



DEPARTMENT OF TRANSPORTATION
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2022

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

Recognizing that the people of our agency are one of our greatest assets, we are committed to recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. When we value our differences, we build stronger teams driving the best performance. We expect all managers and supervisors to promote a work environment that is fair and safe for all New York City employees and which values equity, inclusion, and respect for all. I will hold the Assistant Commissioner of EEO, Diversity & Inclusion, all EEO professionals, human resources professionals, legal professionals, managers, and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment and support the diversity and inclusion initiatives at the agency by observing EEO regulations and actively working toward attaining agency goals in this area. All agency staff are accountable for the effective implementation of the City's EEO Policy and the FY 2022 Diversity and EEO Plan.

This fiscal year, I will issue a Commitment Statement to affirm the principles of diversity, inclusion, and equal employment opportunity. This will serve as guidance to managers and supervisors across all levels, as well as communicate the focus of our agency to all employees. 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.

My leadership team will implement the objectives and actions of this plan, as well as work to create a diversity and inclusion strategy based upon guidance provided by the DCAS Office of Citywide Equity and Inclusion. We will conduct discussions throughout the year coinciding with the issuance of our quarterly workforce reports and will take steps to review the goals we achieved at the end of the year.

We will report to DCAS on the steps undertaken to comply with Executive Order No. 16 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 will also disseminate and post policies and required posters.

We are committed to maintain a workplace free from all forms of harassment and discrimination prohibited by the City's EEO Policy. The Assistant Commissioner of EEO, Diversity & Inclusion should serve as a resource for agency managers and supervisors by providing us with best practices and providing direction in addressing any identified EEO issues. The contact information of the Assistant Commissioner of EEO, Diversity & Inclusion will be prominently available to all employees. The Assistant Commissioner of EEO, Diversity & Inclusion 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.

☒ **This statement is the same as last year.**



II. Recognition and Accomplishments

Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2021) to advance Equal Employment Opportunity, Equity, Diversity, and Inclusion; for example, completing training goals, introducing new equity programs, or launching employee resource groups. Use the Additional Comments section to list more than five items.

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

1. Continuation of the 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 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 success, 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 2022, the EEO Liaison program will be re-stocked with new liaisons to replace those who have moved on, and all liaisons will undergo additional EEO training to assist them in the performance of their duties.
2. DOT's ERG Initiative – 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 2022, ERGs are expected to continue to play a key role in helping DOT meet its diversity and inclusion goals.
3. The Future Leaders Program, created in 2017, and led by Lauren Antonelli, the Agency's Deputy 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 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 mid-2022 as a more robust program through an assimilation of the DOT Leadership Academy, which was also suspended in 2020 and 2021, and provided similar opportunities to seasoned employees in search of ways of advancing their careers.

4. In 2019, we 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 analysis on under-represented demographic groups in certain civil service titles of interest, released in 2020. DOT continues to build upon its comprehensive Workforce Composition and Utilization reporting and performance tracking/management. The HR Analytics Team along with the Performance Analytics Team will continue to 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. DOT will be releasing 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 with a renewed focus on the utilization of structured hiring to address the lack of diversity in these particular titles.

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity, equity, 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 2022.

Additional Comments:

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2021

Total Headcount: 5,617

Please provide the number of employees whose Race/Eth and/or Gender is 'Unknown'

Race/Ethnicity: 31 | Gender: 78 OR both R/E and Gender: _____

(These figures are available on the total line for your agency in the EBEPR210 CEEDS report)



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 2022, 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
- ☐ Newsletters and internal Agency Publications
- ☒ 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 2022, the agency will inform and remind employees of the option to add preferred name in ESS.

Additional Comments:

In FY 2022, 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.

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, and 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 to reduce/eliminate underutilization.



