

NYPD
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2021

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

As Police Commissioner of the New York City Police Department (NYPD), I am committed to supporting and enforcing the rights and protections afforded by the New York City Equal Employment Opportunity (EEO) Policy, the City and State Human Rights Laws, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, agency partners, and members of the public served by the NYPD.

I will continue the NYPD's efforts to achieve the greatest possible diversity among our workforce; to foster a culture of openness, inclusion, and cooperation in our workplaces; to promote equity in all its aspects; and to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce that is reflective of New York City's population.

I will ensure that the NYPD executive leadership team shares my vision and actively contributes in our efforts to enhance and promote the values of equity, inclusion and respect for all. All executives, managers and supervisors in our agency will be responsible for ensuring a safe, equitable and inclusive work environment for all our employees, and for delivering equitable, fair and effective services to the public we serve.

I will hold the top leadership of our agency, as well as any other person involved in the hiring process or personnel matters, accountable for ensuring the agency does not discriminate against employees or applicants for employment. We will continue supporting the diversity, equity and inclusion initiatives by observing EEO mandates, and working diligently to attain our goals in this area. Furthermore, all agency staff must be continuously updated and compliant with the City's EEO Policy and the implementation of this Diversity and EEO Plan.

I will involve Tanya Meisenholder, the NYPD's Deputy Commissioner, Equity and Inclusion (DCEI), in critical human resources decisions, including recruitment and selection strategies, workforce projections, promotion, training/career development opportunities, and strategic planning.

We will report to DCAS the steps taken to comply with legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City, and on the progress in implementing this Plan.

The Deputy Commissioner, Equity and Inclusion and Agency EEO Officer, Tanya Meisenholder will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Their contact information will be prominently available to all employees.

Throughout the fiscal year, I will announce this Commitment Statement to our employees and continue to affirm the principles of diversity, inclusion, and equal employment opportunity, and to communicate our dedication to equity and all values that drive us toward this goal.

☐ **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. Office of Equity and Inclusion Employee Forums on Race and Law Enforcement
2. Women's Institute, Women's Conference, Women's Executive Breakfast
3. EEOIN (Liaison Network) Meeting
4. Formed several department-wide working groups focused on 1) civilian issues, 2) pay parity, 3) LGBTQIA+ initiatives, 4) civilian advancement, and 5) customer service
5. Development of a LGBTQIA+ Training Module
6. Survey of police officers who are reassigned to patrol duties during the summer months (2019)
7. Meetings with Fraternal Organizations and ERGs
8. Facilitation of ADA compliance process
9. Innovation and improvements to the EEO investigative process
10. Review and attention to the agency's response and commitment to its employees during the COVID-19 pandemic, particularly by providing reasonable accommodations to those employees at higher risk for severe illness

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:

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2020
(available in the EBEPR210 CEEDS report): 54,001

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 (Finest Message)
- ☒ On-boarding of new employees

Additional Comments:

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 type="checkbox"/> Other _____
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 type="checkbox"/> Other _____
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:

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:** DCEI partners with other NYPD Bureaus to develop integrated strategies for employee development, engagement, retention, and advancement. We facilitate Department-wide outreach and awareness initiatives for NYPD personnel regarding best practices in organizational equity and inclusion. The effectiveness of this model has also been used for employee outreach and to provide employees a voice in other areas as well, most recently police reform. touchpoints and organizational practices that may serve as barriers to marginalized groups (race groups, those who identify as women, and those who identify as LGBTQIA+, to name a few). The Barriers Project, a collaborative initiative, is a focused review on employee lifecycle
- 2. Workplace:** Compliance with NYC EEO-related laws and policies, including developing a series of EEO bulletins to distribute agency-wide focusing on specific EEO and diversity and inclusion issues. Monitor recruitment, employee opportunities, and complaints to increase the Department's ability to attract and retain highly-qualified personnel. Conduct needs assessments to make recommendations to the Police Commissioner and Executive Staff on best practices, quality improvements, and to determine required competencies to support program delivery commensurate with organizational change efforts. Assess and evolve existing EEO policies and determine new policies and processes required to ensure an equitable and safe work environment for all personnel. Initiated Employee Race Forums for Employees of all titles, genders and ranks. Developed a LGBTQIA+ training module to enhance OEI training.
- 3. Community:** Develop projects that will facilitate leadership in organizational equity and inclusion as well as the delivery of equitable and inclusive police services to the residents of the City of New York. Key stakeholder in Police Reform processes to advance action-oriented initiatives and outreach to develop and increase mutual respect and trust among diverse communities and the NYPD.

