

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

Fiscal Year 2023

New York City Emergency Management

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I. Commitment and Accountability Statement by the Agency Head

New York City Emergency Management's vision and mission reflect our underlying belief that every person deserves fairness, justice, and inclusivity. Our people are the foundation of our success. We strive to lead among our peers as a workplace that is representative of our city and nation, and as an emergency management community that is strengthened by our diversity as we become the most ready and resilient City in the world.

On behalf of NYCEM, I declare my commitment as Commissioner to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

I will strive to achieve the greatest possible diversity among our workforce, to create an inclusive culture of openness, tolerance, 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 reflective of our City's population.

Our mission is to serve all New Yorkers, even the hard to reach. Our work is focused on better serving New Yorkers on their worst day. However, disasters often exacerbate existing inequities, leading to worse outcomes for underserved populations. In this plan and in our strategic plan, I am reiterating our agency's commitment to successfully share preparedness, life safety, and response messaging and plans with every New Yorker through organizations and communication methods they trust.

Each year, NYCEM's annual Diversity and Equal Employment Opportunity (EEO) Plan serves as a roadmap to identify and help us reach our equity goals. I will involve my entire leadership team 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, and for delivering equitable, fair, and effective services to the public we serve. We will continue to support NYCEM's diversity, equity, and inclusion initiatives by observing EEO mandates, and by working with dedication to attain agency goals outlined in our strategic plan. As we navigate this process, we will foster an environment that addresses employee concerns as we move together toward integrating equity and inclusion in our mission, operations, and strategies.

We will report to DCAS on the steps undertaken to comply with all 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 Agency EEO Officer Nancy Silvestri and Chief Diversity Officer Eric Smalls 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.

During this Fiscal Year, I will announce this Commitment Statement, affirm the principles of diversity, inclusion, and equal employment opportunity, and communicate our dedication to equity and all values that drive us toward this goal.

☐ This statement is the same as last year.

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

II. Recognition and Accomplishments

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

1. Implemented a Recruitment Strategy with the objective of enhancing the diversity of the applicant pool for agency positions
2. Created and distributed an Equitable Recruitment Best Practices Guide.
3. Instituted Diverse Hiring Panels .
4. Created, distributed, and analyzed an all-staff Retention/DEI survey.
5. Developed Equity and Diversity tasks and standards to include in employee performance evaluations.

III. Workforce Review and Analysis

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

Total Headcount: 206

Human Capital has sent out agency wide emails to remind employees to update their information in ESS/NYCAPS.

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

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

CEEDS reports are shared and reviewed quarterly with Human Capital, EEO, and the Agency Head/Executive Office. For each position posting, candidate slates are presented to the Agency Head including data on applicant pool composition and demographics of ranked candidates.

- ☒ The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.

Agency Head

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Human Resources

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

General Counsel

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Other (___ specify)

☐ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

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

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

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

❖ Workforce:

- Recruit, hire, retain, train, and grow a diverse workforce representative of the city we serve.
 - Engage in strategic outreach and broad recruitment, utilizing a variety of sources to maximize the agency's ability to attract a diverse pool of applicants for employment and internship opportunities.
 - Engage with colleges and universities, including women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking, and recruiting events.
 - Conduct outreach and recruitment at job fairs and other events hosted by various organizations supportive of diverse communities, including disability advocacy groups and veterans.
 - Identify opportunities to embed diversity and inclusion priorities into public-facing aspects of the NYCEM's work. Ensure that diverse voices are represented in public-facing projects.
 - Develop a clear and consistent message to staff that having a diverse workforce is an agency priority and that efforts to create and maintain a diverse, equitable, and inclusive NYCEM community include everyone at all levels of the agency.
 - Evaluate current support efforts specifically focused on underrepresented staff, and add mechanisms as needed (e.g., targeted programming, mentoring, Employee Resource Groups, etc.).
 - Find and create opportunities for career advancement and professional development of women and members of underrepresented groups (succession planning, job shadowing), including maintaining and further developing the Mentor Program.
 - Explore establishing development opportunities for mid-career professionals, such as a rotation program.

