



SFFMA Leadership Development Program

Recruiting and Retention



State Firefighters' &
Fire Marshals' Association of Texas
Promote, Unify, Represent, and Educate the Fire Service of Texas

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Jason Blackman



Full-Time – Assistant Chief

Harris County Emergency Service District 13/Cypress Creek Fire Department

Part-Time – Firefighter

Harris County Emergency Service District 29/Champions Fire Department

- 18 years Fire Service – CCFD
 - 5 Full-time Assistant Chief – 2013
 - 10 years – Captain, Port of Houston Fire Department
 - 10 years – Hazmat Technician, Harris County Fire Marshal's Office Hazardous Materials Team
- TCFP – Master FF, Master Inst., Hazmat Tech., FO III, ISO, DOA, DOP
- TDSHS – EMT-B
- SFFMA – Advanced FF, Instructor
- TEEX – Fire Service Chief Executive Officer
- Blue Card Incident Command Instructor
- Graduate of the inaugural Fire Chief's Development Program 2016



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HCESD13/CCFD



- **January 1, 2019 – ESD/VFD merger**
- **28 Sq. Miles Unincorporated Northwest Harris County**
- **Population 74,000**
- **Budget \$7.5 million**
- **4 Fire Stations – purchasing land for Station 25 (2019)**
- **Apparatus**
 - 5 Engines
 - 1 Tower
 - 2 Heavy Rescues
 - 1 Tanker/Tender
 - 3 Wildland Boosters
 - 1 Wildland UTV with trailer and Utility Truck Transport
 - 1 Rehab/Auxiliary
 - 4 Heavy Utility Trucks – High water Evacuation Vehicles
 - 5 Boats – 3 Evacuation, 2 Swiftwater
 - 6 Staff Vehicles



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Combination Department – 142 personnel

- Full-time Salaried – 37
 - Command Staff – 4
 - Office Staff – 3
 - Shift Personnel – 30 on 48/96 rotation (DC-3, Capt-9, E/O-9, FF-9)
- Full-time Hourly – 35 (working <30hrs a week)
- Part-time Hourly – 26 (working >30hrs a week)
- Volunteers – 44
 - Stipend Firefighters \$40 12hr shift – 30
 - Un-stipend Firefighters – 2
 - Auxiliary Members – 9
 - Cadets – 7



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- **Standard of Care – NFPA 1710/1720**
- **1710 – response times**
- **1720 – Urban 15/9/90%**
- **2018 Statistics**
 - Total Incidents – 1655
 - EMS – 612 (36.9%)
 - FIRE – 1043 (Confirmed 111 – 20 = 1.2%)
 - Average Response Time – 06:40
 - Average Turnout Time – 01:34
 - NFPA 1720 – 84%



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RECRUITING & RETENTION



SUBJECTIVE vs. OBJECTIVE

Subjective – refers to personal perspectives, feelings, or opinions entering the decision making process.

Objective – refers to the elimination of subjective perspectives and a process that is purely based on hard facts.



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THINGS TO REMEMBER

- Need to have Open eyes, Open mind
- Know the Human Resource Risk
- Accept the Generational Gap



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RECRUITING & RETENTION



TODAY'S TALKING POINTS

- Attitude
- Accountability
- Challenges
- Culture
- Growth
- Knowledge
- Society
- Stability
- Trends



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RECRUITING



Basic Questions



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Question 1



- **WHO is your Audience?**
- **WHO are we trying to RECRUIT?**
 1. SWOT Analysis
 - Strengths
 - Weakness
 - Opportunities
 - Threats
 2. Demographics
 - Population
 - Socioeconomic Status
 3. Trends in your Area or Region
 - Competition



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Question 2



- **WHAT is you Dept. Policy on RECRUITING?**
- **WHAT positions are we trying to fill?**
 - Auxiliary
 - Firefighters
 - Officers
- **WHAT is the Budget?**
 - Volunteers
 - Part-time
 - Full-time
- **WHAT level of Training?**



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Question 3



- **WHEN are we trying to RECRUIT?**
 - Department's Policy on Recruiting – Open door, Closed dates
 - Best times for recruiting is:
 - Public Relations Events
 - Incidents
 - Shopping for Dinner at the store.

Always Remember...

EVERYDAY IS A RECRUITING DAY!!!



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Question 4



- **HOW/WHERE are we going to RECRUIT?**
 - Department Branding
 - Advertising – door hangers, handouts
 - Open Houses
 - Social Media – Facebook, Instagram, YouTube, etc..
 - Colleges or Technical Schools (Fire Schools)
 - Word of Mouth
 - Public Relations Events



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WHO IS NUMBER 1, ONE, UNO?



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Order of Importance

1. Personnel – membership/employees/family
2. Organization – equipment/apparatus
3. ME – Chief Officer



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RETENTION



- **Culture**
 - Reputation
 - Departments Vision, Path, or Future
- **Structure**
 - Lead by example
 - Policies, Procedures, Guidelines
 - Equipment, Gear, Apparatus
- **Education**
 - Trainings
 - Certifications



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RETENTION



- **Special Events**
 - Annual Awards Banquet
 - Badge Pinning
 - Promotional Ceremonies
 - BBQ, Breakfast, Dinners, etc..
- **Protection Plans**
 - Wellness and Fitness Programs
 - Annual physicals (cancer screenings)
 - Insurance plans – injuries or death



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RETENTION



- **Human Resources**
 - Payroll
 - Insurance
 - Benefits
 - Investigations
- **Growth**
 - Elections or Appointments
 - Expansion
 - Promotions



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R&R SUMMARY



- Own it – “DO WHAT YOU SAY YOUR GONNA DO”
- Promote Belonging
- Training Never Stops
- Social Media – if you don’t have it you are behind.
- Branding and Marketing – He look at me...
- Education – Ongoing non-stop
- Be Consistent
- Change is it GOOD or BAD
- Utilize your RESOURCES



R&R SUMMARY




Questions or Comments???



Contact Information



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Harris County ESD No. 13



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