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. Managerial-level
- ☒ 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:

Implementation of these initiatives are currently affected by COVID-19 safety response.

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):

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:

The NYPD has launched its Customer Service initiative to provide superior customer service, both internally and externally. The program is focused on developing a comprehensive customer service feedback process (online and in-person surveys, focus groups) that will allow for the constant evaluation of the services we provide; revising our policies and practices to meet the needs of the community; and creating accountability for and ensuring our employees have the tools they need to deliver superior service

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, (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

NYPD FY 2021 DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

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

Additional Strategies, Initiatives and Comments:

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.

Yes, we should see an increased applicant pool from diverse backgrounds. Psychologists, Intelligence Research Specialists, Photographers and Attorneys were recruited and hired from job postings on LinkedIn.

1. LinkedIn Diversity Groups:

- Professionals with Disabilities
- Disabled American Veterans
- NY LGBT Professional Network
- Hispanic & Latino Professionals
- Black Professionals
- Asian Diversity Career Network

1.

☒ Previous hires from this source

2. Diversity Bar Association – Various in NY & NJ

2.

☒ Previous hires from this source

3. Colleges and Universities Diversity Alumni Network

3.

☒ Previous hires from this source

4. Fraternal Organizations

4.

☒ Previous hires from this source

5. Community Affairs Officer & Neighborhood Coordination Officers.

5.

☒ Previous hires from this source

6. Geo-targeted social media advertising

6.

☒ Previous hires from this source

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.

***Due to Covid-19 the annual Summer Internship Program was cancelled in 2020. The agency plans to provide internships/fellowships in FY2021.**

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. Urban Fellows	2	W:1 O:1	M_1_ F_1_ Non-Binary __ Other __ Unknown __
2. Public Service Corps	2	W:2	M_1_ F_1_ Non-Binary __ Other __ Unknown __
3. Summer College Interns	100	B:59 W:19 A:5 O:17	M_45_ F_55_ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	25	B:11 W:7 A:3 O:4	M_5_ F_20_ Non-Binary __ Other __ Unknown __
5. College Aides-Undergraduate:	41	B:23 W:5 A:3 O:10	M_10_ F_31_ Non-Binary __ Other __ Unknown __
6. College Aides-Graduate:	9	B:2 A:3 O:4	M_2_ F_7_ Non-Binary __ Other __ Unknown __
7. Partners in Education PIE Interns	101	B:16 W:49 A:3 O:33	M_38_ F_63_ Non-Binary __ Other __ Unknown __
8. Police Cadet	361	B:54 W:79 A:79 O:148 NA:1	M_245_ F_116_ Non-Binary __ Other __ Unknown __
9. Housing Police Cadet	39	B:2 W:7 A:5 O:25	M_23_ F_16_ Non-Binary __ Other __ Unknown __

* Self-ID data is obtained 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:

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.

We are continuing to work with the Mayor's Office for People with Disabilities to recruit for available posted vacancies. We are hopeful that the current fiscal situation will not unduly hamper this effort.

☐ 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
3. .

☐ 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 42 55-a participants.

There are 8 participants who have been in the program less than 2 years.

Last year, a total of 1 new applications for the program were received and 2 participants left the program due to retirement, including one on 10/1/2020.

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.

☐ 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. To increase new applicants by continued liaison with the MOPD.
2. To encourage 55A candidates to take civil service exams where possible to roll over into permanent competitive class positions.
3. To reach out to commands to enhance their awareness of the program

☐ 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.

