

2025
BRIGHTON FIRE RESCUE DISTRICT

RECRUITING AND HIRING

(Note: This is a non-mandatory, living document to outline the vision and values that guide our recruitment efforts.)



"We exist to positively impact those we serve through professional service."

COMMUNITY. INTEGRITY. COURAGE. PRIDE. COMPASSION.

The following document is intended to serve as a guide to the recruitment efforts of Brighton Fire Rescue District. All recruitment and hiring practices are to be a reflection of the Fire District's Mission, Vision, and Values, but the expression of those practices may change and be modified. The strategies presented may be adopted in full or in part as determined by the Fire District Recruiter and Hiring Team.



WHAT DRIVES US

VISION

Our vision is to build a dynamic and diverse workforce that embodies our commitment to serving the community through excellence in Fire and EMS service delivery. We aim to recruit and hire individuals who not only meet the necessary qualifications, but also align with our organizational values. By focusing on candidates who have a genuine desire to serve their community and a passion for the fire service, we strive to create a team that reflects the community's needs and aspirations.

- **Commitment to Service:** We prioritize candidates who demonstrate a strong commitment to serving the community, understand that their role extends beyond emergency response to include community education, outreach, and support.
- **Passion for Excellence:** We seek individuals who are passionate about the fire and EMS profession and eager to embrace the challenges and responsibilities of delivering high-quality service in high-pressure situations.
- **Long-term Growth:** Our vision also includes fostering a culture of continuous learning and professional development, ensuring that our team members are equipped with the skills and knowledge to grow in their careers while adapting to the evolving needs of our community.



VALUES

Our core values are the foundation of our recruiting and hiring efforts. We actively seek individuals who exemplify the following values:

COMMUNITY. INTEGRITY. COURAGE. PRIDE. COMPASSION.

By focusing on our vision and values, we ensure that our recruitment strategy not only fills positions, but also builds a cohesive team dedicated to serving our community with excellence. Our approach is designed to attract individuals who are not only skilled and qualified but also align with the core principles that drive our mission. In doing so, we aim to cultivate a workforce that reflects the diversity, strength, and spirit of the community we serve.



GOAL 1

To recruit and retain a well-qualified candidate pool that reflects the community, prepares candidates for the application process, and fosters a commitment to serving the community.

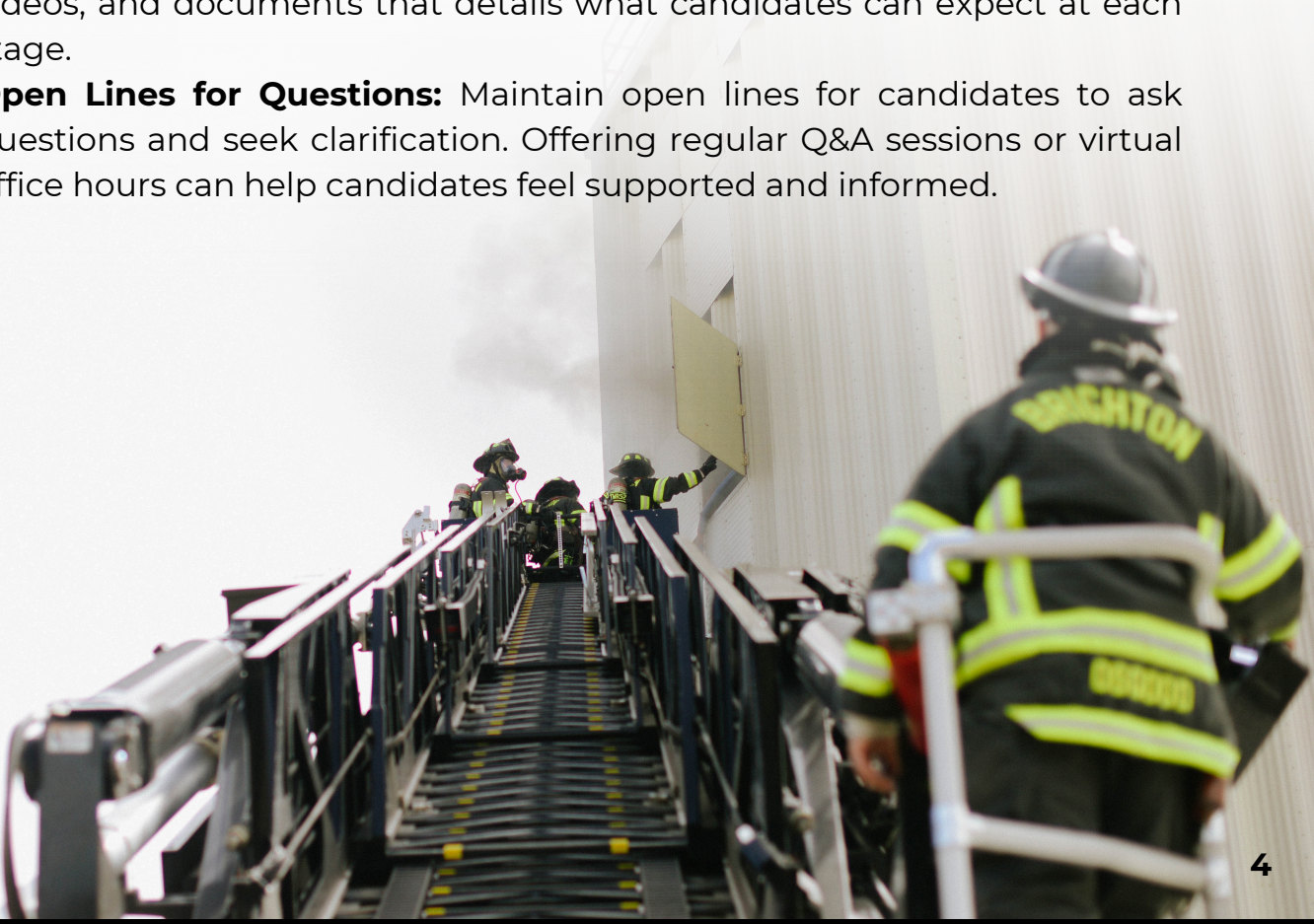
STRATEGY: The Fire District Recruiter will support the hiring lead and oversee regular communication with applicants in the current hiring process.

