

60

**FIRE**

**FIRE**

**EMPLOYMENT GOALS:**

**Overall:** Minorities and women are underutilized. The level of representation for both has increased since the last review period. White, Black, Hispanic and Native American males have achieved parity. No female groups have achieved parity.

**By Occupation:**

White males have achieved parity in four occupational categories, White females in three, Black and Hispanic males and Hispanic and Asian females in two, Filipino males and Black females in one.

**EMPLOYMENT ACTIVITY:**

Hire and promotional rates are at an acceptable level.

**SPECIAL EFFORTS:**

**RECOMMENDATIONS:**

Provide ADA awareness and sensitivity training to staff. Develop a comprehensive strategy to implement a department career development program. Develop a plan to ensure that information and services are accessible to persons with disabilities.

**COMMENDATIONS:**

DEPARTMENT GOAL STATUS

**FIRE**

	MALES	FEMALES
WHITE	P	U
BLACK	P	U
HISPANIC	P	U
ASIAN	U	U
NAT. AMERICAN	P	U
FILIPINO	U	U
	MINORITY	FEMALE
OVERALL GOAL	U	U

**OCCUPATIONAL GOAL STATUS**

**MALE**

	SUPV	POLICE	FIRE	PROF	SK/CR	S/MNT	TECH	CLER	EXEMPT
WHITE	N/A	N/A	P	P	N/A	N/A	P	U	P
BLACK	N/A	N/A	P	/	N/A	N/A	/	/	P
HISPANIC	N/A	N/A	P	P	N/A	N/A	U	/	/
ASIAN	N/A	N/A	U	/	N/A	N/A	/	/	U
NT. AM.	N/A	N/A	U	/	N/A	N/A	/	/	/
FILIPINO	N/A	N/A	U	/	N/A	N/A	P	/	/

**FEMALE**

	SUPV	POLICE	FIRE	PROF	SK/CR	S/MNT	TECH	CLER	EXEMPT
WHITE	N/A	N/A	U	P	N/A	N/A	U	P	P
BLACK	N/A	N/A	U	/	N/A	N/A	U	P	/
HISPANIC	N/A	N/A	U	/	N/A	N/A	U	P	P
ASIAN	N/A	N/A	U	/	N/A	N/A	/	P	P
NT. AM.	N/A	N/A	/	/	N/A	N/A	/	/	/
FILIPINO	N/A	N/A	U	/	N/A	N/A	/	/	/

P = Priority  
 U = Under utilization  
 / = Under utilized but not significant  
 N/A = Not applicable

**CITY OF SACRAMENTO  
AFFIRMATIVE ACTION PLAN  
ANNUAL DEPARTMENT REVIEW**

Submitting Department: Fire

Review for Year: 1-1-94 to 6-29-95

Return to AA Office by: \_\_\_\_\_

Dates To Be Reviewed By:

City Manager: \_\_\_\_\_

P & PE Committee: \_\_\_\_\_

**AA PARITY GOALS BASED  
ON 1990 CENSUS DATA:**

**DEPARTMENT'S STATISTICS FOR  
CURRENT YEAR:**

Caucasian	Male	25.54%	Caucasian	Male	326	62.93%
	Female	27.83%		Female	48	9.26%
Black	Male	7.03%	Black	Male	43	8.30%
	Female	7.76%		Female	3	.57%
Hispanic	Male	8.17%	Hispanic	Male	53	10.23%
	Female	8.08%		Female	3	.57%
Asian	Male	7.22%	Asian	Male	26	5.01%
	Female	5.23%		Female	1	.19%
Native American	Male	0.47%	Native American	Male	9	1.73%
	Female	0.48%		Female	1	.19%
Filipino	Male	1.13%	Filipino	Male	5	.96%
	Female	0.82%		Female	0	
Other	Male	0.12%	Other	Male	0	
	Female	0.12%		Female	0	



## ANNUAL DEPARTMENT REVIEW

### Review of Previous Year's Action Plan

Department: Fire

Prepared by: Larry Paladini, Deputy Chief

1. Please state whether previous year's recommendations (attached) of the Affirmative Action Advisory Committee were implemented. If so, explain when, how, etc., and, if not, why. Also indicate whether the intended results were achieved.

At the conclusion of 1993, the department had reached parity with Hispanic males, native American males, and African-American males.

To achieve parity with the Asian community, our goal was to hire 13 Asians; additionally, our parity goal was to hire four Filipinos.

We were able to increase Asians by 5 hired and Filipinos by 4 hired.

2. Please advise how you monitor the hiring process.

After the interviewing process, the selected candidates are submitted to the Chief for final approval.

3. Please attach a copy of your department's organization chart and career development plan.

Career Development begins through the hiring process. City Personnel along with the selected minorities and females conduct outreach sessions by means of job fairs at local colleges and universities.

