

*VALUING DIFFERENCES THROUGH A DIVERSE WORKFORCE*

# Affirmative Action Plan

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2014 - 2015  
American Ambulance

# American Ambulance

## Affirmative Action Plan

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## **Statement of Commitment**

As the General Manager of American Ambulance, I endorse and support the Affirmative Action Program and our company's Affirmative Action Plan. To assure that positions are equally accessible to all qualified persons and to ensure a balanced work force that is fully representative of all protected groups, American Ambulance will make every effort to recruit, hire, support and retain qualified protected group members.

To implement and manage our Affirmative Action Plan, I have designated the Director of Human Resources to serve as our Affirmative Action Officer. The Affirmative Action Plan is posted on the Labor and Employment bulletin board at all of our work locations and on the American Ambulance website.

Directors, Managers and Supervisors will be held accountable for ensuring that the Affirmative Action Program is implemented, since they are the people who ultimately have the greatest impact on the program.

It is the responsibility of each employee to promote and apply the principles of equal opportunity in their work and to cooperate fully with the company's plan of action. Affirmative Action is a positive effort to utilize the skills and resources, not only of those who have been denied opportunities in the past, but also of all present and potential employees. I urge all employees to join me in a continuing effort to make equal employment opportunity a reality.

**Todd Valeri**  
*General Manager*  
*American Ambulance*

## **General Objectives**

A diverse workforce makes good business sense. The Affirmative Action Plan is designed to help ensure equal employment opportunity by taking specific steps with respect to recruiting, hiring practices, promoting, retention and training of staff to better reflect the diversity of our community. The Affirmative Action Plan is voluntary and does not institute quotas or hiring decisions based on gender or ethnicity. It is a plan guided by our values of Service, Excellence and Integrity to promote the diversity of our strengths, as well as our differences, and by establishing a respectful workplace for our employees.

The Objectives of the American Ambulance Affirmative Action Plan:

1. Strive for, achieve, and maintain employment levels for protected group members throughout all job categories in proportion to the relevant available labor force.
2. Prevent discrimination based on race, age, gender, color, national origin, religion, disability, veteran status or sexual orientation, or any other protected considerations.
3. Promote equal opportunity and harmonious employee relations.
4. Create an environment which allows all employees to contribute to the overall success of the company.

These objectives will be achieved through established policies that support:

1. Reaching protected members. American Ambulance is committed to creating a more diverse workforce.
2. Equal Employment Opportunity. American Ambulance is an Equal Employment Opportunity employer. No person shall be unlawfully discriminated against during the hiring or promotion process.
3. Zero Tolerance for Harassment and Discrimination. American Ambulance is committed to the protection of all employees regardless of race, color, national origin, sex, age, religious convictions, veteran status, disability, political beliefs, or sexual orientation.

## **Roles and Responsibilities**

### **General Manager**

The General Manager is responsible for the company's equal employment and affirmative action programs and compliance with federal and state laws, rules, and regulations.

#### ***Responsibilities***

1. Direct the executive team to uphold and support the affirmative action policies and program in order to remove barriers to equal employment opportunities for minorities, females, and persons with disabilities.
2. Be accountable for affirmative action compliance.
3. Be responsible for the agency's commitment to meet affirmative action goals.
4. Designate an affirmative action officer/designee.
5. Approve and implement the company's Affirmative Action Plan.
6. Issue a written statement to staff affirming support of the state's equal opportunity policy and affirmative action program.
7. Ensure action on discrimination complaints is taken.

### **Department Directors**

The Department Directors make up the executive team, who are responsible for administering the company's Affirmative Action Plan.

#### ***Responsibilities***

1. Enforce AA/EEO rules, regulations, and other related projects assigned by the General Manager.
2. Review compliance by department relative to the adherence of policies and procedures stipulated in the Affirmative Action Plan.
3. Offer support and technical resources, whenever feasible, to achieve affirmative action goals.
4. Be accountable for affirmative action hires.
5. Assist the affirmative action officer/designee in making hiring decisions for the department when an exception has been requested.

### **Human Resource Director**

The Director of Human Resources is designated as the affirmative action officer for American Ambulance. This position is responsible for implementing and maintaining the company's affirmative action program and is accountable to the General Manager. Specific affirmative action responsibilities may be delegated to other Human Resources Department staff.

