



Department of Transportation

Ydanis Rodriguez, Commissioner

Diversity, Equity, Inclusion and Equal Employment Opportunity (DEI-EEO) Plan

Fiscal Year 2023

Department of Transportation





Table of Contents

I. Commitment and Accountability Statement by the Agency Head	3
II. Recognition and Accomplishments	4
III. Workforce Review and Analysis	6
IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2023	8
V. Recruitment.....	19
VI. Selection (Hiring and Promotion).....	25
VII. Training.....	30
VIII. Reasonable Accommodation	31
IX. Compliance and Implementation of Requirements Under Executive Orders and Local Laws 32	
X. Audits and Corrective Measures	34
XI. Agency Head Signature	35
Appendix A: Contact Information for Agency EEO Personnel.....	36
Appendix B: 2020 Climate Survey Action Plan.....	37



I. Commitment and Accountability Statement by the Agency Head

On behalf of the New York City Department of Transportation (DOT), I hereby declare my commitment as Agency Head to upholding and promoting the values of diversity, equity, and inclusion (DEI), and equal employment opportunity (EEO), to creating a workforce that mirrors the communities we serve, and to cultivating a workplace inclusive of the differences among those communities.

Born in the Dominican Republic, I immigrated to New York in 1983 at the age of 18. Like most immigrants who come to America to pursue their dreams, I did all the hard work to put myself through college and become a teacher for 15 years. And in 2009, I became a New York City Councilmember where I served for 12 years, eight of which as Chair of the Transportation Committee. As the first working class Commissioner and Commissioner whose native language is not English, I am committed to pushing this agency to better reflect the city of New York and for our work to create a fairer transportation system to all. Every New Yorker should have multiple travel options that are safe, reliable, and affordable. The positive benefits of DOT's transportation investments aimed at improving access, safety, health, and quality of life, should be available to all New Yorkers, regardless of background. To achieve these outcomes, I will ensure that the goal of creating a more equitable city guides all of our work in hopes of making this city safer, fairer, and more accessible for all New Yorkers for generations to come.

I will work closely with DOT's EEO Office, Human Resources Division, and the entire leadership team at DOT to continuously evaluate our agency's processes in an effort to bring equity in transportation to the forefront of all we do as we continue building an inclusive and diverse workforce where all employees are assured of a discrimination-free workplace. I will hold all senior executives, managers, supervisors, and all employees accountable for upholding these values and charge them, within their scope of their responsibility, to effectively implement the agency's DEI-EEO Plan as an integral part of DOT's strategic mission. I will drive accountability by integrating the Assistant Commissioner of EEO, Diversity & Inclusion in critical human resources decisions regarding workforce changes that might negatively impact any protected EEO group, including recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and strategic planning.

We are committed to maintaining a workplace free from all forms of harassment and discrimination by supporting and enforcing the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, agency partners, and members of the public served by our Agency. The Assistant Commissioner of EEO, Diversity & Inclusion, Benjamin Graham, will serve as a resource for agency managers and supervisors by providing us with best practices and providing direction in addressing any identified EEO issues. Mr. Graham can be contacted directly by emailing bgraham1@dot.nyc.gov, or by calling the agency EEO Office at 212-839-6603. Mr. Graham should be contacted with any questions, inquiries, concerns or complaints employees may have regarding their EEO rights and the New York City's efforts to protect them and any allegation of violation of the EEO Policy. Mr. Graham's contact information will be made prominently available to all employees across the agency.

This statement is the same as last year.

This statement will be disseminated to all employees in the agency.



II. Recognition and Accomplishments

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

1. EEO Liaison Program:

Launched in 2018, 2021 marked the end of the EEO Liaisons' first three-year term. In 2021, EEO Liaisons continued to play an important role in assisting the Office of EEO, Diversity & Inclusion ("EDI") and DOT to meet their EEO obligations through the regular referral of employee EEO-related concerns to EDI. In early 2022, EEO Liaisons met with EDI to discuss successes, failures, challenges, and future expectations, and were given the option of returning for a second three-year term, the majority of whom did so. In July 2022, and in collaboration with the DOT's Human Resources Division, Performance Analytics Unit, and Division Personnel Coordinators, EDI expanded the liaison pool to 45, strategically placed throughout the agency, who will be provided with updated training and data collection and reporting tools. EDI expects to begin accepting EEO Liaison applications in December 2022, and complete selection and their introductions in early 2023.

2. Employee Resource Groups (ERGs):

EDI introduced employees to ERGS in the Fall of 2018. As of June 2022, DOT had the following seven (7) officially recognized and active ERGS: • Women Empowering Women in Nontraditional Work (WE WIN) • Organizacion Latino Americano @ DOT (OLA) • LGBT @ DOT • African American Career Advancement Network (AACAN) • DiverseAbilities • Asian/Pacific Islander Association (APIA) • Indigenous Peoples' Collective (IPC). In 2021, DOT's ERGs successfully transitioned to new leadership for each ERG; met regularly with senior leaders to discuss a wide variety of issues affecting employees, including but not limited to equity, structured hiring and promotions, training, Black Lives Matter, racial injustice, and systemic oppression; and continued to plan, promote, and execute multiple heritage month events. In FY2022, ERGs continued to play a key role in helping DOT meet its diversity and inclusion goals by doing such things as successfully hosting multiple heritage month and other ERG-related events, including an ERG Tabling Event that reintroduced the ERGs to the agency as a whole, and a resumption of ERG leaders regularly meeting with the agency head and the Diversity & Inclusion Committee, in order to share their particular insights with DOT leadership and hold DOT leadership accountable. FY2022 also saw the introduction of an ERG evaluation, currently being developed in collaboration with ERG leaders and expected to be operational by December 2022.

3. Workforce Profile:

In 2019, DOT established a new data transfer arrangement with the Department of Citywide Administrative Services (DCAS) that provides EDI and Human Resources with demographic data of personnel and job applicants, which enabled DOT to complete the first ever Workforce Profile Report. Since 2019, DOT releases an annual version of the report at the beginning of each calendar year that includes agency demographics by job group, title and division. The report also highlights areas of underrepresentation among certain job groups/titles and demographics. Civil Service titles experiencing severe underrepresentation are deemed "Titles of Interest" within the



report and require mandatory “structured hiring” for all hiring and promotions within the title for the following calendar year. The latest version of the report (CY21) was released to the Agency’s Executive Staff as well as Division Heads in May of 2022. The agency is enforcing structured hiring for this year’s titles of interest and is closely monitoring trends in representation across the agency’s divisions and job groups. The agency is also creating a Workforce Profile Report Methodology document, at the request of NYC Department of Citywide Administrative Services, to share with other city agencies so that they may replicate DOT’s Workforce Profile Report at their own agencies. DOT expects this methodology document to be completed by the end of October 2022.

4. EEO-related training accomplishments:

In 2022, the Training & Development Office conducted a series of workshops to provide additional information and skills to supervisory staff to identify and combat racial bias, support women in leadership roles and in the leadership pipeline, manage a multigenerational workforce, and identify employment opportunities. Workshops for frontline staff focused on identifying and creating opportunities for allyship, tactical communications and strategies for strategic thinking in terms of career development. Training & Development targets marketing of 30% of course offerings to field staff and allowed for staff to participate live online and in person.

In April 2021, DOT launched its first annual “DOT EDI Talks” - guided discussions DOT supervisors and managers are required to lead annually with their subordinates about DOT’s sexual harassment prevention policies and complaint procedures. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year. EDI provides the script to follow, and managers and supervisors are expected to complete the DOT EDI Talks within thirty (30) days of being provided their script. After administering the oral DOT EDI Talks, managers and supervisors are also expected to post in their work areas relevant policies and procedures related to the talk. These written policies and procedures are provided by EDI as well. DOT managers and supervisors must maintain records of when DOT EDI Talks are given, and to whom they are given, and EDI also confirms and documents that every DOT employee received the DOT EDI Talk by requiring each employee to complete an electronic acknowledgment. As per DOT’s EEO Policy, all managers and supervisors are evaluated, in part, on their EEO responsibilities, which include holding yearly EDI Talks and reporting to EDI any reports of improper discrimination they receive or otherwise become aware of. DOT’s second annual DOT EDI Talks launched in June 2022, and concluded in September 2022 with a 91% agency wide completion, significantly greater than 2021’s 69% completion.



