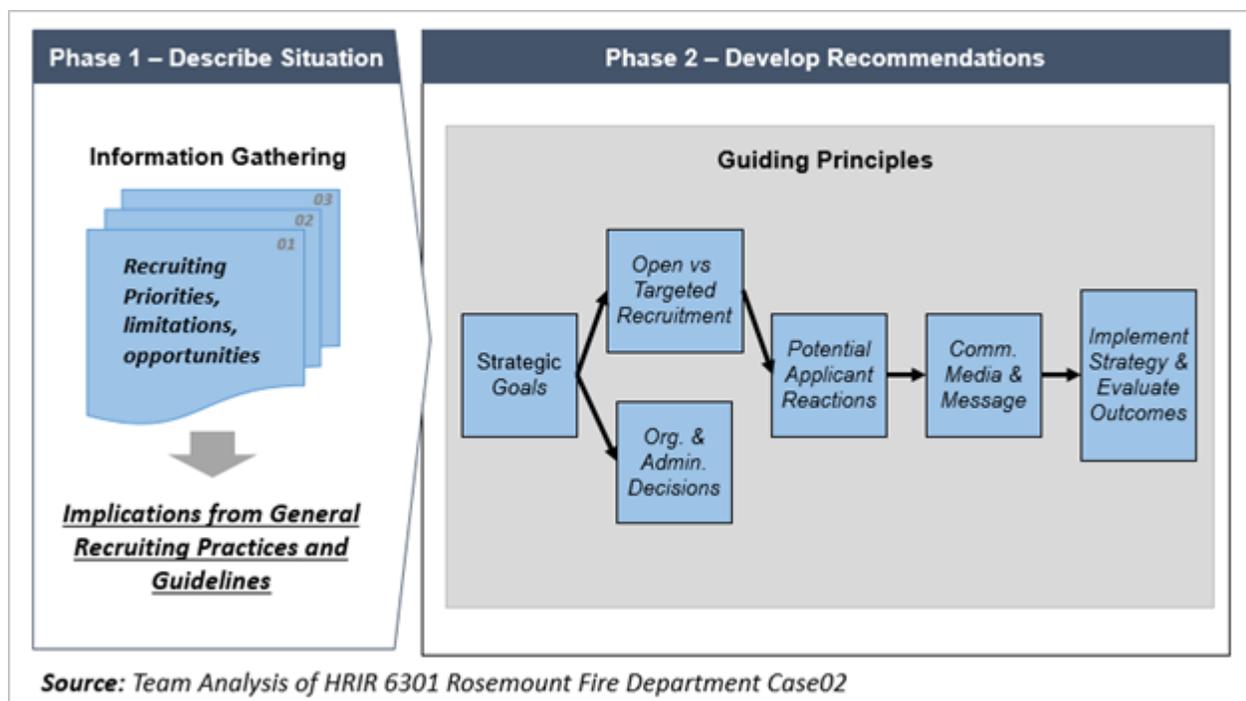
In continuation of Case 1’s analysis of the Rosemount Fire Department’s staffing issues and recommendations based on the thirteen key decisions on all of the aspects of acquisition, placement, and retention, the present case will examine strategic recruiting goals outside of the RFD and propose valuable strategies to assist the department in resolving their issues.

The case will be presented in two phases:

Phase 1 will be the “what is” phase and will present information on general recruiting practices including recruiting priorities, limitations, and opportunities based on research from diverse sources.

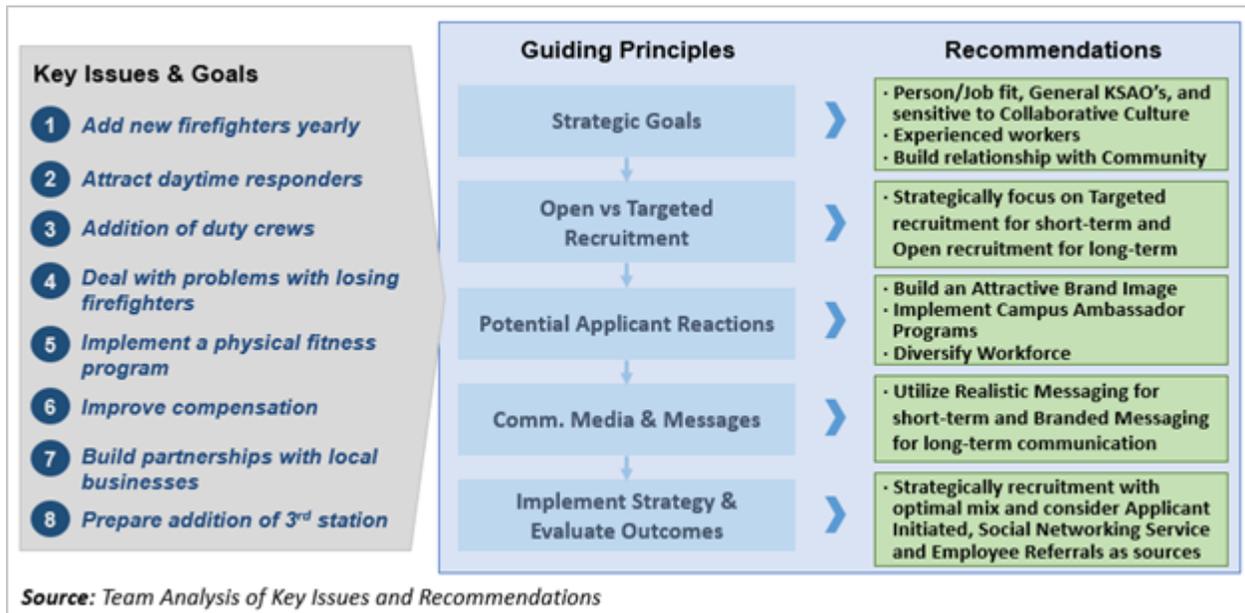
Phase 2 will be the “what should be” phase and will provide recommendations for the strategic recruitment of Rosemount Fire Department. The recommendations will be based on key findings from Case 1 (strategy and planning) and will include recruiting goals, determination of recruitment approach (open or targeted), potential applicant reactions, evaluation of communication media & messages, and determination of applicants & evaluation methods for sources.

FIGURE 01. Rosemount Fire Department Strategic Recruiting Approach



The following table summarizes Rosemount Fire Department’s key issues as identified in Case 1 and the strategic practices recommended for each key step along the recruitment process to meet these demands:

FIGURE 02. Key Issues and Recommendations



Strategic Goals

According to “Staffing Organizations”, the first step in determining developing an effective recruiting plan is to clearly define the strategic goals of the recruitment process. This can help organizations efficiently utilize their limited resources to pinpoint candidates who have the greatest potential for success in the organization (Heneman III, Judge, and Kammeyer-Mueller, 2014). There are three primary goals to consider when developing a recruiting strategy: attraction, speed, and timing.

Goals for attraction determine the types of applicants that will be a good fit for both the job requirements and the organization’s culture and values. Although the need for staff may restrict an organization’s ability to be rigidly selective in their recruitment processes, many volunteer firefighting departments have their applicants go through several levels of assessment in order to find the right fit. Clarence Hawkins, a local retired firefighter, states that volunteers must pass a written test and a physical/agility test before moving forward in the process, which can help the department eliminate

potential hires who do not provide the adequate KSAO's to be successful in the job (C. Hawkins, Interview, September 18, 2014).

Goals for speed govern the pace in which an organization needs to attract applicants to fill positions. Some organizations have ample time to develop their new hires and the flexibility to recruit candidates with underdeveloped KSAO's, while others need experienced hires who can contribute immediately. Ultimately, organizations must examine their needs and recruiting resources to determine their goals for speed. According to Michael Chasen, the cofounder of the social app SocialRadar and the enterprise technology company Blackboard, the best strategy may be to find a balance between the two. "A [sic] team works best when stocked with a combination of seasoned professionals and driven younger people. The vets can inspire and mentor the newbies, and the newbies can reinvigorate the vets" (Gruber, 2014).

Finally, organizations need to set a specific time frame as to how long the recruitment process will last. Depending on the position, the organization's needs, and the level of turnover, the recruitment process could be very short or have an indefinite timeline (Heneman III, Judge, and Kammeyer-Mueller, 2014).

Recruitment Strategy

When planning a recruitment strategy, one of the key decisions to be made is what type of applicant is needed and where to find them (Breugh, 2009). In fact, understanding and choosing where to search for potential employees is one of the most challenging tasks in recruitment, and organizations usually narrow down and segment applicant pools using open or targeted recruitment approaches (Heneman III, Judge, and Kammeyer-Mueller, 2014).

A targeted approach enables an organization to narrow the pool of applicants and effectively identify groups with the specific KSAOs and person/job or person/organization match (Heneman III, Judge, and Kammeyer-Mueller, 2014). On the other hand, it would take more planning and effort to identify the best potential applicants (Breugh, 2009). A recent review of current issues and trends of recruitment strategies at police departments found that although they experienced difficulties in hiring sufficient numbers of employees, many departments developed and utilized targeted recruitment strategies to reach groups such as minority, female, and veterans (Wilson, 2014).

On the other hand, an open recruitment approach allows organizations to easily reach a vast and diverse group of potential applicants including minorities, veterans, and the disabled. However, it may be highly time-consuming and inefficient dealing with a large number of applications (Heneman III, Judge, and Kammeyer-Mueller, 2014). The 'Retention and Recruitment for the Volunteer Emergency Services: Challenges and Solutions' suggests that departments should make rigorous efforts in searching for potential candidates through various routes or places possible, and some of the recommendations include events around town, publicly staged training events, county fairs, resorts, and local businesses (National Volunteer Fire Council, 2007). Moreover, studies have found that law-enforcement agencies and in particular, police departments, have successfully increased recruitment through the use of internet media, and some have even gone beyond blogs or websites to attract potential applicants via interactive media such as gaming and visual technology (Wilson, Dalton, Scheer, & Grammich, 2010).

Media and Messages

Communication with the job market is one of the most critical processes for recruiting. It is because the recruitment message can influence whether job applicants apply for jobs, accept offers, and if they will remain (Breaugh, 2009). A type of communication message and a medium to communicate that message should be selected appropriately along with the organization's goal and its situation.

The communication message has three types: realistic, employment brand, targeted message. A realistic recruitment message focuses on describing the job and providing realistic expectations to applicants, which can lead them to show higher job satisfaction and lower turnover. Employment brand messages emphasize an appealing description or unique feature of company. Attractive brand imaging is useful for gathering and retaining applicants. Targeted messages can be used for special applicant groups through matching their preferences such as finance, security, and social needs (Heneman III, Judge, and Kammeyer-Mueller, 2014).

It is meaningful to search other public institution case for the Rosemount fire department. In particular, we need to consider an example and outcome of a realistic recruitment message. Below is the message from New York City's Administration for Children's Services Department (Breaugh, 2009).

"Wanted: Men and women willing to walk into strange buildings in dangerous neighborhoods, be screamed at by unhinged individuals—perhaps in a language you do

not understand—and, on occasion, forcibly remove a child from the custody of parents because the alternative could have tragic consequences.”

Even though this message is very challenging, they succeeded in gathering more inquiries by about 200%. It shows how important the optimized communication with job market is.

Communication media for delivering the message effectively has features of richness and credibility through accurate information, customized response and a variety of methods (Heneman III, Judge, and Kammeyer-Mueller, 2014). There are diverse kinds of media for recruiting such as advertisements in television, radio, newspapers, flyers, posters, billboards, bus signs, restaurant placements, and so on (National Volunteer Fire Council, 2007). In addition, we should pay attention to online media such as organizational websites and social network services for reaching trendy job seekers. Finding an optimized mix of each media type is one of the most effective methods for recruiting.

Conclusion

Research has shown that effective strategy and implementation can help organizations respond to their recruitment needs. The most important aspect of developing a successful strategy is finding the right approach based on a critical analysis of the organization’s situation and needs. The next phase will examine how the Rosemount Fire Department can develop these strategies.

PHASE 2: Recommendations

Defining Strategic Goals

As discussed in Case 1’s section on the thirteen decisions for staffing quantity and quality, the Rosemount Fire Department would benefit from focusing the majority of their efforts to find an appropriate person/job along with a lesser emphasis on person/organization fit. Figure 03 illustrates the core KSAO’s of a successful firefighter. Considering that the specific KSAO listed will be learned through training and certification, the RFD should target candidates who possess the general core KSAO’s and agree with the organization’s culture of integrity and collaboration.

FIGURE 03. Core KSAO's

Core KSAO's for Fire Fighters	
Specific	General
Knowledge of public safety and security procedures and strategies	Critical thinking skills Judgment and decision-making skills Recognize or be sensitive to problems Deductive reasoning Assertiveness

The types of applicants who would likely possess these attributes can be found in people who are in positions of leadership such as business leaders and community organizers. In addition, those who have practical experience in helping others would be an ideal target for RFD to focus their recruiting efforts. These people include health care workers, military veterans, public safety officials, and social service employees. The National Volunteer Fire Council suggested that a strong education is ideal for firefighters in higher positions but is less important for standard firefighters (National Volunteer Fire Council, 2007). The RFD should be aware of candidates who possess strong educational backgrounds but should avoid limiting their pool based on that attribute.

Considering that many of these candidates will be inexperienced, they will have an extended training timeline that would make them ideal as long-term investments. The RFD will want to continue to establish or maintain strong relationships with a broad pool of applicants in the area in order to make up for the turnover and fill the positions at the third station in 7-8 years. However, due to their immediate need for daytime responders, the RFD should apply considerable effort to hiring experienced firefighters to work in duty crews. These crews often work short-handed so it is important that the firefighters have significant experience and skill. In addition, the strong KSAO's provided by these firefighters will help the inexperienced staff learn more quickly and effectively. In the end, an indefinite enrollment process is ideal for the RFD due to the high turnover and chronic lack of suitable applicants.