#### ***Responsibilities***

1. Develop the company's written Affirmative Action Plan.
2. Assist in the design and implementation of internal audit and report procedures that will:
  - a. Measure the effectiveness of the company's affirmative action program
  - b. Indicate need for remedial action

- c. Determine the extent to which the company's goals and objectives have been attained.
3. Coordinate efforts of various departments to effectively reach all employees with information on affirmative action and to provide training on affirmative action as needed.
4. Assist department directors in identifying and solving problems of equal employment opportunity, including taking the lead in investigating and overseeing the resolution of complaints.
5. Maintain files on affirmative action-related materials in order to assure documentation on good faith efforts in this area.
6. Keep the company informed of the latest developments in the area of equal employment opportunity.
7. Act as coordinator for actions under the Americans with Disabilities Act.

### **Managers and Supervisors**

Managers and Supervisors are responsible for ensuring that their department operates in compliance with the company's Affirmative Action Plan. They are accountable to the General Manager, the executive team and the affirmative action officer/designee.

#### ***Responsibilities***

1. Ensure compliance with all equal opportunity and affirmative action policies and programs.
2. Assist the affirmative action officer/designee in identifying and resolving problems and eliminating barriers which inhibit equal opportunity.
3. Participate in a pre-hiring review process of all staffing decisions when protected groups are under-represented.
4. Communicate the equal opportunity/affirmative action policy to assigned staff.
5. Respond in a timely fashion to requests for information from the affirmative action officer/designee.
6. Perform other specific duties as may be assigned in the Affirmative Action Officer.

## **Equal Employment Opportunity Policy**

American Ambulance is an equal opportunity employer and makes employment decisions on the basis of merit. We want to have the best available person in every job. American Ambulance policy prohibits unlawful discrimination based on race, color, creed, gender, religion, marital status, registered domestic partner status, age, national origin or ancestry, physical or mental disability, medical condition including genetic characteristics, sexual orientation, or any other consideration made unlawful by federal, state, or local laws. It also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. All such discrimination is unlawful.

American Ambulance is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in company operations and prohibits unlawful discrimination by any employee of American Ambulance, including supervisors and coworkers.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, American Ambulance will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the Director of Human Resources with day-to-day personnel responsibilities and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to perform the job. American Ambulance then will conduct an investigation to identify the barriers that interfere with the equal opportunity of the applicant or employee to perform his or her job. The Company will identify possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, American Ambulance will make the accommodation.

If you believe you have been subjected to any form of unlawful discrimination, please contact the Director of Human Resources to submit a written complaint. If the complaint implicates the Director of Human Resources, then please provide your complaint to the General Manager. Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. American Ambulance will immediately undertake an effective, thorough, and objective investigation and attempt to resolve the situation.

If American Ambulance determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination and you will be notified of the Company's response to your complaint. American Ambulance will not retaliate against you for filing a complaint and will not knowingly permit retaliation by management, employees or your coworkers.

## ***Unlawful Harassment Policy***

American Ambulance is committed to providing a work environment free of unlawful harassment. American Ambulance policy prohibits sexual harassment and harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, gender, national origin or ancestry, physical or mental disability, medical condition, marital status, registered domestic partner status, age, sexual orientation or any other basis protected by federal, state or local law or ordinance or regulation. All such harassment is unlawful. It also prohibits unlawful harassment based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics.

American Ambulance's anti-harassment policy applies to all persons involved in the operation of the company and prohibits unlawful harassment by any employee of American Ambulance, including supervisors and managers, as well as vendors, customers, independent contractors and any other persons.

Prohibited unlawful harassment includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss and offers of employment benefits in return for sexual favors; and
- Retaliation for reporting or threatening to report harassment.

If you believe that you have been unlawfully harassed, immediately bring your complaint to the Director of Human Resources or the General Manager as soon as possible after the incident. You will be asked to provide details of the incident or incidents, names of individuals involved and names of any witnesses. It would be best to communicate your complaint in writing, but this is not mandatory. Supervisors will refer all harassment complaints to either the Director of Human Resources or the General Manager as appropriate under the circumstances. American Ambulance will immediately undertake an effective, thorough and objective investigation of the harassment allegations.

If American Ambulance determines that unlawful harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by American Ambulance to be responsible for unlawful harassment will be subject to appropriate disciplinary action, up to, and including termination. A company representative will advise all parties concerned of the results of the investigation. American Ambulance will not retaliate against you for filing a complaint and will not tolerate or permit retaliation by management or employees.