- Explore options for creating a Diversity and Inclusion Certificate program, which will create opportunities for staff to explore topics related to diversity and inclusion and encourage staff to better utilize existing resources such as DCAS-provided training courses.
- Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine our commitment to diversity, inclusion, and equal opportunity.
- NYCEM's Equity and Diversity Council developed additional evaluation metrics to be included within performance reviews for both managers and staff to provide greater accountability for managers in the area of creating and maintaining an equitable and inclusive environment for staff. This will also create an opportunity for positive comments in performance appraisals related to the agency's diversity and EEO goals and provide staff with a formal mechanism to acknowledge efforts related to agency equity, diversity, and inclusion. FY2023 goal is implementation of Equity & Diversity tasks and standards for managers and staff. All agency managers are required to complete a mandatory performance evaluation training by December 30, 2022 that includes an explanation of the new equity and diversity metrics to ensure that evaluations are valuable tools for employee development and employees are evaluated equitably as the diversity & inclusion metrics become active beginning in January 2023.
- Continue to implement Diverse Interview Panels
- Continue implementation of NYCEM Recruitment Plan

❖ **Workplace:**

Build and maintain an infrastructure that supports diversity and promotes inclusion within NYCEM.

- Continue supporting NYCEM's Equity and Diversity Council to provide constructive feedback, identify issues needing attention, and assist in implementing policies to enhance diversity and equity at NYCEM.
- Provide diversity and inclusion/anti-bias training for employees, starting with agency-customized Inclusive Leadership and Unconscious Bias workshops
- Use data from climate studies to frame and direct future action on diversity and inclusion.
- Process, resolve, and adjudicate claims of discrimination, including retaliation.
- Provide managerial training on equity and equal opportunity and encourage leadership approaches that support employee engagement and belonging.
- Offer opportunities for agency-wide and targeted discussions (Town Hall meetings, roundtables, small group discussions) on issues related to diversity and inclusion, such as racial equity, generational diversity, unconscious bias, disability inclusion, and other critical topics. NYCEM will continue to foster DEI principles through our Equity and Diversity Council. The Council has recommended DEI practices and principles across the agency and in all aspects of our mission. The Council is heavily involved in workplace initiatives and is a

guiding force for the agency. Council FY2023 goals include defining and standardizing processes for promotions, salary increases, and professional development; improving managerial and non-managerial evaluation processes; standardizing exit interview processes and collecting data from employees for review.

❖ **Community:**

Strengthen existing collaborations and build new partnerships with the NYC communities we serve.

- Expand outreach efforts to underserved communities
- Create and implement a communications strategy that further elevates diversity and inclusion as a key agency priority and reinforces leadership commitment.
- Develop additional outreach content and engagement initiatives for diverse audiences, including traditionally underserved NYC communities.
- Enhance efforts to reach vulnerable populations and encourage awareness of risks and preparedness actions

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

Develop and execute strategies, provide guidance, and inform all phases of emergency management to strengthen equity, diversity, and inclusion goals at NYCEM;

- Raise awareness, understanding, and appreciation for: the complexity of identity, how identity interacts with broad societal structure and institutions, and the role of identity in cultivating an inclusive community at NYCEM.
 - 25 staff emails were sent via NYCEM's Equity and Diversity Council in FY2022 addressing holidays, awareness campaigns, observances, and timely news events to engage and inform agency staff.
- Initial NYCEM Retention Survey (conducted Spring 2021) results were published agency-wide in Fall 2022. Recommendations were incorporated into the front office's Employee Engagement Tracker. Develop and implement listening sessions, workshops, additional training options, and other educational opportunities to cultivate an inclusive work community.
 - Human Capital Management has become an important Equity and Diversity Council Recruitment and Retention committee member. Their work in Recruitment/Retention in 2022 is highlighted in episode 82 of PrepTalk, NYC Emergency Management's podcast.
- Identify and implement strategies to holistically integrate equity throughout NYCEM planning, response, relief, and recovery operations.
- Evaluate policies, systems, processes, and management to assess impacts on staff and support the agency's diversity, equity, and inclusion goals.
- Implement employee resource groups.
- Expand events for cultural diversity
- Offer DEIB and Social Justice training opportunities for staff

2. Planned Programs, Initiatives, Actions

A. Workforce

NYCEM has made Equity, Diversity and Inclusive work place practices a main priority for the FY2023 year.