1. Establishing Clear Communication Channels

- **Communication Plan Development:** Create a structured communication plan that outlines how and when applicants will be contacted through the hiring process. This may include automated emails, phone calls, and updates on application statuses.
- **Personalized Engagement:** Ensure that communication is personalized to acknowledge each candidate's unique application and background. This helps foster a sense of connection and commitment to the process.

2. Providing Resources and Support

- **Resource Sharing:** Share resources with applicants that outline the hiring process, expectations, and tips for success. This can include FAQs, videos, and documents that detail what candidates can expect at each stage.
- **Open Lines for Questions:** Maintain open lines for candidates to ask questions and seek clarification. Offering regular Q&A sessions or virtual office hours can help candidates feel supported and informed.



PLAN: Each year, the Fire District Recruiter establishes goals and outlines activities focused on new hires, firefighters, paramedics, and lateral recruiting.

1. Annual Goal Setting

- **SMART Goals:** Develop Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals for recruitment that are aligned with the Fire District's overall mission and community needs. This ensures a focused and effective recruiting strategy.

2. Activity Planning

- **Recruitment Events:** Plan and organize recruitment events, such as job fairs and open houses, where potential candidates can learn more about the Fire District, meet current employees, and understand the application process.
- **Collaboration with Local Entities:** Establish partnerships with local colleges, universities, and community organizations to promote career opportunities in the fire service. This can include attending career days, offering internships, and facilitating mentorship programs.



TACTICS: Annually, the Fire District Recruiter will set specific goals for entry-level hiring, emphasizing recruitment from the local community, including collaboration with local colleges and high schools that offer programs related to Fire and EMS. Additionally, an outside marketing and recruiting firm may be engaged to provide professional branding and campaign management support.

1. Local Community Focus

- **Targeted Outreach Initiative:** Implement targeted outreach initiatives aimed at local schools and community organizations, particularly those with programs related to Fire and EMS. This can include guest lectures, hands-on demonstrations, and informational sessions that engage students and encourage them to consider careers in the fire service.
- **Scholarship and Internship Opportunities:** Explore opportunities for offering scholarships or internships for students pursuing education in Fire Science or EMS. This not only builds interest in the field but also helps to establish a pipeline of potential candidates.

2. Engaging Professional Support

- **Branding and Marketing Collaboration:** Engage with district personnel to develop a compelling brand strategy for the Fire District. This should highlight its values, community involvement, and career opportunities in a way that resonates with potential candidates.
- **Campaign Management:** Work with district personnel to manage marketing campaigns across various platforms, ensuring consistent messaging that emphasizes the Fire District's commitment to community service and diversity in recruitment.

