



**Environmental
Protection**

DEPARTMENT OF ENVIRONMENTAL PROTECTION
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN TEMPLATE
FISCAL YEAR 2019

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

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DEP is uniquely responsible for enriching our environment and protecting the health of all New Yorkers by providing high quality drinking water, managing waste water and storm water, and reducing air, noise, and hazardous materials pollution. Our mission depends on our success in recruiting, developing and retaining diverse talent, and promoting an inclusive workplace in which all employees are valued and encouraged to strive for excellence. Our employees, current and prospective, are our greatest asset. By valuing each individual and our differences, we build high-performing, innovative and stronger teams that reflect the diversity of the City's population and the communities we serve.

As Agency Head, I will continue to partner with our Office of Equal Employment Opportunity (EEO) & Diversity to fulfill our mission by ensuring that our workplace is free from unlawful discrimination and harassment, and that our employment practices align with all applicable policies, directives, and mandates. We will also continue to develop and sustain strategic initiatives, such as an enhanced talent pipeline, increased opportunities for employee engagement and inclusion, greater access to opportunities for career building and development, and measures for succession planning and legacy building. DEP's EEO Officer/Assistant Commissioner for the Office of EEO & Diversity, Danielle Barrett, will serve as a resource for the entire DEP workforce regarding employment best practices and guidance, and her contact information will be made prominently available to all our employees. Ms. Barrett will also serve as a point of contact regarding any questions, inquiries, concerns or complaints regarding our EEO rights and responsibilities under the New York City EEO Policy and applicable law.

I expect DEP's Executive and Senior leaders, as well as all managers/supervisors and frontline staff, to foster a workplace culture built on equity, fairness, and respect for all. I will continue to partner with our Office of EEO & Diversity to disseminate timely and relevant messaging that underscores my commitment to EEO, diversity and inclusion, and my expectation that the entire DEP workforce will work towards manifesting this commitment.

This statement is the same as last year.

II. Recognition and Accomplishments

The agency's accomplishments in the past year in the area of EEO, Diversity and Inclusions are:

1. DEP has expanded its Diversity and Inclusion (D/I) program to include a greater array of cultural events, training, and other workforce engagement to explore opportunities for collaborating more closely with City agency and community-based partners. Through this enhanced collaboration, we have promoted more diverse and sustainable initiatives, as well as provided a platform for greater awareness around topics of national, regional and local importance, e.g. suicide prevention, mental health awareness and resources, and domestic violence prevention. These enhanced/new initiatives include monthly awareness emails to the workforce, communicating timely D/I information; quarterly newsletters spotlighting D/I in action, and opportunities for employee participation; and access to a broader curriculum of relevant training and education.
2. DEP has continued to streamline its EEO operations to ensure legal compliance and industry best practices by: i) conducting internal audits of its case tracking systems to ensure accurate and complete investigation, reasonable accommodation, and inquiry case files and records; ii) coordinating relevant training and education for EEO staff and practitioners; iii) designing templates, systems and operations for greater interdisciplinary and interoffice communication; and iv) conducting internal auditing and surveying to assess the effectiveness of EEO and D/I deliverables, to improve quality assurance and customer service.
3. DEP participated in the DCAS/MOPD 55-a Career Fair in June 2018 to establish a more diverse slate of qualified candidates for fourteen (14) positions. DEP representatives also received disability etiquette training and awareness prior to their participation in the Career Fair.
4. DEP continued to prioritize workforce engagement and development by supporting its various Affinity Groups. Recognizing that the global workforce is rapidly changing, DEP has continued to support its Emerging Leaders Network (“ELN”) and Quality of Work Life Program (“QWL”) to bring together employees from across DEP to participate in fun, professionally rewarding opportunities, build relationships with senior staff, and drive professional development and succession planning pipelines and strategies. DEP also continues to leverage these and other informal networks to directly engage senior agency staff and agency thought leaders on strategies for workforce engagement and sustainable programs.

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

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

Other: Mentorship Program, and vetting employee selection, salary increases and promotions.

**Please specify under "Additional Comments"*

The agency will continue to recognize employees, supervisors, managers, and units demonstrating superior accomplishment in EEO and D/I in FY 2019.

The agency will discontinue in FY 2019 the activities listed above.