Open or Targeted Recruitment

FIGURE 04: Choosing Between Open and Targeted Recruiting

	Technique	Advantages	Best When	Implications for RFD
Open	Advertising positions with a message appealing to a wide variety of media outlets that will reach the largest possible audience	Ensures that a diverse set of applicants are contacted and considered Lower resource and personnel cost per applicant located	Large numbers of applicants are required Pre-entry qualifications are not as important	<ul style="list-style-type: none"> • Reach diverse pool of applicants including Passive groups and minorities • Utilize social networking services • Meet long-term goals (3rd station and fire chief)
Targeted	Focusing advertising and recruiting efforts by tailoring message content to attract segments of the labor market with specific KSAOs or demographic characteristics	Narrow the pool of potential applicants, allowing the organization to concentrate efforts on the most qualified Facilitates a more personal approach to each applicant	The organization needs specific skill sets that are in short supply Hiring for high-leverage positions	<ul style="list-style-type: none"> • Target applicant pool with preferred/required KSAOs • Target specific groups/employee referrals • Meet short-term goals (daytime responders and 2015 goal)

Source: Cited and Modified from Staffing Organizations (8th Ed.) (Heneman III, Judge, and Kammeyer-Mueller, 2014)

As summarized in Figure 04 above, both the open and the targeted recruitment approach have considerable implications for Rosemount Fire Department. The department should strategically implement both an open and a targeted recruiting approach in order to successfully meet its short and long-term staffing goals. More specifically, Rosemount Fire Department would benefit by using a targeted approach in the short-term and an open approach in the long-term.

The targeted approach will permit Rosemount Fire Department to meet their immediate short-term goals such as recruiting additional daytime responders and meeting its 2015 goal by effectively identifying potential employees with the needed KSAOs by narrowing the pool. For example, the department can target their marketing to specific organizations or associations to reach veteran groups with specific experience. Moreover, employee referrals could be used to find potential applicants that meet the requirements to become a volunteer firefighter. Applicants identified through employee referrals tend to have better job qualifications and higher retention rates (Breugh, 2009).

In order to meet its long-term goals such as recruiting firefighters for an additional fire station and establishing/maintaining a long-term relationship with the community, the department should utilize an open recruiting approach to reach a diverse pool of potential applicants. This could be executed not only by strengthening current recruitment efforts such as community outreach programs, 'Rosemount Fire Department Open House', and Leprechaun day's participation, but also utilizing Social Networking Services (SNS) for recruiting. In fact, the International Association of Fire Fighters (IAFF) provides guidelines and encourages the use of social media for fire departments (IAFF, 2014). Strategically approaching various community events and utilizing social media services as part of the marketing strategy can not only allow the RFD to connect more closely with the community but also further expand opportunities in reaching out to more potential hires.

Potential Applicant Reactions to Methods

All organizations must capture applicant reactions during the entire phase of recruitment. This would include initial intentions to apply, interest in taking a job if offered, and the final decision. Understanding how applicants react during each stage of the recruiting process helps determine what type of communication message and media should be employed, which will help facilitate the implementation of effective strategies. Organizations should review the applicants' reaction to the job and organization characteristics, recruiters, the recruitment process, and any diversity issues. (Heneman III, Judge, and Kammeyer-Mueller, 2014)

For people who volunteer at the Rosemount Fire Department are mostly picked up from the RFD application portal. The fire department at Rosemount does not employ any other form of recruitment like social media recruiting or external hiring. As mentioned earlier in the case, applicants go through an initial screening followed by cognitive and physical ability tests. Applicants who successfully complete these stages are selected and they undergo training. Rick Schroeder stated that many people leave after the training, because they feel they don't have the time to commit and that volunteering would take a big toll in their personal life (R. Schroeder, Interview, September 10, 2014).

The fire department at Rosemount should concentrate on:

- Building a better brand image. Since the majority of their volunteer firefighters are just out of high school, the RFD could use forms of social media such as Facebook and Twitter to attract interest in the high school crowd.

- Rosemount Fire Department should also think of implementing a campus ambassador program. They can select people from the neighboring high school who would advertise and promote the work of the local fire department. This would in-turn help to motivate more people to apply.
- They should also concentrate their efforts into diversifying the workforce. Men predominantly characterize the fire department. The Rosemount Fire Department does not currently have any female firefighters. They should concentrate on developing a campaign to attract more women to apply. Research states that applicants react more positively to ads that represent their own demographic group (Heneman III, Judge, and Kammeyer-Mueller, 2014).

Types of Communication Media and Messages

FIGURE 05: Comparing Types of Messages

	Information Conveyed	Applicants Reactions	Potential Drawback	Best For	Implication For RFD
Realistic	Both positive and negative aspects of a job and organization are described	Some applicants self-select out; those who remain will have a better understanding of the job and will be less likely to leave	The best potential applicants may be more likely to leave	Loose labor markets or when turnover is costly	<ul style="list-style-type: none"> • Optimistic to RFD situation (labor market, turnover cost) • Necessary to contrive the way of attraction (applicants)
Branded	An appealing description is developed based on marketing principles, emphasizing unique features of the organization	Positive view of the organization, increased intention to apply for jobs, and better prehire information about benefits of the job	Overly positive message may result in employee dissatisfaction after hire	Tight labor market or higher-value jobs	<ul style="list-style-type: none"> • Emphasis on self-respect & social contribution • Build brand image in the long run by running community outreach program
Targeted	Advertising themes are designed to attract a specific set of employees	Better fit between application message and specific application groups	May dissuade applicants who aren't interested in the work attributes featured in the message from applying	Specific KS AOs, or seeking a specific type of applicant	<ul style="list-style-type: none"> • Useful to target at veteranant groups with sepecific exp. • Better job qualificaion and higher retention

Source : Cited and Modified from Staffing Organizations (8th Ed.) (Heneman III, Judge, and Kammeyer-Mueller, 2014)

In the RFD's situation, a realistic message is the best choice to achieve their short-term staffing goals. This is due to the limitations in the firefighter job market and the high cost of turnover. In addition, the realistic recruitment message shows the organization and the job as they really are, which has an effect to job applicants as the vaccination. After receiving the vaccination, job applicants who select into the organization may be more

committed (Heneman III, Judge, and Kammeyer-Mueller, 2014). It is important that the message that they convey is honest and forthcoming.

On the other hand, realistic messages may scare off highly qualified potential applicants. To address this issue, they should utilize aspects of a targeted recruitment message. For example, in order to attract applicants who have practical experience in helping others, the RFD can deliver a realistic message that targets the applicants' altruistic values. They can describe the importance of the position and how they match with the specific abilities that the applicants possess.

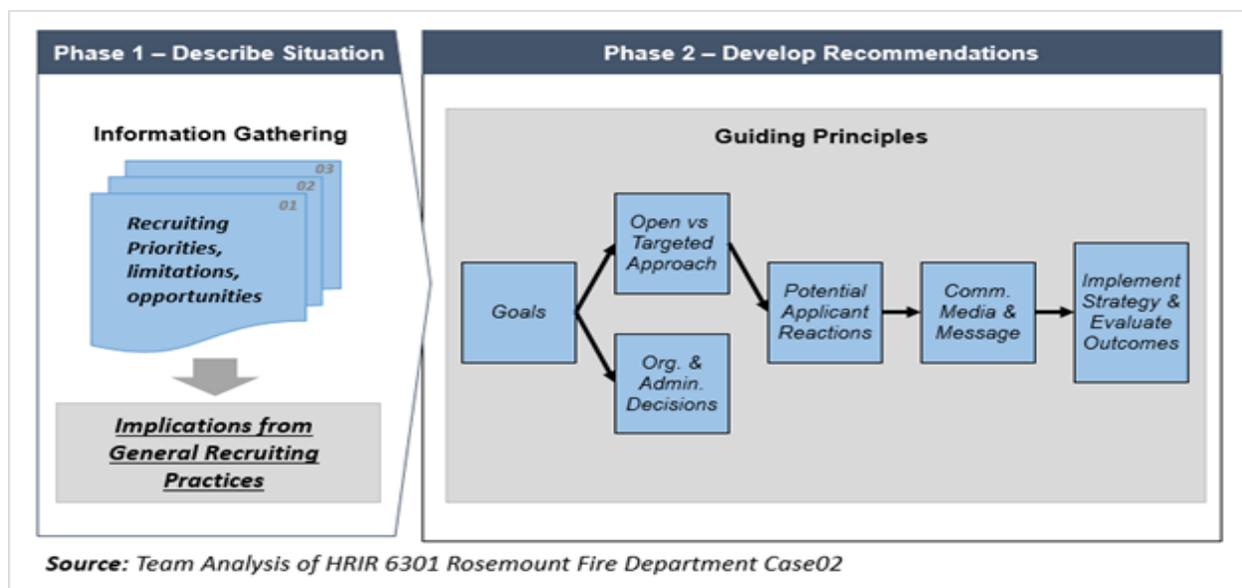
However, in the long run, it is useful to utilize the branded message consistently to enlarge the applicant pool. The most appealing description of the Rosemount Fire Department job is the self-respect gained through social commitment. Considering the long-term goal of recruiting firefighters for the third station, they should build an attractive brand image that centers on developing self-respect, confidence, and a sense of pride in serving the community. This will provide intrinsic rewards that will help compensate for the relatively insufficient financial rewards.

Selecting effective communication media is important is just as important as the message itself. The RFD usually utilizes common media forms such as advertisements in newspapers. However, they should consider a more effective communication channel that has credibility and richness since their current channels including the Rosemount website and advertisements have limited information about them.

The Rosemount fire department has to establish well-made organizational websites for building communication channel to potential applicants. Community outreach programs can help potential applicants be interested in firefighters, but it doesn't deliver enough information to attract them. Their organizational websites should be able to inform potential applicants about their culture, policies, and a searching machine for customized information. Utilizing Social Network Service (SNS) for recruiting is the one of developing communication channels for younger generations. It may be more useful to hire a public relations professional to operate Chief Schroeder's official SNS, such as Facebook. Finally, employee referrals by current employees are one of the best channels for recruiting and are very common. Some incentives for providing referrals will help foster the process.

Sources, Metrics, and Strategy Implementation

Above, the research shows the types of approaches most commonly used among volunteer fire departments (VFD), the types of reactions applicants tend to have to the job, recruiting strategies, and how departments can maximize on the strengths of the position while also minimizing adverse reactions. Another aspect that has been covered is the common communication methods and messages that effective VFD's use. The final step to an effective recruiting drive is through proper implementation and the use of metrics to evaluate the outcome of the recruiting drive. Let's revisit the entire process using the Figure 01:



According to Heneman III (2014), “[Strategy implementation] involves gathering applications from a variety of sources and evaluating the quantity of applicants, the quality of applicants, the cost of using each source, and the impact on HR outcomes (Heneman III, Judge, and Kammeyer-Mueller, 2014).” There are many sources of applications and while they all have merit some are more effective than others when recruiting for volunteer fire departments. As with many positions, an applicant initiated approach tends to be a very successful one (Zigmont, 2013). Applicant initiated recruiting is when interested candidates walk-in or call the department inquiring about possible openings. Applicants can also find this information online when it is available (Heneman III, Judge, & Kammeyer-Mueller, 2014). As a matter of fact, almost all of volunteer firefighter recruits come from the applicant initiated approach.

The issue many departments have is related to the communication of open positions and the need for new recruits to fill those positions (Zigmont, 2013) (Morris, 2004). As it was stated above, social networking sites and employee referrals can be effective ways to increase the number of applicants. One of the main differences between the market for volunteer firefighters and most other jobs – public and private sector alike – is that there does not appear to be a good online posting website for volunteer firefighter positions. This may have to do with the relative small supply and smaller yet demand in these types of positions, which makes the use of employment websites difficult.

Other recruiting sources, such as organizational recruiting sources, tend to remain out of the VFD arena. Examples of organizational recruiting sources are (Heneman III, Judge, & Kammeyer-Mueller, 2014):

- Colleges and Placement Offices
- Employment Agencies
- Social Service Agencies
- Fairs
- Co-ops and Internships

Due to the fact that volunteer firefighting positions are low in pay and part-time in nature, the use of the above sources is not a valuable use of resources.

The Rosemount Fire Department is not unique from other volunteer fire departments. They are best suited to use an applicant initiated approach in conjunction with other social sources. In the above section on communication methods we delve deeper into potential sources, such as Facebook and employee referrals. Chief Schroeder even echoed this point in his interview with the class, stating that the applicant response percentage was much higher when potential applicants sought out the application, rather than being handed it or actively recruited for the position (R. Schroeder, Interview, September 10, 2014). It is because of this that it is so important that the RFD develop strong communication methods to communicate the need for new members. This leads well into the final issue in the recruiting model we are using and that is recruiting metrics.

Recruiting Metrics

Above we covered the three most useful recruiting methods for VFDs and the Rosemount Fire Department. Each source has strengths and weaknesses, these must

be factored into the decision making process when deciding the recruiting mix. The below table was influenced by Heneman III (2014) and shows the source, quantity of applicants, quality of applicants, costs implicated by using the source, and the impact using that source can have on HR:

FIGURE 06: Implications of Sources

Recruiting Source	Quantity	Quality	Costs	Impact on HR
Applicant Initiated	Contingent on how widely the organizations brand is known	Highly variable KSAO levels - Some may self-select out	Application processing and clerical staff time	High training costs, lower performance, high turnover
Employee Referrals	Generates a small number of applicants	Better fit because current employee will inform applicants about culture	Low - Signing bonus for referral possible	Higher performance, higher satisfaction, lower turnover, lower diversity
Social Networking Sites	Potentially large number of individuals depending on employee use of networks	Depends on whether networks are made up of others with similar skills and knowledge	Time spent searching through networks and soliciting applications	Potentially similar results to referrals although results are unknown

Much of this report has discussed in detail the issue the RFD is having filling open positions. Using the above table we see again just how important it will be for the RFD to develop quality recruiting messages and then be able to communicate them on a large scale. All three recruiting sources have a limited quantity of applicants. Applicant initiated and Social Networking Sites have the most variable quantities. The highest quality applicant will likely come from employee referrals; however, because the cost to Rosemount for testing applicants is low, the concern for quality applicants is not as high as the need for a high quantity.

Conclusion

Ultimately, in order for the Rosemount Fire Department to alleviate their staffing issues, they have to develop a cohesive strategy that utilizes an optimal mix of many different factors. The department's goals should revolve around achieving a high person/job fit among the general KSAO's that potential candidates may provide. They should also

seek to reach their short-term goal of adding daytime responders by utilizing a targeted approach to find experienced firefighters.