III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2022

Total Headcount: 5523

In FY 2023, the agency will send out an e-mail to all DOT personnel reminding them of the demographic categories under which state and local governments must report. Employees will be asked to review their personal profile in Employee Self-Service (ESS) and voluntarily identify their gender and race/ethnicity. Field employees at work locations with computer kiosks will be instructed to make these changes at the kiosks. Employees at locations without kiosks will be advised to log-on to ESS using a personal computer or device at www.nyc.gov/ess. Employees unable to complete the self-identification form using ESS will be able to submit the form to Human Resources.

In FY 2023, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- On-boarding of new employees
- Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- In FY 2023, the agency will inform and remind employees of the option to add preferred name in ESS.

The quarterly CEEDS report is received by our Assistant Commissioner of EDI, who forwards the report to the Deputy Director of Performance Analytics. The Performance Analytics team archives the data each quarter which then serves as a key component of DOT's robust Workforce Analytics program.

DOT's Workforce Analytics program built on a data warehouse of availability data (from the CEEDS report), bi-weekly payroll data, job opening and applicants' data, and FMS budget information. This data warehouse serves the program's analytical and reporting initiatives, including our internal quarterly workforce composition, hiring, promotions and separations report as well as our annual Workforce Profile Report.

The internal quarterly report is similar to that of the quarterly CEEDS report; however, we have built it in house so it is more customized to DOT- enabling us to filter by division and timeframe as well as show the intersection of race and gender.



The Workforce Profile Report serves as the agency's annual "report card" which covers granular representation data, trends over time, and establishes the upcoming calendar year's list of titles that are subject to the agency's "structured hiring" program. Below are some key definitions of metrics shown in our annual Workforce Profile Report.

Important Statistics:

The Workforce Profile provides statistical measures that key in on areas where the agency needs to focus.

- Underrepresentation: Statistical method which compares the demographic make-up of a job category (i.e., "Managers", "Computer/IT", "Technical/Inspections"...etc.) to the expected make up. Expected make up is derived from established City research that estimates the availability of various demographics in a job category.
- Title of Interest: Individual Civil Service Title where significant underrepresentation is found within one or more demographic groups (Ethnicity/Race OR Gender).
- Title to Monitor: Individual Civil Service Title where there is a moderate level of underrepresentation found within one or more demographic groups (Ethnicity/Race of Gender)
- The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.

Agency Head

Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (Chief Operations Officer/ Executive Deputy Commissioner)

Quarterly Semi-Annually Annually Other _____



- ☒ The agency review entails a discussion concerning perceived workplace barriers for job groups that may surface in underutilization reports and for factors that may be creating these barriers (e.g., hiring patterns in specific job titles).

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2023

1. Goals and strategies to enhance DEI and EEO in areas of Workforce, Workplace, Community, and Race Relations.

❖ **Workforce:**

- Overall Objective – build a diverse workforce that is reflective of the diverse City it serves by developing strategies to attract and retain high performers that are committed to DOT's organizational mission.

❖ **Workplace:**

- Overall Objective – cultivate a flexible, collaborative, equitable, and inclusive work environment that leverages diversity and empowers all contributors. Promoting equity and building inclusiveness ensures that all employees feel included, connected, and engaged.

❖ **Community:**

- Overall Objective – facilitate outstanding culturally competent public service while strengthening collaborative and community relationships through effective leadership and accountability.

❖ **Equity, Inclusion and Race Relations Initiatives:**

- DOT has created the following initiatives to enhance equity and focus on race relations in the workforce, workplace, and community; Workforce Profile Report, DOT ERG Initiative, EEO Liaisons, DOT Future Leaders, Equity in Planning Working Group, Equity In Enforcement Working Group, Equity in Infrastructure Working Group. Though temporarily put on hold in 2022, DOT expects to launch its Advancement of Black and Brown Women in DOT Working Group in FY2023. Recognizing its multigenerational community and workforce, in FY2023 DOT is committed to implementing age-inclusive practices and strategies in an effort to create an age-inclusive culture to include, but not limited to, exploring the formation of an Intergenerational Employee Resource Group and an Intergenerational Mentoring Initiative, surveying DOT job titles to identify those where focused promotion of upskilling across all age groups is needed, and providing Ageism-based training to Agency staff involved in the hiring process and supervisors.



2. Planned Programs, Initiatives, Actions

A. Workforce

1. DOT continues to build upon its comprehensive Workforce Composition and Utilization reporting and performance tracking/management. The Human Resources Analytics Team along with the Performance Analytics Team release an annual internal Workforce Profile Report which details Agency Wide and Division specific workforce statistics. The annual report is shared with the Agency's Executive Staff as well as Division Heads at the time of the annual release.

The report is used to measure performance of our initiatives and identify the annual list of "Titles of Interest" for which DOT's mandates "Structured Hiring" because of elevated levels of underutilization.

DOT released the 2021 Agency Wide and Divisional Workforce Profile reports internally in early May 2022 to review changes in utilization statistics and evaluate the agency's performance in reducing underutilization in FY 2021. Additionally, an updated set of "Titles of Interest" will be released.

2. Structured Hiring Initiative: the EEO, Diversity & Inclusion (EDI) office, together with Human Resources and the Executive team, developed a comprehensive guide for Hiring Managers, and Personnel Coordinators to follow when seeking to fill a position. The guide includes detailed information starting with the basics of a structured interview and the steps to be taking pre-interview through post interview. While structured hiring is encouraged for all interviews, it is mandatory for the hiring of "Titles of Interest".
3. DOT's EDI and the Executive Team works closely with DOT Human Resources division to ensure alignment of diversity recruiting, internal candidate development, and equitable selection practices strategically with current employment needs and in conjunction with our "Titles of Interest".
4. DOT continues to encourage employees to participate in civil service exams to promote growth towards advancement by sending e-mails with the schedule of exams, providing the link to specific DCAS exams, and posting schedules and exam announcements on the Agency's intranet.
5. DOT Human Resources continues to email employees the DCAS Monthly Exam Schedule every month. Human Resources continues to email civil service exam notices to the Agency Personnel Coordinators, who in turn distribute the information to all of their division's staff. Information on exams is also posted on DOT's kiosks, bulletin boards, and intranet. Information is similarly passed on to those employees serving in the lower titles that are promotable.
6. DOT Human Resources continues to reach out to non-traditional sources to generate applicant interest for underutilized titles. Human Resources, for underutilized titles of



interest, continued to post external job vacancy notices on multiple recruitment websites which target underrepresented populations.

7. DOT Human Resources continued to facilitate divisional participation in job fairs which target underrepresented populations.
8. DOT endeavored to maintain and update a roster of recruitment sources which target underrepresented populations, and will, where possible, sent posting notices for titles of interest to those organizations.
9. DOT's Performance Analytics Team has worked closely with DCAS' NYCAPS Central Team to facilitate additional data sharing to further inform our monitoring and execution of the programs/initiatives mentioned above. Recently, DOT gained access to an automated feed of job applicant demographics data. DOT is now working on standing up a dashboard/data visualization platform to assist in understanding the diversity of applicant pools and to allow for measuring interview and candidate selection statistics. We expect this new dashboard/reporting tool to be operational by November of 2022.

B. Workplace

DOT Employee Resource Group (ERG) Initiative:

As mentioned above, DOT's ERGs provide employees with opportunities for discussion around topics of diversity, equity, and inclusion, and serve as the collective voice for members. DOT ERGs regularly meet with and advise DOT leadership on issues impacting its members, general employees, and the communities we serve, encourage collaboration, comradeship, and support among DOT ERG members, general employees, and similar groups at other City agencies. DOT ERGs always spearhead DOT special events for Cultural and Heritage recognition and throughout the 2022 calendar year, with the support of EDI, DOT ERGs have scheduled and hosted different cultural and heritage events, including programming for Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, LBGTQ+ Pride Month, Disability Pride and Disability Employment Awareness Month, and Hispanic Heritage Month. Some examples of events include viewing parties and follow-up discussions, museum trips, guest speakers, and panel discussions.

DOT EEO Liaison Program:

As mentioned above, DOT's EEO Liaisons continued to play an important role in assisting EDI and DOT to meet their EEO obligations through the regular referral of employee EEO-related concerns to EDI, assisting with the posting and maintenance agency wide of EEO-related policies and memos, and serving as an on-the-ground resource for DOT employees without immediate access to EDI, or EEO online resources.