American Ambulance encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved. You also should be aware that the Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If you think you have been harassed or that you have been retaliated against for resisting or complaining, you may file a complaint with the appropriate agency. The nearest office is listed in the telephone book.

## **Dissemination of Affirmative Action Plan**

The impact of the Affirmative Action Plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who benefit from it. With this in mind, the following describes methods to be used to disseminate information both internally and externally.

### ***Internal***

1. The Affirmative Action Plan shall be posted on the Labor and Employment bulletin board located at all work locations.
2. The Affirmative Action Plan shall be given to each member of the executive team.
3. The Affirmative Action Plan shall be available to any employee upon request.
4. Each Department shall be responsible for communicating to his/her staff any relevant portions of the plan as well as other relevant affirmative action information disseminated throughout the year.

### ***External***

1. The statement "An Equal Opportunity Employer" shall appear on company publications and advertisements.
2. The statement "An Equal Opportunity Employer" shall appear on job announcements, physical postings and web postings.
3. The Affirmative Action Plan shall be posted on the American Ambulance website.

## Auditing and Reporting Systems

Specific monitoring and reporting procedures are in place to evaluate the extent to which Affirmative Action initiatives are being met:

1. Workforce Analysis Data: Workforce analysis data is presented by EEO job categories and compares American Ambulance workforce to the available labor force. Refer to Appendix 1 for the Workforce Analysis 2013, which also includes a summary of federal job categories by company position and an organizational chart. Below is a summary of current workforce compared to the community based on the US Census Bureau 2013 Estimates:

### Workforce Comparison 2014

American Ambulance Total Employees	573	Current Workforce	Available Labor Force	2012 Workforce
Males	395	68.9%	51.0%	70.6%
Females	178	31.0%	49.0%	29.4%
White (non-Hispanic/Latino)	328	57.2%	31.4%	61.1%
Hispanic	173	30.1%	51.6%	36.0%
Asian	22	3.8%	10.5%	3.9%
Black/ AF Am	20	3.4%	5.9%	2.4%
Pacific Islander/NH	5	0.8%	0.3%	1.3%
American Indian/AN	3	0.5%	3.0%	1.7%

2. On-Line Application: Applicant flow data identifying ethnicity, gender, veteran status, and disability will be gathered and tracked throughout the application process in compliance with federal requirements. The on-line hiring process demonstrates how information is protected and how applicants are removed from the hiring process for a justifiable reason ensuring protection from discrimination. Applicant data is de-identified during the initial hiring process and application review.

Applications will be received by the HR department. The HR assistant will be the primary point of contact to all applicants during the hiring process. Department Directors will give notice to the HR department of hiring needs and HR will initiate a new hiring cycle based on available applications. All applicant information being shared with department staff will be de-identified during the initial phases of hiring. Department directors and staff will not allow contact with an applicant during the hiring process until the interview phase. Each hiring cycle will be tracked and reviewed for compliance by the HR Director.

The hiring process includes:

Hiring Step	Applicant Review	Hiring Step Goal
Human Resources Review	Identified Data	Determines if minimum qualifications are met by applicant.

Departmental Review	De-identified Data	Determines if applicant's work, education, and other background history meets department needs.
Interview	Identified Data	Initial person to person evaluation of applicant's professionalism, communication, and customer service ability.
Job Specific Testing	Applicant Performance	Pass or fail criteria
General Manager Interview	Person to Person	Final person to person evaluation of applicant's professionalism, communication, and customer service ability.
Background	Identified Data	Job offer extended conditional on successful completion of background check/exam.

3. Impact Ratio Analysis: The impact ratio is used during the hiring cycle to evaluate the selection rate of protected groups and determine adverse impact. Adverse impact is determined by using the four-fifths or eighty percent rule. The four-fifths or 80% rule is a guideline to identify a potential negative impact on the selection of any race, sex, or ethnic group which is less than four-fifths (or 80%) of the rate for the unprotected group.

*Example of 80% rule:*

<u>Position</u>	<u>Examined</u>	<u>Pass</u>	<u>Pass Rate</u>	<u>80 %</u>
EMT	41 Female	12	12/41 or 29%	
EMT	132 Male	31	31/132 or 23%	18% *

\*No Adverse Impact

*The pass rate for females is 29% and males 23%. Because 29% (females) is greater than 18% (which is 80% of the passing rate for males) there is no evidence of adverse impact.*

Refer to Appendix 2 for the 2013 Impact Ratio Analysis by position. It includes the stages in which an applicant was removed from the hiring process for both minority and gender applicants. The sample below shows outcome results for minority applicants during a hiring process.