NYCEM will continue to incorporate Diverse Interview panels for hiring going into the FY2023 year.

NYCEM will increase transparency for promotions and professional development opportunities, including hosting information sessions for employees to understand NYCEM's HR practices and promotion policies.

NYCEM has started addressing these underutilizations using the following strategies:

- Diverse interviewing panels
- Building relations with outside partners at women and minority Emergency Management organizations (ex: Institute for Diversity and Inclusion in Emergency Management, International Network of Women in Emergency Management. Listen to NYC Emergency Management PrepTalk Episode 77: Equity, Diversity, and Inclusion in Emergency Management and Episode 78: Women in Public Service for further detail/discussion.
- Partnering with DCAS Office of Equity and Inclusion on Spotlight recruiting events

B. Workplace

NYCEM has designated an Equity and Diversity Council to help create and recommend workplace policies and ideas to address race relations and other cultural divisions across the agency. The Council makes recommendations to Executive Leadership on policies including Retention, Recruiting, Agency Equity and other Human Capital areas.

FY 2023 goals include implementing recommendations following April 2022 agency workplace culture survey:

- Defining and standardizing processes for promotions, salary increases, and professional development
- Improving managerial and non-managerial evaluation processes
- Creating accountability mechanisms for leadership to receive and respond to feedback from agency staff
- Standardizing exit interview processes and collecting data from employees for review
- Expanding events for cultural diversity
- Offering DEIB and Social Justice training opportunities for staff (ex: Lessons in Leadership by BIPOC emergency managers; Microaggression training; Interpersonal Communication/Listening)
- Improving workplace culture

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

List below the names of existing ERGs:

- 1.
- 2.
- 3.
- 4.
- 5.

- ☐ Agency will create a Diversity Council to leverage equity and inclusion programs

- ☒ Agency Diversity Council is in existence and active

- ☒ Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion

- ☒ Agency will inform employees of their rights and protections under the New York City EEO Policy

- ☒ Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

C. Community

NYCEM focuses on equity through programs and activities designed to address the needs of New York City's diverse communities. These include the agency's Disability, Access, and Functional Needs (DAFN) program, Ready New York, Community Preparedness, Partners in Preparedness, and the Community Emergency Response Team (CERT) program (volunteers trained in disaster preparedness and emergency response). Additionally, NYCEM partners with elected officials, community boards, civic groups, businesses, nonprofits, and others.

In response to COVID-19, NYCEM piloted the Strengthening Communities Program which provided funding to community networks in traditionally underserved neighborhoods to develop community emergency plans and integrate them into the City's Emergency Operations Center. The pilot was successful in helping the Agency work towards more equitable response and recovery operations, particularly in previously hard-to-reach communities. At the completion of Fiscal 2022, NYCEM expanded the Program to include a total of 16 community networks across all five boroughs. Goals for FY2023 include continued expansion of the Strengthening Communities Program, hosting an annual DAFN Symposium, promoting sign up for multi-language Notify NYC messaging, and increasing the number of Ready New York events conducted.