The Future Leaders Program:

The Future Leaders Program, created in 2017, and led by Lauren Antonelli, the Agency's Director for Administration for the Commissioner's Office, is designed to identify, nurture, and



promote a diverse cohort of employees from all divisions within the agency, with a particular focus on employees of color and women who might not ordinarily get exposure to agency leadership and the full range of agency functions and opportunities. This year-long fellowship provides approximately 30 early to mid-career professionals from across every part of the agency the opportunity to develop networking, communication, and presentation skills and connect their work to the big picture. A month-long rotation in another agency division is included in the program and the program culminates with group presentations to pitch an idea to senior staff. Since its inception there have been three Future Leaders classes, with 82 participants in total. Due to the pandemic, the program was suspended in 2020 and 2021, but is planned to start again in September 2022 as a more robust program, incorporating feedback from the Diversity & Inclusion Committee and the Employee Resource Groups.

Equity Working Groups:

COVID-19's disproportionate impact on historically disenfranchised communities, as well as the recent deaths of Black men and women during confrontations with law enforcement, have re-emphasized the need for open conversations around racial disparities and equity in all aspects of our society. Racial disparities and systematic racism are unfortunately, also a part of the present experiences of many members of the public, in their interactions with other government agencies throughout our nation, and this is particularly true for people of color.

Consequently, it is pivotal that the work that we do and decisions we make as the city's Department of Transportation (DOT) focus on promoting racial and social equity. The agency has several efforts underway to advance this goal, including three staff-level working groups; the Equity in Planning Working Group, led by Denise Ramirez, Strategic Planning Unit; Equity In Enforcement Working Group, led by Assistant Commissioner Kim Wiley-Schwartz, Safety Education and Outreach Unit; and the Equity in Infrastructure Working Group, led by Luis Gonzalez, Policy Unit. Each of these groups have a focused mission to address key areas of concern where policy change is needed. Additionally, the agency continues to work towards the formation of an Advancement of Black and Brown Women in DOT Working Group, which despite not meeting its FY2022 formation goal, has begun its efforts to do so in FY2023.

These groups provide further opportunities for staff engagement and to cohesively communicate the sum total of these efforts back to staff.

Equity & Inclusion in Planning Action Plan:

In 2021, the Equity & Inclusion in Planning Working Group developed an Action Plan with five (5) outcomes and 17 strategies to advance transportation equity. The outcomes focused on mobility, project prioritization, public engagement, safety and security, and sustainability. A key strategy identified by the group was the development of Priority Investment Areas (PIAs) to focus transportation investments in areas with the greatest needs. The PIAs were established in 2021. DOT is now working to operationalize the use of the PIAs within programmatic areas.

Another focus of the plan was on meaningful engagement with communities. In 2022, the working group launched the Community Ambassador Pilot Program. This program will leverage the knowledge of DOT employees, to provide input on projects early in the



development process based on their lived experiences. Employees will have an opportunity to share ideas and community contacts/resources with project managers, as well as influence the public outreach process. The working group is also working on advancing several other strategies, including the development of an Equitable Public Engagement Framework & Toolkit, a Racial Equity Project Assessment Worksheet, and deepening relationships with community organizations.

Equity In Enforcement Working Group:

Through a series of roundtable sessions held in 2020, NYCDOT identified key areas around the misuse of authority, protocol, and the impact of enforcement on DOT initiatives, and from this, explored strategies to address employee concerns and cultivate collaborative communication with agency partners. Starting in the fall of 2022, the Equity in Enforcement Working Group, in collaboration with EDI, will work towards completing the proposal for a training plan for police officers interacting on a regular basis with DOT workers in the field, and continue its work on a comprehensive asset management assessment to put a value on safety engineering that is blocked or damaged by police vehicles and barricades. Additional recommendations will be made related to traffic enforcement as we move ahead with Vision Zero in the new administration.

Equity in Infrastructure Working Group:

The Equity in Infrastructure Working Group works to define what equitable asset management decisions will look like and require, with the desired outcome of ensuring DOT's assets are distributed and maintained in an equitable manner. Over the past year, the team has supported the Performance, Data, and Asset Management unit (PDAM) in compiling data on the current state of some of the agency's key assets around the City. The data will be used to develop an internal tool to examine and track historical asset allocation. Additionally, there are on-going conversations with operating units on existing operating processes, as well as constraints to achieving equity.

Age-Inclusive Initiatives:

Following NYC Department for Aging guidance and recognizing the need and opportunity for focused and increased age-inclusive practices and strategies at DOT, in FY2023 DOT is committed to creating and implementing age-inclusive initiatives and strategies in order to create an age-inclusive workplace. As mentioned above, these will include exploring the formation of an Intergenerational Employee Resource Group and an Intergenerational Mentoring Initiative, surveying DOT job titles to identify those where focused promotion of upskilling across all age groups is needed and providing Ageism-based training to Agency staff involved in the hiring process and supervisors.

Modeling Inclusive Language:

The Assistant Commissioner of EDI and all EEO staff include their preferred pronouns in all correspondence, and when possible, encourage others to do so, including but not limited to executive staff and all managers and supervisors. In FY2023 EDI will advise all agency staff,



especially executive staff and managers and supervisors, of the reasons for and benefits of including their preferred pronouns in all agency correspondence.

- Promote employee involvement by supporting Employee Resource Groups (ERGs).

List below the names of existing ERGs:

1. Women Empowering Women in Nontraditional Work (WE WIN)
2. Organizacion Latino Americano @ DOT (OLA)
3. LGBT @ DOT
4. African American Career Advancement Network (AACAN)
5. DiverseAbilities
6. Asian/Pacific Islander Association (APIA)
7. Indigenous Peoples' Collective (IPC)
8. Working Parents Resource Group

- Agency will create a Diversity Council to leverage equity and inclusion programs
- Agency Diversity Council is in existence and active
- Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion
- Agency will inform employees of their rights and protections under the New York City EEO Policy
- Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

C. Community

Environmental Justice Interagency Working Group:

In 2017, NYC passed local laws 60 and 64, which required NYC to investigate historic and persistent environmental injustices and develop a plan to tackle these disparities. The legislation also aimed to advance equity and embed environmental justice into the fabric of the City's decision making.

The Environmental Justice program is centered on three main products, which include the delivery of an EJ Study, Portal, and Plan. The EJ study will provide a comprehensive view of



the present state of environmental justice in the City and inform the development and implementation of the remainder of the EJ program. The data and analysis from the EJ study will be used to create a public portal and mapping tool where New Yorkers can see what environmental justice looks like in their community. All of this work will lead to the creation of the City's Environmental Justice Plan, which will identify possible citywide initiatives for promoting EJ and outline a set of discrete recommendations for better imbedding equity and environmental justice into the City's decision-making processes.

These products will be developed and implemented by three distinct teams, including the Mayor's Office of Climate & Environmental Justice, an Interagency Working Group comprised of staff from 18 City Agencies, and the Environmental Justice Advisory Board made up of EJ advocates and subject matter experts. DOT is one of the 18 agencies that comprise the Interagency Working Group.

In 2022, DOT is supporting these efforts by participating in working group meetings, providing agency inventory of programs and services, supporting outreach efforts, and providing input into the development of the study and the information portal.

Clean Trucks Program:

DOT's Regional & Strategic Planning (R&SP) unit is a subdivision of the Transportation Planning and Management Division. Established in early 2015, (formerly known as Planning and Sustainability), R&SP seeks to improve transportation from a broader lens, coordinating with partners at the regional level. R&SP leads the coordination around:

- Accessibility
- Congestion Management
- Equity
- Freight Mobility
- Clean Vehicles & Fuels
- Regional Planning
- Transportation Demand Management
- Urban Mobility

R&SP's goals are to (1) increase adoption of clean vehicles and fuels as part of a broader sustainability vision; (2) identify intersectionality of programs to create synergy and momentum (BEV trucks & cargo bikes for last mile delivery); (3) work with industry to work toward mutual climate goals & create opportunities for success, and; (4) enhance the economic vitality and quality of life for all New Yorkers by providing for the safe, equitable, efficient, and responsible movement of goods.

To obtain these goals, R&SP's Alternative Fuels Program and Electric Vehicle Policy Program collaborate on the development of incentives, policy, and funding mechanisms to increase adoption of clean vehicles and fuels in the public and private sector with the FY2023 focus on curbside/on-street and within DOT's garages and municipal fields, while also managing the NYC Clean Trucks Program. This program began in January of 2012 and is helping to reduce the impact of fleets operating in Hunt's Point, one of the City's heaviest concentration of



delivery trucks, by encouraging truck fleets to replace older vehicles and vehicle components with clean technologies, especially those that use hybrid, battery electric and natural gas fuels.

In NYC, private medium and heavy-duty vehicles contribute 11% of transportation-related greenhouse gas emissions. Low-income neighborhoods near industrial zones and highways are hit hardest with studies finding a correlation between local fine particulate matter emissions and higher than average asthma and cardiovascular emergency department visits. These results are speeding the DOT's adoption of cleaner vehicle technologies (with older engine scrappage) as a policy tool to reduce traffic impacts on public health and the environment.

