

**DEPARTMENT OF BUILDINGS**  
**DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN**  
**FISCAL YEAR 2021**

**I. Introductory, Commitment and Accountability Statement by the Agency Head**

The Department of Buildings (DOB) remains committed to creating a diverse workforce that reflects the City's population, in which the contributions of all employees are equally valued. All personnel are encouraged to work together to maintain an atmosphere of appreciation for the diversity reflected in our staff. The Department is committed to promoting EEO and diversity in the workplace to ensure that all employees, interns, temporary workers, consultants, applicants and members of the general public are aware of their rights and obligations under the City's EEO Policy as well as available resources.

As such, managers and those in supervisory positions are reminded of their obligation to enforce the EEO Policy, including reporting discriminatory conduct and making employees aware of their right to access resources through the EEO Office, such as seeking a reasonable accommodation. Managers are advised of their obligation to assist the EEO Office in any EEO related inquiry and direct employees who may have concerns involving EEO related matters.

In the First Quarter of Fiscal Year 2021, I reissued my Policy Statement reinforcing the Agency's commitment to compliance with the City's EEO Policy and all applicable federal, state, and local laws.

The Policy statement also emphasized Sexual Harassment as a form of discrimination and advised all employees about the required annual training mandated by the Stop Sexual Harassment Act enacted in May 2018. This was a reminder to all employees of the importance of all applicable mandates and the rights and protections afforded to them under the City's EEO Policy. As part of the Department's continued efforts to reinforce the City's EEO Policy, I will reissue a Policy Statement in the beginning of calendar year 2021 to reinforce the Agency's commitment to promoting an environment free from discrimination and hostility.

Department of Buildings EEO Officer, **Kareem Gabriel**, and the Department's EEO Unit will continue to serve as a resource for agency managers and supervisors by providing them with best practices and direction in addressing any identified EEO issues. The Agency EEO Officer's and the EEO Office's contact information is available to all employees via the intranet and is communicated to all new hires during mandatory new hire orientation.

Employees, interns, temporary workers, consultants, applicants and members of the general public can contact the Agency EEO Officer and the Department's EEO Unit with any questions, inquiries, concerns or complaints they may have regarding their EEO rights.

The agency will report to DCAS on the steps undertaken to comply with Executive Order No. 16 of 2016 and Executive Order 21 of 2016 and the provisions of the various Executive Orders and laws (e.g. Local Law 92, Section 201g of the New York State Labor Law, Local Law 101 and Local Law 93) prohibiting employment discrimination in New York City. The agency disseminated and posted

policies and required posters through all Borough Offices in accordance with all EEO related mandates.

The agency is committed to maintaining a workplace free from all forms of harassment and discrimination prohibited by the City's EEO Policy.

This statement is the same as last year.

## II. Recognition and Accomplishments

In the past year our agency accomplished the following as part of our commitment to Equal Employment Opportunity, Equity, Diversity, and Inclusion:

1. Appointment of a Chief Diversity MWBE Officer.
2. Virtual Format for Employee Resource Group Initiatives.
3. Forming a Social Justice Initiative Workgroup.
4. Continued partnership regarding the City's 55-a initiative as part of expanding the Agency's recruiting efforts

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity through the following:

- Diversity & EEO Awards\*
- Diversity and EEO Appreciation Events\*
- Public Notices
- Positive Comments in Performance Appraisals
- Other: \_\_\_\_\_

*\* Please specify under "Additional Comments"*

- The agency will continue to recognize employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2021.

*Additional Comments:*

### **Employee Recognition Program**

In FY 21, our Agency will introduce a brand-new program to recognize employee achievements and milestones. For every promotion, our HR team will send out a congratulatory email to the employee receiving a new role and/or new salary.

For anniversaries, we recognize employees on their longevity and tenure with DOB. Employees whose DOB anniversary dates occur in July 2020 and beyond will receive a hard copy certificate, and e-certificate version of that hard copy along with a congratulatory email.

The Agency will honor employees for their 1-year anniversary, 5-year anniversary, 10-year anniversary and so on in 5-year increments. We truly believe in recognizing commitment and milestones from early on in our employees' career with DOB

### **Virtual Initiatives in FY 20 and FY 21**

- Jewish Heritage Resource Group- May 2020 (Virtual Baking Event)
- LGBTQ Resource Group – June 2020 (Black Transgender Virtual Conversations)  
(Pride Virtual Social Hour)
- Hispanic Heritage Group – September 15 to October 15 (Virtual Sharing of various Hispanic recipes)

Additional Diversity initiatives will be updated throughout the FY 21 and noted on the upcoming Quarterly reports.