In addition, The Fire Department has an educational incentive program which allows up to 22% pay increase for an EMT-1 certificate, Fire Technology certificate, Associate of Arts or Science degree, and a Bachelor's degree. There is also a 5.96% incentive for a Paramedic certificate.

To address the concern with physical fitness standards, a class is offered at American River College designed by Coach Baeta who we have contracted with to design and monitor our in-house physical fitness program which specifically addresses upper body strength, a concern which often slows our female hiring.

ANNUAL DEPARTMENT REVIEW

ASSESSMENT OF DEPARTMENT AFFIRMATIVE ACTION EFFORTS

YES NO

RECRUITMENT

- X \_\_\_ Have you had hiring activity during this review period? (If none, go to question 1 of the Personnel Activity section, and complete remainder of form.
- X \_\_\_ 1. Recruited applicants from high school? Community colleges? Universities? Specialized schools?
- X \_\_\_ 2. Sent job announcements to minority organizations? Women's organizations? Professional organizations? Unions? Organizations for the Disabled?
- X \_\_\_ 3. Established programs for recruiting minorities, women and disabled persons?
- X \_\_\_ 4. Monitored results of recruitment efforts to ensure that all sources are effectively reached?
- X \_\_\_ 5. Participated in career/job fair or other outreach efforts?

SELECTION AND APPOINTMENT

- X \_\_\_ 1. Do hiring panels include minorities, female and disabled persons?
- \_\_\_ X 2. Are all reachable candidates interviewed before a hiring decision is made?
- Due to the large number of firefighter candidates on the eligible list, it is not feasible to interview all candidates. Applications are reviewed to determine most qualified candidates.
- X \_\_\_ 3. Is the hiring authority required to report the reason why candidates were not hired?
- X \_\_\_ 4. Is the affirmative action implication of appointments considered?
- X \_\_\_ 5. Have all supervisors responsible for selection received selection interview training?

PERSONNEL ACTIVITY

- X \_\_\_ 1. Are training programs publicized to all employees?

2. Are training opportunities made available equally?
3. Does this department make use of Career Development Trainee (CDT) or other programs to provide a means for women, minority or disabled persons to gain entry into the workforce?

The Fire Department does not use the Career Development Trainee (CDT) program; however we provide Staff Development which we call Career Development. Upward mobility is attained by the examination process. Fire Apparatus Operator, Fire Investigator, and Fire Captain examinations are given every two years on an alternating basis.

To establish the Battalion Chief eligible list, an assessment center is held at the Fire Chief's discretion. Successful candidates are placed in administrative positions such as Fire Prevention, Hazardous Materials Division, Emergency Medical Division and the Training Division for a period of two years. At the conclusion of two years, each Captain is evaluated on their administrative skills which is used to determine whether a Battalion Chief candidate is appointed to the position.

YES NO

PERSONNEL ACTIVITY (Continued)

- X \_\_\_ 4. Are promotional opportunities equally made available to all employees?
- X \_\_\_ 5. Are training opportunities for promotions available to all employees?
- X \_\_\_ 6. Do you have a comprehensive career development plan?
- X \_\_\_ 7. Is information on career development provided to all employees?
- \_\_\_ X 8. Are employees encouraged to develop career development plans and those plans reviewed by management periodically to ensure necessary support is given to employees to realize goals?

Because of the organizational structure, individual career development plans are not feasible. Upward mobility is encouraged through incentives and promotional examinations. In order to take a promotional examination, the employee must have three years seniority and have a certificate in Fire Technology. The subject matter in the certificate program serves as the basis for the promotional test questions.

- N/A \_\_\_ 9. Are there bridging classes available for use in your department?  
N/A \_\_\_ Do you need additional bridging classes?

SPECIAL EMPHASIS

- X \_\_\_ 1. Has this department identified position(s) where disabled persons may be accommodated? If yes, identify the position(s).

In most cases, the rigid physical standard for a firefighter preclude most physical disabilities. However, there are civilian positions in Fire Administration that are suitable for disabled persons. Presently, we employ a handicapped person (paralyzed from the waist down) as a Clerk II.

- X \_\_\_ 2. Has this department made efforts to ensure that its programs, services, and facilities are available to persons with disabilities? If yes, identify those efforts.

City Human Resources is aware of the positions that can accommodate disabled persons.

- X \_\_\_ 3. Has this department participated in an intern or mentor program?