The Alternative Fuels Program is currently working on expanding the Hunt's Point Clean Truck Program (HPCTP) to other Environmental Justice communities in New York City.

Street Ambassador Program:

In 2015, DOT launched the Street Ambassadors Program to engage New Yorkers on their own terms. The unit is comprised of multi-lingual public engagement specialists who develop outreach plans and provide support for DOT projects in various stages of planning. Street Ambassadors target high-volume community locations to expand the public's feedback and knowledge of DOT's Street Improvement Projects.

Ambassadors go where New Yorkers go, like bustling streets, schools, churches, libraries, senior centers, movie theaters, supermarkets, and shopping centers. Ambassadors also do outreach on weekends, and on varied shifts that can start as early as 6am or end as late as 8pm. This allows the team to accommodate requests for targeted am/pm peak periods, like rush hour, and allows a broader range of public input on projects than traditional meetings alone. This approach allows DOT to establish a presence that builds trust and transparency throughout the planning and implementation process.

The Street Ambassador Program is designed to be:

- **Equitable** – The program is intentional about hearing from everyone. We actively seek out underrepresented groups to make sure their voices are heard. The Ambassadors provide in person dialogue and survey facilitation given in the language most comfortable for participants. If a language is not spoken by the team, the group works with DOT's Language Access unit to bring on interpreters as needed. More recently the Ambassadors have added QR flyers, with direct links to the survey and project portal, to be hung around the surrounding project area. This addition allows a 24/7 presence in the built environment of a given community, allowing people to simply scan and give feedback at a time of their choosing. Flyers also include translated languages relevant to that area, and surveys are translated to be completed in multiple languages.
- **Flexible** – As mentioned, Ambassadors work flexible schedules allowing for deployments on weekends, weekday rush hours and at evening events to meet people on their own time. Weekend work is built in without the use of overtime by developing a staggered schedule. Half the team works Sunday through Thursday and the other half works Tuesday through Saturday. Early morning or evening events are accommodated by adjusting the shift hours accordingly.



- Respectful – We honor the time that busy New Yorkers are able to give us. Rather than making them come to a pre-set workshop or town hall, we come to their neighborhood and join local events and programming. We center the community in the broader conversation.

Last year, as the department responded to the immediate needs and challenges presented by the pandemic, the Ambassadors pivoted to COVID priority projects. With the establishment of an Open Restaurants unit earlier this year, the Ambassadors no longer oversee the day-to-day tasks of photo reviews and following up with restaurants about their setups. The Open Restaurants unit oversees these tasks working with the Customer Service unit. The Ambassadors have taken on an advisory role, still sitting in on ongoing discussions around definitive guidelines and language around the permanent Open Restaurants program.

2021 marked the first full outreach season since the pandemic began. In 2022 the team continued in this vein with over 141 deployments to unique locations throughout the five boroughs. The Ambassadors have directly supported efforts for expanded bike lanes, bus lanes, bike share, plazas and pedestrian visioning. To stay safe in an evolving climate that has seen multiple strains of COVID and an emerging Monkeypox pandemic, the team has continued to use a commonsense approach to limiting exposure and direct contact when performing outreach. Many of the safety and health protocols the team developed from the start of the pandemic have continued to evolve with the changing language and guidelines around staying safe

Projects in 2022 spanned the agency, including work with Transit Development, Research Implementation and Safety (RIS), the Bicycle Unit, the Pedestrian Unit, Freight Mobility, Public Space and Bike Share. The team conducted multiple outreach efforts in support of Transit Development, gathering feedback along multiple corridors throughout the Bronx, Manhattan and Queens. The team completed post implementation intercept surveys along Jamaica Ave., 181st St., and Gun Hill Rd. The team also conducted on street outreach in support of a visioning project for the Pedestrian Unit along Canal St., feedback on Open Streets for Public Space on Willoughby Ave., Citi Bike expansion in the Bronx for Bike Share, bike network expansion for the Bicycle Unit in Staten Island and Flatbush Brooklyn, plaza expansion for Public Space in Inwood and merchant surveys for Freight Mobility along Hillside Ave. and for RIS along White Plains Rd.

Highlights for the push into 2023 will include a merchant survey along Flatbush Ave., for Transit Development, and the continued prioritization of the Environmental Justice Area metric in identifying low-income and minority communities for extended outreach efforts known as Deep Dives. The team is currently conducting the second phase of a Deep Dive effort in Coney Island Brooklyn and has begun conversations around launching a Deep Dive in Queens in 2023.

Summer Streets Program:

Launched in 2008, Summer Streets is an annual celebration of New York City's most valuable public space — our streets. On three consecutive Saturdays in August, from 7 AM to 1 PM, Summer Streets reclaims and transforms streets into public spaces for people to play, run, walk, and bike.



Summer Streets encourages the use of sustainable forms of transportation, reducing traffic congestion, air pollution, and greenhouse gas emissions during the event. Without the congestion of cars, participants experience the built environment from new perspectives. Free event programming allows participants to participate in fitness and recreational activities and experience the rich and varied arts and cultural resources of New York City.

Summer Streets is modeled on other events from around the world including Ciclovía in Bogotá, Colombia and the Paris Plage in France, and has since inspired other such events around the world such as CicloRecreoVía and London's Regent Street Summer Streets.

All activities at Summer Streets are free of charge and designed for people of all ages and ability levels to share the streets respectfully. In recent years, DOT took steps to provide further inclusive resources, such as our accessibility and interpretation station. We also incorporate activities that explicitly celebrate communities of diverse abilities, like our Wheelchair Basketball activation in partnership with the Wheelchair Basketball Federation.

From 2008 to 2021, the Summer Streets route ran along Lafayette Street and Park Avenue – beginning at the Brooklyn Bridge and ending at the 72 Street entrance to Central Park. In 2022, the Summer Streets route expanded further north to 109 Street in East Harlem and two additional activity zones or “Rest Stops” as they are known. At the 109 Street Rest Stop, DOT curated a schedule of live performances and hosted an Arts and Culture Hub with workshops provided by relevant Uptown organizations such as Art Lives Here, The Studio Museum in Harlem, Harlem Needle Arts, El Museo del Barrio, and more.

Encouraged by the success of Summer Streets, Car Free Earth Day, and programming on Open Streets and Plazas, DOT looks forward to engaging with more communities to bring arts, culture, fitness, and educational experiences to neighborhoods across the city and to promote the positive use of public space.

Mobility Management Program:

The Mobility Management Program (MMP) coordinates and improves mobility for New Yorkers who have been historically excluded and underserved in the transportation planning process. This involves several methods, including:

- Developing resources and tools for NYC DOT staff and the community;
- Coordinating efforts within NYC DOT and the public; and
- Identifying strategies to improve transportation services.

This comprehensive and strategic approach benefits the community and project managers by improving communication and collaboration between the agency and the community being served. Below are several examples of mobility management initiatives.

Education & Training

In 2022, MMP published an inclusive engagement guide. The Mobility Management Resources for Inclusive Engagement is designed to showcase the tools and resources available to DOT Program and Project Managers to meaningfully engage diverse populations throughout New York City. The guide provides summaries of demographic data on traditionally underserved communities, insights on these communities based on travel surveys



we've conducted and inclusive engagement tools. The guide and all the resources are available on the MMP SharePoint site. Anyone at DOT can benefit from these resources.

In addition, MMP provided training to units within DOT on inclusive and accessible documents. MMP hosted training sessions on accessibility features for Microsoft 365, MS Word, MS PowerPoint, and Adobe PDF. MMP also created a quarterly newsletter to disseminate training information and build capacity with internal staff on transportation equity and inclusion. The newsletter is also used to highlight trainings created by MMP for internal staff. Self-paced training is available to NYC DOT staff for MS Word, PowerPoint, Adobe PDF, and Zoom and posted on the MMP SharePoint site.

MMP is also working with NYU Wireless at NYU Tandon School of Engineering to develop virtual reality training to DOT staff on the experience of a person with visual loss navigating streets and DOT infrastructure. The training will help planners and engineer deepen their understanding on the needs of people with disabilities.

Public Outreach

In 2022 MMP released the Spanish version of the Mobility Management Resource Guide. The Resource Guide is a one-stop shop for information on accessible transportation. The guide includes profiles of DOT's programs, services, and a visual guide of infrastructure improvements with a primary focus on traditionally underserved communities. The guide also includes information on transit services provided by other agencies, such as the Metropolitan Transportation Authority, the Port Authority of NY and NJ, Westchester Bee Line and Nassau County's NICE Bus. The Resource Guide was distributed at the Car Free Earth Day event in Mosholu Parkway and at Summer Streets.