By implementing these strategies, the Fire District will create a well-structured recruitment process that not only attracts a qualified candidate pool but also reflects the community's diversity and fosters a strong commitment to service.

GOAL 2

Ensure that integration of the Fire District's Mission, Vision, and Values of the Fire District into the candidate recruitment and selection process.

STRATEGY: Leverage the involvement of Fire District members in national conferences and organizations to foster connections for recruitment and promote awareness of organizational values.

1. Building Professional Networks

- **Encourage Participation:** Actively promote and support Fire District members attending national conferences, workshops, and industry events. This participation not only enhances their professional development but also allows them to network with potential candidates and other organizations that align with the Fire District's values.
- **Showcase Success Stories:** During these events, highlight success stories of current employees who embody the Fire District's Mission, Vision, and Values. Sharing these narratives can attract individuals who resonate with the same principles.

2. Promoting Organizational Values

- **Presentation Opportunities:** Create opportunities for the Fire District's members to present at conferences, sharing insights about the organization's culture, mission, and community impact. This will help position the Fire District as an employer of choice among candidates who share similar values.
- **Collaborative Partnerships:** Establish partnerships with other organizations that reflect the Fire District's values. This collaboration can lead to joint recruitment efforts and greater visibility in the fire service community.

PLAN: Utilize online platforms, supported by a district employee with a marketing background in Human Resources.

1. Strategic Online Presence

- **Targeted Job Postings:** Work with Fire District personnel to craft compelling job postings that highlight the Fire District's Mission, Vision, and Values. Ensure that listings on platforms like Indeed and LinkedIn are optimized with relevant keywords related to the Fire District's values and that desired qualifications and are regularly updated with current information. Emphasizing these elements will attract candidates who are aligned with the organization's purpose.
- **Engagement on Social Media:** Leverage social media platforms to create engaging content that showcases the Fire District's culture, community involvement, and career opportunities. This can include employee testimonials, behind-the-scenes looks at daily operations, and community events.



TACTICS: The recruitment strategy will involve disseminating information about career opportunities, compensation, the hiring process, testing details, deadlines, and minimum qualifications through various channels, including:

- **Website:** Maintain a dedicated careers page on the Fire District's website that outlines the Mission, Vision, and Values and provides detailed information about job opportunities and the application process.
- **Social Media Platforms:** Use platforms like Facebook, Instagram, and Twitter to regularly post updates about recruitment efforts, share stories that reflect the Fire District's values, and engage with the community.
- **Printed and Digital Materials:** Develop brochures and flyers that clearly communicate the Fire District's values and career opportunities. These materials can be distributed at community events, schools, and job fairs.
- **State Job Board:** Use state job boards to reach a wider audience and ensure that job postings are consistent with the Fire District's Mission and Values.
- **Fire Service Job Boards:** Post openings on specialized fire service job boards to target candidates specifically interested in fire service careers.

1. Internal Communication

- **Regular Updates for Staff:** Keep all members of the Fire District informed about recruitment efforts and the hiring process through internal newsletters, meetings, and bulletins. This transparency fosters a sense of involvement and encourages current members to refer potential candidates who align with the organization's values.

2. Content Review and Alignment

- **Ongoing Content Evaluation:** Establish a process for regular reviews of recruitment content to ensure it aligns with the Fire District's current recruiting priorities and accurately reflects its Mission, Vision, and Values. Feedback from staff and candidates should be incorporated to continuously improve communication strategies.

By implementing these strategies, the Fire District will effectively integrate its Mission, Vision, and Values into the recruitment and selection process, attracting candidates who are not only qualified but also deeply aligned with the organization's core principles.

GOAL 3

To create a more informed, prepared, and diverse candidate pool that aligns with the values and needs of our fire service community.

STRATEGY: To enhance the recruitment process for fire service candidates by providing preparation and development courses, including Field Days, that focus on physical testing, test preparation, and interview skills.

1. Providing Preparation and Development Courses

- **Field Days Program:** Organize Field Days that allow prospective candidates to experience hands-on training related to physical fitness, firefighting techniques, and teamwork. These events will also include demonstrations of equipment and real-life scenarios to better prepare candidates for the demands of the job.
- **Test Preparation Workshops:** Offer workshops specifically designed to help candidates prepare for physical fitness tests and written examinations. These sessions will cover testing formats, expectations, and tips for success, making candidates feel more confident and well-prepared.
- **Interview Skills Training:** Provide candidates with resources and training sessions focused on developing interview skills. This includes mock interviews, feedback from seasoned firefighters, and strategies for presenting themselves effectively to the hiring panel.



