


## 2023

## What Drives Us

## 01. RECRUITING PLAN: VISION

To be a diverse, full service (Fire/ EMS/All Hazards) organization that embraces our community through compassionate response and risk reduction.

## 02. RECRUITING PLAN: VALUES

Our values drive our recruiting efforts. We are searching for individuals who live out the following core values:
Professionalism, Integrity, Respect and Customer Service.

## Goal 1

## Obtain and maintain the appropriate staffing resources and funding to ensure that the individuals tasked with recruiting new public safety members are successful pursuant to Goals set by the Fire Chief.

Strategy: Department recruiter will offer support to the hiring lead and will oversee regular communication to applicants who are in a current hiring process. This would require AFR or the Human Resources Department to hire 2 Human Resources-focused talent and acquisition professionals (civilian) who would take over the hiring process for lateral applicants. These talent and acquisition professionals will have experience in marketing open positions to underrepresented candidates, working with vendors to complete pre-hire assessments, and developing a hiring flow chart. This will free up the department recruiter to do proactive recruitment work in conjunction with the Community Engagement Team. *Attachment - Current Department Recruiter Job Description and the desired Department Recruiter Job Description

Strategy: Each year the Department Recruiter will set goals and define activities that focus on lateral recruiting. This could include travel to like-size metro areas and agencies, and outreach using our own lateral-hires who have come from other agencies. An outside marketing/recruiting firm can provide professional branding and campaign management support.

Strategy: Each year the Department Recruiter will set goals and define activities that focus on entry-level hiring with a focus on Aurora's own backyard. This should include coordination with local colleges and high schools who have specific programs for those interested in Fire and EMS. An outside marketing/ recruiting firm can provide professional branding and campaign management support.

## Goal 2

Enhance and sustain a diverse and well-qualified candidate selection pool, ensuring that underrepresented candidates are broadly represented and prepared for the application process.

Strategy: Fund the AFR Explorer Post, Camp Spark and other youth recruiting programs as methods to attract under-represented candidates to Aurora Fire Rescue.

Camp Spark is an original Aurora Fire Rescue program intended to bring awareness to fire service careers and provide leadership growth for young women ages 12-18. These young women receive on on-one time with local female leaders and leave with confidence and skills to use in the real world. Please follow this link for more info on Camp Spark.

The Fire \& EMS Explorer Post is a hands-on program open to young men and women from 6th grade to 20 years old with an interest in learning more about careers in the field of fire or emergency services.

Strategy: The Fire Chief will provide annual direction for the Recruiting Officer which outlines measurable targets and project deliverables. This direction will also be used to create the internal operating procedures for the hiring process.

Strategy: Coordinate with the Human Resources Department to develop reports that identify, assess and compare community and workforce demographics to ensure this Goal is met.

Strategy: Support the Human Resources Department's efforts to conduct an applicant lifecycle barrier analysis to determine why and where in the recruiting/hiring process under-represented applicants are not retained.

## Ⓞ2 continued

Strategy: With the support of the Human Resources Department, analyze the current composition of the department and what high schools, what local areas and where we've found recruiting success in the past.

Strategy: With an eye toward future recruiting, the Recruiting Officer will coordinate with other members of the AFR Community Engagement Team to create and implement community-based programs to attract qualified local candidates and to enhance the reputation of the department.

This includes working with local community non-profits, agencies and organizations like: the Aurora Key Community Response Team, Community College of Aurora, Aims Community College, Red Rocks Community College, Aurora Public Schools, Cherry Creek School District, specific minority groups who have an association with public safety, military medic associations, and some fraternities and sororities.

Strategy: Work closely with the local armed forces liaison to connect with the appropriate local contacts at military bases in order to capture soon-to-be retirees, specifically those who served as a paramedic.

## Goal 3

## Develop a Standard Operating Procedure to maintain a recruiting plan and to set consistent hiring practices.

Strategy: Establish consistent and reoccurring contact with qualified candidates who have applied in order to strengthen relationships with these applicants.
*Attachment - 2023-01 Applicant Report
Create additional touchpoints for qualified priority candidates who fail to take the entry level exam. Statistically this is one of the largest critical-fail aspects of the entry level hiring process.

Strategy: Ensure that the minimum qualifications for candidates are well-defined and include a "whole person concept" which will increase the number of candidates who meet the expectations of Aurora's vision for excellence. The minimum qualifications standards and the "whole person concept" must be a coordinated effort between the Civil Service Commission, the department and the Human Resources Department to ensure consistency in the hiring process.

Strategy: Establish annual assessment process with the Human Resources Department and CSC to Monitor, Evaluate and Learn (MEL) how the current recruitment and hiring processes/requirements impact applicants.

## Goal 4

Prepare and develop people who are interested in joining Aurora Fire Rescue to reduce the attrition in the recruiting, application, hiring and academy/training process.