The MMP team conducts outreach to non-profit organizations to provide information on DOT's accessible programs, including educating the public on Accessible Pedestrian Signals. Because of staffing losses outreach has been limited, however the team expects to increase this once more staff is onboard.

Minority and Women-Owned Business Enterprises (MWBEs) GROW Program:

DOT is committed to promoting equitable contracting and procurement opportunities as an agency. Our goal has been to create a level playing field that attracts businesses of all sizes and provides opportunities for Minority and Women-Owned Business Enterprises. To reach our agency goal of 30% MWBE utilization and provide greater access to contracting opportunities for MWBEs to develop and grow, we have created an agency-wide MWBE mentoring program for FY 23. Our new mentorship program will essentially see MWBEs GROW: Gain Resources, Opportunities & Wins within the goods, service, and construction industry while expanding capacity, technical knowledge, and establishing a relationship with DOT.

DOT's GROW program will:

- Collaborate with OMWBE, sister agencies, especially the Department of Small Business Services, with their portfolio of services to build MWBE capacity.
- Create MWBE-only prequalified list for MWBEs exclusive rights to bid/propose on agency projects values from \$500,000 to \$3M.



- Connect with MWBEs through outreach events and industry days to develop possible joint-ventures opportunities and meet various divisions for procurement opportunities.
- Coach MWBEs on navigating the procurement process and other administrative requirements.
- Cultivate MWBEs in industries and services with a lack of MWBEs but vast opportunities.

In FY 2023, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services
- Promote participation with minority and women owned business enterprises (MWBEs)
- Conduct a customer satisfaction survey
- Expand language services for the public

V. Recruitment

A. Recruitment Efforts

The agency will implement the following recruitment strategies and initiatives in FY 2023:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
 - Currently in operation.
- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor's Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov
- Post all vacancies on NYC Careers.



- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - Structured Interviewing training
 - Unconscious Bias training
 - Everybody Matters EEO and Diversity and Inclusion Training
 - Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

In some titles where there is underutilization, we have reached out to non-traditional sources for applicants, including the following sources:

- Advancing Women In Transportation
- Society of Women Engineers
- LatPro-Latin Professionals
- CUNY Schools and HBCUs
- National Society of Black Engineers
- Society of Hispanic Professional Engineers
- Society of Asian Scientists and Engineers
- Nontraditional Employment for Women (NEW)
- Organization of Black Maritime Graduates
- Women Offshore
- IT Diversity Careers
- Women in Technology International
- Black Data Processing Association
- Tech Latino
- Hispanic/Latino Professionals Association
- iHispano
- Saludos Hispanos
- Various Women's, Ethnic and Minority Bar Associations

In order to expand our diverse recruitment sources, all Agency job openings are posted to the following websites:

- AfricanAmericanHires.com
- AllHispanicJobs.com
- AllLGBTJobs.com
- AsianHires.com
- BlackCareers.org
- DisabilityJobs.net
- DiversityJobs.com
- LatinoJobs.org
- NativeJobs.org



- OverFiftyJobs.com
- VeteranJobs.net
- WeHireWomen.com

A part of the 2018 “Plan to Reduce Underrepresentation in Job Groups” is a recruitment plan in which Human Resources, on a monthly basis, continues to distribute to relevant organizations DCAS-issued Notices of Examination for underrepresented titles. For these titles, Human Resources will continue to post external Job Vacancy notices on multiple recruitment websites which target underrepresented populations. DOT’s Personnel staff will continue to attend job fairs at local colleges, as well as accessibility-related and veterans job fairs. If such efforts do not yield qualified diverse applicants, DOT will consider ways to adjust its approach to ensure additional qualified and diverse applicants. When pictures are used in recruitment advertisements, diversity will be displayed. All advertisements will include a statement that the City of New York and DOT are Equal Employment Employers. The Agency will endeavor to maintain and update a roster of recruitment sources which target underrepresented populations, and will, where possible, send posting notices for underrepresented titles to these organizations. Lastly, DOT will include the Mayor’s Office for People with Disabilities (which has access to DOT vacancies) as an important recruitment source for people with disabilities.

B. Recruitment Sources

1. 55-a Job Fairs. DOT expects to recruit individuals with disabilities. This source yielded an increased and diverse applicant pool. Previous hires from this source.
2. DOT Engineering Job Fairs. DOT expects to recruit diverse entry-level engineers. This source yielded an increased and diverse applicant pool. Previous hires from this source.
3. CUNY Schools. DOT expects to reach a diverse market of CUNY graduates for discretionary positions requiring college and/or graduate degrees. This source yielded an increased and diverse applicant pool. Previous hires from this source.
4. Nontraditional Employment for Women (NEW). DOT expects to recruit more women for traditional male construction jobs. This source yielded an increased and diverse applicant pool. Previous hires from this source.
5. NYC Veterans Fairs. DOT expects to recruit more veterans. This source yielded an increased and diverse applicant pool. Previous hires have not yet resulted from this source.

C. Internships/Fellowships

In FY 2022, DOT submitted five Urban Fellows applications, and two Fellows were placed with our agency. In FY 2023, DOT submitted 8 Urban Fellows Applications, and we are awaiting DCAS’s decision on placements.



In FY 2023, DOT will continue to recruit both College Aides and Summer Interns from local and regional schools, and via posting on the City’s website. In addition to participating in career fairs, DOT will also hold agency-specific info sessions at CUNY schools in order to attract a diverse intern candidate pool.

In FY 2022, the agency participated in the following DYCD (Department of Youth and Community Development) intern programs: the Summer Youth Employment Program (SYEP), Ladders for Leaders, the Transportation Career Mentoring Program, and the Intern & Earn Program. DOT will continue to participate in DYCD programs in FY 2023.

In FY 2022, DOT partnered with local high schools to provide internships to students through the following programs: the IN-Tech Academy CTE Internship Program, the Erasmus HS for Youth & Community Development Reimagine HS Initiative, and the NYC Automotive HS Internship Program. We will continue to participate in CTE HS programs in FY 2023.

In FY 2022, DOT hired 10 interns into entry-level full-time positions.

The agency provided the following internship opportunities in FY 2022:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	2	Asian = 1 White = 1	M ___ F <u>2</u> Non-Binary ___ Other ___ Unknown ___
2. Public Service Corps	0		M ___ F ___ Non-Binary ___ Other ___ Unknown ___
3. Summer College Interns	17	American Indian = 1 Asian = 6 Black = 6 Hispanic = 4	M <u>7</u> F <u>10</u> Non-Binary ___ Other ___ Unknown ___
4. Summer Graduate Interns	7	Asian = 3 White = 3, Unknown = 1	M <u>4</u> F <u>3</u> Non-Binary ___ Other ___ Unknown ___
5. Other (College Aides):	142	Asian = 62 Black = 19 Hispanic = 23 White = 34 2 or more races = 3 Unknown = 1	M <u>87</u> F <u>54</u> Non-Binary <u>1</u> Other ___ Unknown ___
6. Other (DYCD Interns):	61	Asian = 32 Black = 12 Hispanic = 11 White = 4 2 or more races = 2	M <u>31</u> F <u>30</u> Non-Binary ___ Other ___ Unknown ___



7. Other (High School Interns):	25	Asian = 2 Black = 2 Hispanic = 16 White = 2 Unknown = 3	M <u>18</u> F <u>7</u> Non-Binary __ Other __ Unknown __
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In FY2023, DOT plans to establish a Marine Oiler Apprenticeship Program. Over the past several years, the NYC DOT Ferry Division has experienced recruitment difficulties for the title of Marine Oiler, while at the same time having vessel engineering staff of all titles depart for positions elsewhere, most notably for positions of the citywide Oiler title. The Ferry Division's previous hiring strategy has been to hire candidates who qualify for the Marine Oiler and Marine Engineer titles into the Marine Oiler title. This strategy allowed increased recruitment opportunities while maintaining a pool of employees for promotion to Marine Engineer. However, while recruitment included recent maritime school graduates, these candidates possessed bachelor's degrees and U.S. Coast Guard merchant marine officer licenses, with a clear path to employment as a marine engineer in the industry, and hiring candidates who qualified for Marine Engineer into Marine Oiler titles tended to be short-lived, approximately two years before promotion to Marine Engineer occurred. Finally, this process tended to foster discontent and dissatisfaction among employees, exacerbating the need to hire long-term employees.