In FY 2023, the agency will:

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

V. Recruitment

A. Recruitment Efforts

NYCEM has created the following Recruiting Strategies to recruit for the agency vacancies:

- DCAS Spotlight Events
- NON-Traditional Media Recruiting Campaigns
- Social Media Recruiting Campaigns
- Career Fair Participation
- Job Posting on various recruiting websites
- Ongoing work with veterans organizations

B. Recruitment Sources

1. Columbia College for Veterans
2. Black Emergency Management Association
3. Black Bar Association
4. Hand - Shake
5. Social Media Posts

C. Internships/Fellowships

The agency provided the following internship opportunities in FY 2022:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	6	2B, 1A, 1H, 2W	M 3 F 3 Non-Binary ____ Other ____ Unknown ____
2. Public Service Corps	2	1B, 1H	M 1 F 1 Non-Binary ____ Other ____ Unknown ____

3. Summer College Interns	2	2A 1W	M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): HS interns	9	3B, 3A, 2H, 1W	M 1 F 8 Non-Binary __ Other __ Unknown __

D. 55-a Program

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

- Presently, the agency employs **0** [number] 55-a participants.
- There are **0** [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **0** [number] new applications for the program were received and **0** participants left the program due to [state reasons] _____.

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

☐ Agency does not use the 55-a Program and has no participating employees.

VI. Selection (Hiring and Promotion)

A. Career Counselors

- NYCEM will institute Career Counselor trainings for staff to further their careers at the agency.

B. New Hires and Promotions

- NYCEM is currently developing policies and procedures to address staff retention and promotions across the agency. Including: training hiring managers, implementing diverse hiring panels, and defining and standardizing processes for promotions, salary increases, and professional development.

C. EEO Role in Hiring and Selection Process

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

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

D. Layoffs

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

compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	All NYCEM employees	By March 31, 2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	60	By March 31, 2023
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	All NYCEM employees	By summer 2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	60	By summer 2023
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	All NYCEM employees	By June 2023
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette	Managers, Supervisors, and Front-line employees	30	By June 2023
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Managers, Supervisors, and Front-line employees	25	By June 2023
9. Other (specify)			

VIII. Reasonable Accommodation

The first step in providing a reasonable accommodation is to begin a cooperative dialogue that assesses the needs of the individual. When we learn, either directly or indirectly, that an individual requires or may be interested in an accommodation due to their disability, we will engage in a cooperative dialogue with the individual. NYCCEM will initiate a cooperative dialogue when we receive information that leads us to believe that a person may need a reasonable accommodation. The EEO Officer presents quarterly at NYCCEM All-Hands meetings to encourage employees to reach out to EEO staff with any potential accommodation needs and to share contact information so employees know how to reach out. Referrals also come from managers, who are trained to refer all potential accommodation requests to EEO as required by policy.

The cooperative dialogue is the process by which NYCCEM and a person who is entitled to, or may be entitled to, an accommodation under the law, engage in good faith in a written or oral dialogue concerning the person's accommodation needs, including alternatives to a requested accommodation.

The cooperative dialogue process involves an evaluation of the individual's needs and consideration of the possible accommodations for the individual that would allow them to perform the essential requisites of the job or enjoy the right or rights in question without creating an undue hardship for NYCCEM.

The next step is to complete the reasonable accommodation forms, which are submitted to the EEO Office. The forms are reviewed for completion, and requests are entered into the Reasonable Accommodation database and submitted to relevant parties.

The NYCCEM EEO Officer routinely provides updates on the status of the requests as often as they are available. Individuals may also request an update at any time.

NYCCEM will provide any person requesting an accommodation who participated in the cooperative dialogue process with a written final determination identifying any accommodation granted or denied. Final determinations are issued within 30 days.

NYCCEM EEO remains in touch with all employees who are granted an accommodation to re-assess the ongoing need for temporary accommodations and to optimize accommodations as the needs of employees change.

An accommodation request that was denied may be appealed to the NYCCEM Commissioner up to 30 days following the employee's receipt of the written final determination. The written final determination notification provides employees with information and instructions regarding the process for filing an appeal. Appeals are reviewed and determined by the NYCCEM Commissioner. The NYCCEM Commissioner will issue a written determination on the appeal within 15 business days of receipt of an appeal.

On a quarterly basis, Reasonable Accommodation data is reviewed to identify trends and determine how agency leadership and the EEO Office may be better able to serve employees.

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

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

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

- ☒ The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.

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.