Additional Comments:

DEP will continue its mentorship program, which was piloted in 2016, in consultation with the Office of EEO and Diversity. In the program's first year, more than 200 applications were submitted by prospective mentors and mentees. After a successful pilot in 2016, the Office of Organizational Development and Human Resources (OD&HR) deployed its formal Mentoring Program in October, 2017, consisting of 43 participants: 19 traditional mentoring pairs, and 2 project-based mentoring teams. Participants included employees at various levels of the agency, with diverse interests in engineering, budget and procurement, sustainability, environmental health and safety, and administration. Through survey and evaluation, mentees reported that they gained a variety of skills and competencies from participating in the Program. The mentorship program has been further expanded to include: i) greater interaction between mentees and senior staff; ii) increased awareness and guidance on navigating NYC civil service; iii) additional focus on career path planning; iv) presentation, communication, and other skills development; and v) cross-agency collaboration and networking.

III. Workforce Review and Analysis

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 2019, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS ESS (by email annually)
- Agency's intranet site
- Newsletters
- On-boarding
- Manager/supervisor observation, if employee refuses to self-ID

Employees have been informed that the self-ID form that the agency uses now includes:

- Two or More Races (Not Hispanic or Latino)**
- Hispanic** as an option based on ethnicity
- Asian** is now separate from **Native Hawaiian and Other/Pacific Islander**

Additional Comments: Currently, only new hires receive the information that they have the option to select from these demographic selections, but DEP plans to bring this information to the entire workforce via DEP's intranet, Human Resources' weekly newsletter, *Employee Engagement* and an email blast at the start of each fiscal year.

2. Describe plans to review the CEEDS workforce composition, utilization, new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting. Describe how your agency's EEO Officer, Personnel Officer and General Counsel work together to review demographic trends. Are these reports reviewed regularly with the Agency Head? How often?

DEP executive and senior staff work together to inform each other of relevant demographic and other trends. Reports are provided to the Commissioner on a quarterly basis, or more frequently, as needed.

- The agency conducts regular reviews of the dashboard sent to the EEO Officer by DCAS' Office of Citywide Equity and Inclusion (OCEI) to provide demographic data and trends. The review takes into account workforce composition by job title, job group, race/ethnicity and gender of all employees; new hires, promotions and separation data; and utilization analysis.

Reviewed with	Frequency
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other

General Counsel	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other <u>as needed</u>
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other
Other	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other Executive Deputy Commissioner/Chief Administrative Officer

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: Plans are underway to compile and assess relevant data regarding agency underutilization in various titles including: Environmental Police Officer, Sewage Treatment Worker, Watershed Maintainer and Construction Laborer, and to explore strategies for tackling this and other diversity and inclusion shortfalls.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2019

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

State below the central goals of your strategy for FY 2019 focused on enhancing diversity, equal employment opportunity, and the overall value of inclusion at your agency. Include initiatives identified under Managing Diversity Leadership Initiatives (MDLI) that your agency will implement in FY 2019.

1. Attract and hire highly qualified, diverse talent

Attracting the best talent is critical to meeting DEP’s current and future responsibilities. To ensure that we hire the best talent, we will work within the Civil Service system and with our City government partners to update title specifications and job descriptions where appropriate. Our objective is that our workforce reflects the knowledge, skills, and abilities to succeed in today’s competitive workplace and to drive DEP’s vital projects and initiatives.

In addition, we will enhance our recruitment and other outreach programs and initiatives to attract a highly qualified and diverse candidate pool. These efforts will include leveraging diverse recruitment sources from which to secure equally diverse candidate pools and talent acquisition. Internally, we will enhance training efforts to ensure that all our hiring managers and supervisors are competent in structured interviewing and preventing unconscious bias in the workplace. We will also conduct a systematic review of our hiring process, from staffing needs assessment through onboarding, to reduce hiring cycle times and improving the hiring experience on all levels. Further, we will provide career opportunities to communities or demographics that have been historically underrepresented.

DEP's geographically dispersed operations provide substantial opportunities for creative recruitment strategies that span a broad socio-economic spectrum. To enhance our talent pipeline and provide access to sustainable career paths, we will work with our city government partners to explore new entry-level employment opportunities by developing "in-training" positions and apprenticeship programs. These positions and programs will provide underrepresented populations access to City jobs while building the skills necessary to secure career advancement.