*Example of Outcome:*

<u>Position</u>	<u>Outcome</u>	<u>White</u>	<u>Minority</u>
EMT	HR Review-Rejection	12	8
EMT	Department-Rejection	36	13
EMT	Interview-Rejection	38	13
EMT	Failed Fitness Test-Rejection	4	4
EMT	Hired	13	22

*90 white males were rejected during the hiring process at various stages and 13 were hired. 38 minority males were rejected during the hiring process and 22 hired.*

## **Community Outreach and Positive Recruitment**

Creating a more diverse workforce will only occur when the applicant pool is more diverse which means efforts will need to be directed at creating a more diverse pool of applicants. This will take time to develop and begins with establishing a rapport with younger generations and providing education on careers in EMS. American Ambulance is committed to taking positive steps to increase job awareness within the community. We work with a variety of community organizations to achieve this goal; refer to Appendix 3 for an organization list. Community outreach and positive recruitment is achieved through:

1. Providing school/community presentations
2. Participating in Health/Safety Fairs, Job/Career Fairs
3. Job Announcements and Postings
4. EMT Scholarships to minority and veteran organizations

## **Action Oriented Objectives**

### ***Objective 1: Contribute to Creating a Diverse Pool of Applicants***

#### **Action Steps:**

1. Continue to develop and nurture partnerships with schools, colleges, and diverse organizations.
  - a. Persons responsible: Human Resources Director, Department Directors and Managers
  - b. Target Date: on-going.
2. Continue to participate in Health/Safety Fairs, Career/Job Fairs and provide school presentations.
  - a. Persons responsible: Human Resources Director, Department Directors and Managers
  - b. Target Date: on-going.
3. Develop standardized materials for outreach venues including and improve tracking of outreach events.
  - a. Persons responsible: Human Resources Director, Department Directors and Managers
  - b. Target Date: October 2014.

### ***Objective 2: Recruit and Hire a Diverse Workforce***

#### **Action Steps:**

1. Develop a recruitment presentation to present at local EMS programs.
  - a. Persons Responsible: Human Resource Director, Department Directors and Managers
  - b. Target Date: October 2014
2. Continue to expand efforts to reach protected groups through Employment and Economic Development Agency or other agency's or groups supporting equal opportunity.
  - a. Persons responsible: Director of Human Resources
  - b. Target Date: on-going
3. Continually improve company hiring and selection processes to ensure a well-qualified, diverse and representative workforce.
  - a. Persons Responsible: Human Resource Director, Department Directors and Managers
  - b. Target Date: on-going
4. Continue to monitor interviewing and selection processes to prevent discriminatory practices.
  - a. Persons Responsible: Human Resource Director, Department Directors and Managers
  - b. Target Date: on-going

### ***Objective 3: Promote and Create a Respectful Workplace***

Action Steps:

1. Continue to clarify behavioral expectations within the company through written documents and other forms of communication so all employees understand the parameters for their interaction with one another.
  - a. Persons Responsible: Managers, Supervisors, Human Resources staff
  - b. Target Date: on-going
2. Provide periodic guidance and training in compliance with state and federal law regarding diversity, preventing discrimination and harassment, as well as training on cultural diversity on the community.
  - a. Persons Responsible: QI Manager, Human Resources staff
  - b. Target Date: on-going
3. Continue to educate supervisors and managers about their role in creating and maintaining a diverse and productive workplace.
  - a. Persons Responsible: Managers and Human Resources staff
  - b. Target Date: on-going
4. Take appropriate action when employees behave inappropriately toward other employees or department customers.
  - a. Persons Responsible: Managers, Supervisors, Human Resources staff
  - b. Target Date: on-going
5. Develop and implement a multiculturalism training program.
  - a. Persons Responsible: Managers, Supervisors, Human Resources staff
  - b. Target Date: January 2015

***Objective 4: Retain a Diverse Workforce***

Action Steps:

1. Collect and analyze separation data, including employee exit interview data, to determine separation patterns and their impact on protected groups.
  - a. Persons Responsible: Human Resources staff
  - b. Target Date: on-going
2. If a pattern of concern is identified, develop and implement a plan for corrective action.
  - a. Persons Responsible: Human Resources staff
  - b. Target Date: on-going

## Ongoing Action Goals

The following are ongoing action goals that American Ambulance is committed to.