However, it is important that the RFD maintains a long-term vision to continuously hire more firefighters to compensate for turnover and additional stations. They can accomplish this objective by building an attractive brand image and recruitment message that effectively caters to younger generations and female populations. In addition, a strategic mix between realistic, branded, and targeted messages would be valuable in helping the RFD reach a broad audience, along with a stronger online and social media presence. Finally, a strong brand would help bring in candidates who apply independent of direct recruiting strategies, as they tend to be more reliable candidates.

It is the goal of the present case to provide effective analysis and recommendations to the RFD to assist them in their strategy development and serve as a model that other organizations with similar issues can adopt.

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Staffing the Rosemount Fire Department

Case 1: Planning and Job Analysis

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Executive Summary

The southern Minneapolis suburb of Rosemount is a growing community, home to approximately 22,000 people. Fire departments are especially critical to communities across the United States like Rosemount. They not only respond to and fight fires, but also respond to medical emergencies, hazardous material emergencies, vehicular accidents, and educate the community on fire and public safety. Like most of Minnesota, this city's fire department runs off of a volunteer model. Meaning that emergency responders are mostly trained volunteers, who are residences of the city, and are rewarded mostly on pride in community, rather than monetary compensation. Recently, Rosemount Fire Department Chief Rick Schroeder approached the University of Minnesota's Graduate Level Human Resources and Industrial Relations program to analyze the current state of the department's staffing situation with volunteer firefighters and provide recommendations to more efficiently and strategically staff volunteers in the future.

With the changing demographics of today's society reflected in Rosemount, Chief Schroeder has struggled with recruiting and retaining new volunteers. In the past, pride of serving the community and giving back was enough incentive to fill staffing requirements, but he feels recent generations have not shared the same values. The job does require a large commitment for minimal compensation and benefits which is not appealing to the recent generations. With a new generation of possible fire fighters moving into Rosemount, utilizing current resources to encourage this group to become the next generation of volunteer firefighters in Rosemount is essential for the fire department organization and community.

In this Phase 1 of this analysis we provide an overview of the current situation the department is facing from labor markets to strategic, cultural and technological standpoints. In order to give a comparative element, we will be referring to information obtained from an interview with a volunteer firefighter from the Oakdale Fire Department. Oakdale also runs a volunteer fire station similar in size and location to the major metropolis of Minneapolis and St. Paul.

The organization strategy covers the demand for the fire department services, their current resources, and their partners within the community, as well as, the current financial situation and marketing goals. Organizational culture covers employee-employer relationships, and job opportunities and growth within the organization. The labor market involves labor demand, which pertains to knowledge, skills, abilities, and

other job requirements specific to being a volunteer fire fighter in Rosemount. This section will also discuss labor supply, where we need to consider the natural, economic and personal factors influencing the potential candidates, or the labor supply. In this section we will also analyze shortages, and surpluses and employee arrangements within RFD.

From this information we defined staffing goals and provided our recommendations for Chief Schroeder in Phase 2 of the document. We based our recommendations off of the 13 staffing decisions from the Staffing Organizations textbook. These staffing decisions are placed into 2 different categories: staffing levels, and staffing quality. In the staffing levels section we will discuss our recommendations to hire ourselves, externally on the national level from a flexible workforce, and then develop our own talent while focusing on the short term and the long term. We also recommended they stay in the same location and try to stay overstaffed as much as possible. When it came to staffing quality we suggested when recruiting, they actively look at person/ job and person/organization fit, with heavy emphasis on specific knowledge, skills, abilities, and other characteristics, to acquire talent that acceptably meet the requirements.

Organization Strategy

Demand for Services

According to the Rosemount Fire Department's website, the mission is to be responsible for protecting the citizens of Rosemount and educating them on the dangers of fires. The fire department responds to medical calls, fire-related calls, hazardous material related calls, and vehicle car accidents. Their services are available 24 hours a day, 365 days per year. In addition to the Rosemount area, the department also assists other Dakota County Fire Departments as a part of a mutual aid agreement. The department typically responds to 650-750 calls per year with a majority of them being medically related (Chief Schroeder).

On top of responding to calls, the fire department provides training on fire prevention. This includes their annual "Fire Prevention Week" (Oct 6-13), and other public education events such as tours of the facilities, high school demonstrations of drinking and driving, and demonstrations on evacuation of burning buildings using their portable "smoke house."

Current Resources

In Rosemount fire department, current human resources include Chief Schroeder, Assistant Chief, three truck Captains, one training Captain, three truck Lieutenants, one fire prevention Lieutenant, secretary and 41 fire firefighters (Chief Schroeder Forum). Based on Chief Schroeder, the department is currently operating understaffed and would like to add nine additional volunteers.

The monetary resources include a budget of \$480,000 per year, which is funded by the state, city, and dividends. The department typically receives monetary and equipment donations from businesses throughout the year. RFD also owns a significant amount of equipment including their trademark bright green fire trucks (Chief Schroeder).

Partners

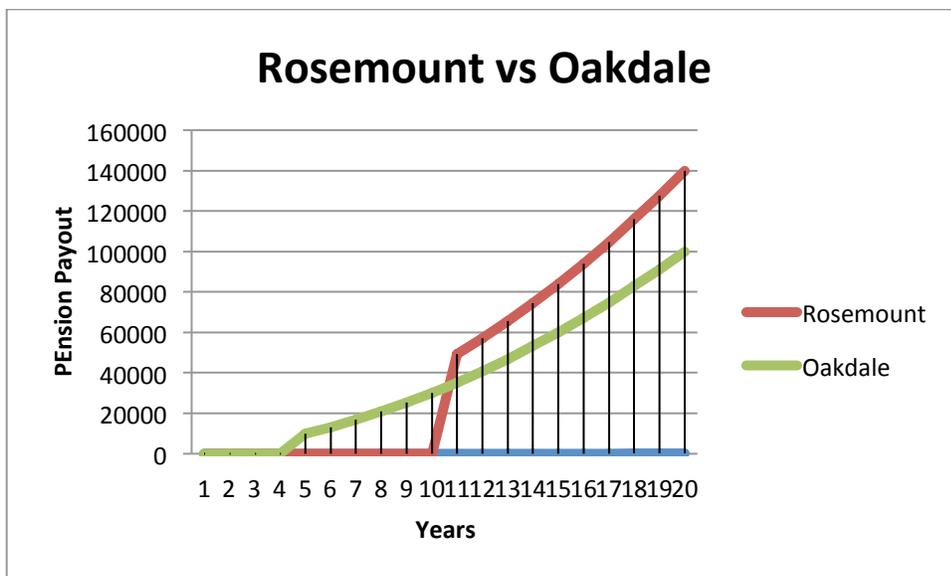
The department is very interactive and involved within the community in order to respond to calls and provide public education. They have partnered with the local hospital's EMT services in order to respond effectively and quickly to calls. Businesses have also partnered with the department to donate equipment and have brought fire fighters in for safety trainings and emergency response demonstrations. The department is also involved with Rosemount High School, providing a drunk driving demonstration each year over their homecoming celebration.

Finances

As stated earlier, RFD has an annual budget of \$480,000 funded by the state, city, and dividends. Short-term financial concerns for the department are built around staying within the annual budget. Much of this budget goes to compensation, training, and equipment for the 10 salaried officers, one part-time security and 41 on-call volunteers. The volunteers are paid \$10 stipend per call where as Oakdale receives \$20 per call. Other cities average approximately \$14-\$15 per call. On top of the \$10 stipend per call, Rosemount volunteers are also compensated through the department's pension program. This program is a vital element in the department's retention strategy (Chief Schroeder).

In 2009 the Minnesota Legislature started the Statewide Volunteer Firefighter Retirement Plan, and in August 2012 it was recognized by the Internal Revenue Service as a tax-qualified revenue program (Public Employees Retirement Association of Minnesota). This plan, which has been adopted by 79 departments in Minnesota, allows

for firefighters to access 40% of their pension after 5 years of service. This payout increases 4% annually, reaching a full payout after 20 years. Payouts are based on the benefit level chosen by the department. In Rosemount, they have chosen the \$7,000 annual pension benefit plan, but have extended the earliest access date to 10 years at 60% of the full payout. If they leave the fire department prior to 10 years of service they forfeit their pension plan. The comparative Oakdale Fire Department has set their pension plan up differently where they allow their volunteers to access their pension after the minimal five years with a 40% payout. However Oakdale offers a lower benefit plan of \$5,000 annually. Rosemount has gone with a larger benefit plan, but in return is asking for more commitment from their volunteers (Dave Kapping). See the graph below for a comparison between Rosemount and Oakdale Fire Department pension plans.



Training is another major expense. This 2-year program costs on average \$5,000 per new recruit, including the recently reinstated \$10/ hour compensation for training time (Chief Schroeder). If high turnover rates continue, training could be a large expense for the department in the future. Cost of equipment is another major expense, with full suits costing approximately \$2,500 each. Other expenses are allocated to the maintenance of their 2 current stations, and their equipment, such as trucks, hoses, suits, etc.

In the long term, the department is looking to expand to a 3rd station to accommodate the needs of the growing community that increased its population by 7.255 from 2000 to 2010. The goal for is to have this facility functioning in the next 7-10 years, with 10-15 new firefighters for the station (Chief Schroeder).

Marketing Goals

In 2014, Chief Schroeder intended to have 50 volunteer fire fighters on staff, which would require them to hire 9 additional fire fighters on top of the current 41. If they are unable to obtain that goal by the end of 2014 they will continue to recruit until they have a full staff of 50. (Chief Schroeder's Forum Answers). Chief Schroeder is looking to target new demographics to meet the staffing needs to obtain more volunteer firefighters. An example of targeting new demographics mentioned is attracting the stay at home mom population which would help to better respond to daytime calls.

Organization Culture

Employee-Employer Relationships

Chief Schroeder commented that he has been actively trying to bring back the "family-feel" environment in the stations, commenting, "it all starts at the top." He felt that this feeling has been strengthened since he started in his position. To some extent the culture depends entirely on the city and the residents of that city that volunteer. In the city of Oakdale there are two fire departments. One with which are mostly guys who have families, have been in the area for more than a couple years and are settled, and have a stable job. This station often stays after the call to chat with each other and socialize. The other station has a younger population where turnover is more frequent and when the call is complete everyone goes home (Dave Kapping).

While the city and the volunteers influence culture, Chief Schroeder and previous leadership have implemented programs to ensure employees have a healthy lifestyle including a health initiative to encourage firefighters to lose weight. The chief mentioned that heart attacks and other heart diseases are common in firefighters so the goal is to eliminate some unhealthy behaviors of his group. He began this program in 2014 and one third of the department participates (Chief Schroeder). Having a big proportion participating is excellent for volunteer and employee well-being. In the process of keeping the fire fighters healthy, it also creates a common obtainable goal that bonds the group together. Having a group of people going after a set goal and celebrating success not only bonds the group but also boosts the culture of an organization.

Another boost in the moral of the fire department is the mentoring program that is implemented to provide additional emotional support so work-life balance can be achieved. One slice of data we are interested in examining further is the effectiveness of

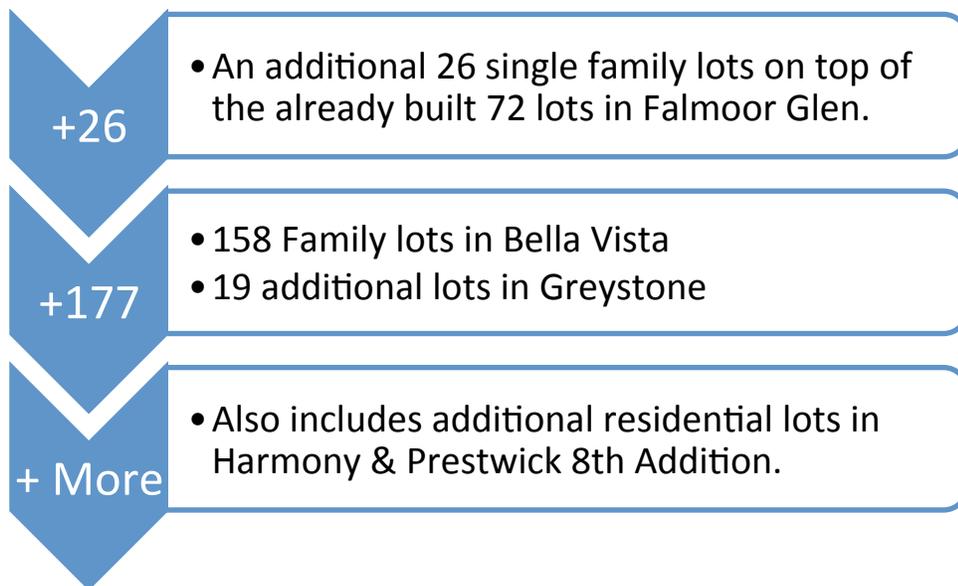
this mentoring program in Rosemount. Each new firefighter is matched with another firefighter who has worked at the station longer and has more experience. This provides an opportunity for firefighters to work through emotionally traumatizing situations that have occurred during their service but does this help retention or onboarding? Analyzing data regarding this is important to examine overall effectiveness of the relationship between mentorship and retention, or overall well-being of the firefighters. Above the mentorship program there is counseling made available through the city. We do not have numbers in what capacity this service is being utilized by current Rosemount firefighters.

Chief Schroeder indicated that change in the structure of the fire department would be challenging to say the least especially since it is connected with city government. Thoughts as to how the culture of the Rosemount fire department will be affected by making changes is essential when making suggestions for improvement. Since many may be resistant to change, how will current and tenured firefighters respond if newer firefighters were receiving different benefits, whether the benefits are greater or it is perceived as greater. All changes need to be thought of with these ideas in mind in order to create positive change in the organization.

Both Rosemount and Oakdale would be considered non-profit public sector (government) entities. In this way, they are structured similarly for the funding for pensions, trainings, equipment, salary, etc.