The Fire Department does not have a "Mentor Program" per se. We have, however, developed a Paramedic/Firefighter Trainee program that is designed to meet our affirmative action goals. This program is

designed to accommodate ten people of color including females. The trainees are enrolled in a comprehensive academic program consisting of approximately 30 college units which takes about 18 months to complete. In addition to their schooling, the Fire Department employs them for 20 hours per week. The employment is structured to introduce the trainee to all aspects of the Fire Service. Upon the successful completion of their academic courses, and the acceptable "on the job performance", the trainees are enrolled in the Fire Academy for 16 weeks. Success is rewarded by full time employment with the Sacramento Fire Department as a Firefighter/Paramedic.

**ANNUAL DEPARTMENT REVIEW - WORKSHEET #1**

DEPARTMENT:                     FIRE                    

REPORT PERIOD: FROM   12-31-93   TO   6-30-95  

1. Total New Employees Hired (does not include promotions of existing employees);

<u>          </u>	Supervisory
<u>          </u>	Police
<u>  83  </u>	Fire
<u>          </u>	Professional
<u>          </u>	Skilled Craft
<u>          </u>	Service Maintenance
<u>          </u>	Technicians
<u>          </u>	Clerical
<u>          </u>	Exempt

Of the new employees hired, the following shows the number of instances where minorities were reachable and hired.

	<u>Minority Was</u> <u>Reachable</u>	<u>Minority Was</u> <u>Hired</u>	
		#	%
Supervisory			
Police			
Fire	28	28	100%
Professional			
Skilled Craft			
Service Maintenance			
Technicians			
Clerical			
Exempt			

Of the new employees hired, the following shows the number of instances where a female was reachable and hired.

	<u>Female Was</u> <u>Reachable</u>	<u>Female Was</u> <u>Hired</u>	
		#	%
Supervisory			
Police			
Fire	17	17	100%
Professional			
Skilled Craft			
Service Maintenance			
Technicians			
Clerical			
Exempt			

Annual Department Review - Worksheet #1 (Continued)

2. Total Number of Employees Promoted:

(This includes flex staffing promotions under Civil Service Rule 3.5(c)(4).)

_____	Supervisory
_____	Police
<u>23</u>	Fire
_____	Professional
_____	Skilled Craft
_____	Service Maintenance
_____	Technicians
_____	Clerical
_____	Exempt

Of the employees promoted the following shows the number of instances where minorities were reachable and promoted.

	<u>Minority Was Reachable</u>	<u>Minority Was Hired</u>	
		#	%
Supervisory			
Police			
Fire	7	7	100%
Professional			
Skilled Craft			
Service Maintenance			
Technicians			
Clerical			
Exempt			

Of the employees promoted, the following shows the number of instances where a female was reachable and promoted.

	<u>Female Was Reachable</u>	<u>Female Was Hired</u>	
		#	%
Supervisory			
Police			
Fire	1	1	100%
Professional			
Skilled Craft			
Service Maintenance			
Technicians			
Clerical			
Exempt			

**Annual Department Review - Worksheet #1 (Continued)**

**3. Current Positions & Vacancies By Category:**

	<u>Total Positions</u>	<u>Current &amp; Projected Vacancies</u>
Supervisory		
Police		
Fire	490	9 Fire Recruits
Professional		
Skilled Craft		
Service Maintenance		
Technicians		
Clerical		
Exempt		

**NOTE:** If the % of representation is below parity for an occupational category, please complete Worksheet #2 for Promotions and New Hires for that occupational category.

**ANNUAL DEPARTMENT REVIEW WORKSHEET #2 - NEW HIRES**

**DEPARTMENT:** \_\_\_\_\_

**OCCUPATIONAL CATEGORY:** \_\_\_\_\_

Class	Instances Minority Reachable *	Instances Minority Hired*	Instances Female Reachable	Instances Female Hired	Reasons For Action or Waiver**

\* Please use ethnic codes to identify each minority.  
Staff use.

\*\* This information is for Affirmative Action

**ANNUAL DEPARTMENT REVIEW WORKSHEET #2 - PROMOTIONS**

**DEPARTMENT:** \_\_\_\_\_

**OCCUPATIONAL CATEGORY:** \_\_\_\_\_

Class	Instances Minority Reachable *	Instances Minority Hired*	Instances Female Reachable	Instances Female Hired	Reasons For Action or Waiver**

\* Please use ethnic codes to identify each minority.  
Staff use.

\*\* This information is for Affirmative Action

OCCUPATIONAL CATEGORY

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**ANALYSIS:** (Prepared by the Affirmative Action Office)

**GOAL:**

Numerical goals set by the department to achieve parity.

	MALE	FEMALE
Caucasian		_____
Black:	_____	_____
Hispanic:	_____	_____
Asian:	_____	_____
Native American:	_____	_____
Filipino:	_____	_____
Total Minority:	_____	Total Female: _____

\*\*\*\*\*  
\*\*\*\*\*

Considerations Toward Meeting Goal: (To be completed by the reporting department.)