Action Step	Responsibility
Develop and nurture partnerships with schools, colleges, and diverse organizations.	HR Director/ Business Development
Participate in Health/Safety Fairs.	HR Director/ Business Development
Participate in Career Days at local High Schools and Community Colleges	HR Director/ Business Development
Attend workshops specific to veteran hiring and wounded warrior projects	HR Director
Place job announcements in publications, journals and/or newspapers to attract minorities and women	HR Director

To improve our Affirmative Action commitment, we have created specific goals for 2014-2015.

Action Step	Responsibility	Target Date	Status and comments
Develop standardized materials for outreach venues (Health/Safety Fairs, Career/Job Fairs, School Presentations) – Obj. 1	Business Development	8/2014	Finalizing revisions
Improve outreach event tracking mechanisms – Obj. 1	Business Development	9/2014	In progress
Create Task Force for outreach venues – Obj. 1 & 2	Business Development	8/2014	Completed
Provide Task Force training – Obj. 1 & 2	Business Development	9/2014	In development
Develop recruitment presentation – Obj. 2	Business Development	10/2014	In development
Complete education and training in multiculturalism (in order to develop in-house training) – Obj. 3	Business Development	7/2014	Completed
Develop ongoing multicultural training program – Obj. 3	Business Development	12/2014	In progress
Implement multicultural training program – Obj. 3	Business Development	1/2015	In progress

**Action Oriented Goals from 2011-2012**

Action Step	Comments
Implement web based application process	Completed; on-line application process was implemented on 11/1/2011.
Revise interview process to include de-identified applications	Completed; new hiring process was implemented on 11/1/2011.
Based on current staffing demographics, target protected groups for training and career opportunities	Completed; 6 minority and female scholarships were awarded during the fall semester 2011.
Review and revise current Employee Handbook	Completed; revised handbook distributed to all staff 8/1/2011.
Develop Career Fair booth and career marketing materials to target community college and veteran job fairs	Completed; employment brochures and handouts printed 11/1/2011.
Develop Impact Ratio Analysis Report	Completed; new hiring process was implemented on 11/1/2011.
Develop Reporting Hotline	In progress
Develop exit interview process with data tracking elements within internal HR computer program	In progress
Create application kiosk at headquarters	Completed; applicants come apply onsite
Implement a multi-user Job Specific Testing ability at EMS Dispatch	Completed; implemented in 2013.
Provide quarterly reporting to management staff on Affirmative Action plan results	Ongoing; verbal updates provided at quarterly management meetings
Develop on-line "letter of intent" for promotions and internal job opportunities	Completed