Job Growth and Job Opportunities

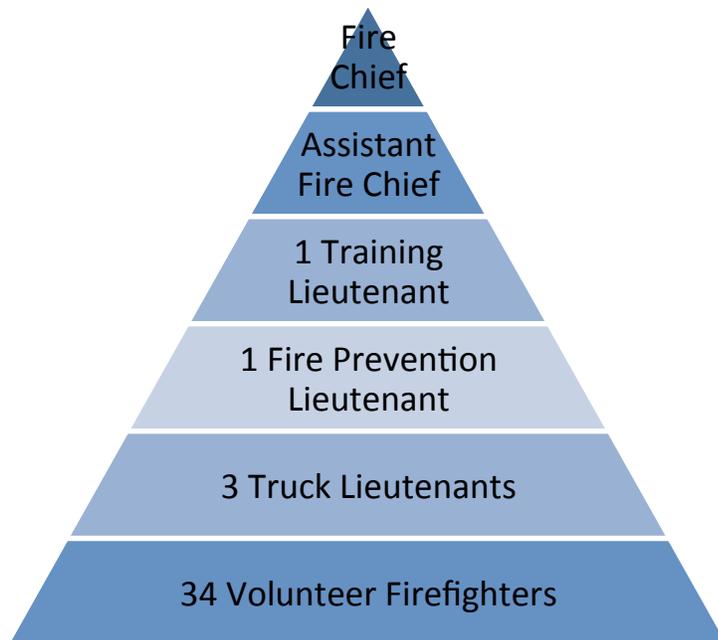
The numbers of positions for needed firefighter volunteers are being added on a yearly basis and are added in accordance with city growth. The city growth has been significant over the past 10 years with 7,255 additional individuals from 2000 to 2010 (US Census Bureau 2010). The last four years have been even more significant and housing developments continue to spring up. In late fall 2014 Rosemount is expecting 158 single family lots in Bella Vista, 72 single family lots were made available in Falmoor Glen already but they are adding 26 lots, in Greystone there are currently 54 lots available with another 19, as well as additional housing in Harmony & Prestwick Place 8th Addition (<http://www.ci.rosemount.mn.us/index.aspx?nid=130>).



Although the Rosemount Fire Department has many open opportunities in the company as volunteer the majority of the firefighters have no desire to become full-time firefighters. Rosemount does currently allow firefighters to attend any training that they desire as long as it pertains to what they do for the City of Rosemount (Schroeder Forum Answer). From the full-time position, there is limited interest to advance into positions to climb the ladder with the organization.

Internal Labor Market Mobility

Although there are a lot of job opportunities with new businesses also expanding in Rosemount, there are not a lot of opportunities to move up in the fire department. Out of 45 current firefighters, salaried positions include: fire chief, assistant fire chief, 3 truck captains, 3 truck lieutenants, 1 training lieutenant, and 1 fire prevention lieutenant. Through the forum Chief Schroeder stated that, we have had Firefighters that have moved on to salaried positions, but only a handful. The majority of our firefighters have no desire to become full-time firefighters” (Chief Schroeder Forum). See below a chart of the chain of command for the department.



Labor Markets

Labor Demand

To learn about labor demand of Rosemount Fire Department, employment statistics should be collected and analyzed. Statistics such as the shift amounts, workloads such as receiving calls per person per day, and required labor force during peak time are variables that need to be considered.

“The turnover rate varies over time and year to year. Like I mentioned in my presentation, for every group that we hire, we lose 30-40 percent of them. There has never been exit interviews conducted prior to my tenure as chief but it is something I will be implementing moving forward. I did obtain a copy of a neighboring cities exit interviews from the last ten years that covered the loss of over 130 FF's. The number one reason for them leaving the fire service was because of the time commitment. In 2013 and 2014 we lost 11 FF's, seven of those were because of the time commitment, two for retirement, one for low call percentage and one for a job change.” (Chief Schroeder Forum Answer)

Besides that, KSAOs requirement is also an important point in the aspect of labor demand since Rosemount Fire Department has difficulties with retention. In addition to KSAOs in the job description, it is important to include factors such as intrinsic passion

and availability to work during peak times into detail information about the whole spectrum of firefighters working for Rosemount.

Requirements for the job

Each firefighter is required to live no further than four minutes away from either station so that they are able to respond quickly in case of an emergency. Furthermore, the firefighters must be a Rosemount citizen, hold a high school diploma or GED equivalent, and be at least 18 years of age. They all need to have no felony convictions or other disqualifying criminal history. The Rosemount Fire Department also stresses strong moral character, which is an important factor in Chief Schroder's goal of reestablishing the "small town, family feel" at the station. Making sure that the firefighters' personality and moral character aligns with the rest of the station's will be of great importance in putting together a team, that share similar values and share a passion for helping and giving back to the community. In addition to those requirements volunteer fire fighters are on call 24 hours a day, 365 days of the year as mentioned previously in the organizational strategy section.

It is required that the firefighters respond to a minimum of 33% of the calls – if they fail to meet this, they will be terminated. These requirements are stricter compared to those of the Oakdale Fire Department, where the firefighters are only required to respond to a minimum of 25% of the calls and can live up to 6 minutes away from the station (Dave Kapping). Chief Schroder was not in favor of lowering the response to calls percentage because he believes that everyone can achieve and meet the requirement of the 33%. However, it might be possible to retain firefighters longer, if more volunteers were available, thus making a lower response to calls percentage possible.

Job Description and Specific Tasks

O'Net, an online resource dedicated to job descriptions, describes the job description of a firefighter as, "Control and extinguish fires or respond to emergency situations where life, property, or the environment is at risk. Duties may include fire prevention, emergency medical services, hazardous material response, search and rescue and disaster assistance." According to the official job description on the Rosemount Fire Department's website, the position in Rosemount requires the firefighters to "protect life and property by performing firefighting, emergency medical aid, rescue, and hazardous environment elimination duties" (Fire Department).

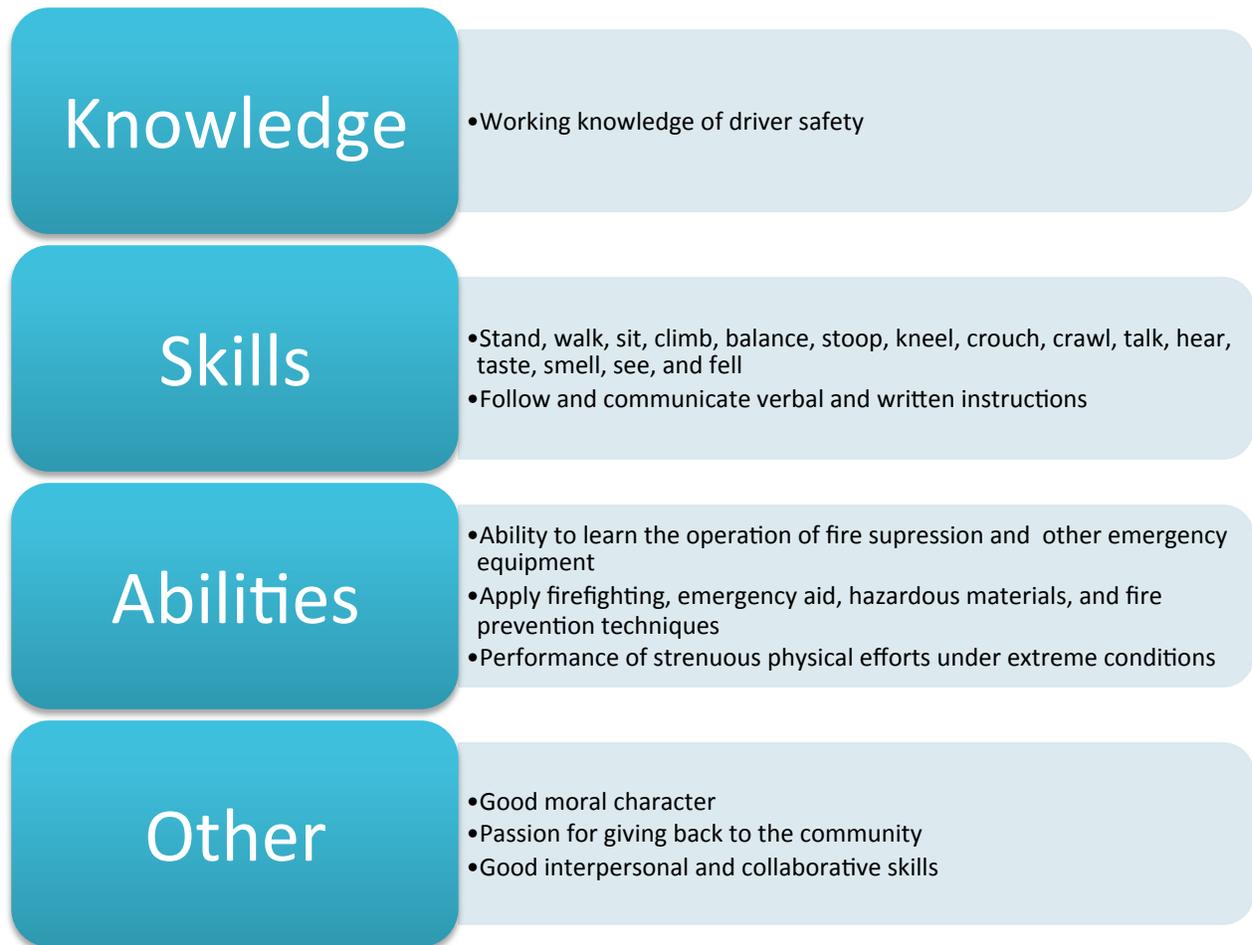
Main responsibilities and tasks include the following:

- Performance of firefighting activities, incl. driving and operation of fire apparatus, pumps, hoses, and performance of fire suppression techniques.
- Performance of emergency medical aid and assistance.
- Performance of rescue operations, extrication, and search.
- Building inspections and public fire prevention education.
- Protecting the public from hazardous materials.
- Attendance in fire drills, meetings, and classes on firefighting, emergency medical, hazardous, materials, and related subjects.
- Response to fire calls and alarms, and operation of two-way radios.
- Maintenance and minor repairs of fire apparatus and equipment.
- Assistance in development of plans for emergency preparedness, training programs, firefighting and fire prevention

There are certain physical requirements that must be met by the firefighters in order to successfully perform the essential responsibilities of the job. The firefighter must physically be able to

- stand, walk, sit, climb, balance, stoop, kneel crouch, crawl, talk, hear, taste, smell, see, and feel;
- use hands to finger, handle, and operate objects, tools, or controls;
- reach with hands and arms;
- have good close vision, distant vision, color vision, peripheral vision, depth perception, night vision, and adjustment of focus;
- frequently lift and/or move up to 25 pounds, and occasionally lift and/or move up to 125 pounds; and
- have facial features that allow the firefighter to wear and seal the self-contained breathing mask.
-

Specific KSAOs (Source: Fire Department)



Labor Supply

To figure out labor supply of firefighters in Rosemount area, there are three aspects need to be considered:

1. Natural factors. The population of Rosemount, the population structure of Rosemount and the condition of a single labor force – able or not to pass the physical test.
2. Economic factors. The social preference of being a firefighter – what do people in the city of Rosemount think about being a firefighter? Do people seek to be a volunteer firefighter for satisfaction or respect? Is being a firefighter considered as a dangerous occupation by most of people? The United States is recovering from subprime mortgage crisis, will this crisis

influence people's job preference? Will depression force people to quit volunteer?

3. Personal factors. Personal factors include the candidates' satisfaction with the compensation and benefits in the fire department. This would include training pay, current pension plan, current pay for responding to calls, etc. We must also consider the time demands with shifts that are available and each individual's preferences.

Shortages and Surplus

Currently, there is a shortage of candidates for the Rosemount Fire Department to be considered fully staffed to ensure the safety of the community. Chief Schroeder's goal for 2014 was to have 50 volunteer firefighters, which would be considered fully staffed. As of September 2014 he does not believe that he will be able to achieve those numbers so that goal continues on for 2015.

Employee Arrangements

According to what Rick mentioned in the lecture, there are forty-one career firefighters working in Rosemount Fire Department currently and they need certain amount of volunteer firefighters still. We should consider if the ratio between career and volunteer firefighters is reasonable, and if there is a certain ratio existed to make the employment arrangement more sufficient.

Chief Schroeder commented that his goal is to attract daytime responders especially women such as stay-at-home moms. This would produce a large culture change not only with having stay at home moms but also just women in general. The Rosemount Fire Department just had their first woman complete their training in 2014, which is a huge step for the department (Chief Schroeder). Oakdale has similar trends with females being underrepresented in the station. The north station has no female volunteer firefighter and the south station has two, both are either in probation or have just completed their year probation (Dave Kapping).

Technology

Approaches Change in Training

Since the technology of firefighting in the United States is mature, we are thinking in where we can improve to benefit the staff. For Rosemount fire department, each member has to attend three trainings per month, which they get paid \$10/hour to attend. Meanwhile, most of the volunteer firefighters in Rosemount have full time job during weekdays. Because of their personal time demands, they may not respond to the fire in time, let alone to participate in the training. It is economically more unfeasible for fire personnel to be compensated for the amount time required for requisite training so more approachable methods should be devised to get training more easily accessible.

Advertising Issues

Small employers need to be sure their ads appear where the candidates are looking (Technology Is Changing Nature of Recruiting, Job Searching Accessibility, Cost of Recruiting Technologies Shape Both Small, Large Companies; Recruiting Strategies). The city of Rosemount demographic is comparatively young, with the average age in the mid-30's. Moreover, most new hires are between 18 and 19 years (Chief Schroeder). We can see that RFD is mainly approaching the young generation to be their paid volunteer firefighters. Currently, Rosemount is mainly using "the Open House" to publicize for their organization.

Phase 2: Developing Recommendations

Staffing Levels

Acquire or Develop Talent

A pure acquisition staffing strategy would have an organization concentrate on acquiring new employees who can be at peak performance when the moment arrives (Heneman, Judge, Kammeyer-Mueller). But for the position of firefighter, fire departments usually do not require the candidates have the related experience before (U.S. Bureau of Labor Statistic). It is because on one side, the skills required for the firefighter position is hard to gain for common residents. On the other side, once hired, there are systematic training courses for firefighters to take run by the fire department or by the state.

We have numerous examples showing that training courses are abundant and mature in fire departments and in the state. For example, the National Fire Academy provide training courses, whose topics include executive development, anti-arson techniques, disaster preparedness, hazardous materials control, and public fire safety and education (U.S. Bureau of Labor Statistics). In the Rochester fire department, the training concentrated not only on firefighter tasks, but rescue, HAZMAT, and EMS training necessary for the protection of Rochester's citizens and property.



Since many paid-on call firefighters work full-time jobs themselves, they have limited time available. Since they value their time the RFD can arrange some faster and more approachable training methods, such as online courses, enabling volunteers to have flexibility to take the course whenever convenient for them. This would make training individuals a more convenient and more cost effective way of handling the strategic staffing.