### **III. Workforce Review and Analysis**

**Please provide the total agency headcount as of 6/30/2020  
(available in the EBEPR210 CEEDS report): 1748**

1. Describe steps taken to encourage all employees at your agency to update self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service (ESS) or other means.

In FY 2021, 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 ESS (by email; strongly recommended every year)
- Agency's intranet site
- Newsletters and internal Agency Publications
- On-boarding of new employees

*Additional Comments:*

Veteran status is handled at on-boarding. If employees join the military after commencing employment, they can provide documentation and update their status in NYCAPS. Employees are reminded to update their status through the Agency's monthly newsletter and through Human Capital.

Human Capital sent biannual emails to all employees reminding them to update information in NYCAPS to ensure all information is accurate and complete in FY 20. In accordance with Local Law 18, a proactive effort will be made to remind all employees to update all NYCAPS information on a quarterly basis to ensure accuracy.

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting. Describe how your agency's EEO Officer, Personnel Officer and Agency Head work together to review demographic trends. These reports must be reviewed regularly with the Agency Head.

**NOTE:** If necessary, the agency can reach out to DCAS OCEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform the formulation of its recruitment plans and efforts.

- The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Office of Citywide Equity and Inclusion (OCEI) 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.

Reviewed with	Frequency
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other As needed _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other As needed _____
Other (___specify)	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> 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).
- The agency reaches out to DCAS to serve as a resource in identifying strategies and best practices to address barriers to entry as well as to receive guidance concerning the interpretation of underutilization reports.

*Additional Comments:*

The EEO Office and HR meet monthly to discuss best practices in addressing underutilization for job groups and titles that are underrepresented within the Department that are not tied to Civil Service requirements. At the end of FY 20 and throughout FY 21, recruiting efforts were shifted to a virtual format. This platform will remain in place once the Agency is able to begin hiring again.

**IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2021**

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

**State below the central goals of your strategy for FY 2021 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Include initiatives that your agency will implement in FY 2021.**

**1. Workforce:**

The amendment of the City Charter modifying the qualification requirement for Inspectors at the Department has increased recruiting and hiring efforts for Level 1 Inspectors. In FY 20, the Department hired a total of 18 Level 1 Inspectors with the new amendment. In FY 21, the Department will continue to utilize the amendment to focus recruiting efforts on hiring more women inspectors to address some of its underrepresentation in the Inspectorial disciplines. To date the Department has a total of 28 Women Inspectors. This rise will continue with the addition of the charter amendment. Please note, all hiring efforts will be based on budgetary approval from oversight agencies throughout FY 21.

**DCAS Professional Development\_ DOB**

In the first quarter of FY 21, Buildings University coordinated a professional development program with DCAS that was made available to all staff. The program consists of five virtual courses designed to provide staff with the opportunity to improve their professional

effectiveness by developing skills in communication, decision making, time management, and interpersonal skills. This program will be implemented in second quarter of FY 21 and will be ongoing throughout the FY 21.

#### **Baruch Professional Development**

Buildings University will continue to work with Baruch College to develop leadership training for new supervisors and managers geared towards enhancing supervisory skills. The programs will be geared towards management principles for incumbent and new supervisors and will be ongoing into FY 21.

#### **Building an Inclusive Leadership: Understanding Our Unconscious Bias**

In the first quarter of FY 21, Buildings University coordinated with DCAS regarding piloting Unconscious Bias Training for supervisors and above. This training will examine the importance of understanding the unconscious biases that inform their behaviors at work. The training will examine several types of bias, which influence workplace relationships and inadvertently privilege some and exclude others.

## **2. Workplace:**

### **BERT- Buildings Employee Resource Tool**

BERT is a virtual assistant that employees use to register attendance (not to replace Citytime) and questions for various administrative services provided within the Department. This was implemented as a mean of addressing questions that would have normally been asked in person. Employees can ask BERT questions related to payroll, city time, facilities and relevant questions in the administrative forum. The data used to register attendance addresses the question of who is teleworking or in the field so that units have real time information to address operation needs. The data is important particularly for field staff planning as the agency is one that delivers essential services. Moreover, the agency is also charged with enforcing both the Mayor's and Governor's executive orders that relate to mitigating the spread of COVID-19. Thus, it is critical for the agency to have a clear picture of how many people are working on any given day.