## Appendix 1

### Workforce Analysis 2013

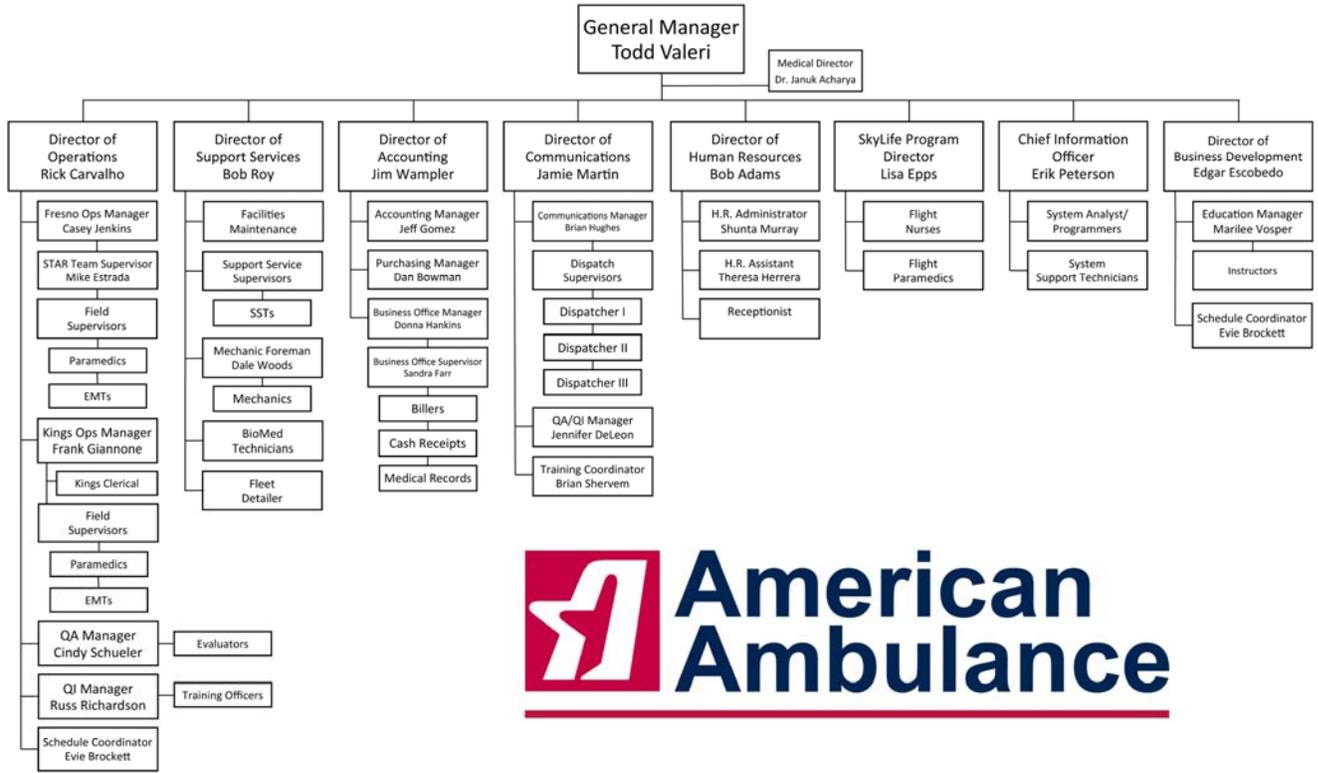
#### Workforce Utilization Analysis by EEO Category

Category	Male							Female							Grand Total		
	White	Black AF Am	Hisp. NH/PI	Asian AI/AN	2+	Total	White	Black AF Am	Hisp. NH/PI	Asian AI/AN	2+	Total					
Percentage						1								1			
						100.0											
1 - Managers	11	1	2			14	6						6	20			
Percentage	55.0	5.0	10.0			70.0	30.0						30.0				
2 - Professionals	8		2	1		11	6						1	7			
Percentage	44.4		11.1	5.6		61.1	33.3						5.6	38.9			
3 - Supervisor	12	1	5		2	20	3	1		1			5	25			
Percentage	48.0	4.0	20.0		8.0	80.0	12.0	4.0		4.0			20.0				
4 - Technicians	173	8	85	3	14	2	8	301	54	1	27		3	2	88	389	
Percentage	44.5	2.1	21.9	0.8	3.6	0.5	2.1	77.4	13.9	0.3	6.9		0.8	0.5	22.6		
5 - Admin Support	11	1	9			1	2	24	26	4	29	1			60	84	
Percentage	13.1	1.2	10.7			1.2	2.4	28.6	31.0	4.8	34.5	1.2			71.4		
6 - Skilled Craft	4		1					5							5		
Percentage	80.0		20.0					100.0									
7 - Service-Maintenanc	7	3	8		2			20	6	1	5				12	32	
Percentage	21.9	9.4	25.0		6.3			62.5	18.8	3.1	15.6				37.5		
Total	226	14	112	4	18	3	10	396	101	6	112	1	4	0	3	178	574
Percentage	38.4	2.7	14.8	0.8	2.2	0.2	0.6	72.5	17.4	1.0	7.6	0.1	0.6	0.0	0.8	27.6	

#### Federal Job Categories

Code	Job Class Code	American Ambulance Position
1	Managers	Managers
2	Professional	Registered Nurse (RN)
3	Supervisor	Field Supervisor
		Dispatch Supervisor
		Central Supply Room Clerk (CSRC)
4	Technicians	Paramedic
		EMT
		Kings Clerk EMT
		Dispatcher I, II, or III
		Training CPR
		Information Systems
5	Admin Support	Business Office
		Administration
6	Skilled Craft	Mechanic
7	Service Maintenance	Support Services Technician (SST), Detailer