During the COVID-19 pandemic, a nationwide shortage of maritime employees (with an emphasis on engineering titles) spurred increased recruitment by employers across the whole maritime sector. To address these shortages and recruitment challenges, DOT pursued and implemented changes to the title of Marine Oiler. These changes included the designation of the title as "hard-to-recruit," whereby the New York City residency restriction was removed and the new hire rate of \$53,526 was increased to the incumbent minimum rate of \$61,555, an increase of over \$8,000. Unfortunately, these measures have not proved sufficient to meet the hiring needs for Marine Oilers for the Staten Island Ferry.

While investigating measures to increase recruitment, Ferry Division staff contacted the Division's contracted maritime training vendor, the Maritime Institute of Technology and Graduate Studies ("MITAGS") and discovered they had successfully created a U.S. Coast Guard-approved engineering apprenticeship program for mariners to obtain the rating of Qualified Member of the Engine Department ("QMED") – the same endorsement required for the title of Marine Oiler. The program had been initiated at their west coast facility and had only been used once. MITAGS had no plans to migrate the program to their east coast facility, as the instructors were located at the west facility and there was little or no industry interest for an east coast program.

Given the ongoing recruitment challenges for the Marine Oiler title, the Ferry Division's interest in the program, and that a recently retired and respected Chief Marine Engineer is now employed at MITAGS, it was determined that establishing a Marine Oiler Apprenticeship Program for the Staten Island Ferry was a worthwhile pursuit. Such a program would address the Marine Oiler recruitment challenges and establish a direct and recurring pipeline of qualified candidates.

While it is rare that hiring programs obtain a 100% completion rate, especially in the maritime industry, the Ferry Division estimates a completion rate of greater than 50% to be successful. Based on the current average need of five (5) Marine Oilers per year, the Ferry Division expects the inaugural class of the program to begin with 10-12 candidates. To ensure program completion



success, it is anticipated that candidates will be selected with some dimension of the maritime industry in their background, as well as a strong desire to pursue a career in the field.

Ferry Division staff have contacted the Urban Assembly New York Harbor School ("Harbor School"), a NYC public high school, located on Governor's Island, for assistance in recruitment to the proposed Marine Oiler Apprenticeship Program. The Harbor School confirmed they would recommend successful former students with a strong math background and a general understanding of the maritime industry. Furthermore, given the demographic makeup of the Harbor School, candidates would hail from various communities across the City, which would help increase underrepresented demographics in the title of Marine Oiler – already a title designated by DOT's Workforce Profile as a "title of interest."

D. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take and pass a civil service examination. The City encourages agencies to use the 55-a program as a tool to build a diverse workforce and create greater access to City employment for qualified candidates with disabilities.

- Presently, the agency employs 21 55-a participants.
- There are 2 participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 2 new applications for the program were received and 2 participants left the program due to **retirement**.

[Describe your agency's plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. This should include the goals for the Program, strategies your agency will use to educate hiring managers and those involved in the recruitment process, any challenges your agency has or foresee in recruiting and hiring 55-a candidates. If your agency hires for competitive titles and does not use the program, please explain why.]

In order to educate hiring managers about the 55-a Program, DOT Human Resources presents the 55-a process to the agency's Personnel Coordinators, who are responsible for the hiring practices of their divisions, and requests that the Personnel Coordinators instruct their hiring managers on the process. Also, 55-a presentations are given to Employee Resource Groups and at staff meetings in various divisions to further acquaint employees about the process. Information is disseminated regarding various forums, webinars and seminars pertaining to people with disabilities, and disability job fairs are publicized to agency Deputy Commissioners and Personnel Coordinators to encourage their staff to attend. At times, it can be challenging to increase participation of agency hiring managers in the disability job fairs. It is also difficult to evaluate whether hiring managers are consistently considering 55-a applicants who apply to job postings.

DOT's goals are to continue to and further publicize the availability of the 55-a program; ensure that all competitive job postings include the 55-a language; continue to participate on panels; and continue to participate in job fairs. The agency will also notify participants of promotional exams which they are eligible.



- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
- Agency does not use the 55-a Program and has no participating employees.

VI. Selection (Hiring and Promotion)

A. Career Counselors

In FY 2023, the agency's Career Counselor will perform the following tasks:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Arrange for agency wide notification of promotional and transfer opportunities.
- Encourage the use of training and development programs to improve skills, performance and career opportunities.
- Provide information to staff on both internal and external Professional Development training sources.
- Explain the civil service process to staff and what it means to become a permanent civil servant.
- Provide technical assistance in applying for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Assist employees and Job Training Program participants in assessing and planning to develop career paths.
- Provide resources and support for:
 - Targeted job searches
 - Development job search strategies
 - Resume preparation
 - Review of effective interview techniques
 - Review of techniques to promote career growth and deal with change
 - Internship exploration



In addition to all of the above tasks, conduct group info sessions on civil service and career development.

Promote citywide employee development programs, including all DCAS scholarship and award programs.

Post information on the agency's intranet and via email regarding job openings, civil service exams, DCAS resources, agency training and professional development, and online learning and training.

B. New Hires and Promotions

In FY 2023, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
- Promotion and salary increase protocol in existence.

- Assess the criteria for selecting/promoting persons for mid-level to high level positions.

- Publicly post announcements for all positions, including senior level positions.

- Actively reach out to networks of underrepresented groups as part of its outreach.

- Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.

- Compare the demographics of current employees to the placements.

- Ensure promotion justification is included in all promotion requests.

- Review and analyze the demographics race\ethnicity and gender for those who received the promotion\salary raises to ensure such practices are equitable.

- Review on a regular basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

- Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

In June 2018, DOT established a Promotion Review Committee (PRC) that is made up of the Executive Deputy Commissioner, the Chief Operations Officer (COO), the COO's Chief of Staff, the Commissioner's Chief of Staff, the Deputy Commissioner of Human Resources and



Facilities Management, and the Assistant Commissioner of EEO, Diversity and Inclusion. The PRC meets monthly to review all promotions for positions earning salaries of \$100,000 or more, considers and evaluates whether the promotions conform with agency policies and goals for a diverse and inclusive workforce, confirms that the promotions are equitable among staff with comparable job titles and functions across divisions, and certifies that the cost of the promotions are covered within the agency's budget.

In September 2020, DOT brought in an outside vendor who delivered a mandatory Racial Bias Training to the agency's top 247 managers and supervisors with the intention of providing this training to all managers and supervisors at least once in their career, and as open enrollment each quarter for all employees to participate as long as funding allows. The objectives of this interactive three-hour program are to address the impact of race in the workplace, understand and prevent micro-aggressions, and learn ways to build an inclusive organization. This training is one of many steps that DOT has taken to address concerns of racial bias, not only during the hiring process but in all aspects of the workplace. In FY 2021, a total of 272 employees were trained, and in FY 2022 30 employees were trained. The agency plans to target newly appointed supervisors in FY 2023 and offer at least two open enrollment sessions for all other staff each quarter.

C. EEO Role in Hiring and Selection Process

The EEO, Diversity and Inclusion (EDI) office, together with the Human Resources (HR) and the Executive team, developed a comprehensive guide for Hiring Managers and Personnel Coordinators to follow when seeking to fill a position. This includes:

- The Basics of Structured Interviewing
- Pre-Interview Hiring Requirements
- Post-Interview Hiring Requirements
- Unconscious Bias
- Governing EEO Laws

Starting in 2020, HR advised division personnel coordinators to begin entering interview information in NYCAPs, as required by all city agencies. This enables HR and EDI to evaluate the interview process.

Oversight at resume selection stage:

- Review by HR and EDI of resumes selected.
- HR will hold hiring process if upon review there are candidates who are not qualified but are selected for interviews or if diverse and qualified candidates are not selected for an interview but, based on a review of their resume, they are determined to be otherwise qualified for the position sought. Will also confirm interview panels are compliant with the Structured Hiring Guidelines.
- EDI or HR will approve interview questions.
- EDI or HR will perform advisory role and will conduct post-audit review.

Oversight at Interviews and Candidate Selection:



- Review by HR and EDI after first (and subsequent) round interviews.
- HR will hold hiring process if upon review rating sheets from each round of interviews are not satisfactory and if applicants advancing are not otherwise qualified for the position sought.
- EDI will perform advisory role and will conduct post-audit review.
- Review by HR and EDI for final selection.
- HR will hold hiring process if rating sheets are not satisfactory and if final selection process did not follow Structured Hiring Guidelines.
- EDI will perform advisory role and will conduct post-audit review.