- ☒ The agency will train all current employees on Sexual Harassment Prevention (Cycle 5 – September 1, 2022 – August 31, 2023) as indicated in the Section VII Training above.

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

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

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

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

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

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

- ☒ The agency plans to train all new employees within 30 days of start date.
- ☒ All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- ☒ In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- ☒ The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

E. Local Law 101 (2018): Climate Survey

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

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

X. Audits and Corrective Measures

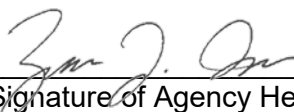
- ☐ The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- ☒ The agency is currently being audited or preparing responses to an audit conducted by the EEPC specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2023 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency [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 corrective actions 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.]

Zach J. Iscol

Print Name of Agency Head



Signature of Agency Head

12/5/2022

Date

Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer [indicate if 'Acting' or 'Interim']	Nancy Silvestri		
2.	Agency Deputy EEO Officer [if appointed]	N/A		
3.	Agency (Chief) Diversity & Inclusion Officer [if appointed]	N/A		
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Eric Smalls		
5.	ADA Coordinator	Dennis Boyd		
6.	Disability Rights Coordinator	Dennis Boyd		
7.	Disability Services Facilitator	Brandon Hill		
8.	55-a Coordinator	Veronica Geager		
9.	EEO Investigator(s)	Karen Thomas		
10.	Career Counselor(s)	Veronica Geager		
11.	EEO Training Liaison(s)	Kaylan Sobel		
12.	EEO Counselor(s)	Karen Thomas Moshe Weinberger		

Appendix B: 2020 Climate Survey Action Plan

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

➤ Planned actions, initiatives, programs, or policies:

- NYCEM will share information about EEO policies at quarterly all-hands meetings both in person and via Teams
- NYCEM will distribute updates on EEO policies via all staff email

➤ Intended reach

- All staff, including staff with RAs for remote work who are not present for in-person meetings

➤ Who will be responsible for implementing the action?

- EEO Office, Equity & Diversity Council, HCM

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

➤ Planned actions, initiatives, programs, or policies:

Create a full time EEO Officer/Equity/Diversity position

Hire Chief Equity and Diversity Officer: position posted and active recruiting began in late summer 2022

➤ Intended reach

- A full time EEO Officer will have in-person presence and an in-person office to further outreach to staff.

➤ Who will be responsible for implementing the action?

- HCM, Executive Leadership

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

➤ Planned actions, initiatives, programs, or policies:

- NYCEM will share information about the EEO complaint process at quarterly all-hands meetings both in person and via Teams

- NYCEM will distribute information on EEO policies and processes via all staff email and via the Intranet
 - NYCEM will train all new employees on EEO policies, the complaint process, and how to file EEO complaints
- **Intended reach**
- All staff, new hires
- **Who will be responsible for implementing the action?**
- EEO Office, Equity & Diversity Council, HCM, Training
- 4. Target area and objective: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.**
- **Planned actions, initiatives, programs, or policies:**
- NYCEM will share information about EEO policies at quarterly all-hands meetings both in person and via Teams
 - NYCEM will ensure staff are up-to-date on required EEO trainings, including Sexual Harassment Prevention training
- **Intended reach**
- All staff, new hires – in person and remote strategies are included
- **Who will be responsible for implementing the action?**
- EEO Office, Equity & Diversity Council, HCM, Training
- 5. Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.**
- **Planned actions, initiatives, programs, or policies:**
- Ensure managers are up-to-date on required EEO and sexual harassment prevention training
- Continue development and implementation of Equity and Diversity tasks and standards for all staff, including specific metrics for supervisors and managers
- **Intended reach**
- All supervisors and managers

- **Who will be responsible for implementing the action?**
 - EEO Office, Equity & Diversity Council, HCM, Training
- 6. **Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.**
 - **Planned actions, initiatives, programs, or policies:**

EEO policy reminders and refreshers to be provided to managers and supervisors at executive and senior staff meetings
 - **Intended reach**

All supervisors and managers
 - **Who will be responsible for implementing the action?** EEO Office