Therefore developing talent rather than directly acquire is the most effective strategy for the Rosemount Fire Department. Increase the training efficiency through technology is one way to make that easier for the volunteers as well as the department as a whole.

Hire Yourself or Outsource

Increasingly, organizations are outsourcing their hiring activities, meaning they use outside organizations to recruit and select employees. Although there are variations of staffing outsourcing, in some cases, an organization wholly cedes decision-making authority to the vendor (Heneman, Judge, Kammeyer-Mueller 27). Most organizations that decide outsourcing is their strategy lack a professional HR function and believe a staffing firm will be able to make better decisions for their business. Also, using a vendor could be especially helpful when there is a labor shortage.

One challenge of outsourcing hiring for firefighters is that the agency would need to be a business that understands government procedure and potentially has an established

network in the government. Government staffing agencies do exist such as Kelly Government Solutions however the positions they staff to do not include firefighters. Secondly, the cost of hiring a staffing agency is also a challenge. In a direct hire, staffing firms can charge anywhere from 20 to 50 percent of the employee's annual salary as their fee for securing the right candidate for the job. (How Much Does it Cost to Work with a Staffing Firm)

With RFD's requirement for approval for this budget decision, it is unlikely it would be passed or feasible for the working budget especially for volunteer fire fighters. For this reason, it is recommended that Rosemount Fire Department would hire for themselves rather than outsourcing.

Core or flexible workforce

The organization's core workforce is made up of individuals who are part-time or full-time employees of the organization, while the flexible workforce is composed of more peripheral workers who are used on an as-need, just-in-time basis. (Heneman, Judge, Kammeyer-Mueller 27)

The RFD is now using both core and flexible workforces – the full-time firefighters and part-time firefighters.

The volunteer fighters are not salaried employees of the Rosemount Fire Department. Besides that, the need for them depends on the factors like workload of full-time firefighters and fire alarm frequency in Rosemount.

Based on the current situation, the shortage comes from volunteer firefighters instead of full-time firefighters. Therefore, we recommend that Rosemount Fire Department focus more on planning and staffing the flexible workforce and on retaining the core workforce.

We can still regard this as a specific employment arrangement, meaning that we can optimize the percentage of volunteer paid-on-call firefighter and full-time firefighters by introducing other staffing structure such as adding a duty crew.

With 70 % of the population of Rosemount working outside the city limits, the pool of volunteers who can respond in time is already small (Chief Schroeder). Moreover, RFD requires its volunteer to be on call 24/7 rather than just during shifts. In this situation, it

is reasonably hard for firefighters to respond to the fire in time and keep the commitment to the RFD.

We found that other fire departments introduced the duty crew, which enlarge the application pool and increase the efficiency of responding to the fire call. The Minnetonka Fire Department has experienced this kind of challenge. “With people working longer hours and further away from home, it’s becoming harder and harder to find people available at all hours of the day to respond quickly to an emergency” (City of Minnetonka).

After experimenting on weekends in December to iron out any kinks in the program, duty crews began officially on January 2, 2009 for the Minnetonka Fire Department. There are also other fire departments that introduced the duty crew. In Roseville, part-time firefighters work 12-hour shifts that run from 6:00 am to 6:00 pm, or 6:00 pm to 6:00 am. Firefighters typically work 1 to 2 shifts per week, depending on their availability and the departmental needs (City of Roseville).

Based on our research, we recommend focusing on a flexible workforce for the Rosemount Fire Department to allow for flexibility in volunteer schedules which may ease some concerns on the required time necessary to be in this position.

External or Internal Hiring

While some mixture of external and internal hiring will be necessary in most situations, the relative blend could vary substantially. To the extent that the organization wants to cultivate a stable, committed workforce, it will need to emphasize internal hiring. This will allow employees to use the internal labor market as a springboard for launching long-term careers within the organization (Heneman, Judge, Kammeyer-Mueller 27). Internal hiring is used in the Rosemount Fire Department when searching for candidates for the advanced roles in the company. Rosemount Fire Department has had firefighters move to full-time positions, however, not very many. The majority of the volunteer firefighters do not desire to move into a full-time role (Schroeder Forum Post).

External hiring might then be restricted to specific entry-level jobs, as well as newly created ones for which there are no acceptable internal applicants. External hiring might also be necessary when there is rapid organizational growth, such that the number of new jobs created outstrips internal supply (Heneman, Judge, Kammeyer-Mueller 27). Currently, Rosemount Fire Department uses external hiring to fill their entry-level job position of volunteer firefighter and full-time firefighter role. There are also development

opportunities for advanced positions in the fire station, but it does not externally hire for the advanced positions.

When looking for full-time firefighters and filling the advanced positions, it is recommended that Rosemount Fire Department continue to use the internal hiring method to continue to cultivate a stable, committed workforce. By cultivating a stable, committed workforce, it will be easier to retain employees and bring back the “family-feel” in the environment.

Hire or Retain

Strategic staffing requires examining the importance of hiring or retaining firefighters and which should be prioritized as an organization. One approach is that the organization accepts whatever level of turnover occurs and simply hires replacements to fill those vacancies. The other extreme is that the organization seeks to minimize turnover so that the need for replacement staffing is held to a minimum (Heneman, Judge, Kammeyer-Mueller 28). Most organizations have goals that fall in between the two but retention goal is key to Rosemount, due to the high costs of replacing firefighters. If the station was not responsible for the purchasing of firefighting equipment and training then perhaps a hire to fill vacancies would be a better approach but that is not the case.

Since the costs for new hires are expensive, efforts towards retention need to be maximized. Since firefighters are not earning high wages, the department culture is responsible for much of the retention. Mentorship programs should continue with emphasis on spending time with your mentor. Obtaining data to examine the effectiveness of such mentoring programs is essential in order to decide if changes need to be made. We suggest a survey related to the amount of support, time spent with mentor, level of comfort with mentor, overall opinions, and value of the mentorship program to the individual.

Besides collecting data regarding the mentorship program, continuing the wellness program to reduce heart disease and overall health is a necessity. The implementation of this program was a strategic move by Chief Schroeder but increasing participation would make it even more effective. Improving health of each volunteer is the highest priority. It will keep them serving the community of Rosemount longer because they will not be forced to give up their position or retire early because of health reasons. Involving a greater percentage of the group would also increase the “family feel” of the Rosemount department culture which Chief Schroeder is striving for. The group as a

whole would not only spend more time together as a group but they would also bond over successes or weight loss. The department as a whole would collectively strive towards that goal making the whole department stronger and more unified, keeping the group together.

Positive culture is the motivating factor for retention, which at this present time is the greatest need of the department. Yes the department needs more volunteer firefighters but if there is a continuous hiring demand rather than having volunteers stay, the finances as well as the cohesiveness of the group will be significantly compromised. Improving the morale and culture will lead to people serving the department longer and perceiving the time commitment as rewarding rather than an obligation. This is why Rosemount should retain rather than hire.

National or Global

The strategy of national or global relies on the characteristic of service being provided. Since the nature of the firefighting work requires on-site practice and timely response, the work cannot be assigned globally. It needs to be assigned nationally or within the community even since there is a 4 minute' distance requirement from the fire stations. Therefore, RFD can only hire nationally to support its firefighting service and cannot be outsourced or offshored.

Attract or Relocate

As it is required for the firefighters to live no further than four minutes away from either station, the Rosemount Fire Department should attract, instead of relocating the talent, based on the geographical limitation. As mentioned earlier in this report, the requirement of living no further than four minutes away from either station, seems stricter compared to other fire departments such as the Oakdale Fire Department. Given RFD's challenges of attracting volunteers, we recommend that they expand the geographic requirement from the four-minute rule to six minutes. This would make attracting individuals easier since pulling volunteers from other areas is not a feasible possibility with the services provided.

Overstaff or Understaff

Organizations usually look to be fully staffed, but there are times when they should choose to be overstaffed or understaffed. Overstaffing is better when you are in a field where demand for services and availability of labor is unpredictable. Understaffing, on

the other hand, is often used in anticipation of an economic downturn or continuous shortages in labor (Heneman, Judge, Kammeyer-Mueller, 2014).

Currently RFD is understaffed. They operate with 41 volunteers with the hope of adding 9 more in the future to reach a maximum staff of fifty. 40-50% of the calls coming into the department are during the day, and provide problems for current volunteers who have other careers. In 2013 and 2014 they lost 11 firefighters, 7 of them left due to time commitment issues (Chief Schroeder Interview).

Therefore, in this situation, we would recommend that RFD use an overstaffing strategy. The fire department is an area where demand for services can be sporadic and unpredictable. This is also true for the availability of their staff that have careers and have a hard time answering the current calls due to prior commitments. Although an overstaffing strategy may add an increase in stipend pay, pensions and initial training, the benefits will be seen when time commitment strain is alleviated, hopefully increasing retention rates, and better response for daytime calls.

Short- or Long-term focus

Based on Chief Schroeder's goal to have 50 volunteer firefighters for 2015, the short-term goal will be full-staffed firefighters in 2015, and the long-term goal will be to resolve the shortage problem. In order to achieve these goals, our short run recommendation is that RFD keeps talent acquisition and talent attraction as top priorities. Placing talent marketing segmentation and attracting more volunteers will be a very significant part, due to the urgency of the shortage of candidates and heavy workload of current firefighters.

In the long run, to eternally finalize the shortage problem, it is important to brand the image of firefighters, as well as promote the value of being a firefighter in the community and labor unions. These approaches should be continuously arranged in the schedule of Rosemount Fire Department.

Staffing Quality

Person/Job or Person/Organization Match

A person/job versus person/organization match depends on which you match a job seeker to when they apply for a position. Are we assigning volunteers to the specific job with specific tasks they will perform? Or are we selling them on being a part of the

Rosemount Fire Department? The Rosemount Fire Department could select either match as their staffing strategy although a combination of the two is recommended. In many aspects the job duties and tasks for a volunteer firefighter could be laid out with bullet points but there are still some “extra” duties that might be involved with the position. For example, writing in a job description that a volunteer could be fighting fires would not accurately represent the severity or variety of fire fighting. Rosemount firefighters face chemical fires, car fires, house fires, with varying degrees of severity and complexity. Selecting the Person/Organization match demonstrates the tasks and abilities needed for the job but also allows for variability. Because of this, the recommendation is to have a list of tasks and duties but inform new hires that the list is not exhaustive and attract them to the Rosemount Fire Department as an organization.

Specific or General KSAOs

Considering the nature of the job as a volunteer firefighter, the KSAOs listed for the job are hard to alter significantly. The general KSAOs needed in order to successfully perform the job, including the essential physical requirements, will continue to be a minimal requirement in the recruiting of new talent. Based on RFD’s problems of attracting and retaining talent, the specific KSAOs are needed in order to make sure that the right person-job fit is made from the beginning. This is the case because of the lack of compensation is highly related to a person-organization fit. It is extremely important for RFD to have volunteers that have a strong sense of commitment to the job and the fire department. Although specific KSAOs are important to portray a realistic view of the job, a person/ organization match should be emphasized with general KSAOs. The need to promote the intrinsic motivation and rewards of the job could be integrated more into the general KSAOs in order to push the incentive of giving back to the community.

Therefore, we recommend that the Rosemount Fire Department should further emphasize qualities such as strong moral character, good interpersonal and collaborative skills, as well as a passion for giving back to the community.

Exceptional or Acceptable Workforce Quality

Based on the job requirement and the tight staffing situation in the Rosemount Fire Department, acceptable workforce quality will be the best approach in talent acquisition. In the first place, the explanation of high turnover rate implies that volunteer firefighters leave mostly because of time commitment, instead of lacking certain skills and physical ability. Besides that, Rosemount Fire Department will provide certain training after talents pass the physical tests. In this case, there is no need to hire exceptional

workforce since the volunteers selected have the minimum requirements and receiving the training as a part of the program. Our recommendation is, based on the KSAOs, to acquire talents who pass the basic requirements instead of having a strict standard. After that, talents who are less qualified but have really good time commitment should be taken into account.

Active or Passive Diversity

“The labor force is becoming increasingly diverse in terms of demographics, values, and languages” (Heneman, Judge, Kammeyer-Mueller, 31). RFD does not currently have much diversity in its labor force, with much of the staff being middle aged white male. This, according to the 2010 U.S. Census, is congruent with the racial population demographics of the city of Rosemount (U.S. Census Bureau). According to their stats, 87.35% of the population is white alone. The next highest demographic is Asian at 5.57% of the population, followed by Hispanic or Latino at 3.14%. Both of these minority demographics grew significantly since the 2000 census, coming up from 2.13% and 1.84% respectively, while the white demographic dropped from 92.78%. With growing diversity in the community RFD must decide whether it will actively or passively pursue this diversity in their staffing strategies. Actively pursuing the diversity within the labor market would be working on matching the diversity in the community with that of the organization. A passive strategy would more or less let diversity happen through a more natural process.

We would recommend a more active diversity strategy in this case. Seeing as the community is becoming more diverse, and the Fire Department is a staple of the community, it is important that they mirror the trends of the community. In order to pursue a more active strategy, we would suggest recruiting to the minority communities within Rosemount.

Limitations

As with any data collection and subsequent recommendations there are always limitations that need to be acknowledged. The first limitation is the unintentional bias of our interview candidates. Chief Schroeder has given us substantial amounts of material to work with and without his honesty about the Rosemount department no improvements could be made. He may though carry beliefs about volunteer firefighters that do not accurately represent the demographic as a whole, which may have influenced recommendations given.

The same holds true with Dave Kapping, our second interview. He recently began the volunteer firefighting position in Oakdale and may not be exposed to some of the demands or benefits the job has yet. As with any individual in a new position, the job may be what one initially expected. This of course affects our evaluation and therefore appropriate recommendations for Rosemount.

One limitation that alters our recommendations is that bureaucratic nature of Rosemount Fire Department. There are some factors, like wages, that cannot be changed without approval of the board. Although wage changes could be an effective recruiting tool, it is unlikely that this would change in the organization.

Whenever making recommendations, we should always be sensitive to the fact that although we do the best we can to obtain a realistic view of the situation, there will always be factors that we cannot see. So, although our recommendations are accurate based on our current data collection, it may not be feasible when transferred to the actual organization.

Conclusion

We performed a staffing planning and job analysis and then used the information to determine staffing quantity and staffing quality strategies for the Rosemount Fire Department.

