

**REGION 4 – GREAT BASIN
McCALL SMOKEJUMPER UNIT
DEVELOPMENT OF SMOKEJUMPER FIRE RECRUITER**

SUBMITTING REGION/AREA	SUBMITTING DISTRICT/UNIT
Region 4	McCall Smokejumper Unit

CONTACT RESPONSIBLE FOR THE PROPOSAL:	
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Brief Description of the proposal:

One of the on-going Workforce Diversity Success Models is the Region 1 Aerial Fire Depot Diversity Model sponsored by the Missoula Smokejumpers. The AFD model includes a two-tiered approach consisting of a dedicated “Fire Recruiter” as well as the development of the Great Northern Type 2 crew as a mechanism for providing opportunity to diverse candidates. Our proposal is to expand on this existing model by introducing the “Fire Recruiter” concept within Region 4. This position will participate in outreach and recruiting efforts with the emphasis on under-represented groups, and facilitate information flow between prospective recruits and all firefighting entities throughout Region 4. The intent is to mirror the Aerial Fire Depots recruiting efforts within Region 4 and to coordinate efforts with Region 1 so that recruiting contacts can be shared between the two regions and our outreach efforts can thus be doubled without duplicating efforts.

The funding requested would provide salary to extend tour for an existing permanent seasonal smokejumper position and cover travel/per diem expenses associated with outreach and recruiting efforts. The individual would be selected from within the Region 4 smokejumper organization and would participate as a member of the Region 4 Recruiting Team. We are proposing that the individual selected for the position be trained as a Level II Recruiter and be delegated authority to perform “On the Spot” hiring using STEP/SCEP or other innovative hiring methods in those instances where this might be useful in reaching diverse candidates for pre-identified positions.

To facilitate rapid start-up, we propose the individual selected shadow closely with the Region 1 counterpart (**Margarita Phillips**) already in place to benefit from experience already gained and to establish a working relationship between the two regions that will serve as the foundation for continued cooperation. Once trained and operational, the individual will attend job fairs, visit campuses, visit federal, state, and local fire crews with diverse populations, and conduct further outreach.

The individual will maintain a list of potential candidates identified through these efforts and will serve as a conduit for providing this information to the entire Region 4 fire community. Although employed by the McCall Smokejumper unit, the intent is not to serve as a recruiter for the smokejumper program but rather as a focal point to coordinate diversity outreach/recruitment efforts throughout the Region that will attract quality candidates from diverse backgrounds for FAM

positions throughout Region 4 including Hotshot, Helitack, Engine, fuels, hand crews, dispatch, cache, prevention, etc. Ideally the individual selected will have broad experience in many or all of those crew types mentioned and will be able to provide other fire managers and crew leaders with information that will assist in determining the suitability of potential recruits for the particular fire positions those supervisors are targeting.

Experience in previous recruiting efforts have shown that FAM in general and the smokejumper program in particular, often serve as “shiny nickels” that effectively grab the attention of prospective employees, thus allowing us to inform them of all the various functions and job opportunities throughout the U.S. Forest Service. By participating with the Regional Recruiting Team and capitalizing on the attention grabbing “hook” that the smokejumper program provides, our hope is to not only improve the recruitment of diverse candidates within the fire organization, but also draw attention to the U.S. Forest Service as an attractive employer, whether in fire or any of our other varied disciplines and professions.

What is the total contribution being requested from F&AM for this proposal?

Salary	\$39,000
Recruiters Travel/Per Diem/Training	\$8,000
Material and Supplies	\$1,000
Supervisor Travel/Per Diem	\$8,000
Total Request	\$56,000

If you have funding levels within the proposal, provide that information:

\$48,000	Base proposal to provide 130 days salary, travel, per diem, training, materials and supplies for a regional fire recruiter – this level does not provide travel that would allow for select crew supervisors to accompany recruiter to events where face-to-face interviews and “On the Spot” hire may take place
\$56,000	Includes additional travel/per diem money allowing for various fire crew supervisors to accompany the recruiter on outreach/recruitment trips. This would facilitate face-to-face interviews to allow for effective use of “On the Spot” hiring as well as encourage participation and enthusiasm for diversity recruiting by the supervisors, which is essential for long-term success and improvement in the area of workforce diversity

The Regional/Area Fire Director’s signature certifies concurrence

PHONE #:

District Ranger/Unit Manager (if appropriate): /s/ Frankie Romero	208-634-0383
Forest Fire Program Manager (mandatory): /s/ Eric Hagen acting for Gary Brown	208-634-0710
Forest Supervisor (mandatory):	208-634-0701
Regional Representative to F&AM WDC (mandatory): /s/ Tenna Biggs	801-625-5403
Regional/Area Fire Director (mandatory): /s/Mike Dudley	801-625-5507

1. Workforce Diversity Management:

This proposal touches on all five elements with the key aspects being the outreach and recruitment that can be achieved through targeted participation in job fairs, campus visits, and other activities where diversity is rich in those participating. The proposal requests the individual selected receive Level II Recruiter training and prepare them to perform “On the Spot” hiring using STEP/SCEP or other innovative hiring authorities, which adds the dimensions of workforce planning and hiring/selection. It also encourages long-term contact and mentoring of newly hired candidates that addresses retention.

- a. **Workforce Planning:** Those crews and work units wishing to utilize this ability to more effectively reach diverse candidates will be asked to perform their workforce planning in advance and identify specific positions they wish to fill through “On the Spot” hire. Once versed in this aspect, the recruiter can assist individual supervisors with developing their workforce plans by acting as a conduit of information and providing templates and examples.
- b. **Outreach:** The outreach component being to make contacts and build relationships through this venture, obtaining contact names and interests from potential applicants for fire jobs through actively seeking them out at events where women and minorities are abundant and frequent.
- c. **Recruitment:** The recruitment component being to take the referrals from our outreach and sharing these with other fire entities within Regions 4 and 1. Those referrals would include recommendations for active recruitment and hiring. The recruiter will act as a conduit of information for candidates, providing them with resources that inform them on available opportunities, application processes, and hiring practices, as well as putting interested recruits in direct contact with supervisors to facilitate more job-specific recruiting.
- d. **Hiring & Selection:** The recruiter will serve as a resource for prospective candidates to assist them in navigating automated employment processes which so often serves as a barrier to reaching diverse populations, and otherwise making sure prospective recruits are actually making it into the candidate pools from which selections for fire positions are made. Once specific units complete workforce planning, the recruiter may then work in conjunction with supervisors to more effectively hire diverse candidates through the “On the Spot” methods either independent of or in conjunction with the supervisor, depending on their comfort level.
- e. **Retention:** The recruiter will continue to serve as a counselor or career-guidance resource, coaching newly hired employees on training and experience opportunities that will help them in achieving their individual career aspirations. Over time, the recruiter may also be able to compile a list of diverse, senior level employees who are interested in being mentors for younger employees just entering the agency. By matching new hires with established employees they can identify with, retention will hopefully improve as employee networks are established that offer support and sage council to new employees from culturally diverse backgrounds.

2. Management Support:

This proposal was developed by and has the full support of the McCall Smokejumper Unit Manager, the Payette NF Fire Staff, and the Payette NF Forest Supervisor. The Payette NF fire organization as a whole is committed to increasing the representation of protected groups and is in support of utilizing the services of a “Fire Recruiter” to help achieve that goal.

Preliminary contact has been made with a handful of fire crew leaders outside the Payette NF within Region 4 and verbal support has been offered for using this position as a point of contact for recruiting diversity in the regions fire program. If this proposal is accepted, continued efforts will be required to gain additional support from other Region 4 & Region 1 Forests to plan for and utilize the services provided. Communication between the “Fire Recruiters” and individual crew leaders throughout the respective regions will be key to successful placement of diverse candidates and this rapport will have to be developed over time.

3. Scope and Sustainability:

The scope of this proposal is multi-regional, bringing Regions 1 and 4 together to coordinate efforts and share information that will hopefully enhance the overall results. While the smokejumper programs in both regions propose to take the lead in this effort, the intent is to take advantage of the “hook” that the smokejumper program provides to attract and recruit quality candidates for all FAM positions including IHC/engine/helitack/caches/coordination centers, etc. By coordinating efforts and sharing recruit contacts between Regions 1 & 4, the end result will be to enhance the number of diverse candidates in the hiring pools for both regions. The sharing of hiring information between regions should also increase the total number of fire positions made available to potential candidates that have been contacted, thereby providing more opportunity for those candidates.

If funded, this proposal has the potential to grow into a long-term venture in producing positive workforce diversity results. The FAM seed money will provide a three-year “trial period” over which time it can be determined if this proposal will indeed produce the desired results in terms of increasing representation among women and minorities in the FAM organizations of Regions 4 and 1. If found to be successful, the cost of continued support is modest enough that there is a very real opportunity to continue the work by incorporate this model into our normal program of work using regularly allocated funds.