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:

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:

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:

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:

10. 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) DCAS <i>OEI is developing an in-house OEI and EEO refresher module for all employees. We anticipate Q4 implementation and rolling calendar compliance.</i>		2500	Dec 2020 – 900 Mar 2021 – 600 Jun 2021 – 500 Sep 2021 – 500
2. EEO Awareness (classroom)			
3. Everybody Matters (D&I) (e-learning)		100	Dec 2020 – 25 Mar 2021 – 25 Jun 2021 – 25 Sep 2021 – 25
4. Everybody Matters (D&I) (classroom)			
5. Sexual Harassment Prevention (e-learning)	All employees	53,000+	Jun 2021 – 30,000 Sep 2021 – 23,000+
6. Sexual Harassment Prevention (classroom)	All employees		
7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	200	Sep 2021
8. lgbTq – Power of Inclusion (classroom)	Managers, Supervisors, and Front-line employees All other employees		
9. Disability Etiquette			
10. Structured Interviewing and Unconscious Bias (classroom)			
11. EO 16	Managers, Supervisors, and Front-line employees	53,000+	Mar 2021 – 25000 Jun 2021 – 30,000
12. 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.
- ☒ 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 designee¹ : Deputy Commissioner Tanya Meisenholder
- ☒ 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.
- ☒ The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

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).

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 or people applying to become employees can appeal the denial of an RA within 30 days of the receipt of the Department's decision. The investigator that processed the original request collects the written request for an appeal, along with any supporting documentation, and the original request is reviewed by Director, Equal Employment Opportunity Division, who provides a written determination on the appeal within 15 days of receipt of an appeal. The appeal is presented to the Deputy Commissioner, Equity and Inclusion.

Yes, the agency analyzes EEO-related statistics on a weekly, monthly and quarterly basis. These statistics include number of cases, length of investigation, date to resolution patterns, investigator productivity, as well as case disposition status.

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:

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:

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.

- 5. Disability Rights Coordinator** **Michael Melocowsky, Director, Equal Employment Opportunity Division, Equity and Inclusion, 1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-5330**
- 6. Disability Services Facilitator** **Michael Melocowsky, Director, Equal Employment Opportunity Division, Equity and Inclusion, 1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-5330**
- 7. 55-a Coordinator** **M. Alexa Samarotto, Executive Director, Human Capital Division, 1 Police Plaza, New York, NY 10038**
- 8. Career Counselor(s)** **Desiree Richardson, Administrative Staff Analyst, Career Enhancement Division, Personnel Bureau, 1 Police Plaza, New York, NY 10038**
- 9. Training Liaison(s)** **Monica Brooker, Assistant Commissioner, Equity and Inclusion, 1 Police Plaza, Rm. 1204, New York, NY 10038, 646-610-5330**

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.

Dermot Shea

Print Name of Agency Head

A handwritten signature in black ink, appearing to read "Dermot Shea", written over a horizontal line.

Signature of Agency Head

A handwritten date "2/11/21" in black ink, written over a horizontal line.

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
2. Agency Deputy EEO Officer
3. Agency Diversity & Inclusion Officer [if designated]
4. ADA Coordinator
5. Disability Rights Coordinator
6. Disability Services Facilitator
7. 55-a Coordinator
8. Career Counselor(s)
9. Training Liaison(s)
10. EEO Counselor(s)

- | | |
|---|--|
| 1. Agency EEO Officer: | Tanya Meisenholder
Deputy Commissioner, Equity and Inclusion
1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-8139 |
| 2. Agency Deputy EEO Officer | Michael Melocowsky, Director, Equal Employment Opportunity Division, Equity and Inclusion, 1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-5330 |
| 3. Agency Diversity & Inclusion Officer | Tanya Meisenholder
Deputy Commissioner, Equity and Inclusion
1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-8139 |
| 4. ADA Coordinator | Michael Melocowsky, Director, Equal Employment Opportunity Division, Equity and Inclusion, 1 Police Plaza, Rm 1200, New York, NY 10038, 646-610-5330 |