First, we described Rosemount Fire Department's current situation based on research and Rosemount Fire Department Chief Rick Schroeder. Chief Schroeder approached our team to analyze the current state of the department's staffing situation with volunteer firefighters. The Rosemount Fire Department has struggled to recruit and retain new volunteers due to changing demographics of today's society. One of the most significant challenges of this job is that it requires a large commitment for very little compensation and benefits. We have described how to utilize current resources to encourage the current and future citizens of Rosemount to become the next generation of volunteer firefighters.

We looked at four standpoints of the organization when describing the situation: strategic, cultural, labor market, and technological.

The organization strategy covered the demand for services, current resources, and partnerships within the community in addition to the current financial situation and marketing goals. Organizational culture covered employee- employer relationships and job opportunities and growth within the organization. The labor market encompassed labor demand, which pertains to knowledge, skills, abilities (KSOAs), and other job requirements specific to being a volunteer firefighter in the city of Rosemount, Minnesota. This section also discussed labor supply, where we considered the natural, economic and personal factors influencing the potential candidates, or the labor supply. We also analyzed shortages, and surpluses and employee arrangements within Rosemount Fire Department.

Second, we made recommendations based on Rosemount Fire Department's current situation to more efficiently staff volunteers in the future. When developing recommendations, we needed to make recommendations based on a quantitative and qualitative approach using the 13 staffing decisions. Using a quantitative approach, we looked at the best strategies Rosemount Fire Department could use to reach their staffing goals. In regards to acquiring or developing talent, Rosemount Fire Department can increase the training efficiency through technology and more effectively develop talent. Rosemount Fire Department should continue to hire for themselves and target workers who are very flexible in their schedule. We felt that continuing internal hiring would be the best approach for Rosemount Fire Department and working to improve moral and culture to retain employees. We must also look at recruitment on a national or global level, and due to the restrictions in place, Rosemount Fire Department should recruit residents in Rosemount attract volunteers in the required radius of response. In terms of overstaffing or understaffing, we feel that as an emergency service, Rosemount Fire Department should tend to an overstaffing strategy.

We also considered recommendations regarding staffing with a qualitative approach. When assessing person/ job or person/ organization match, we recommended creating a list of tasks and duties to inform about the job but to attract potential volunteers to Rosemount Fire Department as an organization using a person/ organization match. When creating this list, we must decide to use specific or general KSAOs, we recommend using general KSAOs that emphasize qualities such as good moral character and good interpersonal and collaborative skills. Also, it is important for Rosemount Fire Department to take an acceptable workforce quality because of the high turnover and job requirements while taking an active diversity strategy to intentionally mirror the trends of the growing community.

Rosemount Fire Department is responsible for protecting the citizens of Rosemount and educating them on the dangers of fire. Rosemount Fire Department can continue to uphold their mission in the vibrant, growing community of Rosemount by continuing to stay competitive in their staffing strategies to recruit, attract, and retain volunteer firefighters.

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Staffing the Rosemount Fire Department

Case 2: Strategic Recruitment

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Executive Summary

Planning, communicating, and implementing strategic recruiting allows for success in an organization. In the following report, we will explain the methods of performing the core activities for setting strategic goals and then use this information to determine specific recruiting strategies for the Rosemount Fire Department (RFD).

Recruitment is an important part of companies when trying to bring on and develop staff and key talent. It can be defined as the process that attracts potential future employees with KSOAs (knowledge, skill, ability, and other characteristics) that will eventually help the organization achieve its strategic goals. This process needs to be continually revised and revisited based on the changes in the internal and external environment. If strategic goals are going to be fulfilled, each step must flow from the foundation established during the recruitment planning process (Heneman, Judge, Kammeyer-Mueller, 208).

In Phase 1 of this report you will see we have outlined the three different types of communication methods used to attract new talent: realistic, branded, and targeted. This will give you a broader scope of the different recruiting message options. For example, a realistic approach gives an unidealized job description, portraying both positives and negatives of the job in order to narrow down the candidate pool. While a branded approach focuses more on the positive attributes to try to attract a large number of applicants. Lastly, in a targeted approach you will identify the type of applicant you are looking to attract, and specifically target them.

In Phase 1 we will also cover the three types of implementation methods, which describe the different ways we can reach applicants. For example an individual approach communicates job openings to all individuals through newspaper ads, websites, and attracts a large pool of applicants. A social approach attracts a smaller pool of potential applicants by utilizing the social networks of current employees. We can also partner with other organizations to find applicants by using the organizational approach.

A full overview as well as research showing the benefits and limitations can be seen in the individually marked sections in Phase 1. In Phase 2, we follow exhibit 5.1 from the Staffing Organizations Textbook (which can be seen at the beginning of Phase 2) to provide RFD with our recommendation for executing a successful recruiting campaign based information gathered in Case 1.

By following the stages of “Planning, Communicating, and Implementing a Strategic Recruiting Strategy” we recommend that RFD use a combined realistic and branded approach for communicating to potential applicants. This will give applicants realistic knowledge of job expectations while overstressing the positives. In order to implement these approaches, we suggest RFD use a combination of the individual and social approaches. This will ensure a larger pool of applicants to choose from, while still utilizing the social networks of current employers.

Strategy Planning and Communication

Realistic

A realistic recruiting message portrays the organization and the job as they really are, rather than describing what organization thinks job applicants want to hear. A very well-researched recruitment message is known as a realistic job preview (RJP). According to this practice, job applicants are given a “vaccination” by being told verbally, in writing, or on videotape what the actual job is like (Heneman, Judge, Kammeyer-Mueller 223). A critical decision an organization must make is about its recruiting practices involves the accuracy and realism about the information it provides. Organizations are increasing and justifiably concerned with the effectiveness of their recruitment messages, an organizational focus which is even more critical in times of low employment and significant competition for skilled workers (Buda, Charnov 302).

Realistic job previews have been extensively researched. The most unique aspects of a realistic job preview is that it focuses primarily on retention of the employee with a secondary focus of employee attraction. The main reason for retention of employees using a realistic job preview is that candidates tend to self-select themselves for the job which produces a better fit between the individual and organization which thus lowers turnover rates. However, it appears possible that applicants who opt out of the hiring process could be high-quality applicants because they simply have more options. Research suggests that the negative effects of RJPs on applicant attraction are particularly strong for high-quality applicants (those whose general qualifications are especially strong) and those with direct experience or familiarity with the job (Heneman, Judge, Kammeyer-Mueller 224).

There are many factors that create an effective realistic recruiting message. The Journal of Managerial Issues suggests that framing the message as positive or negative could have a large impact on the candidates. A company may be tempted to rely on a positive frame to keep as many qualified candidates interested as long as possible. However, this may discourage candidates self-selecting out which may produce a less than ideal job fit. Using a realistic recruitment technique may lower expectations which may be favorable for the organization as it has been shown to weakly, but positively lead to higher job satisfaction and lower turnover among new hires. It also suggests that a candidate’s ability and desire to exert cognitive effort will determine the effect or the effectiveness of the message as well as high source credibility.

RJPs can be delivered verbally, in writing, or on videotape. It is found that realistic job previews that are delivered verbally is the most effective in reducing turnover. Also, RJPs should not be presented very early in the hiring process because it is found to have little effect on the applicant’s decision until late in the hiring process.

The Rosemount Fire Department could consider a realistic recruitment message as the number one reason for leaving the fire service is unmet job expectations i.e. time commitment, low call percentage. However, with the low number of applicants to the

Fire Department service, a realistic job preview could allow for a majority of candidates to self-select out. As research suggests, realistic job previews can allow for self-selection in high- quality candidates.

When assessing appropriate message communication, a realistic job preview should be blended with another approach to allow for appropriate self-selection, but also retaining the best candidates to hire.

Branded

The branded recruiting message is intended to purely try to sell the job and the organization itself, and thus have a very marketing-related approach (Heneman, Judge, Kammeyer-Mueller 225). The branded message emphasizes the uniqueness and positive qualities and features of the job and the organization while minimizing or completely disregarding the negative features (Buda and Charnov 302). In developing the branded message, the information gathering is centered on the image and brand of the organization, which should be evident to the applicants the organization is trying to attract.

As part of the information gathering process, it might be beneficial to meet with current employees and representatives from the specific job that is being recruited for in order to determine what the employees specifically like about the organization, and to know which features are more important to that particular group of employees (Heneman, Judge, Kammeyer-Mueller 225).

A way to deliver the branded message is to work with a professional advertising agency, as they have experience with developing brands and messages that communicate the brand to a broader audience. The most common channel for the branded message is through mass media, as it reaches out to more people, and can be somewhat more of a “generic” message, not necessarily targeted at one specific group.

For RFD, this might be difficult to do due to their limited budget as well as the nature of their organization. However, it would be possible for RFD to make an effort in terms of employer branding, to deliver a branded message to potential candidates, and in that way create more awareness and make themselves and the nature of the job seem more appealing to more people.

The branded message is thus focused on sending a strong message about the organization’s mission and values, as well as pointing out the uniqueness of the job in question, such as how employees are treated and the different extrinsic and intrinsic rewards and benefits of doing the job (Heneman, Judge, Kammeyer-Mueller 225). For RFD, the emphasis is on the greater good that the fire department is actually doing for the community as a whole, as they work to “protect the citizens of Rosemount and educate them on the dangers of fire” (Rosemount Fire Department website).

In case of a lack of extrinsic rewards or benefits, such as financial compensation, some of the intrinsic rewards of being a volunteer firefighter can be emphasized. In the case of RFD, intrinsic rewards that they want to emphasize is how the job gives an opportunity to give back to the community and to take part in establishing more of a family-feel in the fire department. (Chief Schroeder)

However, there might be negative effects of the branded message to consider. One limitation is that this type of message tend to give somewhat of an unrealistic idea of the job and what the employee will get out of it, as well as the reality of the organizational culture. When creating a brand and only emphasizing the positive features of the organization and the job itself, other less attractive aspects will be concealed and might take some employees by surprise after being hired, resulting in employee dissatisfaction (Heneman, Judge, Kammeyer-Mueller 227). This could potentially result in higher turnover, as employees will be more likely to quit shortly after if they feel the job was anything less or completely different than what they expected.

Another limitation is linked to the fact that an employer brand will be strongly connected to any product image they might have. The employer brand might become so strongly linked to a given product that all other features could be overlooked, which could potentially limit the organization in re-branding themselves in the future (Florea 290).

Targeted

Targeted messages are used for an organization to target a certain kind of candidates in order to fill the position. While using this message, it will benefit the organization to reach more qualified candidates while also omitting other potential candidates and narrowing the talent pool.

Unlike the branded recruiting message, where the focus is on the organization and what it offers the targeted message focuses on the potential applicant and his or her individual preferences and how the organization can match those preferences. One way to improve upon matching people with jobs is to target the recruitment message to a particular audience. Different audiences may be looking for different rewards from an employer. (Heneman, Judge, Kammeyer-Mueller, 226)

It is obvious that Rosemount Fire Department is now facing a shortage in volunteer firefighters. More labor supply is necessary to expand the talent pool in the Rosemount Fire Department. Based on our recommendation in planning, general KSAOs are key to retain and hire new volunteer firefighters. Targeted messages do not appear to be particularly convenient way to recruit externally.

Firefighters are required to take physical tests which is the initial step in an application implies good physical condition. According to our recommendation in the planning process, Rosemount Fire Department should recruit acceptable candidates instead of exceptional candidates because once the potential candidates pass the test, they are required to have training and development in the fire department.

A significant number of fire departments provide only age and physical requirements to candidates. According to a job description of part time firefighters of Gautier Fire Department, which covers a city of 11500 populations, only require:

- Must be 21 years of age.
- Must provide proof of completion of minimum standards course Firefighters 1001-I-II. (Gautier Government Website).

Also, when using targeted messages, it is always time-consuming to figure out the certain target group. This research always comes with a high cost. Based on the shortage in human resources as well as tight funding in Rosemount, it is unrealistic to look into a certain group of candidates and convey the targeted messages. Therefore, when choosing the communicative messages, the Rosemount Fire Department should consider its talent pool size and its funding.

Strategy Implementation

Individual

Traditionally most people hear about a job opening and will choose to either apply online if available or else stop into the organization and fill out a paper application. The Rosemount Fire Department has an office website where potential applicants can search the website for the job description, minimum qualifications, and job opportunities available (Fire Department website). Something to note is that applicants generally apply only to organizations they believe are hiring, so effective use of communication media is necessary to elicit enough applications (Heneman, Judge, Kammeyer-Mueller 235). Since potential applicants are often searching the websites to collect initial information about the volunteer position, the website needs to be current and portraying a positive overall image of the organization. Websites should not be particularly confusing to navigate. One reason for this is that it can frustrate potential applicants and therefore the organization has the potential to deter excellent candidates. from applying. On the Rosemount website there are volunteer positions open but the posted date is 2012 ("Fire Department" website). While the recruiting need for volunteer firefighters is ongoing, seeing an outdated date on a website can portray an unwanted perception of the department as a whole. Making sure all aspects of the website are current is absolutely vital to the success for recruiting people through the website.

Another aspect of online recruiting is employment websites that act as job posting boards or other general employment websites. These can be effective ways of communicating an organization's hiring needs quickly through the aid of a website. Another technique is niche employment websites that target certain audiences that are most likely interested in the open position. The trouble with this approach with Rosemount is that Chief Schroeder mentioned there is no one firefighter, none of them

fit a single mold (Chief Schroeder). Using an approach that tries to interest individuals that have relatively no common ground proves to be a challenge. If Rosemount knew that all police officers were interested in being a firefighter then he could target that group via the niche employment website method. Although at this time Rosemount is not utilizing such resources as these, it is important to note that there are options available for widespread advertising of job/volunteer positions for the Rosemount Fire Department online.

While an organization's websites are commonly used, visiting the organization and inquiring about openings also commonly occurs. Similar to the website, the atmosphere of the station when potential applicants arrive is essential to their perception of the Rosemount Fire Department. Warmth of the receptionist, cleanliness and organization of the lobby area, helpfulness and friendliness by others in the station all influence, both positively and negatively a potential applicants experience. Having blank applications readily available at the receptionist desk with a pamphlet the applicant could take, a comfortable spacious spot to fill out an application, and a friendly individual available for any questions creates the welcoming community atmosphere the Rosemount Fire Department is aspiring towards.