*Organizational Chart*



## Appendix 2

### Impact Ratio Analysis for 2013

#### EEO By Summary From 1/2013 To 12/2013

Job Group Position	Total	Male	Female	Unknown Gender	AI/A	NH/PI	Black	Asian	Hispanic	White	2+	Unknown Ethnicity
Gardener-Landscape M	1	1	0	0	1	0	0	0	0	0	0	1
Janitor-Facility Mai	1	1	0	1	0	0	0	0	0	1	0	0
2 Flight RN	10	10	6	4	0	0	0	0	0	1	8	1
4 EMT	39	39	31	7	1	0	1	0	2	13	22	0
4 Paramedic	13	13	11	1	1	0	0	0	1	2	8	1
4 Support Services	3	3	0	0	3	0	0	0	0	0	0	3
5 Dispatcher	23	23	8	14	1	0	0	2	1	10	9	0
7 CPR Instructor	3	3	1	2	0	0	0	0	0	1	2	0
<b>Total Hired</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
Gardener-Landscape M	18	0	17	1	0	1	0	0	0	13	4	0
Janitor-Facility Mai	40	0	31	8	1	1	0	4	3	27	4	0
SkyLife Paramedic	11	0	0	0	11	0	0	0	0	0	0	11
2 Flight RN	10	0	7	3	0	0	1	0	0	2	6	0
4 EMT	406	0	300	80	26	4	1	10	13	93	238	20
4 Paramedic	59	0	50	6	3	1	0	1	3	5	41	5
4 Support Services	124	0	74	46	4	0	1	16	12	54	29	8
5 Dispatcher	568	0	139	403	26	13	5	55	22	241	176	25
7 CPR Instructor	1	0	0	1	0	0	0	0	0	0	1	0
<b>Total Rejected</b>	<b>1237</b>	<b>0</b>	<b>0</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78</b>
<b>Total Applicants</b>	<b>1330</b>	<b>93</b>	<b>675</b>	<b>577</b>	<b>78</b>	<b>20</b>	<b>9</b>	<b>88</b>	<b>57</b>	<b>463</b>	<b>548</b>	<b>60</b>

Outcome By Ethnicity:	White	Minority	Unknown
Outcome			
HR Review-Rejection	213	335	34
Department-Rejection	108	116	14
Interview-Rejection	104	86	10
Failed Fitness Test-Rejection	10	28	0
Hiring Process-Rejection	7	7	1
	10	10	11
Hired	47	36	7
Testing-Rejection	49	79	8

Adverse Impact By Ethnicity:	Examined	Pass	Pas Rate
548 White	47	47/548	or 8%
697 Minority	36	36/697	or 5%
85 Unknown	7	7/85	or 8%

Outcome By Gender:	Male	Female	Unknown
Outcome			
HR Review-Rejection	263	284	34
Department-Rejection	167	59	14
Interview-Rejection	130	64	10
Failed Fitness Test-Rejection	7	31	0
Hiring Process-Rejection	6	8	1
	14	6	11
Hired	56	27	7
Testing-Rejection	32	98	8

Adverse Impact By Gender:	Examined	Pass	Pas Rate
675 Male	56	56/675	or 8%
577 Female	27	27/577	or 4%
78 Unknown	7	7/78	or 8%

By Ethnicity: the pass rate for whites was 8% and the pass rate for minorities was 5%. There is a **positive adverse impact** because the pass rate for ethnicity is less than 80% of white applicants.

By Gender: the pass rate for males was 8% and the pass rate for females was 4%. There is a **positive adverse impact** because the pass rate for females is less than 80% of male applicants.

### Appendix 3

#### Community Outreach Resources

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
<b>California Conservation Corp</b> POC: Bry Dunkel (559) 292-0854 2976 North Argyle Suite 101 Fresno, CA 93727		X	X
<b>California Employment Development Department</b> Veterans Assistance Program POC: Annette Wholaver and Rian Watts (559) 230-4134 2555 S. Elm Fresno, CA 93706	X	X	X
<b>California Employment Development Department</b> Fresno County Veteran's Employment Committee (FCVEC) POC: Sarah Maokosy; Local Veteran's Employment Representative (LVER) (559)230-4077 3302 N. Blackstone Ave Ste. 155 Fresno, CA 93726		X	
<b>California Employment Development Department</b> King's County One-Stop Job Center POC: James W. Bradford Sr. ; Local Veteran's Employment Representative (LVER) (559) 852-2151 124 N. Irwin Street Hanford, CA 93230		X	
<b>California State University</b> University Outreach Services POC: Mailee Lee Outreach Counselor (559) 278-2048		X	
<b>Cambridge High School</b> POC: Na Chao Vang; College and Career Readiness Job Developer II (559) 253-6560 1001 S. Chestnut Ave Fresno, CA 93702		X	