2. Understanding Background and Psychological Assessments

- **Information Sessions:** Conduct sessions that explain the psychological and background assessment processes, what to expect, and how these assessments contribute to the overall evaluation of candidates. This transparency will help demystify the process and reduce anxiety.
- **Emphasizing Full Disclosure:** Clearly communicate the importance of full disclosure regarding past drug use, physical restrictions, and mental health. Provide candidates with resources to understand how being upfront can positively impact their application rather than hinder it.
- **Support Resources:** Provide candidates with access to counseling or advisory services if they have concerns about their background or health history. This support can help them feel more comfortable and confident in their disclosures.

PLAN: To help applicants gain a better understanding of psychological and background assessments, emphasizing the importance of full disclosure regarding past drug use, physical restrictions, and mental health at the outset of the hiring process.

1. Developing Clear Guidelines

- **Creating Guidelines for Candidates:** Develop clear guidelines that outline the expectations for psychological and background assessments. This will help candidates prepare and understand how these evaluations will be conducted and assessed.
- **Incorporating Values into Assessments:** Ensure that the assessment criteria align with the Fire District's values, emphasizing traits such as integrity, accountability, and community service. This alignment will help candidates understand the importance of these qualities in the hiring process.

TACTICS: The Hiring Team will receive training on hiring practices to mitigate implicit bias, formulate appropriate questions for oral boards, and adopt personalized recruiting strategies to reduce attrition among targeted candidates. This comprehensive approach aims to create a more informed and diverse candidate pool aligned with the fire service's values and needs.

1. Training the Hiring Team

- **Implicit Bias Training:** Provide training sessions for the Hiring Team focused on recognizing and mitigating implicit bias in the recruitment process. This training will equip team members with tools to ensure fair and equitable evaluations of all candidates.
- **Developing Effective Interview Questions:** Collaborate with experts to create a set of appropriate and relevant questions for oral boards that assess not only technical skills but also candidates' alignment with the Fire District's values and culture.

2. Personalized Recruiting Strategies

- **Targeted Outreach:** Implement targeted outreach efforts to underrepresented communities, including partnerships with local organizations and schools to promote fire service careers. This will help attract a diverse range of candidates.
- **Ongoing Engagement:** Maintain regular communication with candidates throughout the recruitment process, providing updates and feedback to keep them engaged and informed. This approach can help reduce attrition and build a strong connection with potential hires.

By executing these strategies, the Fire District will enhance its recruitment process, ensuring a more informed, prepared, and diverse candidate pool that truly reflects the community it serves and aligns with the values of the fire service.



GOAL 4

To enhance the recruitment process by coordinating standards between the Fire District and the Human Resources Department and implementing an annual assessment to monitor and evaluate the effectiveness of current recruitment and hiring practices.

STRATEGY: Focus on enhancing relationships with qualified candidates by establishing consistent and ongoing communication.

1. Regular Communication Channels

- **Create a Communication Plan:** Develop a structured communication plan that outlines how often and through which channels (email, phone calls, newsletters) candidates will be updated about their application status and recruitment events.
- **Personalized Updates:** Provide personalized updates to candidates, acknowledging their application status and next steps. This approach helps candidates feel valued and engaged throughout the hiring process.

2. Engagement Initiatives

- **Information Sessions:** Host regular webinars or informational sessions for prospective candidates to learn more about the Fire District, its values, and the hiring process. This will help candidates feel informed and more connected to the organization.
- **Feedback Opportunities:** Provide candidates with opportunities to provide feedback on their recruitment experience. Use surveys or informal check-ins to understand their perspective and identify areas for improvement.

3. Utilizing Technology

- **Applicant Tracking System:** Implement or enhance an applicant tracking system (ATS) that facilitates ongoing communication with candidates. This system can automate status updates and provide candidates with easy access to information.
- **Social Media Engagement:** Use social media platforms to share updates about the recruitment process, success stories from current employees, and upcoming events. This approach helps maintain interest and engagement with potential candidates.

PLAN: To clearly define minimum qualifications that incorporate a "whole person concept," thereby increasing the pool of candidates who align with Brighton's vision for excellence. Coordination between the Fire District and the Human Resources Department is essential to maintain consistency in the hiring process.