### **HREX Renovations**

At the end FY 20, the Facilities Unit completed renovations of the new HREX area. The new HREX area was renovated with the emphasis on being a more open customer service concept to serve the workforce. There area was built with a welcoming center and 3 additional breakout rooms to address all services provided by HREX which may include onboarding, list calls and other services. We look forward to using this new area when we return to the office to improve on our internal customer service relations with our staff.

### **Virtual ERG Initiatives**

As we continue to adjust in this new normal, the Department's ERG events have shifted to a virtual format. Shifting from in person events to virtual events provides another route for promoting and celebrating the cultures that make up the Department's workforce. ERG

events, meetings and events will be held on a virtual format going forward. All activities will be updated on the quarterly reports throughout the fiscal year.

### **Brooklyn Borough Office Move**

The Brooklyn Borough Office will make its official move to 345 Adams during the of FY 21. This move will expand our current workspace and help improve our customer service relations as their will be more accessibility with dealing with members of the public. Our Facilities team has coordinated with DCAS' Facility to ensure the new location follows all local laws with respect to lactation rooms and all other applicable laws regarding accessibility.

### **3. Community:**

#### **MOPD Collaboration/Disability Awareness**

The Department will continue to partner with MOPD with respect to promoting awareness for employment for People with Disabilities. This will go hand in hand with our 55-a initiative where we will continue to attend job fairs and provide vacancy information to MOPD throughout FY 21 as we continue to spread the importance of awareness for our disability community.

#### **ERG Involvement**

ERG involvement with community organizations will be ongoing in FY 21. In FY 20, our Veterans and Hispanic Heritage ERG partnered with Toys of Kids (a non-for-profit organization that collects Toys for underprivileged kids during the holiday season). We look forward to partnering with various community groups spearheaded by our ERG leaders throughout FY 21. Updates will be provided on the quarterly report.

#### **MWBE Participation**

In accordance with EO 59, the Department appointed a Chief Diversity Officer/Chief MWBE Officer to help foster a stronger relationship with our MWBE vendor. The Department currently has a strong MWBE connection with our procurement solicitation and will continue to use MWBE vendors for future solicitations in FY 21. The Department is fully aware of the importance of supporting MWBE vendors as we maneuver through this fiscal crisis from the pandemic.

2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2021, that are aimed toward innovative enhancement and expansion of the three foundations of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, and COMMUNITY.**

#### **A. WORKFORCE:**

**In addition to the strategic goals above, please indicate here specific action planned with respect to Workforce.**

**NOTE:** Please address the specific recruitment, selection and promotion strategies, sources

and procedures in Sections V and VI, below.

**The actions listed below require internal agency collaboration and are not necessarily executed by the EEO Office.**

The agency will address underutilization in FY 2021 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Using the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.

The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent:

- Job analysis and skills audit.
- Conduct workforce planning and forecasting.
  - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.
  - Ensure that there will be a diverse applicant pool for the anticipated vacancies.
  - Evaluate best sources for diverse candidates
  - Encourage agency employees to take promotional civil service examinations.

The agency will implement the following initiatives to develop and retain employees:

- Identification of Ready Now & High Potential Talent.
- Institute coaching, mentoring and cross training programs.
- Institute succession planning for top managerial positions.
- Implement initiatives to improve the personal and professional development of employees.

*Additional Initiatives, Programs, or Comments:*

The Agency processes its own internal report to meet compliance for the retirement predictor. This is used to analyze employees who are eligible for retirement and the operational impact it may present in the event of eligible employees retiring.

As part of the Department's efforts to enhance its new hire orientation, in FY 18 the Department developed a new orientation, "DOB 101." This orientation's goal has been to provide a greater, in-depth understanding of the Department and the employee's role within NYC government. This has led to the development and implementation of the following initiatives to provide information and tools to the workforce with respect to:

1. **Civil Service 101-** Human Capital provides information to employees on the history of civil service, classification, type of appointments within the competitive class, the examination process, understanding a Notice of Exam (NOE), the post-exam process, and provisional reduction through a Civil Service 101 presentation at new hire orientation.

2. **Employee Relations 101-** Interactive high-level training for supervisors on basic employee relations concepts such with respect to mitigating employee conflict.

3. **DOB Talks- Career in Public Service**

An interactive employee engagement series where senior level staff discuss their Public Service Career as it relates to career and professional development. This series will consist of 9 speakers beginning in Q2 and will be ongoing throughout FY21 and will be done on a virtual format.

