 Recruiting & Retaining Public Safety Employees

Diversifying the Fire Service
Staffing Corrections in Connecticut
Maintaining an All-Volunteer Rescue Squad
The Dispatcher Hiring Challenge
Support and Service Are Key to Any Public Sector Organization

Your community depends on you to provide the services it needs to not only function, but to thrive. To ensure you’re able to meet that need, you need great people on the front line. We can help.

IPMA-HR offers administrative support and customer service tests specifically designed for public sector organizations. Backed by strong research, data and over 70 years of experience in the public sector, IPMA-HR’s administrative support and customer service tests give you the information you need to hire with confidence.

Learn more at: ipma-hr.org/Testing.
FROM THE PRESIDENT

Hello everyone!

As I sit here on Thursday, March 12, 2020, writing a message that will appear in the April HR News, I wonder what the status of the COVID-19 outbreak will be when you read this. I hope, as I'm sure everyone did a few weeks ago, that the crisis has passed. At the very least, I want reported cases of infection by the novel coronavirus to be on the downswing. We shall see.

For today, I am proud of IPMA-HR members' response. I watch the conversations and sharing of information on social media and Engage (engage.ipma-hr.org). I see that the Utah Chapter is offering a webinar. Regular conference calls are being conducted, and the Association created a frequently updated coronavirus resources webpage (see below).

I am proud to be part of a group whose members support each other and reach out in what feels like one of our worst of times. THANK YOU!!

Now, let me update you on some IPMA-HR goings on. I'll organize information by my goals as 2020 president.

Continuity of the 3 Ps
Past-President Christine Major, President-Elect Pam Dollard and I are working together with past-presidents Mary Rowe and Jackie Wehneyer to ensure a smooth transition when the new executive director takes over from the retiring Neil Reichenberg this spring. We received 48 applications and are in the process of interviewing candidates. While I cannot name an exact date, we plan to make an offer by the beginning of April. Watch Engage and check the May HR News for a hiring announcement and an introduction to the next executive director.

Updating and Operationalizing the HR20/20 Report
A fully revised HR20/20 Report: The IPMA-HR Guide to Transformative HR became available for free download in mid-February. As part of the rollout, IPMA-HR past-president Maia Cosgrove and Lucinda Kenning conducted a webinar. You will find links to that session, the updated report and other resources for implementing the guidance at on.ipma-hr.org/hr2020.

Communication and Connection
There are so many ways for us to communicate and stay connected. I plan to share regular messages like this one in HR News and to use the Engage platform to stay in touch. Conferences and meetings are also great opportunities to provide updates, as are the weekly HR Bulletin e-newsletter, Facebook and LinkedIn.

In addition to what I've already mentioned, there is a new Executive Leadership Program. It was piloted last fall, finalized and offered in full for the first time in March in Houston.

Finally, please join us in Baltimore for our 2020 Annual Conference that starts on September 13! — NC

Cheryl Cepelak, IPMA-SCP
ccplk@comcast.net

THANKING PUBLIC SAFETY PERSONNEL, NOW MORE THAN EVER
The COVID-19 outbreak is straining public safety in ways not seen since the flu pandemic of 1918. From staff and providers at public hospitals and nursing homes to police officers, firefighters, EMTs and corrections personnel, the demands for service in the face of uncertainty have been immense. IPMA-HR salutes your professionalism and dedication.

While Association staff cannot do much other than heed the evolving advice of experts, we have compiled a list of coronavirus response resources for all who work in the public sector. Visit www.ipma-hr.org/coronavirus to find relevant guidelines and policies. — NC
TWO CERTIFICATIONS - THREE REASONS
to get IPMA-HR Certified

Serious HR professionals deserve a serious title. Your IPMA-SCP or IPMA-CP designation sets you apart as a professional who meets the gold standard of public sector HR.

3 Reasons to Pursue Your IPMA-HR Certification

### Career Advancement
Continue your learning, gain confidence, and add value to your career portfolio to grow in your current role or gain a competitive edge in your job search.

### Personal Accomplishment
Gain a sense of achievement and take pride in your hard work and dedication to your profession.

### Globally Recognized
Set yourself apart in our global economy as a professional with a superior understanding of and proficiency in public sector with a globally-recognized designation.

Not sure which IPMA-HR certification is right for you? Find your path to certification today at ipma-hr.org/certification.
# TABLE OF CONTENTS

**FEATURES**

<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>What's Working to Recruit Police Officers and Sheriff's Deputies</td>
</tr>
<tr>
<td>8</td>
<td>How the Fire Service Can Stop Struggling to Diversify</td>
</tr>
<tr>
<td>10</td>
<td>Finding Solutions to Staffing Challenges at the Connecticut Department of Correction</td>
</tr>
<tr>
<td>12</td>
<td>‘It’s a Community Effort’: Maintaining a Large All-Volunteer Rescue Squad</td>
</tr>
</tbody>
</table>

**1** From the President

**21** What's the Public Sector Employment Outlook for 2020?

**22** Missed a Webinar? Need to Recertify?

**COLUMNS**

<table>
<thead>
<tr>
<th>Page</th>
<th>Column</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>THE B&amp;G HR REPORT The Dispatcher Hiring Challenge</td>
</tr>
<tr>
<td>16</td>
<td>LEADERSHIP ROADMAP The Purpose of Active Listening</td>
</tr>
<tr>
<td>18</td>
<td>LABOR RELATIONS</td>
</tr>
</tbody>
</table>

**DEPARTMENTS**

<table>
<thead>
<tr>
<th>Page</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>MEMBERSHIP MATTERS</td>
</tr>
<tr>
<td>24</td>
<td>CALENDAR</td>
</tr>
</tbody>
</table>

**ADVERTISE IN HR NEWS**

Visit [www.ipma-hr.org/media-kit](http://www.ipma-hr.org/media-kit) or email [publications@ipma-hr.org](mailto:publications@ipma-hr.org) to explore print and digital ad opportunities.
Get the Newest Book from The Workforce Institute at Kronos!

The 4th anthology from our global think tank examines an oft-forgotten group in the narrative around work/life balance, career growth, and the employee experience: the frontline workforce. Workforce Institute thought leaders recount how organizations can increase productivity via innovative programs and practices that support and engage the frontline workforce through prescriptive advice and real-world stories on how to win with your employees.

Visit The Workforce Institute at Kronos www.workforceinstitute.org