Social

Social recruiting sources will yield fewer applicants than broader sources used in a more individual approach, because they rely on the relationships that potential applicants have with either those who work for the organization or those who would endorse the organization. These sources usually come from either employee referrals, social networking sites, and professional associations.

Employee referrals occur when current or former employees refer potential applicants that they feel would fit well with the organization. Advantages of using employee referral include higher quality hires, decreased hire time, lower cost per hire, and potential for an easy transition into the organization's culture. With a current staff of 41 volunteers, plus a large pool of former employees, there is a large group of people who could bring in quality referrals.

As social interaction continues to have a larger internet presence, social networking sites have become another avenue for recruiting sources. Recruiters are using websites like Facebook, Twitter, and LinkedIn, to find potential candidates with social networks within their industry. Many recruiters set up their own accounts on social networking sites in order to encourage personal communication from potential applicants. A lot of times these sites are a great way to access those potential candidates who are not actively looking for a new position.

Often potential employees may be part of professional associations within the organizations industry. This can be another great way to find quality applicants either

through networking within the association, through the association's postings on their website, or the placement service that many associations provide.

Organization

External organizations are more likely to provide access to a large number of potential applicants, and can also help narrow down the applicant pool by providing formal screening services (Heneman, Judge, Kammeyer-Mueller 241). These sources usually come from colleges and placement offices, job fairs, co-ops, employment agencies, executive search firms, social service agencies, and internships.

RFD has arranged some fire education activities in the local high school, this can be a good opportunity to tie recruitment efforts to their visits to school. Research has shown that campus recruiting efforts are seen as more informative and credible than organization websites or electronic bulletin boards (Managing Job Seekers' Organizational Image Beliefs: The Role of Media Richness and Media Credibility). Recruiting experts found that members of the tech-savvy millennial generation are reluctant to use social networking and other internet job search tools, and that they prefer campus career placement offices to find jobs. Therefore, besides high schools, RFD can also turn to some colleges to find talent. Compared with full-time workers, students tend to have more free time than full-time workers.

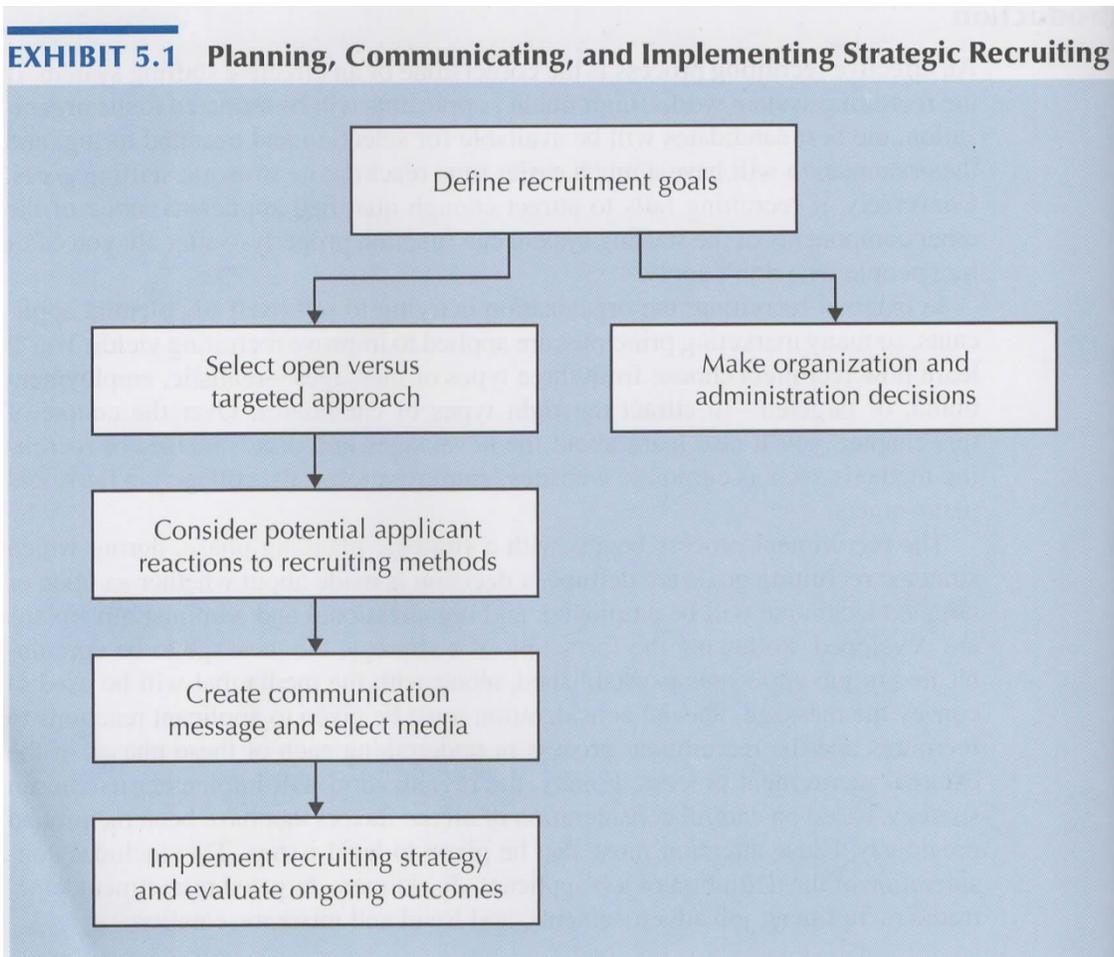
RFD has not hired any employment agency to hire the volunteer firefighters. It is reasonable to do so for the following reasons. Firstly, the employment agencies contact, screen, and present applicants to employers for a fee. The fee is usually a percentage of the candidate's starting pay. Secondly, selecting an employment agency sometimes requires care as to whether it has expertise on the position the employer hires. However, Rosemount Fire Department has a budget of operation that is limited and the position is easier for the fire department to hire, which already has expertise in this field. Therefore, there is no need to hire an employment agency to hire the volunteer firefighters.

RFD has not hired any executive search firms, which often focus on higher-level positions and are more likely to operate on the basis of a retainer than on a contingency. For Rosemount Fire Department, firefighter is an entry-level of the fire departments, so there is no need to use an executive search firms. For an executive search firms, the hiring company has to pay regardless of whether a successful placement is made. For the limited budget, it is unrealistic for RFD to hire an executive search firms to conduct the hiring procedures.

Besides going outside to look for talents, RFD also arranges an open house to attract talent. Open house is organized to educate the citizens on the procedures to prevent fire. Open house is an activity favored by many fire departments. According to the official websites of those fire departments in Minnesota, nearly every fire department will

hold an open house during the Fire Prevention Week in October. The open house event is held once a year, and it attracts two to three thousand people to their station (Schroeder), and has a strong community presence. To attract quality candidates from all those in attendance, this is a great opportunity to send and disseminate recruiting materials on that day, increasing the acknowledgement of the recruiting demands.

Phase 2: Developing Recommendations



(Heneman, Judge, Kammeyer-Mueller 208)

Strategy Planning

Defining Recruitment Goals

Goals are the specific desired outcomes of the recruiting process. Specifically, we have goals for attraction that cover person/job and person/organization fit decisions, discussed in

Case 1 Phase 2. We also have goals for speed, which answers the question of how fast we will need to attract applicants. Finally, the last question that needs to be answered is time frame in which recruitment will take place. This will determine how long we will advertise the position before considering potential applicants. Defining these three areas of our strategic recruitment goals will map out the rest of our plan and eventual implementation.

Goals for Attraction

When considering goals for attraction, we need to look at RFD’s current needs as well as future needs. As stated previously in Case 1 Phase 2, the department is currently operating understaffed. They have a hard time filling calls during daytime hours, and have volunteers consistently leaving due to the large time commitment that comes with the position. Chief Schroder has set a goal to add 9 firefighters to reach the maximum 50 volunteers on staff. RFD is also looking to add a 3rd station in the next 7-10 years, which will require an additional 10-15 new firefighters (Chief Schroeder). Once we understand the current and future needs, we can get into the specifics of what type of candidates we are looking for in order to efficiently recruit, hire, and retain.

The first question that needs to be answered here is the person/ job fit. As a fire department, there are strict KSAO’s required that are different from most occupations. A table of the specific KSAO’s used in Case 1, that we will use to weed out applicants, can be seen below.

<h2>Knowledge</h2>	<ul style="list-style-type: none"> • Working knowledge of driver safety
<h2>Skills</h2>	<ul style="list-style-type: none"> • Stand, walk, sit, climb, balance, stoop, kneel, crouch, crawl, talk, hear, taste, smell, see, and feel • Follow and communicate verbal and written instructions
<h2>Abilities</h2>	<ul style="list-style-type: none"> • Ability to learn the operation of fire suppression and other emergency equipment • Apply firefighting, emergency aid, hazardous materials, and fire prevention techniques • Performance of strenuous physical efforts under extreme conditions
<h2>Other</h2>	<ul style="list-style-type: none"> • Good moral character • Passion for giving back to the community • Good interpersonal and collaborative skills

(KSAO Table from Case 1)

The second issue pertaining to attraction goals is person/ organization fit. In Case 1, we described how Chief Schroeder is trying to regain the family feel in the station. Emphasis will be placed on candidates who have a history of working well in team settings, and who resonate with values of camaraderie, teamwork, and building relationships. We will look for candidates who see firefighting and the department as more than just a job, but as a proud part of who they are, and a representation of the people they associate themselves with.

Goals for speed

After determining the kind of person we are looking for we must then answer the question of how fast we need to attract applicants and how fast they can step into the position. In our case, we are looking to fill the 9 open positions as soon as possible. Training runs on 3-month rotations (Schroeder), so our initial goal will be to find at least 5 applicants that meet our person/job and person/organization fit who are willing to enter the next training cycle. The remaining 4 should be found to enter the following training cycle. Therefore, within the next 6 months we are looking to have the 9 open positions filled and trained.

Goals for timeframe

Lastly, we must determine the time frame in which recruiting will occur. Because of historical high turnover rates and the addition of a 3rd station in the future, we suggest that recruiting be considered ongoing. This will allow us to reach a larger number of applicants over time, and have a lower risk of becoming understaffed in the future.

Select open versus targeted approach

With the open recruitment approach, organizations do not have strong selection requirements for candidates. Anyone can apply for the open position and all are considered regardless of their qualifications. This approach helps bring out diversity because all candidates are given a “fair” chance of receiving a job offer (Heneman, Judge, Kammeyer-Mueller 210). In many aspects the Rosemount Fire Department already utilizes the open approach because they take nearly everyone and develop and train individuals to be able to perform job duties. The department still has requirements regarding background check, high school education, being 18 years of age or older, as well as some physical ability tests but specific skills are not required to apply. Applicants do not need to have experience fighting fires or responding to emergency situations, because the majority of the training is on the job. The downside of opening the position up for anyone is that there are many more applications to review which is time consuming and more expensive. Also, because there are so many applicants, there is the potential to overlook qualified applicants who either withdraw the application because of the lengthy process or just get overlooked by the massive amounts of individuals (Heneman, Judge, Kammeyer-Mueller 210).

The targeted approach on the other hand, relates to targeting a specific population or group of individuals that would be ideal candidates for the position. In our case this would be targeting specific skills available in the labor market that are influential in the firefighting position. Organizations create a message that appeals to the group targeted, therefore eliminating potential applicants that are unqualified. Potential targeted groups include key KSAO shortages, workforce diversity gaps, passive job seekers or non-candidates, former military personnel, employment discouraged individuals, reward seekers, former employees, or reluctant applicants (Heneman, Judge, Kammeyer-Mueller 212). Chief Schroeder could utilize this approach if desiring more representation of the stay at home moms in the firefighting community. Targeting those individuals that fit those specific requirements would be creating job messages or advertisements that would appeal to those moms.

While currently the Rosemount Fire Department utilizes the open approach, Chief Schroeder should use a more targeted approach to get new female volunteers in the department. Keeping an open approach is essential to keep the applicant flow fluid but targeting women, military service men and women, and/or veterans specifically would be beneficial in the recruitment efforts. Therefore we recommend a combination of these two approaches to bring in new potential talent in people groups not yet targeted but continue the flow of applicants.

Consider potential applicant reactions to recruiting methods

Before developing and deciding on a specific recruiting message, an organization should consider possible applicant reactions to their recruiting methods. (Heneman, Judge, Kammeyer-Mueller 219) Gathering information and understanding how applicants might react throughout the different stages of the recruitment process is an important part of determining which recruitment message and media to go with, and how to implement the most efficient recruitment strategy. (Heneman, Judge, Kammeyer-Mueller 219) Applicant reactions to consider include why the applicants would initially want to apply for the job, what would make them interested in accepting a job offer, and what would make them ultimately decide to take the job. (Heneman, Judge, Kammeyer-Mueller 219)

It is also important to consider how possible applicant reactions might vary depending on whether the organization chooses to do internal or external recruiting, or take an open or targeted approach.

For example for internal recruiting, an organization should be aware that people who did not end up with a job offer for the job in question, still work at the organization and the rejection could thus have consequences on relationships or engagement if the recruitment process is not handled correctly. On the positive side, employee satisfaction, motivation, and commitment could be enhanced through the possibility of promotions in the organization if the recruitment process is handled correctly. (In-class presentation)

It is especially important that the applicants in general perceive the recruiting process as fair. Applicants tend to have certain standards for fairness; the more job related the process seems to be, the more fair it tends to be perceived, just like a perceived opportunity to demonstrate abilities to perform the job in the recruitment process, will make it seem more fair to applicants. (Heneman, Judge, Kammeyer-Mueller 221)

One of the challenges that the Rosemount Fire Department will face when considering applicant reactions, is that applicants tend to be mostly interested in extrinsic rewards such as “sufficient wages, opportunities for growth and development, and interesting work characteristics.” (Heneman, Judge, Kammeyer-Mueller 219). Being prepared for this challenge, will help RFD to construct their communication and recruitment messages to better emphasize the intrinsic rewards of the job, in order to attract candidates. Also, past experience has shown that applicants might easily get scared off from taking the job because of the time commitment and lack of financial compensation. (Chief Schroeder)

Since we recommend that RFD use a mix of the realistic and the branded recruiting messages, possible reactions to these methods must be considered. For the realistic message there is a risk of scaring off applicants by sharing the less attractive features of the job as a volunteer firefighter, like a branded message might result in applicants feeling dissatisfied after they are hired.