4. Partners & Shared Funding/Resources:

Not applicable to this proposal. Once initiated, partners and shared funding sources will be sought out, but none have been identified in advance.

5. Integration with Civil Rights and Human Capital Management Professionals:

The individual selected would participate as a member of the Regional Recruiting Team, which in itself involves both CR and HCM. As such, they will be in continual communication and contact with the Regional CRAT to identify target groups and develop strategies for reaching those groups through outreach, recruitment, and hiring. The individual will coordinate efforts through the Regional Recruiting Team and receive information on regional workforce planning goals that they can then use to inform the individual supervisors with whom they regularly contact. This may assist the fire crew supervisors to better understand the regional workforce goals so that they can in turn conduct their workforce planning in a way that supports those goals.

6. Management Directive (MD) 715:

The latest MD-715 for Region 4 indicates a “need for greater minority diversity across the board, as well as special emphasis with African Americans and Asian Americans”. Looking strictly at Forestry Technician 0462 Series positions, Region 4 meets or exceeds the levels found in the CLF for White Females and American Indians. It is suspected however, that when only the FAM 0462 positions are examined, we are likely below the CLF for all categories but White Males. This proposal intends to target events and locations that would expose our jobs to those currently under represented groups, especially African American, Hispanic, Asian Pacific, American Indian, and white females, and to take steps to proactively recruit quality candidates from those groups through innovative hiring and a spirit of coaching/mentoring.

Barriers identified for R-4 include: 1) Automated application process tends to discourage diverse populations from applying, 2) Region 4 does not inherently or easily attract a huge diversity base of applicants, 3) A strong inclination to hire within the Forest Service (or similar federal land management agencies), with external candidates having to be especially well qualified to compete and be selected, 4) A habit of using the same set of hiring authorities and practices, which can become very staid in their results, presenting management with relatively the same type of hiring certificate from which to select, 5) The habit of strongly pursuing one candidate “for the job”; be it white male, female, and/or minority, and then perhaps not giving the other candidates on the hiring cert a “full shake”, and 6) Difficulty in providing “support after hire” to minorities that makes retention less likely. Each of these is addressed below:

Barrier: AVUE or similar automated application processes have been identified as a barrier to hiring/selections.

Action: Recruiter will be available to assist applicants negotiate the automated application process. When possible, employ innovative alternative hiring methods such as STEP/SCEP and “On the Spot” hiring to streamline the hiring process and avoid those problems associates with automated hiring.

Barrier: Many duty stations in Region 4 are small, rural locations without a large pool of diverse candidates to choose from locally.

Action: Take a “national” approach by targeting outreach and recruitment in geographic regions that have larger populations of those minority candidates we wish to seek out. Some populations can be found within or near Region 4, but significant progress will require “importing” those talented, diverse persons from out of the Intermountain area.

Barrier: Region 4 has a very strong propensity for local hiring, especially with regard to temporary hires

Action: Push crew supervisors to commit to workforce planning efforts and to identifying specific jobs to be targeted for diverse recruitment, then provide those crew supervisors with the contacts that have been gathered to bring those out-of-area recruits to the attention of the supervisors without each supervisor having to go and seek these candidates out themselves.

Barrier: The Forest Service FAM program has a strong inclination to hire within the Forest Service or other federal land management agencies (BLM, USFS, USPS, BIA), with external candidates having to be especially well qualified to compete and be selected

Action: Make site visits to various state and local entities to better understand how similar or dissimilar they might be to federal fire entities. With this understanding, the recruiter will be better able

to answer supervisors questions about the quality of training and experience candidates from non-federal entities as compared to the known quantity with is our own training and qualification standards. Push crew supervisors to commit to workforce planning efforts and to identifying specific jobs to be targeted for diverse recruitment, then provide those crew supervisors with the contacts that have been gathered to bring those out-of-area recruits to the attention of the supervisors without each supervisor having to go and seek these candidates out themselves.

Barrier: A habit of using the same set of hiring authorities and practices, which can become very staid in their results, presenting management with relatively the same type of hiring certificates from which to select.

Action: When possible, employ innovative alternative hiring methods such as STEP/SCEP and “On the Spot” hiring to streamline the hiring process. By extending outreach efforts and information sharing to diverse candidates relative to accessing and navigating our standard hiring authorities and practices, especially our automated hiring systems, hopefully we will realize greater diversity even through those staid practices.