4. **DOB Podcast-**

Our Agency's first official podcast, *Thinking Cap*, would allow employees to learn about topics of interest such as the impact DOB has on NYC and on the construction industry. Other topics would include meet the division (where a particular DOB team is featured) as well as best practices for professional development, leadership and teamwork. As the podcast grows, HR plans to collaborate with other units to tackle more topics that matter to all DOB employees.

5. **Diversity Tips –**

Beginning in Q3, HREX and EEO will begin blasting various Diversity Tips to the Agency to promote best practices of diversity and inclusion in the workplace. These tips will focus on Diversity, Equity, Inclusion and Belonging.

6. **Social Injustice Workgroup-**

During Q4 of FY 20, the Department created a Social Injustice Workgroup to begin fostering conversations and initiatives centered around race and equity in the workplace. In FY 21 the workgroup will be focused on implementing these initiatives which will include the importance of equity in the workplace, auditing of internal practices, agency support groups for social discussions and training and workshops for different levels of staff.

During Q2 and Q3, the workgroup will pilot its first workshop on anti-racism and equity in the workplace. This workshop will be piloted with leaders in our bureaus and will focus on the objectives listed above. The workshop will be held on virtual format. Updates to initiatives will be provided on upcoming Quarterly reports.

**B. WORKPLACE:**

**In addition to the strategic goals above, please indicate here specific actions planned with respect to Workplace.**

- The agency will take initiatives to create an inclusive work environment that values differences, and to maintain focus on retaining talent across all levels.
- Promote employee involvement by supporting Employee Resource Groups (ERGs).
- The agency will create a Diversity Council to leverage equity and inclusion programs.
- In FY 2020, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:
  - Engagement /Job Satisfaction/ Employee Morale Survey(s)
  - Workplace Insight Survey for Exiting (WISE) Managers
  - Exit interview or surveys developed by the agency
- The agency will adopt in FY 2021 the following initiatives based on the analysis of the results of these survey(s):
  1. See below

*Additional Initiatives, Programs, or Comments:*

Annual survey to be sent out to all employees in November of 2020 to measure employee engagement and compare results to 2019 scores.

**C. COMMUNITY:**

**In addition to the strategic goals above, please indicate here specific actions planned with respect to Community.**

In FY 2021, 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.
- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

*Additional Initiatives, Programs or Comments:*

In spring 2021, we will introduce the third cohort of our annual **DOB Scholars Program**. The DOB Scholars Program is an in-depth curriculum and career development program for CUNY students interested in engineering, architecture, sustainability, energy management, construction management, construction trades, inspection, law enforcement, public policy, government administration, and public safety. This unique academic partnership between CUNY and the DOB is typically housed at City Tech, but open to all matriculated CUNY students. This year, we will conduct the program virtually.

The program consists of 10 seminars over the course of the spring semester. Each week, DOB architects, engineers, sustainability experts, construction inspectors, and Borough Commissioners present on the work of their individual units and seek to create a dialogue with CUNY's burgeoning construction industry professionals. Seminar titles include Building Code Development & Revision, Enforcement for Public Safety, Emergency Operations, The Built Environment & Climate Change, Modern Challenges Faced by Structural Engineers, and Cranes & Derricks, among other topics. The program concludes with a networking event and panel featuring CUNY graduates currently working at the Agency in various roles.

Students who participated in our previous two cohorts went on to become interns, college aides, and full-time hires at our agency. Through City Tech, the program will now begin to appear on students' transcripts. We typically accept approximately 40 students to the program.

Additionally, in conjunction with NYC Service, DOB will continue our **Youth Leadership Council**, which hosted its first cohort of 20 students last spring. For eleven sessions in spring 2021, over the course of a full semester, students from Career and Technical Education high schools (predominately studying architecture, engineering, and construction management) will receive sustainability and construction safety curriculum developed and delivered by our professionals. Working alongside DOB mentors, the students, in small virtual groups, will then create outreach presentations based on the material. Students could choose to focus on individual elements of the curriculum (for example, recent sustainability laws) or present an overview of the entire curriculum. Students will then virtually deliver their final presentations to representatives from their schools, representatives from other City agencies, and DOB staff.

In 2020, DOB also launched virtual **Summer and Fall Enrichment Programs**, which we will once again conduct in 2021. The programs, open to all NY undergraduates, grad students, and students from our partner CTE high schools, present curriculum that provides an overview of construction regulation in NYC, in addition to offering professional development opportunities (resume & cover letter drafting, interview skill development, and in-depth Q&A sessions with industry professionals). Each program virtually hosted 95 students for 9 weeks, respectively, and we aim recreate those programs in the summer & fall of 2021.