- ☒ 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
Agency Head	☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____
Human Resources	☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____
General Counsel	☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____
Other (Performance Development and Asset Management)	☒ 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).
- ☒ 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:

Quarterly HR reviews the dashboard sent by the Office of EEO, Diversity and Inclusion and tracks underutilization among job groups and within titles within those underutilized job groups. This review of underutilized titles will in turn affect the way DOT recruits for those particular titles. In 2018 a "Plan to Reduce Underrepresentation and Prohibition Against the Use of Criteria that is not Job-Related in the Selection Process" was released to Agency Personnel Coordinators. In Fiscal Year 2022 this plan will be distributed again as an appendix included in the structured hiring guide to ensure continued compliance. DOT is committed to the principles of equal employment opportunity and diversity. In furtherance of this commitment the Agency compiles a list of civil service titles (i) in which, according to data provided quarterly by DCAS, there may be underutilization of female employees or those in a particular racial/ethnic group (Black, Hispanic, and Asian at DOT; and (ii) where the Agency has considerable discretion in making appointments. Additionally, Divisions will be reminded (by way of their Personnel Coordinators) that when preparing Job Vacancy Notices to review the competencies, skills, and abilities required for available positions to ensure that these standards are updated, job-related and required by business necessity. To the extent that Divisions are using criteria that may not be job related and required by business necessity or when considering candidates for appointment or promotion, they will be advised to stop the practice immediately. In addition, DOT's Human Resources and Asset Management teams work to review workforce demographics and to identify areas where underutilization exist within DOT. DOT looks at Agency-wide data and within its Divisions to identify which titles experience underutilization among female employees and particular racial/ethnic groups.



The Office of the Executive Deputy Commissioner, EDI (EEO, Diversity and Inclusion), and the Division of Human Resources have also worked to create a thorough picture of the demographic make-up of DOT's Workforce. Aimed at contextualizing and furthering the agency's commitment to equitable employment practices, the Workforce Profile provides Senior Staff and Division heads a comprehensive view of the level of representation across DOT units and "job categories".

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)



IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2022

1. Proactive Strategies to Enhance Diversity, Equity, Inclusion and EEO in areas of Workforce, Workplace, and Community.

State below the central goals of your strategy for FY 2022 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted. Workforce goals are directed at the composition of your workforce, recruitment, retention, promotion, and professional development. Workplace goals have to do with inclusion, workplace culture, and employee activities. Community goals are directed at the external environment of your agency: the public and entities served by the agency. Describe special initiatives to enhance equity and focus on race relations in item 4.

1. 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.

2. Workplace: Overall Objective – cultivate a flexible, collaborative, and inclusive work environment that leverages diversity and empowers all contributors. Building inclusiveness ensures that all employees feel included, connected, and engaged.

3. Community: Overall Objective – facilitate outstanding culturally competent public service while strengthening collaborator and community relations through effective leadership and accountability.

4. Equity and Race Relations Initiatives: Overall Objective – work towards meeting the DOT’s Strategic Diversity & Inclusion Goals of workforce diversity, workplace inclusion, and community understanding. DOT has created the following initiatives to enhance equity and focus on race relations in the workforce, workplace, and community; DOT ERG Initiative, DOT Future Leaders, Equity in Planning Working Group, Equity In Enforcement Working Group, Equity in Infrastructure Working Group, and the Advancement of Black and Brown Women in DOT Working Group.



2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2022, which are aimed toward 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 actions and initiatives 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 limited to the EEO Office.

The agency will address underutilization in FY 2022 by:

- ☒ Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- ☒ Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- ☒ 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:
 - ☒ Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
 - ☒ 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.
- ☒ Implement initiatives to improve the personal and professional development of employees.
- ☒ Conduct assessment to ensure pay and promotions are equitable.



Describe specific actions designed to enhance equity:

Additional Initiatives, Programs, or Comments:

1. The DOT HR Analytics Team and Performance Management Team will continue building on its workforce diversity profile report using CEEDS data in conjunction with its own independent workforce analysis to review workforce demographics and to identify areas where underutilization exists within DOT. DOT has been looking at the composition of its various divisions, as well as drawing comparisons with broader industry and occupational demographics. DOT continues to utilize CEEDS, the Workforce Underutilization Report, and other Workforce Dashboard tools to establish a targeted plan to address underutilization and a working dialogue with Agency leaders and senior staff. DOT also worked diligently with Citywide EEO to make the CEEDS data even more useful with its discussions around new title mapping groups and adding work unit codes to the workforce composition data.