In addition, we will explore expanding our partnerships with organizations that provide green infrastructure maintenance skills training to members of targeted communities.

2. Value Ambassador Program

I. Overview:

The Value Ambassador program will highlight DEP's values and demonstrate how DEP staff embody those values over the course of 9 months. Each month, *Weekly Pipeline* will highlight one value with a special Commissioner's Corner highlighting the value a special guest Deputy Commissioner will author for their article. The Commissioner's Corner will be accompanied by a request for staff to nominate a fellow employee that demonstrates this value. On the fourth week of every month, *Weekly Pipeline* will highlight the chosen Ambassador with a focus on the field.

In January 2019, this program highlighted diversity as a core value, and the *Weekly Pipeline* featured an article from the Assistant Commissioner, Office of EEO & Diversity, correlating diversity and inclusion to organizational excellence.

II. Nomination Process:

1. *Weekly Pipeline* will include a general call for nominations from all employees.
 - a. Each nomination will include the name of the nominee and a 3 – 5 sentence description of how and why they embody the value.
 - b. The nomination period will be open for 10 days.
2. In order to ensure a robust pool of nominees, bureau/unit heads are also expected to provide a nominee each month.
 - a. Each DC/Unit Head overseeing more than 100 people must submit at least one nominee each month.
 - b. DC/Unit Heads with fewer than 100 people may submit whenever they have a nominee.
3. Nominees will be vetted for disciplinary actions.
4. I will select an Ambassador from the list of nominees.

III. Ambassador Recognition:

1. Ambassadors will be highlighted in *Weekly Pipeline* each month.
2. The Ambassadors will be displayed on DEP TV.

3. All (8) Ambassadors will be recognized at a breakfast with the Commissioner and other executive staff in July 2019.

3. *Crucial Conversations Series*

The Office of EEO & Diversity will host a series of panel discussions or similar events under the general heading of *Crucial Conversations*, geared toward further advancing DEP's D/I objectives. The topics or themes for exploration through these panel discussions or events include: workforce strategies in a post-#MeToo society, men as allies in the workplace, workplace conversations amid immediate gender underutilization or other diversity concerns, and other proactive D/I strategic planning.

1. Workforce:

Objective(s): Define steps that will be taken to build an inclusive and sustainable pipeline for your agency across all levels.

- The Office of EEO & Diversity will continue to work with OD&HR and agency managers to ensure that the interview processes for hiring and promotion are EEO compliant and consistent with D/I best practices, as well as appropriately considers underutilization and other relevant demographic data. Using the CEEDS underutilization report, DEP will continue to strive for increasingly diverse applicant pools and talent acquisition. These offices will also continue to provide managers/supervisors and relevant agency personnel with the appropriate leadership competencies, across all facets of their tasks and responsibilities including, but not limited to training in structured interviewing, unconscious bias, reasonable accommodation, conflict resolution strategies, and cross-cultural awareness and etiquette.
- DEP issued its 2018 Strategic Plan, *Enriching Our Legacy*, reflecting our critical mission of enriching the environment and protecting the public health for all New Yorkers. We will do this by providing high quality drinking water, managing wastewater and storm-water, and reducing air, noise, and hazardous materials pollution. We also identified the following eight core values that underscore the essence of how we will continue to do business: 1) safety; 2) integrity; 3) service; 4) support; 5) diversity; 6) transparency; 7) sustainability; and 8) innovation.

2. Workplace:

Objective(s): Define steps that will be taken to create an inclusive work environment that values differences, and to maintain focus on retaining talent across all levels.

- The Office of EEO & Diversity engages DEP senior and bureau-level staff in identifying specific areas for training delivery and support.
- Additionally, DEP has established two training courses, Managing for Excellence (MFE) and Supervision in Action (SIA): Mastering the Basics, for supervisors and managers. These courses are geared towards reinforcing fundamental management strategies and techniques that will help motivate and inspire, create accountability, and improve morale across the agency. Each course also includes an EEO and D/I module, underscoring the value of these topics to overall leadership competencies.