We recommend, that RFD consider all of these possible reactions in order to make the right decisions when developing and communicating their recruiting messages, so that these are better tailored to scare off the “right” people and attract the right candidates for the job.

Make Organizational and Administrative Decisions

While the recruiting goal is defined above, decisions must be made regarding how the process will proceed (Heneman, Judge, Kammeyer-Mueller 212). Specifically, we are deciding whether use in-house or external recruitment agency, centralized or decentralized recruitment, lead time concerned and time sequence concerns, or recruitment budget and return on investment.

In-house versus External Recruitment Agency

To decide which approach is more suitable for Rosemount Fire Department, the complex of recruiting process, the turnover rate and the budget would be important factors to be considered.

According to Chief Schroeder, the recruiting process is a simple interview followed by a physical test, and that means the Rosemount Fire Department has its own staff to process. Moreover, the difficulty of funding and high turnover rate do not allow the Rosemount Fire Department to outsource to external agency.

We recommend that select in-house recruiting as a focusing way to recruit volunteer firefighters. Besides that, Rosemount Fire Department should consider using external recruitment agency only when RFD has exceeding funding and outsourcing recruiting to agency is less costly.

Centralized Versus Decentralized Recruitment

Organizations can centralize or decentralize the recruitment of external job applicants. In centralized recruitment, one group coordinates the recruitment activities. While in a decentralized recruitment system, individual business units coordinate the recruitment activities (Heneman, Judge, Kammeyer-Mueller 214).

Rosemount Fire Department currently has a size of 41 staff and there is no HR professionals inside the organization. There is no need to be decentralized because the size is not big enough and the structure is simple.

We recommend that remaining centralized recruitment, which ensures efforts are not duplicated and the recruiting information is well interpreted to candidates.

Lead Time Concerns and Time Sequence Concerns

Based on the speed goal and time frame mentioned above, within the next 6 months Rosemount Fire Department is looking to have the 9 open positions filled and trained. However, it is possible that Rosemount Fire Department cannot fill the vacancies with or after 6 months. Due to the high turnover rate, it is possible that the new-hire firefighters quit the position and leave vacancies remaining. Therefore, keeping the firefighter position posted and continually updating the staffing situation is important.

Though a staffing flow chart is a good tool to organize all components of the recruitment process, since the sequence of recruitment activities will affect the amount of time needed to fill job vacancies (Heneman, Judge, Kammeyer-Mueller 215,) it is not necessarily applicable in Rosemount's Fire Department. The recruitment process appears to be simple, while it could be more complicated using flow charts. Moreover, because the human resource structure in Rosemount's Fire Department is simple, collecting flow chart data may burden the workload, especially when they are really busy with their professions.

Therefore, we recommend that Rosemount Fire Department keep an expected lead time and in the meantime continually open volunteer firefighter position to candidates. Besides that, instead of using a flow chart, Rosemount Fire Department could simply keep its recruiting process and smooth the process.

Recruitment Budget and Return on Investment

The recruitment process is a key component of Rosemount Fire Department. It is important to figure out which units should be charged for the expense and assess the effectiveness of various techniques. Based on the recruiting goal mentioned above and communication messages and implementation discussed in the latter part of this essay, the Rosemount Fire Department itself should be the business unit to be charged and recruiting process should be minimized when applying certain kinds of communications and implementations.

The recruitment budget of Rosemount Fire Department could include the administrative expensed - equipment and staff, and the recruiting expense - salaries and benefits. Since the salaries per hour and benefits are fixed, choosing less costly communication media and implementations would help release the budget constraint.

When considering effectiveness, it is difficult to use the applicant tracking system in Rosemount Fire Department. Since volunteer firefighters are now hourly salaried employees, they are hard to track. In the meantime, due to technology constraint, it is also not easy to realize this approach. However, some simple surveys to research the backgrounds of the new-hired firefighters is a good way under budget constraint.

Above all, it is recommend that Rosemount Fire Department choose proper media and implementation beyond its budget, and use simple survey to track candidate's information rather than tracking systems.

Strategy Communication

Create communication message and select media

When creating a communication message for recruitment strategy, a realistic job preview should be blended with a strong employment brand approach to allow for appropriate self-selection of those who can't meet the demands of the job, but also allows for retention of the best candidates to hire.

As we have decided in our job planning and analysis, we are searching for an acceptable workforce quality as compared to an exceptional workforce quality. Thus, we need to try to give a realistic message, but minimize self-selection out of the RFD hiring process. The Rosemount Fire Department should consider incorporating a realistic recruitment message since the number one reason for leaving the fire service is unmet job expectations i.e. time commitment, low call percentage (Schroeder). However, with the low number of applicants to the Fire Department service, a realistic job preview could unfavorably allow for a majority of candidates to self-select out. So, a strong employment brand approach should be emphasized above all.

By emphasizing a blend of a realistic message and a strong employment brand approach, we can inform new hires about the job, but ultimately attract them to the Rosemount Fire Department as an organization and create a person/ organization match. By finding individuals who are passionate about the organization, we can also encourage the “family-feel” culture desired by Chief Schroeder.

This recruitment message should emphasize the uniqueness and positive qualities of the job by focusing on the Rosemount Fire Department’s missions and values. We recommend emphasis on the greater good that the fire department is doing for the community as a whole. Intrinsic rewards should be emphasized through giving back to the community and being a part of a family. Secondly, the recruitment message should relay the challenges of the job such as time commitment and physical exertion required.

Media selected should be face-to-face and verbal whenever possible, however a social media platform should also be strongly incorporated to build awareness of the opportunities and reach as many potential candidates as possible.

Strategy Implementation

Implement recruiting strategy and evaluate ongoing outcomes- Rachel/ Yingmei

When implementing for our recruitment strategy, we assess individual, social, or organizational recruiting sources. The Rosemount Fire Department should use a blended approach of strong individual and social approaches. They should also continue to use the organizational approach tactics that they already have in place such as a presence in the high school and the annual open house.

When assessing an individual approach, we recommend that it would be important to continue to allow candidates to apply using this traditional approach of hearing about a job opening and then applying. For RFD, the main individual approach is through its official website. Compared with the websites of other fire departments in Minnesota, RFD’s needs to be more updated and more informative of the department such as the salary and benefits. Picture 1 is the screen of the website of Rosemount’s fire department. Picture 2 is the website of the Saint Paul’s. Picture 3 is Rochester’s.

From the three screens, we can observe that compared to the simple illustration on the requirements of to be a firefighter, Rochester has illustrated more realistic information on the feature of the work, such as how does training going, the time commitment. Meanwhile, the website of Saint Paul has made efforts on showing the compensation and benefits message to attract potential applicants. Moreover, they extend the relation on social media such as Facebook and twitter.

Paid On-call Firefighters

The City of Rosemount is constantly recruiting interested residents to become paid-on-call firefighters. Paid-on-call firefighters not only participate in fighting fires, but they also respond to fire alarms, technical rescue incidents, vehicle extractions, hazardous material incidents, and medical situations. Firefighters also help in public education details. No previous training or experience is needed--the city provides all required training.

To meet the minimum selection standards you must:

- Must be a Rosemount resident or live within four minutes' driving distance to one of the City's fire stations.
- Possess a high school diploma or GED.
- Be at least 18 years of age.
- Possess a valid Minnesota driver's license, Class D.
- Not have any felony convictions or a disqualifying criminal history.
- Be in acceptable physical condition and have full use of body functions.

Figure: The employment page of the website of Rosemount Fire Department

Residency Points:

The City Council approved a change in residency points which will affect the upcoming Firefighter exam process. Candidates who have been a resident of the City of Saint Paul for at least one (1) year immediately prior to the application deadline shall receive 10 points added to their final passing score. More information will be available at the written exam.

2014 Firefighter Salary and Benefits:

The 3-month academy, trainee salary is \$1,504 / bi-weekly.

Approx. Annual Salary:

Starting - \$48,907

3-year - \$58,894

Lifelong Career Development Opportunities

Promotional Opportunities

Medical and Hospitalization Insurance

Basic Life Insurance

Paid Holidays

Excellent Sick Leave and Vacation Policy

Great Pension Plan

More Information

Follow us on [Facebook](#) @SaintPaulFireDepartment and [Twitter](#) @StPaulFireDept!

[The Fire Department](#) website will provide you with additional information about the Saint Paul Fire Department.

Please review the [Firefighter Job Description](#) for more information about the position of Firefighter with the City of Saint Paul.

Figure: The employment page of the website of Saint Paul Fire Department

Hiring Process

The Roseville Fire Department is currently accepting online [employment applications](#). These applications will be used for an eligibility list for future hiring purposes. We are not hiring at this time.

Who is Eligible to Apply?

There is a residency requirement. Potential firefighters must live within a ten minute driving time of their assigned fire station.

What positions are available?

Associate firefighters are hired as part-time employees who work scheduled part-time shifts at a fire station.

How many hours will I be expected to work?

Part-time firefighters work 12-hour shifts that run from 6:00 am to 6:00 pm, or 6:00 pm to 6:00 am. Firefighters typically work 1 to 2 shifts per week, depending on their availability and the departmental needs. All firefighters are subject to callback for major emergencies.

How do I get training?

Most training is provided while you are working your shift. There is also some training provided on dates/times that you will not be working and my have to attend those as well.

What is the pay?

Part-time firefighters are compensated at \$9.27 per hour.

Are there minimum/maximum age requirements?

Applicants must be at least 18 years old and be a high school graduate or have a GED. There is no maximum age limit so long as the applicant is able to pass the physical exam and physical abilities test.

Part time Firefighter/EMT

The hiring process is extensive, including:

1. Application
2. Interview
3. Physical examination
4. Physical abilities test
5. Background and reference checks
6. Pre-employment drug screening
7. Psychological examination

Figure: The employment page of website of Rochester Fire Department

Using our job planning and analysis research, we would like to put more emphasis on attracting volunteer firefighters through a stronger social approach along with the individual approach. Now RFD has a current staff of 41 volunteers, plus a large pool of former employees, there is a large group of people who could bring in quality referrals. So there is great opportunity for RFD to establish a social network through the online advertising tools such as Facebook, twitter and linkedin. These kind of social networking tools can broaden the acknowledgement of the department and bring timely responses to questions on the hiring position. We also notice that the open house that is arranged by RFD has no social network account to advertise and follow-up. Therefore, online technology should be developed further to gain a wider acknowledgement of the Rosemount fire department.

Using an organizational approach would be mostly ineffective with regards to the Rosemount Fire Department. This correlates with the staffing decision of whether to staff using their own resources or outsource. When assessing whether to hire a third party-recruiting source, for the Rosemount Fire Department, the budget of operation is limited and the position is easier for the fire department to fill. The only feasible way for

Rosemount Fire Department to use an organizational approach is to continue to arrange fire education activities with the high school and leverage this to recruit 18+ high-schoolers to the fire department. The Rosemount Fire Department should continue to utilize their open house, which attracts 2 to 3 thousand people to their station, while also leverage this opportunity to send and distribute recruiting messages and materials.

Limitations

Limitations should always be considered when making recommendations as an outside consultant. The first limitation is not being familiar with the community of Rosemount. Although we can make our best recommendations, they may need to be altered if there are unknown factors that we were unable to consider.

Other limitations could be the need to be willing to keep social media recruitment messages up-to-date and also gaining the knowledge to use the tools effectively. An individual will need to be assigned to check the website regularly, update the website with relevant information. Also, a new system of receiving applications and communication with community will be developed and learned by the staff of the Rosemount Fire Department.

Limitations to the bureaucratic nature of the fire department should be considered. Budget restrictions should be considered. There are many recommendations that could have been made (i.e. staffing agency) that could be viable options for quickly expanding the staffing pool, but constraints on the budget will not allow for this. Also, due to the bureaucratic nature, decisions are not made quickly and must have approval. This means that looser restrictions on radius of home to the fire department and response time criterion would most likely not be an option.

Conclusion

To conclude, building a recruiting strategy is extensive, but also vital to the success of the recruiting process. In Phase 1 of this report, we gave an outline of research based benefits and limitations for multiple recruiting communication and implantation tools. We discussed how a realistic approach, which gives a true depiction of positive and negative job requirements, may bring in prepared candidates, but will also scare many possible candidates away. Conversely, we also discussed how branded messages emphasize positive aspects of the job, and can bring in a large number of candidates, but many of them may not have the most realistic view of exactly what the job entails. Lastly, we described how an organization might want to target a specific group of people and would in turn tailor their recruiting message specifically to persuade that group.

We also described in detail, the positives and negatives of different implementation approaches. Discussing how an individual approach, which gives access to anyone to apply for the job, can bring in a large group of applicants, but can also be inefficient and time consuming. We talked about a social approach can narrow down the field, by utilizing social networks of current employees by word of mouth and social media campaigns. Finally, we

talked about organizational methods, which bring a third party organization to handle the search for potential applicants.

From the information gathered on different recruiting communication and implementation strategies, as well as specific information on Rosemount Fire Department gathered in Case 1, we were able to develop a recruiting strategy using Exhibit 5.1 from the Staffing Organization's Textbook. Our first priority was determining the goals based on the current and future needs of the Rosemount Fire Department. From this analysis we determined that currently 9 new firefighters needed to be hired within the projected time of six months. These new hires should meet all KSAO's and be in line with the family feel culture we are trying to regain in the station. Because of high turnover we chose to continue to utilize the open approach while exploring targeted options. Before determining our communication and implementation methods we first considered our applicants reactions, and then chose the best option.

Based on the information presented, we feel that a combined realistic and branded approach will ultimately be the most successful communication strategy for RFD. The realistic description of job requirements will bring in committed volunteers who are in it for the right reasons, while emphasizing the positives will help create the positive hype and culture we are looking to build around the position. In order to continue to have a steady flow of applicants we suggest that Rosemount continue to use an individual implementation strategy, while utilizing social networks and social media to not only bring in a narrower group of applicants, but also draw out our more branded message through social media public relations.

Recruiting is a vital component to the success of an organization and the right strategy is the foundation to a successful staff. We feel that with these recommendations that the Rosemount Fire Department will be able to alleviate previous staffing concerns and continue to build an organization committed to serving and protecting its community.

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