The 2021 Divisional Workforce Profile represents the Divisional Workforce as of the final Payroll of Calendar Year 2021. The report tracks the change in Workforce composition from the end of the previous year and provides a broad look at DOT's employees at the agency level and by division.

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, and with the 2022 release of the 2021 DOT Workforce Profile, structured hiring will be evaluated on and adapted to the change, if any, in the number and types of titles of interest.
3. Work closely with DOT Human Resources division to align diversity recruiting, internal candidate development, and equitable selection practices strategically with current employment needs.
4. Continue to encourage employees to participate in civil service exams to promote growth towards advancement.
5. The DOT Human Resources Division emails employees the DCAS Monthly Exam Schedule every month. HR 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. Continue to reach out to non-traditional sources to generate applicant interest for underutilized titles and continue to participate in job fairs which target underrepresented populations.
7. Perform enhanced recruiting of Engineers due to demand and attrition in engineering titles. In addition to attending career fairs and holding info sessions at engineering schools, DOT also holds agency job fairs to recruit new graduates.
8. In addressing the impending retirement of employees, DOT Human Resources Division annually reviews the workforce with senior management to identify potentially qualified successors and to discuss the skill and competencies to be developed with training.

B. WORKPLACE:

In addition to the strategic goals above, please indicate here specific actions and initiatives 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).

List below the names of existing ERGs:

- Women Empowering Women in Nontraditional Work (WE WIN)
- Organizacion Latino Americano @ DOT (OLA)
- LGBT @ DOT
- African American Career Advancement Network (AACAN)
- DiverseAbilities
- Working Parents Resource Group
- Asian/Pacific Islander Association (APIA)
- Indigenous Peoples' Collective (IPC)

☐ 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 actively inform employees of their rights and protections under the New York City EEO Policy.



- ☒ Agency will keep employees informed of the EEO complaint and reasonable accommodation processes and circulate *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.
- ☒ Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.
- ☒ In FY 2021, 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
 - ☐ Other (specify): _____
- ☐ The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):
 - 1.
 - 2.

Describe specific actions designed to enhance equity and initiatives to address race relations in the agency:

DOT ERG Initiative:

As mentioned above, in 2018, EDI launched its Employee Resource Group (ERG) initiative. 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). These groups provide opportunities for discussion and serve as the collective voice for members; advise DOT leadership on issues impacting its members, general employees, and the communities we serve; and encourage collaboration, comradeship, and support among DOT ERG members, general employees, and similar groups at other City Agencies.

Special Events for Cultural and Heritage Recognition:

Throughout the calendar year, the EDI Office has scheduled 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.

Equity Working Groups:

COVID-19's disproportionate impact on historically disenfranchised communities, as well as the deaths of Black men and women during confrontations with law enforcement, 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 has begun the formation of an Advancement of Black and Brown Women in DOT Working Group, which is expected to begin its efforts in early 2022.

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

Equity in Planning Working Group:

In 2021, the Equity & Inclusion in Planning Working Group developed an Action Plan with five (5) outcomes and 17 strategies. 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 working group in collaboration with the Streets Plan team developed the PIAs, scoring NYC neighborhoods based on demographics (concentration of non-white and low-income population), density (housing and job), and lack of DOT investments. The PIAs were published in the Streets Plan in December 2021. Planning units have begun integrating PIAs into their prioritization processes. 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 launching the Community Ambassador Pilot Program.

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. In 2022, the Equity in Enforcement Working Group will propose a training plan for police officers interacting on a regular basis with DOT workers in the field, and also 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 how assets have been prioritized and distributed over the past 10-20 years. Additionally, there are on-going conversations with operating units on existing operating processes and constraints.

