

NYC EMERGENCY MANAGEMENT

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

FISCAL YEAR 2022

I. Introductory, 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. 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.

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.

Our NYCEM family includes the best and brightest emergency management professionals in the world, and I look forward to an inclusive process as we strive to better serve New Yorkers and create a more equitable NYCEM.



☐ 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. Created NYCEM's first Equity and Diversity Council, designed to foster equity and diversity within the agency, promote, create, and execute workforce equity and diversity initiatives, and integrate the principles of equity, diversity, and inclusion throughout NYCEM;
2. Formalized a recruitment strategy aimed at increasing the diversity of the applicant pools for new position postings and helping to meet the agency's goal of attaining a workforce that is representative of the city we serve;
3. Held mandatory Unconscious Bias workshops as a starting point for a further conversation around topics of race, diversity, and equity; reviewed data from these workshops to inform priority items to address in FY 2022, and developed follow-up listening sessions for FY2022 based on the recommendations from the Unconscious Bias workshops'
4. Conducted internal surveys of NYCEM staff for further feedback on how to best support employees and further the agency's equity, diversity, and inclusion goals;
5. Developed a calendar of holidays and recognition events and distributed messages on appropriate days to acknowledge, celebrate, and educate staff about significant diversity, inclusion, religious, historical, and cultural milestones.

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:

NYCEM uses quarterly all-staff meetings and all-agency emails to highlight employees who are achieving accomplishments in diversity and equity and to keep staff informed about updates and progress on our equity, diversity, and inclusion goals.

NYCEM uses holidays and periods of special observance to acknowledge and highlight the diversity of the agency and celebrate the differences that help us to excel. For example, NYCEM publishes a "Day in the Life series" that includes video interviews with agency staff that are often shared and promoted on observances like Veterans Day, for example.

NYCEM's Equity and Diversity Council sends all-staff emails on days of religious and cultural observances to raise awareness of meaningful days that others may be celebrating and to ensure that all employees feel recognized and included.

NYCEM also participates in historical observances, celebrating events like Black History Month and Women's History Month with internal and external communication materials like podcasts and social media posts that highlight the backgrounds and work accomplishments of various individuals and groups of employees.



As part of NYCEM's FY2021 Diversity and EEO goals, 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.

III. Workforce Review and Analysis

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

Total Headcount: 191

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

Race/Ethnicity: 16 | **Gender:** 6 **OR both R/E and Gender:** 1

(These figures are available on the total line for your agency in the EBEP210 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:

Staff are reminded via email on a quarterly basis to update self-ID information.

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	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input type="checkbox"/> Quarterly <input checked="" 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:

NYCEM instituted a new process for FY 2022 in which the candidate slate for each posting is given to the EEO Officer with the self-reported ESS demographic data included. This allows for a deeper analysis of which candidates are being chosen for interviews and why, and allows us to go further into the candidate pool to select additional candidates to interview to address barriers for underutilized job groups.



NYCEM's EEO Officer and Chief Human Capital Officer meet biweekly to review data, discuss best practices, and implement solutions to perceived workplace barriers for job groups that may surface in underutilization reports.

A senior NYCEM leader will also continue meeting with each departing employee to conduct detailed exit interviews that will allow us to further identify trends and issues that can be addressed through proactive policy adjustments.

In FY 2021, NYCEM Commissioner began monthly meetings with an advisory team including NYEM Legal, EEO, Human Capital, and Disabilities, Access, and Functional Needs advisors to foster collaboration, discussion, and resolution of workplace issues.

Additionally, NYCEM's Equity and Diversity Council started a Recruitment Committee to work with Human Capital Management to address issues related to recruitment and barriers.



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:

Recruit, hire, retain, train, and grow a diverse workforce representative of the city we serve.

- Implement the comprehensive Recruitment Strategy drafted in FY 2021.
- 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.
- Explore the feasibility of diversity and inclusion performance metrics to promote accountability and best practices.
- Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine our commitment to diversity, inclusion, and equal opportunity.

2. 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.

3. Community:

- Strengthen existing collaborations and build new partnerships with the NYC communities we serve.
- Enhance partnerships with local organizations, underrepresented groups, and communities to provide information and resource materials to New Yorkers in an equitable, inclusive manner.
- 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.



4. Equity 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;
- Examine the agency climate with a broad definition of equity, diversity, and inclusion;
- 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.
- Develop and implement listening sessions, workshops, additional training options, and other educational opportunities to cultivate an inclusive work community.
- Community and partnerships
- Engage lower-income communities and underrepresented groups to assess unaddressed community needs.
- 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.