DOB also participated in a diversity & inclusion panel held by the Brooklyn chapter of the American Institute of Architects, in which we spoke specifically on educational pipeline development and engaging historically underrepresented student populations in the field of architecture.

**V. Recruitment**

**A. Recruitment Efforts**

1. Summary of Recruitment Efforts – Include steps that will be taken to give notice to all employees of discretionary job postings within the agency as well as proactive efforts/strategies planned to market positions externally.

The agency will implement the following recruitment strategies and initiatives in FY 2021:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- 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 appropriate diversity, inclusion, and equal opportunity employer messaging.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto: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](mailto:citywiderecruitment@dcas.nyc.gov)
- If your agency is an eHire agency, 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

Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

*Additional Strategies, Initiatives and Comments:*

All employees who participate in the interview process are required to complete structured interviewing and unconscious bias training before they can participate in interviews. The facilitator provides training to Department employees quarterly.

Department of Buildings HREX Unit is planning to continue to partner with RecruitMilitary, an organization which assists retired military personnel in job placement. Our Agency can post positions, access RecruitMilitary's database to review qualifications of applicants and participate in career fairs. We have also invited veterans to join HREX at these career fairs when possible. At this time, due to the current budget situation, recruitment has been significantly reduced. For FY 21, we plan to participate in one virtual fair scheduled to be held in spring 2021. If the budget allows, we would contract to be able to post our positions and have full access to the database for more active and direct recruitment.

In addition, our Agency will participate (via virtual or in-person) in events that may be hosted by the NYC Department of Veterans Services.

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded sufficiently large and diverse applicant pools.
1.Indeed	1.Advertising and sourcing on Indeed allows us to contact candidates for positions and determine if they are interested in pursuing  <input checked="" type="checkbox"/> Previous hires from this source
2.Zip Recruiter	2.An added site which again allows for sourcing and direct contact with applicant to determine if interested.  <input checked="" type="checkbox"/> Previous hires from this source
3.Graystone	3.General Ads and job postings with links directly to NYCAPS so candidates may apply directly.  <input checked="" type="checkbox"/> Previous hires from this source
4.Social Media (Linkedin and Facebook)	4.Positions and upcoming exams are posted and candidates are directed to apply to them through NYCAPS  <input checked="" type="checkbox"/> Previous hires from this source

5.Virtual Job Fairs	5.Virtual Job Fairs allow for us to connect via virtual platform for recruiting purposes. The Agency expects to utilize this source in FY 21 when allowed to hire.  <input type="checkbox"/> Previous hires from this source
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**B. Internships/Fellowships**

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2020 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2021.

The agency provided the following internship opportunities in FY 2020:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Environmental Defense Fund Fellow	1	1 White	M __ F_1_ Non-Binary __ Other __ Unknown __
2. Public Service Corps	1	1 Asian	M _1_ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):  9 Career & Technical Education High School Interns  2 For-Credit Interns		6 Hispanic 3 Black 1 Asian 1 White	M _9_ F_2_ Non-Binary __ Other __ Unknown __

\* Self-ID data is obtained by EEO Office from NYCAPS.

- The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.
- The agency has hired former interns/fellows.
- The agency plans to provide internship/fellowship opportunities in FY 2021.

*Additional Comments:*

Depending on the City's budget, we aim to once again host a cohort of interns in the summer of 2021, through our own postings, the CTE Industry Scholars program, and DYCD's Ladders for Leaders. We are unable to estimate the number of interns we expect to host, as we are awaiting the budget.

In Summer 2020, In lieu of the Ladders for Leaders internships (as DYCD did not proceed with them), DOB participated in the Summer Bridge Program, in which we met with a group of students over the course of three weeks to educate them about construction safety, and help them create summary reports of our discussions.

**C. 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 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.

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities.

The Department will continue to utilize the 55-a Program as part of its recruiting efforts in FY 20 in order to promote diversity and inclusiveness in the workforce. All postings will continue to have the requisite 55-a language for qualified applicants who are eligible for the program. In FY 20, we shared job vacancy postings with MOPD and this process will continue in FY 21. Newly hired employees are provided information regarding the 55-a program during new hire orientation. Current employees can access the 55-a Coordinator regarding information about the program.

- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.

2. Indicate the goals of your 55-a Program Coordinator for FY 2021. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2021.

Currently, there are 15 55-a participants.

There are 15 participants who have been in the program less than 2 years.

Last year, a total of 4 new applications for the program were received and 2 participants left the program due to permanent appointments.