Environmental Justice Interagency Working Group:

Environmental justice (EJ) refers to the principle that all people, regardless of race or socioeconomic background, have a right to live, work, and play in communities that are safe, healthy, and free of harmful environmental conditions. In order to advance environmental justice, New York City (City or NYC) must provide for the fair treatment and meaningful involvement of all New Yorkers in the development, implementation, and enforcement of environmental laws, regulations, policies, and activities.

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 leads up 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 2021, DOT supported this effort by participating in various subcommittees to develop the EJ Study scope of work. DOT was also instrumental in the citywide virtual town hall held on February 25. DOT provide training on how to host an accessible and inclusive virtual meeting to the project leadership team. DOT hosted the virtual meeting via Zoom Webinar, ensured key accessible and inclusive features were activated (ex. closed captions, language interpretation), and updated presentation materials for accessibility.

In 2022, the project leadership team will be working with the Advisory Board, the Working Group, and the Consultant Team to collect and analyze agency data, conduct additional public outreach, and develop the EJ Study.

Additional Initiatives, Programs, or Comments:

**C. COMMUNITY:**

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

In FY 2022, 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 (MWBs).
- ☐ 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.
- ☒ Expand language services for the public.

Describe specific actions designed to enhance equity:

Street Ambassador Program

In 2015, DOT launched the Street Ambassador Program to engage New Yorkers on their own terms. The unit is comprised of 10 multi-lingual public engagement specialists who develop outreach plans and provide support for DOT projects. 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: bustling streets, schools, churches, libraries, senior centers, movie theaters, supermarkets, and shopping centers. 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 by coming to them and speaking in the language most comfortable to them. If a language is not spoken by the team, the Ambassadors work with DOT's Language Access Group to bring on an interpreter.

- **Flexible** – Ambassadors work on weekends, during morning rush, or 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.
- **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 their events.

As the department responded to the immediate needs and challenges presented by the pandemic, the Ambassadors pivoted to COVID priority projects. The team assisted in data cleaning for Open Streets and established a photo review process for assessing roadway setups under the Open Restaurants program. This began with an intake system setup through Outlook, which eventually evolved into individual case support through ARTS. The team also assisted HIQA in completing on-site inspections, and trained an independent consultant to assist with photo reviews and first touch phone calls. These calls helped to orient restauranteurs in terms of what to expect and established best practices for meeting the siting criteria prior to inspection.

With plans for a permanent program, and the creation of a unit in charge of directly overseeing the Open Restaurants program, the Ambassadors have taken on more of an advisory role. The Customer Service unit has taken over much of the day-to-day photo review process, with the Ambassadors assisting with any questions related to this process. In total, the SA staff responded to 4,890 Open Restaurants cases in ARTS, made over 2,471 customer service calls to restaurants, and approved/resolved 1,704 cases without further escalation to HIQA. Definitive guidelines and language around the permanent Open Restaurants program is ongoing and still in development.

While 2020 started with a lockdown and a move to a remote work environment, it ended with the team returning to the field for in person, socially distanced outreach; 2021 marked our first full outreach season since the pandemic began. Given the fluid nature of an unprecedented global crisis, the team had to develop safety and health protocols to stay in line with evolving language and guidelines around staying safe. The team adopted several safety measures including roped off areas around tent setups, decal placements set 6ft apart for socially distanced conversations, and contactless self-facilitation options like QR codes.

Projects in 2021 spanned the agency, including work with Transit Development, Research Implementation and Safety, the Bicycle Unit and Bike Share. The team conducted multiple outreach efforts in support of Transit Development, gathering feedback along corridors in the Bronx and Queens on Gun Hill Rd., Flushing Main St., Story Ave., and 21st St. The team also conducted outreach in support of Citi Bike expansion in Brooklyn and the Bronx, as well as an extended effort to support the expansion of the bicycle network in CB 17 in Brooklyn. Similarly, the Ambassadors administered surveys across Environmental Justice Areas (EJA) in support bicycle network expansion in Upper Manhattan and Brooklyn. This EJA metric, used to identify low-income and minority communities, has also been adopted for determining areas where the team will launch prolonged outreach models



known as Deep Dives. In 2021, the team completed extended periods of outreach in the Brownsville/East New York areas, as well as Soundview in the Bronx.