1. Defining Minimum Qualifications

- **Collaborative Development:** Work with both the Fire District and Human Resources to collaboratively define minimum qualifications. These qualifications should reflect not just technical skills but also interpersonal qualities, community involvement, and commitment to service.
- **Whole Person Concept:** Ensure that the minimum qualifications encompass the "whole person concept," considering candidates' backgrounds, experiences, and potential contributions to the Fire District's culture and community engagement.

2. Training and Resources

- **Educate Hiring Teams:** Provide training for hiring lead and the recruitment team on the importance of the "whole person concept" in evaluating candidates. This will help them look beyond traditional metrics and consider broader qualities.
- **Resource Development:** Create resources (guidelines, checklists) that clearly outline the minimum qualifications and the reasoning behind them, making it easier for all stakeholders to understand and apply consistently.



TACTICS: To support this initiative, an annual assessment process will be implemented with Human Resources to Monitor, Evaluate, and Learn (MEL) how current recruitment and hiring practices affect applicants. This comprehensive approach aims to create a more effective and inclusive hiring process.

1. Annual Assessment Framework

- **Establish Assessment Criteria:** Define specific criteria for evaluating recruitment and hiring practices, including candidate satisfaction, time to hire, diversity metrics, and new hire retention rates.
- **Data Collection:** Collect quantitative and qualitative data from candidates and hiring teams to assess the effectiveness of recruitment efforts and identify areas for improvement.

2. Review and Adjust

- **Regular Review Meetings:** Schedule annual review meetings with Human Resources and key stakeholders to discuss assessment findings and adjust recruitment strategies as necessary.
- **Action Plans:** Based on assessment results, develop action plans that focus on areas that need improvement, such as candidate communication, the clarity of qualifications, and hiring team training.

By implementing these strategies, the Fire District will create a more effective, inclusive, and responsive recruitment process that not only attracts qualified candidates but also aligns with the organization's vision for excellence.



GOAL 5

Establish the Fire District as a premier workplace that attracts top talent and fosters a positive, supportive environment where individuals are eager to join and contribute. This involves creating a culture of excellence, inclusivity, and professional development, ensuring that all team members feel valued and engaged in their work.



STRATEGY: Be good to each other.

- **Foster a Supportive Culture:** Implement programs that promote kindness and mutual support among team members. This could include peer recognition initiatives, where staff can acknowledge each other's contributions and efforts, fostering a culture of appreciation.
- **Training and Workshops:** Offer workshops focused on communication skills, conflict resolution, and emotional intelligence to equip team members with the tools to interact positively and constructively.
- **Wellness Initiatives:** Establish wellness programs that support mental and physical health, such as fitness challenges, stress management workshops, and access to counseling services. A healthy workforce is more likely to contribute positively to the workplace culture.
- **Team-Building Activities:** Organize regular team-building events that encourage camaraderie and strengthen interpersonal relationships. These activities can help build trust and a sense of belonging among team members.

PLAN: The line picks the people they want next to them on the fire truck.

- **Empowered Recruitment Process:** Involve current personnel in the recruitment process by allowing them to participate in interviews and selection panels. This not only gives them a voice in choosing their teammates but also ensures that new hires fit the team's culture and dynamics.
- **Feedback Mechanism:** Establish a structured feedback mechanism where team members can share their thoughts on potential candidates, helping to assess compatibility with the existing team and work environment.
- **Mentorship Programs:** Pair new hires with seasoned firefighters who can guide them through their initial experiences and help them integrate into the team. This mentorship will encourage positive relationships and facilitate knowledge transfer.

TACTICS: We partner with Labor and Management to ensure hiring goals are met.

- **Collaborative Goal Setting:** Work closely with labor representatives and management to establish clear, measurable hiring goals that align with the Fire District's mission and values. This collaboration ensures that all stakeholders are invested in the hiring process.
- **Regular Meetings and Assessments:** Schedule regular meetings to review recruitment strategies, track progress toward hiring goals, and discuss any challenges that arise. This ongoing dialogue will facilitate adjustments and improvements as needed.
- **Training for Hiring Teams:** Provide hiring teams with training on best recruitment practices, including techniques to reduce bias and improve candidate selection. This training will enhance the effectiveness and fairness of the hiring process.
- **Celebrate Successes:** Recognize and celebrate milestones achieved in meeting hiring goals, creating a sense of collective accomplishment and motivating the team to continue their efforts in attracting top talent.

By expanding on these strategies, the Fire District can effectively create a workplace culture that not only attracts high-quality candidates but also retains and nurtures existing staff, ultimately enhancing overall service to the community.



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VALUED, SUPPORTED, AND EMPOWERED TO BE SERVANT LEADERS.