Barrier: Difficulty in providing “support after hire” to minorities that makes retention less likely.

Action: Recruiter will continue to serve as a counselor or career-guidance resource, coaching newly hired employees on training and experience opportunities that will help them in achieving their individual career aspirations. Seek out established employees from diverse backgrounds who are interested in being mentors for younger employees just entering the agency. Match new hires with mentors they can identify with who can offer support and sage council to new employees from culturally diverse backgrounds.

7. Measurement of Success:

Year 1

Workforce Planning

- 1) Complete workforce planning for the Payette NF Fire and Aviation organization (including McCall Smokejumper Unit) to establish specific goals for diversity placement
- 2) Provide information on the program and services at the Region 4 FMO meeting in Spring of 2008

Outreach, Recruitment

- 1) Identify a “Regional Fire Recruiter” within the McCall Smokejumper organization
- 2) Complete Level II Recruiter training
- 3) Shadow Region 1 counterpart
- 4) Attend at least 4 outreach/recruitment events where minorities and/or women are abundant and frequent
- 5) Establish and maintain a recruitment tracking list of those top candidates from these events to be shared with interested supervisors within Region 4 as well as with the counterpart from Region 1
- 6) Request recruitment tracking list from Region 1 and distribute as requested to interested supervisors in Region 4

Hiring

- 1) Meet goal of filling two entry-level positions with diversity candidates at the McCall Smokejumper Unit and a minimum of 4 fire positions on the Payette NF through “On the Spot” hiring or similar use of STEP hiring authority or other innovative hiring practice

Year 2

Workforce Planning

- 1) Assist interested FAM organizations throughout Region 4 to complete workforce planning

and to establish specific targets for diversity placement. Goal of at least 3 crews/entities outside the Payette NF.

- 1) Provide information/update on the program at the Region 4 FMO meeting in Spring/Fall of 2009 and make phone contacts with all IHC/Helitack crew supervisors and AFMO's throughout the region to inform them of the service and opportunities provided.

Outreach, Recruitment

- 1) Attend at least 4 outreach/recruitment events and additional site/campus visits as available where minorities and/or women are abundant and frequent
- 2) Invite interested crew supervisors to accompany recruiter to events, particularly those where "On the Spot" hiring may be possible
- 3) Continue to maintain a recruitment tracking list of those top candidates from these events to be shared with interested supervisors within Region 4 as well as with the counterpart from Region 1
- 4) Request recruitment tracking list from Region 1 and distribute as requested to interested supervisors in Region 4

Hiring

- 1) Meet goal of filling minimum of 2 entry-level positions with diversity candidates at the McCall Smokejumper Unit and 4 on the Payette NF through "On the Spot" hiring or similar use of STEP hiring authority or other innovative hiring practice.
- 2) Focus on filling those positions identified for "On the Spot" hiring or similar use of STEP hiring authority for those crews/entities that completed workforce planning efforts and coordinated with the recruiter

Year 3

Workforce Planning

- 2) Assist additional FAM organizations throughout Region 4 to complete workforce planning and to establish specific targets for diversity placement. Goal of at least 6 crews/entities outside the Payette NF.
- 3) Provide information/update on the program at the Region 4 FMO meeting in Spring/Fall of 2010 and repeat contacts with all IHC/Helitack crew supervisors and AFMO's throughout the region to inform them of the service and opportunities provided.

Outreach, Recruitment

- 1) Attend at least 4 outreach/recruitment events and additional site/campus visits as available where minorities and/or women are abundant and frequent
- 2) Invite interested crew supervisors to accompany recruiter to events, particularly those where "On the Spot" hiring may be possible
- 3) Continue to maintain a recruitment tracking list of those top candidates from these events to be shared with all FAM within Region 4 as well as with the counterpart from Region 1
- 4) Request recruitment tracking list from Region 1 and distribute as requested to interested supervisors in Region 4

Hiring

- 1) Meet goal of filling minimum of 2 entry-level positions with diversity candidates at the McCall Smokejumper Unit and 4 on the Payette NF through "On the Spot" hiring or similar use of STEP hiring authority or other innovative hiring practice.
- 2) Focus on filling those positions identified for "On the Spot" hiring or similar use of STEP hiring authority for those crews/entities that completed workforce planning efforts and coordinated with the recruiter