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:

Implementation of Equitable Recruitment Best Practices Guide:

Our individual social, economic, and cultural identities shape and influence our experiences and perspectives. These diverse backgrounds and perspectives at NYCEM strengthen our agency and help us to better serve New Yorkers. As NYCEM expands the number of agency full-time staff, it is important that hiring managers are cognizant of how diversity at all levels can benefit the agency and how their own biases impact recruitment.

The Equity and Diversity Council's Recruitment Committee created an Equitable Recruitment Best Practices Guide to share best practices that hiring managers should be mindful of while going through the recruitment process. This document is meant to serve as a reference tool and starting point. As hiring managers conduct the hiring process, the Equity and Diversity Council will serve as a resource to assist with questions related to the recruitment recommendations outlined by the Equity and Diversity Council.



Additional Initiatives, Programs, or Comments:

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:

Groups are in the initial phase of development, expected to kick off in FY2022

☐ 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. Retention programs
 2. Creation of a staff wellness committee to roll out proposed new initiatives

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

New initiatives for FY 2022 include: increasing transparency for promotions and professional development opportunities, including hosting information sessions for employees to understand NYCEM's HR practices and promotion policies.

Continuously assess and improve morale through greater opportunities for staff to share open and honest feedback on diversity, equity, and inclusion (including surveys, an anonymous mailbox for staff to share concerns and feedback, continued engagement of staff via the agency's Equity and Diversity Council including encouraging staff to join as a Council member or volunteer to help a Council committee achieve a particular goal.

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 (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.
- ☒ Expand language services for the public.

Describe specific actions designed to enhance equity:

Expanding the Notify NYC program to incorporate more messages in additional languages to enhance our language access goals;

Furthering the agency's outreach and participation with MWBEs;

Revisioning the emergency planning process to acknowledge and incorporate the unique needs of individual communities and underserved populations in the City's emergency plans.

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 FY 2021, we formalized a recruitment strategy aimed at increasing the diversity of the applicant pools for new position postings and helping to meet the agency's goal of attaining a workforce that is representative of the city we serve. This includes engaging with women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking, and recruiting events, and participating in events hosted by various organizations supportive of diverse communities, including disability advocacy groups and veterans.



In addition to analyzing self-reported demographic data of applicants, we are analyzing demographics of candidates asked to participate in interviews to determine how to best update our hiring practices to ensure that equity, diversity, and inclusion are prioritized by hiring managers.

The agency is creating a veteran internship pathway to increase outreach/recruitment efforts to veterans with outreach to existing VA organizations.



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. Colleges, including those serving typically underrepresented groups	<p>1. We have hired staff following recruitment via colleges, but will be focusing on expanding our outreach to engage with women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking and recruiting events. We expect this effort to increase the size and diversity of our applicant pools. In FY 2022 the agency will identify opportunities to work more closely with colleges serving underrepresented groups to identify specific programs and professors with expertise relevant to open positions to further reach underrepresented groups.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>
2. Emergency Management professional organizations (IAEM, etc.)	<p>Recruiting with emergency management organizations can expand the applicant pool by recruiting applicants with emergency management knowledge and skillsets from a broader geographic range, including international applicants associated with the International Association of Emergency Managers.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>
3. Email distribution lists (including City agency and university partners)	<p>The NYCEM Human Resources Department maintains a distribution list with includes City agency partners, emergency management contacts at a variety of organizations, and recruitment professionals.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>



4. LinkedIn/social media/ professional networks	<p>NYCEM will expand recruiting efforts via professional and social networks including LinkedIn to reach a larger audience of potential applicants. We expect to reach a broader and more diverse group of potential employees through these channels that may lead to more diverse applicant pools.</p> <p><input type="checkbox"/> Previous hires from this source</p>
5. Veterans' organizations	<p>Through an initiative supported by the NYCEM Innovation Team, the agency will work with veterans' organizations to recruit more veterans and ultimately increase the diversity of the agency's applicant pools.</p> <p><input type="checkbox"/> Previous hires from this source</p>

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	1	1 W	M 1 F __ Non-Binary __ Other __ Unknown __
2. Public Service Corps	5	2B, 1H, 1W	M 2 F 3 Non-Binary __ Other __ Unknown __
3. Summer College Interns	1	1 A	M __ F 1 Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	1	1 W	M __ F 1 Non-Binary __ Other __ Unknown __



5. Other (specify): Solomon Fellows	7	2B, 1H, 2A, 2W	M 3 F 4 Non-Binary __ Other __ Unknown __
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* 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:

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.

NYCEM is actively involved in the City's 55-a program. Our 55-a Coordinator attends quarterly meetings, Diversity career fairs and openly promotes the 55-a program at recruiting events. When the agency promotes job vacancies and internship opportunities, the vacancies are always sent to the Mayor's Office for People with Disabilities (MOPD) to ensure that candidates with disabilities are applying for our open positions and learning about the work that NYCEM goes for the City each day. NYCEM plans on continuing this outreach and promoting the 55-a program throughout the agency and throughout the City.