If there have been no new participants in the program for less than two years, please indicate initiatives taken to hire new 55-a employees.

Participants in the program are within 2 years.

The agency will actively educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities.

The agency will review and process new applications for the 55-a program in light of DCAS' policy guidance which states that decisions on 55-a program admissions should take into account the following three criteria:

- a) the severity of the candidate's physical and/or mental disability;
- b) the candidate's previous and/or current encounter with significant barriers to finding employment due to the disability;
- c) the candidate's encounter of obstacles that can prevent him/her from taking civil service examinations due to the disability.

Based on the June 7, 2016, 55-a memorandum, issued by DCAS, the agency will carefully evaluate each request by longtime provisional employees for designation under § 55-a to serve non-competitively in a competitive title position to ensure that the request is not made solely to avoid the consequences of Civil Service Law § 65(3). In addition, the agency will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil service exam. The agency will encourage 55-a participants to take civil service examinations.

The agency plans to participate in career and job fairs and use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants.

The goals of the 55-a Coordinator for FY 2021 are:

1. Promote the 55-a initiative to the workforce
2. Include the 55-a initiative as part of the Agency's recruiting efforts

These goals are the same as last year.

**VI. Selection (Hiring and Promotion)**

**NOTE: This section must be prepared in consultation with the Agency Personnel Officer.**

1. For FY 2021, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties of the agency Career Counselor(s) with regard to advising employees of opportunities for promotion as well as overall career development.

In FY 2021, 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

*Additional Initiatives and Comments:*

*Human Capital facilitates the tasks listed below:*

- *Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).*
- *Arrange Agency-wide notification of promotional and transfer opportunities.*

- Explain the civil service process to staff and what it means to become a permanent civil servant.
- Provide agency staff with civil service exams notices.

*Buildings University facilitates all communication Agency-wide pertaining to career development information.*

2. Monitoring, review, and assessment of the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions.

In FY 2021, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
- Assess the criteria for selecting 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.
- Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- If adverse impact is discovered, determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review the demographics race\ethnicity and gender for those who received the

promotion\salary raises.

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

*Additional Comments:*

All vacancies are posted on ESS except for vacancies to positions in the Exempt class (e.g. Deputy Commissioner), which are posted at the Department's discretion. All employees may apply to discretionary job postings and are reviewed in accordance with hiring procedures. All internal candidates who meet minimum qualifications are interviewed.

For external candidates, the Department also posts using a variety of external sources, including organizations comprising underrepresented groups. Additionally, as appropriate, the Department seeks the assistance of the Mayor's Office of Appointments. Interviews are conducted using the Structured Interviewing process, for which managers and supervisors have received training. Interviewers are also required to complete an interview log. When selecting a candidate for hire, the Hiring Manager must submit the completed interview log in conjunction with the Personnel Action Request (PAR) form. For Executive staff/senior level positions, the Department also coordinates with the Mayor's Office to ensure that candidates are appropriately vetted. This includes providing a copy of the selected candidate's resume/curriculum vitae. A final offer is not made until after City Hall approval is obtained.

3. Identify the steps that are taken to ensure that selection process is objective and job related.

During FY 2021, the agency will do the following:

- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- Recommend specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- Consult with EEO in creating/reviewing objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.

- Use a diverse panel of interviewers to conduct the interview.
- Consult with the EEO Officer to review the interview questions.
- Where possible, include the EEO Officer as an observer of interviews with applicants.
- Use the NYCAPS eHire applicant tracking system for external and internal applicants.
- 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.

*Additional Comments:*

***Focus Groups for Women in Engineering and technical titles***

In order address underutilization in some of the Agency's underrepresented titles, HREX and EEO conducted focus groups in FY 20 as a means of gathering information and enhancing recruitment efforts for engineering and inspectorial titles. This analysis is still in its preliminary stage and will be ongoing into FY 21.

***Question Banks***

HREX completed its review in FY 20 and updated the question banks used for the Inspectorial titles. This pilot review has led to HREX and EEO expanding its analysis of Technical question bank and Administrative question bank. These additional groups will be reviewed in FY 21 and updates will be provided throughout the fiscal year.