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
<b>Central California EMS Agency</b> Paramedic Training (559) 445-3387 1221 Fulton Mall Fresno Ca 93721		X	X
<b>Central California Hispanic Chamber of Commerce</b> (559) 495-4817 2331 Fresno ST #115 Fresno, CA 93721	X	X	X
<b>Central Valley Veterans</b> (559) 977-3697 7775 N. Palm Ave Ste. 102-46 Fresno, CA 93711		X	
<b>Clovis Chamber of Commerce</b> POC: Fran Blackney (559) 299-2969 325 Pollasky Ave Clovis, CA 93612-1139		X	
<b>Clovis Police Department</b> POC: John Schuler (559) 977-3697 1233 Fifth St Clovis, CA 93611		X	
<b>Duncan Polytechnical High School</b> POC: Na Chao Vang; College and Career Readiness Job Developer II (559) 248-7476 4330 E. Garland Ave Fresno, CA		X	
<b>Edison High School</b> POC: Laura E. Luna Garcia, College and Career Readiness Job Developer II (559) 457-2662 540 E. California Ave Fresno, CA 93706		X	
<b>Fresno Adult School – Cesar Chavez Adult Education Center</b> (559) 457-6000 2500 Stanislaus Fresno, CA	X	X	

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentation	Scholarship
<b>Fresno Center of New Americans</b> Southeast Asian Community Group POC: Cyndee Kia Loryang; Project Coordinator (559) 255-5395 ex 202	X	X	X
<b>Fresno City College</b> Career and Employment Center POC: Sylvia A. Sanchez (559) 442-8292 1101 E. University Ave Fresno, CA 93741	X	X	
<b>Fresno City College – Fire Technology Program</b> (559) 442-8294 1101 E. University Ave Fresno, CA 93741	X	X	
<b>Fresno County Office of Education</b> Migrant Education, Region IV POC: Karina Torres; Project Specialist (559) 265-3098 X4227 1684 W. Shaw Suite 101 Fresno, CA 93711		X	
<b>Fresno Metro Black Chamber</b> (559) 441-7929 2331 Fresno ST #115 Fresno, CA 93721	X	X	X
<b>Fresno Regional Workforce Investment Board</b> (559) 230-3600 Manchester Center Mall 3302 N. Blackstone Avenue, Suite 155 Fresno, CA 93726	X	X	
<b>Greater Fresno Area Chamber of Commerce</b> (559) 495-4800 2331 Fresno ST #115 Fresno, CA 93721	X	X	
<b>Hoover High School</b> POC: Maxine Dadoorian; College and Career Readiness (559) 451-4323 5550 N. First St. Fresno, CA 93710		X	
Organization	Job Posting/ Announcements	Job Fairs/ Community Presentation	Scholarship

	Announcements	Community Presentations	
<b>Kings County Job Developer's Association</b> POC: Leighton Gould (559) 585-3560 124 N. Irwin St. Hanford, CA 93230		X	
<b>Naval Air Station Lemoore</b> POC: Diana Perkins (559) 998-4688 Fleet and Family Support Center Lemoore NAS, CA 93246	X	X	
<b>Roosevelt High School</b> POC: Esmeralda Garcia; Job Developer II POC: Robert Ramirez II; Health Academy (559) 453-1009 4250 E. Tulare Ave Fresno, CA 93702		X	*Developing an EMT Health Academy Program
<b>San Joaquin Chamber of Commerce/City of San Joaquin</b> POC: Diana Brooks/Lupe Estrada (559) 639-4311 P.O. Box 758 San Joaquin, CA 93660		X	
<b>Vinland Elementary</b> POC: Adele Stewart; Vice Principal/Program Manager (559) 248-7300 4666 N. Maple Ave Fresno, CA 93726		X	
<b>UCSF Fresno Medical Education Program</b> Doctors Academy POC: Diana Cantu, Academic Program Coordinator (559) 241-7676 155 North Fresno Street Fresno, CA 93701			X