Highlights for 2022 include beginning the second phase of a Deep Dive effort in Coney Island Brooklyn and starting discussions to launch a future Deep Dive in Queens. The team is also working on merchant analysis for the Freight and Mobility Team along Hillside Ave., and Transit Development's look at the post implementation business feedback from its busway pilot.

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;
- 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 2021, MMP completed the development of a guide and an e-learning module on accessible PDFs. The guide and e-learning modules is available to NYC DOT staff for on-demand training. This training is helping to build capacity within DOT on how to create documents that meet the needs of people with vision and cognitive disabilities, as well as those with low literacy.

In addition, MMP created a guide Accessible and Inclusive Zoom Events. MMP hosted multiple training sessions with staff who conduct public meetings on this topic, to ensure that people with disabilities, people with low-literacy, and those with limited English proficiency can participate effectively in virtual public meetings.

In May 2021, MMP provided training on inclusive planning and understanding bias in the planning process. The training helped planners, project managers, community outreach staff, and directors better understand how bias can influence our work and how we can take action to minimize the impact of bias, to create a more inclusive culture and advance equity.

In September 2021, MMP began developing an Inclusive Engagement Resources Guide. The guide will weave together the resources developed by MMP (ex. e-learning modules, demographic data, travel surveys, etc.) to support project managers in outreach efforts. The guide is expected to be completed in 2022.

In 2022, MMP plans on expanding training to internal staff, particularly around inclusive and accessible meetings, and events. MMP has begun discussions with NYU Wireless at NYU Tandon School of Engineering to deliver virtual reality training to DOT staff on the experience of a person with visual loss navigating streets and DOT infrastructure.

Public Outreach

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 the ongoing pandemic, the outreach efforts have been limited to virtual outreach.

In April 2021, MMP presented at the Brooklyn Center for Independence (BCID) and United Spinal Association monthly meeting, focused on accessible planning. The event was an opportunity to connect with Brooklyn residents and provide information on DOT's accessible programs and strategies.

In 2019, MMP began updating 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 guide was completed in January 2021. MMP in collaboration with DOT's Strategic Communications, developed and released an accessible social media campaign to promote the guide. The campaign includes audio described short videos about the guide, that also included closed captions. Audio descriptions provide people with vision disabilities with verbal information, while closed captions provide written information for people with hearing disabilities. The guide was promoted on YouTube, Instagram, and Facebook. In addition, MMP distributed the digital version of the guide to partner organizations and printed versions at DOT's Summer Streets (August 2021). In 2022, MMP expects to release the Spanish version of the guide and to promote it through in-person events.

Additional Initiatives, Programs or Comments:

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 2022:

- ☒ 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
- ☒ 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
 - ☒ Everybody Matters EEO and Diversity and Inclusion Training
- ☒ Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

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
- 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

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 HR, on a monthly basis, continues to distribute to relevant organizations DCAS-issued Notices of Examination for underrepresented titles. For these titles, HR 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

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. 55-a Job Fairs	1. 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	2. 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	3. 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)	4. 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	5. DOT expects to recruit more veterans. This source yielded an increased and diverse applicant pool. ☐ Previous hires from this source

C. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2021 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2022.