In FY 2023, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).
- Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____



D. Layoffs

During periods of layoffs, terminations, and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race, and age?

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2023.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).



VII. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	5613	April 2022 - March 2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	5613	September 2022– August 2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	530	March 2023
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Agency staff involved in the hiring process	181	October 2022- March 2023
9. Other (ERG Leadership Training)	ERG leadership teams	30	October 2022- March 2023



10. Other (Racial Bias)	Supervisors and Managers	250	November 2022- March 2023
11. Other (Leaning into Experience – A Workshop on Ageism for Decision Makers)	Agency staff involved in the hiring process and supervisors	300	December 2022- March 2023

VIII. Reasonable Accommodation

Describe your agency’s practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

- Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent of any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- The agency follows the City’s Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head.
Provide the name and title of the designee¹: First Deputy Commissioner Margaret Forgiione
- The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

¹ EEO Officer and General Counsel should **NOT** be appointed as agency head designee for review of appeals to reasonable accommodation decisions. Refer to the revised guidelines below. Note the conflict of interest; in the event of an external challenge to the denial of a reasonable accommodation, the agency’s General Counsel would be tasked with defending the agency against a decision in which that office was a decision maker on appeal.



IX. Compliance and Implementation of Requirements Under Executive Orders and Local Laws

A. Local Law 92 (2018): Annual Sexual Harassment Prevention training

- The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 5 – September 1, 2022 – August 31, 2023) as indicated in the Section VII Training above.

B. Local Law 97 (2018): Annual Sexual Harassment and Complaint Reporting

- The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.
- The agency will input sexual harassment complaint data, as well as all other types of complaints, on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.

C. Local Law 121 (2020): Age Discrimination Training

- The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

D. Executive Order 16: Training on Transgender Diversity and Inclusion

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

- The agency plans to train all new employees within 30 days of start date.



- All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, has conducted a climate survey in 2020 and:

- Analyzed the 2020 Climate Survey data provided by DCAS.
- Will review or has reviewed the results of the survey with agency head and senior leadership.
- Developed an action plan in consultation with agency head and senior leadership outlining the initiatives and actions that will be adopted by the agency in response to the 2020 Workplace Climate Survey data.



X. Audits and Corrective Measures

- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2023 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- The agency is subject to any other oversight or review by a federal, state or city civil rights agency _____.
- Within the last two years the agency was involved in an audit conducted by the EEPC or _____ specific to our EEO practices.
- The agency will continue/be required to implement corrective actions during the year that this plan is in effect
- The agency received a Certificate of Compliance from the auditing agency.



XI. Agency Head Signature

Ydanis Rodriguez
Print Name of Agency Head


Signature of Agency Head

11/29/2022
Date



Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Benjamin Graham	bgraham1@dot.nyc.gov	(212) 839-6603
2.	Agency Deputy EEO Officer			
3.	Agency (Chief) Diversity & Inclusion Officer			
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Carlos Bannister	cbannister@dot.nyc.gov	(212) 839-9421
5.	ADA Coordinator	Edmund E. Asiedu	easiedu@dot.nyc.gov	(929) 441-9658
6.	Disability Rights Coordinator	Benjamin Graham		
7.	Disability Services Facilitator	Edmund E. Asiedu		
8.	55-a Coordinator	Lianne Palacios	lpalacios@dot.nyc.gov	(212) 839-9516
9.	EEO Investigator(s)	Andrew Sonpon, Jr.	asonpon@dot.nyc.gov	(212) 839-6610
		Bellonne Pierre-Canel	BPierre-Canel@dot.nyc.gov	(212) 839-6606
10.	Career Counselor(s)	Peter Scavetta	pscavetta@dot.nyc.gov	(212) 839-9452
11.	EEO Training Liaison(s)			
12.	EEO Counselor(s)			
13.	Diversity Specialist	Christopher Lee	clee4@dot.nyc.gov	(212) 839-7151



Appendix B: 2020 Climate Survey Action Plan

1. Target area and objective: Increase employees' familiarity with the EEO Policy.

➤ Planned actions, initiatives, programs, or policies:

1. DOT will annually conduct its own Climate Survey in alignment with Local Law 101 and utilizing the format of the 2020 survey to allow for continued, but internal, assessment of employees' general awareness and knowledge of the City's Equal Employment Opportunity (EEO) Policy, including but not limited to sexual harassment policies and prevention at city agencies, especially the DOT, including employee experience with and knowledge of reporting of prohibited acts. Data gleaned from these annual surveys will inform future Climate Survey Action Plans.
2. Every year, EDI will circulate an agency wide email that will include, among other EEO resources, electronic copies of the revised EEO Policy.
3. Every six months, EDI will post on DOT's SharePoint homepage a description of the agency EEO office and its office and staff contact information, with links to relevant intranet sites and resources, highlighting the revised EEO Policy, and providing a direct link to it. These posts will include either a refresher of current EEO protections or raise awareness to recent EEO developments.
4. EEO Liaisons will ensure that the revised EEO Policy is posted in their locations and provide hard copies of the same to staff upon request. EDI will ensure that liaisons have sufficient supply of hard copies of the revised EEO Policy.
5. Annually, EDI will review, and update accordingly, the EEO training provided to new hires, and ensure all new hires are adequately trained on and provided a copy of the revised EEO Policy.

➤ Intended reach

1. All agency staff. Staff without computer access will be provided physical copies of the survey to complete anonymously.
2. All agency staff. Divisions/units identified as having employees without regular access to a computer will be provided physical copies of the revised EEO Policy to provide to those employees.
3. All agency staff. Physical copies of the same information will be posted throughout the agency for those staff without computer access.



4. All agency staff. As noted above, EEO Liaisons, positioned throughout the agency, will maintain on hand physical copies of the aforementioned documents which they will distribute to employees who do not have computer access.
5. All new hires will be trained in person or via zoom, and provided a physical copy of the revised EEO Policy.

➤ **Who will be responsible for implementing the action?**

1. EDI; HR; Performance and Asset Management Unit
2. EDI
3. EDI
4. EDI/EEO Liaisons
5. EDI; HR

2. Target area and objective: Improve the EEO Office's visibility to the workforce.

➤ **Planned actions, initiatives, programs, or policies:**

1. Every six months, EDI will circulate an agency wide email that will include, among other resources, EDI office and staff contact information.
2. Twice every quarter, an EDI representative will visit a separate DOT location for an hour long "meet and greet" with supervisors, managers, and staff, during which time the EDI representative will provide EEO office and staff contact information, and also provide information and answer general questions about the EDI Office, and the EEO Policy, reporting complaints, and requesting reasonable accommodations. An emphasis will be placed on visiting the most isolated staff and locations ahead of those with more ready access to EDI.
3. Introduction of returning and new EEO Liaisons to their respective areas. The EEO Liaison Program launched in 2018, with 28 liaisons dispersed across the agency. In July 2022, and in collaboration with the DOT's Human Resources Division, Performance Analytics Unit, and Division Personnel Coordinators, EDI has expanded the liaison pool to 45, strategically placed throughout the agency, who will be provided with updated training and data collection and reporting tools. EDI expects to begin accepting EEO Liaison applications in December 2022, and complete selection and their introductions in early 2023.

➤ **Intended reach:**

1. All agency staff. For staff without computer access, the semiannual email from EDI and related resources will be posted and physically available throughout the agency.



2. All agency staff. A “meet and greet” event will be held at every DOT location with sufficient staff and space to warrant the event.
3. All agency staff. In addition to announcing EEO Liaisons via agency wide email, liaisons will be required to post the email announcement in their respective areas. EDI's SharePoint page will maintain EEO Liaison location and contact information, and flyers with the same will be posted throughout the agency.

➤ **Who will be responsible for implementing the action?**

1. EDI/EEO Liaisons
2. EDI; HR; Division Personnel Coordinators, managers and supervisors
3. EDI/EEO Liaisons; Division Deputy Commissioners, respective managers and supervisors

3. Target area and objective: Improve employees’ knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

➤ **Planned actions, initiatives, programs, or policies:**

1. EEO Liaison Complaint Process Training – Liaisons will receive training on the complaint process and serve as a resource for employees with questions about filing a discrimination complaint. EEO Liaisons will advertise this resource in a physical posting at their location.. EDI will provide the posting for them to do so.
2. Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under the EEO Policy from discrimination, harassment, and retaliation because of their actual or perceived membership in a protected category, and the EEO complaint process. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. This June 2023 talk will be updated to include greater detail about the EEO Complaint Process.
3. Every six months, EDI will circulate an agency wide email that will include, among other resources, the *Complaint Process at a Glance* sheet.
4. DOT is now in early stages of creating an EEO dashboard/visualization platform that will, among other things, provide DOT complaint data and trend analysis available for agency staff consumption. This data and trend analysis will include information of the



EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed. We expect this new tool to be operational by December of 2022.