4. For FY 2021, what steps will your agency take to review the positions filled during the year?

- A. Discuss your current practice in utilizing the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.
- The agency will use the NYCAPS Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
  - The agency does not use the NYCAPS Applicant Interview Log Report.
  - The agency will schedule orientation with NYCAPS Central.
- B. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.
- Identify at least two or three people from diverse gender and racial\ethnic backgrounds to review received applications and conduct the interviews.
- C. When identifying groups of subject matter experts to assist the DCAS test development team in creating civil service exams, please describe efforts that will be taken to select a diverse and inclusive group of individuals in the test development process:
- The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
  - The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
  - The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

*Additional Comments:*

5. Briefly detail which stages of selection involve your EEO Officer (pre- and post-selection).

In FY 2021, the agency EEO Officer will do the following:

**PRE-SELECTION:**

- Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.
- Actively monitor agency job postings.
- 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.
- Provide feedback to the hiring manager after the EEO Officer's assessment.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.

May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.

Other: \_\_\_\_\_

**POST-SELECTION:**

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: \_\_\_\_\_

*Additional Comments:*

The EEO Office meets with Human Capital monthly to review all recruitment activity for the upcoming month and to discuss trends and best practices in addressing underutilization. The two offices are currently reviewing utilizing the candidate evaluation forms and eHire Applicant Log report in NYCAPS to more effectively address demographic trends and EEO concerns. The EEO Officer also provides guidance to assist Hiring Managers in developing interview questions that accurately reflect the required skills for the relevant positions.

6. 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? It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the Agency General Counsel and the Law Department are involved in the review.

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 2021.

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.)	Target Number of Participants	Targeted Dates
1. EEO Awareness (e-learning)	TBD	TBD	TBD
2. EEO Awareness (classroom)	TBD	TBD	TBD
3. Everybody Matters (D&I) (e-learning)	All Staff	All Staff	Q3
4. Everybody Matters (D&I) (classroom)	TBD	TBD	TBD
5. Sexual Harassment Prevention (e-learning)	All Staff	All Staff	2 <sup>nd</sup> Qtr FY 21
6. Sexual Harassment Prevention (classroom)	TBD	This is still being accessed by the Department	Availability from DCAS catalog
7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees  All other employees	TBD	This is still being accessed by the Department
8. lgbTq – Power of Inclusion (classroom)	Managers, Supervisors, and Front-line employees  All other employees	TBD	This is still being accessed by the Department
9. Disability Etiquette	TBD	TBD	
10. Structured Interviewing and Unconscious Bias (virtual)	Employees involved in the interviewing process	50 to 100	Training is provided once per quarter throughout FY21

11. Reasonable Accommodation (virtual)	Supervisory Level	50 to 100	Training is provided as needed throughout FY 21 (Quarterly Basis)
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**VIII. Reasonable Accommodation**

Please indicate the actions your agency will take to ensure that the process of reviewing reasonable accommodation requests is compliant with the EEO Policy as well as the applicable federal, state, and local laws. Additionally, please detail any best practices currently implemented in this area. Lastly, please describe your current appeal protocol.

- 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.
- 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 the appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is NOT by the Agency Head, please provide the name and title of the designee<sup>1</sup> : **Deputy Commissioner Sharon Neill**
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- The agency analyzes the reasonable accommodation data and trends.

<sup>1</sup> 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.

<http://extranet.dcas.nycnet/eo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

Describe procedures and speed of resolution, including the protocol for deciding appeals of Reasonable Accommodation decisions. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

Employees (including temporary workers, interns, and consultants) may seek a reasonable accommodation for a disability, pregnancy, childbirth and related medical conditions, and/or religious observance. Employees may also seek an accommodation if they are victims of domestic violence, sex offenses and/or stalking. Information regarding an employee's right to seek a reasonable accommodation as well information regarding the reasonable accommodation process is provided as part of the New Hire and CBT training employees receive. In addition, information regarding the reasonable accommodation process is available on the Department's Intranet. Targeted training regarding the reasonable accommodation process will be ongoing throughout FY21 for managers and supervisors in respective bureaus.

As required by the City's EEO Policy and all applicable federal, state and local laws, the Department will provide reasonable accommodations to employees and applicants unless providing such accommodation creates an undue hardship for the Department.

Employees can contact the EEO Office directly or notify their manager/supervisor. Human Capital staff, in processing employees returning from leave who are not able to perform full duty, notify the EEO Office as well as advise the employees of their right to seek an accommodation. In addition, in investigating disciplinary matters, the Office of Internal Affairs and Discipline (IAD) makes referrals to the EEO office. Once the EEO Office is made aware (whether through Human Capital, IAD, or a manager/supervisor) that an employee may need an accommodation, the EEO Office contacts the employee to initiate the cooperative dialogue. The EEO Office will engage in the interactive process/cooperative dialogue with the employee and coordinate with Department personnel (Human Capital, General Counsel, Division Heads, and/or managers/supervisors) necessary to determine whether the requested accommodation can be provided without creating an undue hardship for the Department. This includes reviewing the employee's job functions, understanding the employee's specific limitations, and researching equipment. In the event the Department cannot provide the requested accommodation, the Department endeavors to work with the employee to determine whether there is an alternate accommodation available.