2. ☒ 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.



3. 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 0 55-a participants.

There are 0 participants who have been in the program less than 2 years.

Last year, a total of 0 new applications for the program were received

And 0 participants left the program.

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 has attended career fairs hosted by MOPD and continues to promote the program, but the vast majority of our positions are non-competitive titles that are not eligible for the program.

☒ 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 2021 are:

1. Hire at least one (1) employee through the 55-a Program
 2. Attend more Diversity Career Fairs run by MOPD
 3. Continue to promote the 55-a Program throughout the agency
 4. Continue to Promote the 55-a Program through the City
- ☒ 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:



NYCEM will continue promoting open job vacancies throughout the City and encouraging employees to learn about the pathway to Civil Service positions. NYCEM also plans on encouraging employees to participate in career development opportunities. NYCEM's Equity & Diversity Council's new Recruitment and Retention Committees are developing proposals and will create and implement new efforts in FY 2022 to provide greater transparency and support for growth opportunities, and to prepare employees for promotional opportunities.

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:

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:

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	190	September 2021 – June 2022
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)	Classroom optional or N/A due to COVID-19 restrictions; employees encouraged to complete requirement via e-learning		
3. Sexual Harassment Prevention (e- learning)	All employees	190	September 2021 – June 2022
4. Sexual Harassment Prevention (classroom/live webinar)	All employees; Classroom optional or N/A due to COVID-19 restrictions; employees encouraged to complete requirement via e-learning		
5. lgbTq – Power of Inclusion (e- learning)	Managers, Supervisors, and Front-line employees All other employees	150	September 2021 – June 2022
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees	190	September 2021 – June 2022
7. Disability Etiquette	Front-line Employees, Managers, Supervisors	50	September 2021 – June 2022
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Front-line Employees, Managers, Supervisors	35	September 2021 – June 2022



9. Other (specify) Inclusive Leadership	Front-line Employees, Managers, Supervisors	35	September 2021 – June 2022
10. Other (specify) Listening Sessions	All employees	150	September 2021 – June 2022



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 : _____
☐ 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?

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. NYCEM 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 NYCEM All-Hands meetings to encourage employees to each 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 NYCEM 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 NYCEM.

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 NYCEM 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.

NYCEM 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; however, all FY2021 accommodation requests were issued a determination within seven days of form completion, so our goal is to remain far ahead of the 30 day requirement in resolving requests.

NYCEM 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 NYCEM 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 NYCEM Commissioner. The NYCEM 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.

For example, during FY2022 NYCEM will implement a new, streamlined process for employees to apply for a standing reasonable accommodation exempting them from mandatory in-office work on days of religious observance that overlap with emergencies requiring all-hands staffing.

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:

Transgender Restroom Access notices have been posted where required and are checked quarterly to ensure they remain visible where required.

NYCEM's Equity and Diversity Council will increase opportunities for education and dialogue around Transgender Inclusion by highlighting Transgender Awareness Days, months, and historical events in all-agency emails meant to educate staff and answer questions employees have around transgender inclusion.

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 : Eric Smalls, Chief Technology Officer

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:

The agency will review compliance with Sexual Harassment Prevention training quarterly for current employees, sending out increasing reminders as the cycle draws closer to its end date. Employees who remain non-compliant with one quarter remaining will receive personal notifications from their direct supervisors, followed by individual warning emails from the agency's Chief of Staff or First Deputy Commissioner to ensure staff complete this requirement.

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 EEPD or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPD or _____ [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPD, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2022 to include and implement EEPD 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 EEPD 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.

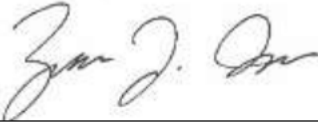


XI. Agency Head Signature

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

Zach Iscol

Print Name of Agency Head



Signature of Agency Head

6/14/2022

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	Nancy Silvestri		
2.	Agency Deputy EEO Officer	N/A		
3.	Agency Chief Diversity and Inclusion Officer	N/A		
4.	Agency Diversity & Inclusion Officer [if designated]	N/A		
5.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Eric Smalls		
6.	ADA Coordinator	Dennis Boyd		
7.	Disability Rights Coordinator	Dennis Boyd		
8.	Disability Services Facilitator	Brandon Hill		
9.	55-a Coordinator	Veronica Geager		
10.	Career Counselor(s)	Veronica Geager		
11.	Training Liaison(s)	Sarah Geydarov		
12.	EEO Counselor(s)	Karen Thomas		