The agency provided the following internship opportunities in FY 2021:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Fellows	5	Asian = 2 White = 1 Unknown = 2	M <u>2</u> F <u>3</u> Non-Binary __ Other __ Unknown __
3. Summer College Interns	5	Asian = 1 Black = 3 White = 1	M <u>3</u> F <u>2</u> Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	6	Asian = 1 Black = 1 White = 2 Unknown = 2	M <u>2</u> F <u>4</u> Non-Binary __ Other __ Unknown __
5. College Aides	113	Asian = 39, Black = 16 Hispanic = 22, White = 33 2 or more races = 1 Unknown = 2	M <u>65</u> F <u>47</u> Non-Binary __ Other __ Unknown __
6. DYCD Interns	8	Asian = 1, Black = 3 Hispanic = 3, White = 1	M <u>6</u> F <u>2</u> 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 2022.

Additional Comments:

Due to the COVID pandemic's budget impact, DOT was unable to hire any Urban Fellows in FY 2021. However, the agency will be participating in FY 2022's Urban Fellows Program, as well as the next Public Service Fellows cohort.

In FY 2022, DOT will 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 2021, the agency participated in the DYCD (Department of Youth and Community Development) Transportation Career Mentoring Program, but DYCD didn't offer the Ladders for Leaders or Intern & Earn programs due to the pandemic. DOT will participate in all three of these DYCD programs in FY 2022.

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 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.

DOT will publicize the availability of the 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.

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. 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 2022.

Currently, there are 22 [number] 55-a participants.

There are 2 [number] participants who have been in the program less than 2 years.

Last year, a total of 2 [number] new applications for the program were received and 2 participants left the program due to [state reasons] retirement.



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.

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

☒ 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 2022 are:

1. Publicizing the availability of the program.
2. Ensuring that all competitive job postings include the 55-a language.
3. Continuing to participate on panels.
4. Continuing to participate in job fairs.

☒ These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

VI. Selection (Hiring and Promotion)

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

A. Career Counselors

For FY 2022, 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 2022, 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:

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 regarding job openings, civil service exams, DCAS resources, agency training and professional development, and online learning and training.

**B. New Hires and Promotions**

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

In FY 2022, 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.

Additional Comments:

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 for Human Resources and Facilities Management, and the Assistant Commissioner for Equal Employment, 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 is 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 the FY 2022 trainings have commenced.

C. Selection Process

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

During FY 2022, the agency will do the following:

- ☒ 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.
- ☒ Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- ☒ 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.
- ☒ EEO Officer is asked to review the interview questions.

Additional Comments:



D. Review of Hiring, Promotion and selection Practices

For FY 2022, 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.
 - ☒ Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race, and ethnicity).
- 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, assignment 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:



E. EEO Role in Hiring and Selection Process

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

In FY 2022, 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.
- ☒ EEO reviews vacancy postings to ensure elimination of language that has the potential for gender stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns).
- ☒ Actively monitor agency job postings.
- ☒ Ensure all job postings include updated EEO Employer statement released in 2021.
- ☒ EEO is consulted 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.
- ☒ Advise Human Resources in the development of a comprehensive guide for hiring managers.
- ☒ 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.
- ☐ 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.



- ☒ Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- ☐ Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- ☐ Other: _____

Additional Comments:

The EEO, Diversity and Inclusion (EDI) office, together with the Human Resources 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.



F. 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? *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 2022.
- ☒ 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

Please refer to **Section IX** to ensure the agency complies with training requirements under local laws and Executive Orders.

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)	All employees	2535	FY2022
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)	All employees	3010	FY2022
3. Sexual Harassment Prevention (e- learning)	All employees	2535	FY2022
4. Sexual Harassment Prevention (classroom/live webinar)	All employees	3010	FY2022
5. lgbTq – Power of Inclusion (e- learning)	Managers, Supervisors, and Front-line employees All other employees	750	FY2022
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees	615	FY2022
7. Disability Etiquette	All employees	5603	FY2022
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	All employees who take part in the interview process	828	FY2022
9. Other (specify)			
10. Other (specify)			



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.
- ☒ Absent 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 the 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 : Margaret Forgione, First Deputy Commissioner
 - ☒ 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.
- ☒ The agency analyzes the reasonable accommodation data and trends.

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.

<http://extranet.dcas.nycnet/eeo/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.

Briefly 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?