**TIMETABLE:** Check length of time in which above goal may be reasonable met.

Minority:	1 Year _____	2 Years _____	3 or more Years _____
Female:	1 Year _____	2 Years _____	3 or more Years _____



DEPARTMENT OF  
FIRE

GARY COSTAMAGNA  
FIRE CHIEF

CITY OF SACRAMENTO  
CALIFORNIA

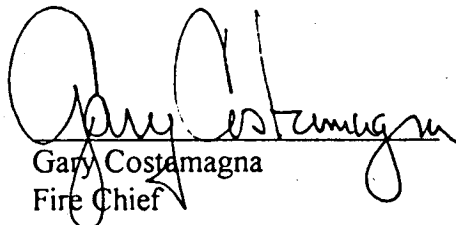
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## MEMORANDUM

**Date:** November 29, 1994  
**To:** William Edgar, City Manager  
**Subject:** DIVERSITY IN THE WORK FORCE

Per your request attached is the Sacramento Fire Department's report on Diversity in the Work Force.  
If you have any questions, please contact me at 264-5268.



Gary Costamagna  
Fire Chief

GC:cl  
Attachment

## DIVERSITY IN THE WORK FORCE

### BACKGROUND

The City Council has established goals to increase diversity in the work force. Department heads and Division Managers are also committed to the City's Affirmative Action/Equal Employment Opportunity Policy and to the Council's goal of city-wide inclusiveness of our diverse population.

The Fire Department's goal is to achieve and maintain ethnic parity within our community. Presently, parity has been achieved with Afro-American, Hispanic, American-Indian and Filipino males. Asian-Americans are presently represented by 23 males with parity being 33.

In the endeavor to attain parity goals, the question arises, "Why should I change? What is in it for me?" The answer, when analyzed, is quite simple; by respecting and valuing diversity, each of us becomes a more open-minded person, a better listener, a more effective communicator, and a better friend and co-worker. Consequently, our work environments become more relaxed, and we can look forward to a workplace in which each individual is respected and diversity is valued.

### GOALS

The Sacramento Fire Department employs 502 persons in which 465 are sworn safety and 37 miscellaneous.

At the conclusion of 1993, the department's personnel statistical analysis was completed. With diversity commanding the emphasis, the department had reached parity with Hispanic males, native American males, and African-American males. To achieve parity with the Asian community our goal was to hire 13; additionally, our parity goal was to hire four Filipinos.

Once parity is achieved in all ethnics groups, the department is committed to maintain diversity by a constant vigilance by reflecting the concerns, desires, and goals of our City and community.

### RECRUITMENT/OUTREACH/SELECTION

Career Development in the Fire Department is achieved by educational incentive programs. Examples are 7½% for an Emergency Medical Technician (EMT), 5% for a Bachelor's degree, 7½% for a Fire Technology certificate and 7½% for an Associate of Arts or Science degree. The total incentive is not to exceed 20%.

Recruitment is achieved by coordinating with the City's Human Resources Department. Firefighter volunteers are selected in each ethnic group and are deployed throughout the City conducting classes and giving information that encourage and motivate

minorities to seek a career in firefighting. Additional outreach is achieved by participating in job fairs involving the university and community colleges in our community.

Career Development for the civilian employees is initiated by the immediate supervisors. Supervisors discuss career goals with their employees to assist in identifying strengths and weaknesses and offer ongoing encouragement.

Final selection for interviews is accomplished by close examination of all Fire Recruit applications in the top three ranks. To maintain consistency and assurance that the Department's affirmative action goals are taken seriously, the Chief of Personnel completes the hiring process with final approval by the Fire Chief.

#### SPECIAL EFFORTS

With the Fire Department's added responsibility of Advanced Life Support (ALS) special emphasis was directed to hiring Paramedic/Firefighters. Because of the expense to train firefighters to the paramedic certification level, the department scrutinized the previous firefighters' eligible list for certified paramedics. Although the goal was reached for paramedics, there were no minorities reachable. Consequently, with consideration over the concern of non-paramedic minorities by Council and the City Manager's office, the creation of our Career Development Paramedic Trainee program was devised. Authorization was given to hire ten people of color. Because of the rigid scholastic requirements the department employs the students on a 20-hour per week basis, and the City's educational program reimburses the student registration fees to a maximum of \$500 per year.

#### ADA

Initially, ADA concerns and direction are addressed by the Fire Department receptionist, who himself, is disabled. Should reasonable accommodations become necessary if requested, all reasonable means will be explored.

#### MONITORING

To assure compliance with the department's affirmative action goals, each hiring endeavor is pre-empted by a review of the parity goals and the final approval is made by the Fire Chief.