➤ **Intended reach:**

1. All agency staff. EEO Liaisons, positioned throughout the agency, will maintain on hand physical copies of the *Complaint Process at a Glance* sheet which they will post and distribute to employees upon request. Additionally, after completion of their training, an agency wide email will remind employees of their ability to reach out to their respective EEO Liaison for any questions they have about the complaint process in particular.
2. All agency staff. The talks are conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff down will conduct the talk with their subordinates. The Assistant Commissioner of EDI will conduct the talk for the Commissioner and senior executive staff.
3. All agency staff. Physical copies of the *Complaint Process at a Glance* sheet will be posted throughout the agency for those staff without computer access, and physical copies provided to EEO Liaisons to provide to staff upon request.
4. All agency staff. For those staff without computer access, quarterly and annual reports generated by the dashboard will be posted agency wide.

➤ **Who will be responsible for implementing the action?**

1. EDI/EEO Liaisons
2. EDI; Performance and Asset Management Unit; IT&Telecom Division; Division Deputy Commissioners, respective managers and supervisors
3. EDI/EEO Liaisons
4. EDI; Performance and Asset Management Unit

4. Target area and objective: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

➤ **Planned actions, initiatives, programs, or policies:**

1. Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during



meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. This June 2023 talk will be updated to include greater detail about employees' protected rights and the prohibition of discrimination, including sexual harassment, in the workplace.

2. Annually, EDI will review, and update accordingly, the EEO training provided to new hires, and ensure all new hires are adequately trained on employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment.

➤ **Intended reach:**

1. All agency staff. The talks are conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff down will conduct the talk with their subordinates. The Assistant Commissioner of EDI will conduct the talk for the Commissioner and senior executive staff.
2. All new hires will be trained in person or via zoom, and provided a physical copy of the revised EEO Policy.

➤ **Who will be responsible for implementing the action?**

1. EDI; Performance and Asset Management Unit; IT&Telecom Division; Division Deputy Commissioners, respective managers and supervisors
2. EDI; HR

5. Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

➤ **Planned actions, initiatives, programs, or policies:**

1. Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. This June 2023 talk will be updated to include greater detail about the measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.



2. EEO Training for Managers & Supervisors – Similar to the DOT EDI Talk given to subordinates, EDI will create and conduct an EEO training for managers and supervisors, that will include, among other EEO-related matters, the measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment. EDI expects this new training to launch by January of 2022.

➤ **Intended reach:**

1. All agency staff. The talks are conducted in person, except for employees who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff down will conduct the talk with their subordinates. The Assistant Commissioner of EDI will conduct the talk for the Commissioner and senior executive staff.
2. All managers and supervisors. The talks will be conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. EDI's lead trainer will conduct in-person and zoom trainings for all DOT managers and supervisors.

➤ **Who will be responsible for implementing the action?**

1. EDI; Performance and Asset Management Unit; IT&Telecom Division; Division Deputy Commissioners, respective managers and supervisors
2. EDI; Performance and Asset Management Unit; IT&Telecom Division

6. Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.

➤ **Planned actions, initiatives, programs, or policies:**

1. Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, to whom and where managers and supervisors can direct employees who may want to discuss a complaint (s) under the EEO Policy. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. This June 2023 talk will be updated to include greater detail about to whom and where managers and supervisors can direct employees who may want to discuss a complaint (s) under the EEO Policy. .



2. EEO Training for Managers & Supervisors – Similar to the DOT EDI Talk given to subordinates, EDI will create an EEO training for managers and supervisors, focusing on their EEO obligations under the revised EEO Policy and DOT EEO policies and procedures. EDI's lead trainer will lead in-person and zoom trainings for all DOT managers and supervisors. EDI expects this new training to launch by January of 2022.

➤ **Intended reach**

1. All agency staff. The talks are conducted in person, except for employees who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff down will conduct the talk with their subordinates. The Assistant Commissioner of EDI will conduct the talk for the Commissioner and senior executive staff.
2. All managers and supervisors. The talks will be conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. EDI's lead trainer will conduct in-person and zoom trainings for all DOT managers and supervisors, who will also be provided with copies of the training, both digital and physical, at its conclusion.

➤ **Who will be responsible for implementing the action?**

1. EDI; Performance and Asset Management Unit; IT&Telecom Division; Division Deputy Commissioners, respective managers and supervisors
2. EDI; Performance and Asset Management Unit; IT&Telecom Division

7. Target area and objective: Reduce the incidents of workplace discrimination personally experienced and/or witnessed by employees.

➤ **Planned actions, initiatives, programs, or policies:**

1. Expanded use of Structured Hiring beyond titles of interest, into titles to monitor with the goal of subjecting all hiring to structured hiring guidelines and requirements.
2. Targeted and focused EEO training and interventions where high rates of discrimination are being reported, specifically on the bases of Age, Sexual Harassment, Color, National Origin/Ethnicity, Pay/Salary History, and Race.
3. Enforcing and enacting the DOT's DE&I and EEO FY2023 Plan, to include the Climate Survey Action Plan.

➤ **Intended reach**

1. All titles of interest and titles to monitor.
2. Staff in specific divisions, units, etc. where high rates of discrimination are reported.



3. All agency staff

➤ **Who will be responsible for implementing the action?**

1. EDI; HR; Performance and Asset Management Unit; All staff involved in hiring
2. EDI; Performance and Asset Management Unit
3. Agency head, executive and senior staff, all managers and supervisors.

8. Target area and objective: Improve employee reporting of discrimination experienced to the agency EEO Office.

➤ **Planned actions, initiatives, programs, or policies:**

1. Expand visibility of EEO Office through aforementioned semiannual EDI agency wide email, EDI representative site visits, and the continuation and expansion of EEO Liaison program.
2. Improve employees' knowledge of the EEO complaint process through aforementioned EEO Liaison complaint process training, continuation of the DOT EDI Talk, semiannual agency-wide circulation of the *Complaint Process at a Glance* sheet, and creation of the EEO dashboard/visualization tool to provide transparency in hopes of building employee confidence in complaint reporting.

➤ **Intended reach**

1. All agency staff
2. All agency staff

➤ **Who will be responsible for implementing the action?**

1. EDI
2. EDI; Performance and Asset Management Unit

9. Target area and objective: Improve employees' perceptions of workplace protections from EEO Violations.

➤ **Planned actions, initiatives, programs, or policies:**

1. Improve transparency and accountability to foster improved experience and perception of workplace protections from EEO violations agency wide. This will be accomplished through the application of this annual plan and accompanying Climate Survey Action Plan. Agency wide, as regards EEO-related matters, transparency and accountability will be the driving policies.
2. Ensure the workforce is current and compliant with mandatory EEO and D&I trainings.



➤ **Intended reach**

1. All agency staff
2. All agency staff. Staff without computer access will be provided access, or else provided in-person trainings.

➤ **Who will be responsible for implementing the action?**

1. Agency Head, executive and senior staff, all managers and supervisors
2. EDI; HR

10. Target area and objective: Improve employees' perceptions of racial equity in the workplace.

➤ **Planned actions, initiatives, programs, or policies:**

1. Sponsor Town Halls on race, equity, and inclusion, where employees have the opportunity and are encouraged to pose questions, raise issues, voice their concerns, about internal racial dynamics at DOT, and provide suggestions for improving those dynamics – suggestions that will then, upon consideration, be put into action.
2. Annual agency-wide dissemination of DOT's Workforce Profile Report documenting, in part, racial equity in the workforce over time.

➤ **Intended reach**

1. All agency staff. These will be conducted over zoom and, for those employees without computer access, group in-person participation room(s) will be provided.
2. All agency staff. For staff without computer access, physical copies of the Workforce Profile Report will be posted agency wide and available upon request to EDI.

➤ **Who will be responsible for implementing the action?**

1. Agency Head, executive and senior staff, all managers and supervisors
2. EDI; Performance and Asset Management Unit

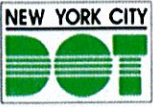
11. Target area and objective: Address employees' training needs and desires.

➤ **Planned actions, initiatives, programs, or policies:**

1. Encourage, and make available to all agency staff on an ongoing basis, trainings on EEO-related matters, with a focus on racial, cultural, and interpersonal competency trainings.

➤ **Intended reach**

1. All agency staff



- **Who will be responsible for implementing the action?**
 1. EDI; HR