In FY 19, the EEO Office developed a Reasonable Accommodation refresher training to all supervisory staff within the Department. This training has been added to the training curriculum for all new supervisors and the EEO Office will deliver the training on a quarterly basis and will be delivered in FY 21.

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

**A. 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 the managers, supervisors, and front-line employees were re-trained prior to FY 2021.
- 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.

*Additional Comments:*

The EEO Office will coordinate training regarding Executive Order 16 in FY 21. All employees are retrained every 2 years.

**B. 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 3) as indicated in the Section VII Training above.

*Additional Comments:*

Training has commenced in October 2020 and will be ongoing throughout FY 21.

**C. Local Law 97 (2018): Annual Sexual Harassment Reporting**

- The agency will input sexual harassment complaint data 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.
- The agency will input **all types of complaint** data 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.
- The agency will ensure that complaints are closed within 90 days.

*Additional Comments:*

**D. Local Law 101 (2018): Climate Survey**

The agency, in collaboration with DCAS, will conduct a climate survey in FY 2021 by proceeding to do the following:

- Distribute questionnaire electronically to agency employees.
- Designate computers with internet/intranet access to enable employees without computers or internet/intranet access to complete survey during work hours.
- Analyze results of the response data sent by DCAS.
- Continue to implement initiatives identified in the 2018 Climate Survey Action Plan which was submitted to DCAS and reported to City Council Speaker in 2020.

*Additional Comments:*

**X. Audits and Corrective Measures:**

Please check the statement(s) that apply to your agency.

- 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 \_\_\_\_\_ [another governmental agency – **please specify**] 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 2021 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 [please specify \_\_\_\_\_].  
**Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.**
  
- Within the last two years the agency was involved in an audit conducted by the EEPC or \_\_\_\_\_ [another governmental agency – **please specify**] specific to our EEO practices.
  
- The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
  
- The agency received a Certificate of Compliance from the auditing agency.  
**Please attach a copy of the Certificate of Compliance from the auditing agency.**

XI. Agency Head Signature

**NOTE:** Agency Head's signature and date should be provided for final submission only after the agency receives approval of the plan by DCAS.

Melanie E. La Parca

Print Name of Agency Head



Signature of Agency Head

01/20/2021

Date

**APPENDIX**

Contact Information for Agency EEO Personnel

Please provide contact information (name, title, e-mail, telephone number and full office address) for the following EEO roles at your agency. If several roles are performed by the same individual, you may list that person once but include all assigned EEO functions:

**1. Agency EEO Officer**

Kareem Gabriel- 212.393.2718- [kgabriel@buildings.nyc.gov](mailto:kgabriel@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**2. Agency Deputy EEO Officer**

Elizabeth Lundi- 212.393.6632- [elundi@buildings.nyc.gov](mailto:elundi@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**3. Agency Diversity & Inclusion Officer**

Kareem Gabriel- 212.393.2718- [kgabriel@buildings.nyc.gov](mailto:kgabriel@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**4. ADA Coordinator**

Elizabeth Lundi- 212.393.6632- [elundi@buildings.nyc.gov](mailto:elundi@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**5. Disability Rights Coordinator**

Elizabeth Lundi- 212.393.6632- [elundi@buildings.nyc.gov](mailto:elundi@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**6. Disability Services Facilitator**

Kareem Gabriel- 212.393.2718- [kgabriel@buildings.nyc.gov](mailto:kgabriel@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**7. 55-a Coordinator**

Kareem Gabriel- 212.393.2718- [kgabriel@buildings.nyc.gov](mailto:kgabriel@buildings.nyc.gov)  
280 Broadway 7<sup>th</sup> Floor NY NY 10007

**8. Career Counselor**

Allison Ginsburg- 212.393.2167- [aginsburg@buildings.nyc.gov](mailto:aginsburg@buildings.nyc.gov)  
280 Broadway 6<sup>th</sup> Floor NY NY 10007

**9. Training Liaison**

Debra Palmieri- Russo- 212.393.2214- [dpalmieri-russo@buildings.nyc.gov](mailto:dpalmieri-russo@buildings.nyc.gov)  
280 Broadway 6<sup>th</sup> Floor NY NY 10007