Strategy: Recruiters will offer preparation and development courses for those interested in a career in the fire service. This could come in the form of Field Days which include preparedness for Physical, Test Prep, Interview Skills.

Strategy: Monitor the success rate of those who completed the preparation and development courses.
Strategy: Help provide all applicants with a deeper understanding of the psychological and background investigation assessments. Stress the importance of full disclosure of all previous mental health and counselling sessions at the beginning of the hiring process, rather than trying to hide something that they believe could get them removed from the process.
*Attachment - 2022 Applicant Emails using Constant Contact

Strategy: Train the lateral committee members in implicit bias, appropriate questions in oral boards, and recruiting in a personal way to reduce attrition of targeted candidates who have applied.

The Aurora Fire Rescue Lateral Committee reviews potential lateral employees in search of applicants who embody AFR's mission statement and the city of Aurora's core values of Professionalism, Customer Service, Professionalism and Integrity.

## Goal 5

## Ensure that the vision/values of this plan are broadly communicated internally and externally.

Strategy: Leverage existing AFR Members' presence and participation in national conferences and organizations to make connections for the purpose of recruiting and awareness of our organizational values.

Strategy: Leverage online sites like Indeed, LinkedIn, etc. using an experienced talent acquisition specialist who has a background in marketing for Human Resources.

Strategy: Utilize the platforms below to broadly distribute information about career opportunities, compensation, hiring, the testing process, deadlines and minimum qualifications. Community Engagement Team should review the content posted on the website and other promotional items listed above to ensure they reflect the current recruiting priorities.

- website
- social media platforms
- printed materials
- direct mailers
- direct mail/digital campaigns

Strategy: Include information about the hiring process and about recruiting efforts in AFR internal memorandums.

Strategy: Include values statements in AFR Memorandums about the hiring process and about recruiting efforts.
*Attachment - 2022 Memorandum on Hiring.

## Our Commitment to Community


01.

INVESTING IN LOCAL YOUTH

02.

DEVELOPING RELATIONAL RECRUITMENT

03.

INSPIRING THE NEXT GENERATION


## Department Recruiter <br> Desired Job Description

## Duties of the Recruiter

The Department Recruiter implements recruitment tactics aimed at attracting excellent candidates for both the entry and lateral hiring processes. The recruiter will have a responsibility to coordinate and schedule the Lateral Hiring Committee and will ensure that the committee meets regularly. The recruiter has the opportunity to gain a great deal of experience by working with all levels of AFR leadership and a variety of city of Aurora staff members.

Recruitment activities include attending community events which cater to our target recruitment audience, engagement and regular follow up with top applicants, developing informational materials, and working with staff members in Human Resources and Civil Service to ensure an efficient lateral application process.

The department recruiter supports the hiring coordinator(s) to ensure all candidates in a given application period understand tips for success, next steps, and offers mentoring opportunities through the Lateral Committee.

## Tasks include but are not limited to:

Have knowledge of current steps within a given hiring process, and awareness of upcoming dates/ deadlines for future academy classes and hiring processes.

Provide social media content ideas, and even supply the PIOs with photos, videos and text to be posted on social media in an effort to attract top candidates.

Manage any outside vendor contracts and technology systems that promote or aid in the recruiting process.

- Work closely with the Human Resources Talent Acquisition Specialist, Civil Service Commission Staff and Background Investigators.
- Provide direction for and communicate clearly and regularly with the Lateral Committee and the DEI Team. Even when a hiring process isn't happening the recruiter should keep these groups engaged in the process and informed of significant changes.
- It is the responsibility of the Department Recruiter to ensure that the steps and important deadlines are clearly communicated to applicants in both the entry and lateral hiring process.
- Create and maintain a spreadsheet of recruiting events to be attended by AFR each year. This will require the recruiter to sign up for career fairs, community events and find staffing for these events.
- Maintain a relationship with the Civil Service Commission and regularly attend meetings in order to make recommendations to the Fire Chief on process enhancements. The recruiter will clearly communicate any barriers for applicants within the hiring process.


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Skill, Knowledge, and Abilities

- Knowledge of basic office principles and procedures along with Microsoft office software applications. Ability to learn new programs such as best practices for social media.
- Skills in written, verbal, \& nonverbal communication, must relate to others and relay messages/ information with tact and diplomacy regardless of the communication channel.
- An ideal candidate will be familiar with AFR, it's current recruiting strategy and has the ability to quickly build rapport and professional relationships with incumbent members. This familiarity comes from experience on the line and by maintaining a connection with line personnel even while in the administrative position.
- Ability to remain flexible in an ever-changing environment where both in-office projects and special events are scheduled often after hours or on weekends
- Supervisory skills to lead and direct a modified duty member of AFR or a cadet.
- Maintain an organized approach to following up with qualified candidates, keeping a tight timeline for recruitment and hiring, and providing consistency to the position.