DOT provides reasonable accommodations to qualified persons with disabilities, with requests for religious observances and practices, with pregnancy, childbirth, or medical conditions related to pregnancy and for victims of domestic violence, sex offenses or stalking, unless providing such accommodations will create an undue hardship.

The reasonable accommodation process is flexible and interactive, involving DOT representatives who are necessary to the reasonable accommodation process and the individual who is requesting a reasonable accommodation. In all instances, the DOT's Assistant Commissioner of EEO, Diversity & Inclusion, facilitates the interactive process/cooperative dialogue, researches appropriate accommodations and assists in the resolution of the matter.

DOT ensures the confidentiality of medical records submitted with the reasonable accommodation requests. Such information must be collected and maintained on separate forms, and in separate medical files, apart from other personnel data. DOT may disclose medical information only in the following circumstances: (1) to first-aid personnel, if the disability might require emergency treatment; (2) to government officials investigating the agency's compliance with applicable laws; (3) to workers' compensation offices in accordance with Workers' Compensation Law; and (4) for insurance purposes. Moreover, managers and supervisors may be informed of an employee's necessary work restrictions and any accommodations required.

The agency First Deputy Commissioner has been appointed as agency head designee for review of appeals to reasonable accommodation decisions.

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 within the last two years.
- ☒ 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:

B. Executive Order 59: Chief Diversity Officer/Chief MWBE Officer

Under Executive Order No. 59 of 2020, all agencies shall appoint a Chief Diversity Officer/Chief MWBE Officer, with the appropriate experience and knowledge to oversee the agency's MWBE program, to report directly to the agency head. Agency heads shall ensure internal candidates are considered for the Chief Diversity Officer/Chief MWBE Officer.

- ☒ The agency appointed a Chief Diversity Officer/ Chief MWBE Officer by August 28, 2020.

Provide the name and title of the Chief MWBE Officer : Carlos Bannister, Senior Deputy Agency Chief Contracting Officer, Vendor Relations and Oversight

Additional Comments:

C. 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 4 – September 1, 2021 – August 31, 2022) as indicated in the Section VII Training above.

Additional Comments:

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 will launch in June 2022.

D. Local Law 97 (2018): Annual Sexual Harassment and Complaint 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 sexual harassment complaints are closed within 90 days.



☒ The agency will ensure that all other complaints are closed within 90 days.

Additional Comments:

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, conducted a climate survey in FY 2021 and will proceed to do the following in FY 2022:

- ☒ 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.
- ☒ Analyze FY 2021 survey data once provided by DCAS.
- ☒ Develop an Action Plan to address concerns raised in the FY 2021 Climate Survey and submit it to DCAS by July 31, 2022. [*Further guidance will be provided to agency by DCAS in 2022.*]

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 2022 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.

Ydanis Rodriguez

Print Name of Agency Head



Signature of Agency Head

September 19, 2022

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 enter only the name in further entries. Insert table rows as needed.

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Benjamin Graham (acting)	bgraham1@dot.nyc.gov	(212) 839-6605
2.	Agency Deputy EEO Officer	Benjamin Graham		
3.	Agency Chief Diversity and Inclusion Officer			
4.	Agency Diversity & Inclusion Officer [if designated]			
5.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Carlos Bannister	cbannister@dot.nyc.gov	(212) 839-9421
6.	ADA Coordinator	Edmund E. Asiedu	easiedu@dot.nyc.gov	(929) 441-9658
7.	Disability Rights Coordinator	Benjamin Graham (acting)		
8.	Disability Services Facilitator	Edmund E. Asiedu		
9.	55-a Coordinator	Lianne Palacios	lpalacios@dot.nyc.gov	(212) 839-9516
10.	Career Counselor(s)	Peter Scavetta	pscavetta@dot.nyc.gov	(212) 839-9452
11.	Training Liaison(s)	Carol Adamson	cadamson@dot.nyc.gov	(212) 839-9495
12.	EEO Counselor(s)			