## Because the Department Recruiter works as part of the Community Engagement Division, it is expected that other duties may be assigned. These duties can include:

- Ordering department promotional merchandise
- Understanding and implementing recruitment initiatives
- Promoting upcoming department activities to the public (marketing and promotion)
- Cross-training with the Community Health Lieutenant and PIOs to understand the basic job duties
- Attending and supporting community events as a representative of AFR

Hiring and Application Outreach Report

## Tuesday, January 17

947 Total Entry Applicants | 104 Total Lateral Applicants
Currently remaining in Lateral Process: 23 Fast Track and 29 Traditional

PAST YEARS ENTRY LEVEL APPLICANTS
Total Entry Level Applicants


## PAST YEARS LATERAL LEVEL APPLICANTS

Total Lateral Applicants


## Meta Digital Advertising (Facebook and Instagram)



## Performance Overview

## Performance

\$4,138.91 spent over 28 days.


Activity
Post engagement

Link clicks

Post reactions
297
Post shares
88

## Audience

This ad reached 219,776 people in your audience.


## Performance Overview continued

## Performance

This ad reached 291,776 people in your audience.
Colorado

61504

Georgia
$\square$
Texas


Florida

Maryland
Virginia


21440
New Mexico
19840
Arizona 8768

Utah
8320

## Constant Contact Email Marketing

## Emails sent:

Dec. 2-108 Recipients
Dec. 9-113 Recipients
Dec. 10-451 Recipients
Dec. 29-75 Recipients
Dec. 30-480 Recipients

To: AFR
Date: November 28, 2022
Subject: Entry and Level Application Period

Aurora Fire Rescue (AFR) is committed to attracting, hiring, and retaining values-driven individuals. It is an exciting time to work for Aurora Fire Rescue as we experience a period of tremendous growth. This memorandum is intended to notify you of the hiring process for our next academy, Recruit Class 2023-01.

Now through January 8 we will be accepting applications for both Entry Firefighters and Lateral Firefighters. The next academy class is expected to begin June 5, 2023. Some lateral candidates may be invited to try out for an earlier and expedited "Fast Track" academy depending on experience and certifications. Some of the requirements for a lateral candidate to be considered for the Fast Track Academy include:

- Possess Firefighter I Certification (issued by Pro Board or IFSAC preferred)
- Possess Firefighter II Certification (issued by Pro Board or IFSAC preferred)
- Possess Hazmat First Responder Operations Level Certification (issued by Pro
- Board or IFSAC preferred)
- Possess current EMT-B or Paramedic (State of Colorado or NREMT)
- Candidates must complete introductory and ongoing skills evaluations


## Bonus Programs

Our current city employees serve as our most effective form of advertising. Because of that, we are offering a $\$ 1,500$ referral bonus to our current AFR members who qualify. You can read more about this program and find out how you can become eligible for this bonus in the attached document. Each applicant may only list one city employee in the referral section of the application. Firefighters who are hired during this application period will be eligible for a $\$ 10,000$ signing bonus. New hire entry and lateral firefighters will receive the bonus incrementally on their paychecks.

## Page 2

March 7, 2023
In order to best share information about our upcoming lateral hiring process with others, we ask that you provide this link to our recruiting website to anyone who is interested. This link provides a good outline of the benefits offered at Aurora Fire Rescue and includes links to online applications.

## Fire Recruiting Information

The process for hiring entry level candidates will continue to be managed by the Civil Service Commission consistent with the board's rules and regulations. AFR leadership is dedicated to making progress by complying with the recommendations of the consent decree. Entry level candidates will come from a list developed by the Civil Service Commission, and the department will have more involvement in the hiring process by having access to all applicant contact information in order to communicate with individuals who express interest in becoming an Aurora Firefighter. We also expect to once again have panelists and input during an oral board for entry candidates.

The hiring process for lateral candidates will continue to be managed by Aurora Fire Rescue with direction and input from members of the Community Engagement Team, the Lateral Committee, and the AFR Executive Team. Lateral applicants must have 3 years of relevant public safety experience within the last 4 years in order to apply.

Entry and Lateral applicants will complete a rigorous background investigation, the Candidate Physical Ability Test (CPAT), and other job suitability examinations. Additionally, our department will continue to place importance on interviews in order to find candidates who match our core values of Professionalism, Respect, Integrity and Customer Service.

Members of the AFR Lateral Committee volunteer their time and serve as leaders and mentors during the hiring process. In the coming weeks you will receive a solicitation memo in an effort to add to our current list of volunteers who serve on the committee.

As always, please reach out to a member of the Community Engagement Team at AFRRecruiting@AuroraGov.org or $\mathbf{3 0 3 . 3 2 6 . 8 9 6 4}$ if you would like to discuss prospective candidates you know personally.