Managing for Excellence (MFE)

Essential goals of the MFE Program are:

- To focus new managers, and to refocus seasoned managers, on fundamental management skills to increase productivity, improve performance and engage our workforce to greater heights.
- To capitalize on the diversity of our managers by creating this opportunity to share, commiserate, strategize and bond so there are stronger ties across the enterprise. Much can be gained by appreciating different, and also same perspectives on management tools and approaches that work - or don't.
- To give each of our managers some much deserved and desired space to take a deep breath, to contemplate some next steps, to recharge their management batteries and to have some fun.
- To level the playing field by placing the same tools in everybody's tool box-meaning management tools. These are the ones Executives and Sr. Staff endorsed as necessary to drive our values and culture in a positive direction.
- To respond to feedback from our OHI Survey in July 2012 and our recent 42 sessions with over 3,000 employees. The feedback suggested we needed more accountability, greater engagement and better morale.
- To create more trust among our managers. We told you in our first annual Managerial Professional Development Day that we were investing in you, our managers, and this is only the beginning. We know we need to build greater trust as we go forward by supporting you on the other side of this initial investment.

Supervision in Action (SIA): Mastering the Basics

Provides supervisory skills that will help hone leadership abilities in a 3-day Blended Learning program. Introducing proven supervisory techniques through pre-class online modules, instructor led classroom course work and real-life case study group discussions and activities.

3. Community:

- The Office of EEO & Diversity will incorporate Disability Etiquette training into its training curriculum and recommend this training as a core competency for DEP's public-facing staff. Our objective is to provide our workforce with the relevant

competencies to identify barriers to access and inclusive strategies for better serving people with disabilities, including the public.

- DEP and its Bureau of Police & Security's elite Honor Guards were among the thousands who participated in the NYC Veterans Day Parade that took place on November 11, 2018. This was DEP's first time participating in the Veterans Day Parade. The parade, which covered a 1.2 mile route, featured representation from the Army, Marines, Navy, Air Force, and Coast Guard, and boasted more than 300 marching elements and an estimated 20,000 – 30,000 participants from across the country.
- DEP remains committed to ensuring that EEO & D/I posters and signage are posted conspicuously throughout our facilities, including spaces accessible to the public. We manage and maintain spot checks to stay within compliance.
- DEP's Disability Service Facilitator will continue to be the primary contact for persons with disabilities requesting auxiliary aids and services. Some examples of these services include readers, note takers, sign language interpreters, assistive listening systems and devices, open and closed captioning, text telephones (TTYs), videophones, large print, Braille, audible or electronic formats, real-time captioning (CART), or video remote interpreting (VRI).
- The Office of EEO & Diversity has established appropriate messaging to be included in all agency-sponsored events to apprise employees of their right to request a reasonable accommodation to attend or participate in the event. This office will also continue to work closely with Public Affairs and the Bureau of Customer Services to ensure that the public is also aware of the right to request a reasonable accommodation to access or utilize publicly offered services and events.
- With respect to applicable laws concerning language access, language translation and website accessibility, DEP has already ensured conformity with translation and continues to work with DOITT to maintain compliance with applicable mandates. DEP's Disability Service Facilitator (DSF) is in direct communication with DEP's Human Resources, Public Information, Legal and other offices and units, and each is aware that the DSF's contact information must appear on all DEP sponsored event notices.
- The DEP's DSF, along with the EEO Officer, will continue to assess public programs for NYC constituents and will continue to develop initiatives to enhance access to these programs for people with disabilities. These initiatives include expanding Sign Language access to DEP customers, ensuring sidewalk cuts in front of DEP office buildings, and collaboration with relevant offices to ensure accessibility to public hearings and public events, and to eliminate physical and service barriers.

2. Describe the new and continuing initiatives devoted to innovative enhancement and expansion of the three strategic pillars of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, & COMMUNITY.**

A. WORKFORCE:

NOTE: Please address the specific recruitment, selection and promotion strategies, sources and procedures in Sections V and VI.

The agency will address underutilization in FY 2019 by:

- Enhancing internal and external applicant pools to address the underutilization.
- Using the quarterly workforce dashboard and identifying specific job groups where underutilization exists to guide recruitment efforts.

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

- Job analysis and skills audit.
- Conduct workforce planning and forecasting.
 - Use the DCAS Retirement Predictor Tools 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.
 - Ensure that there will be a diverse applicant pool for the anticipated vacancies.
 - Encourage agency employees to take promotional civil service examinations by:
 - Sending e-mails with schedule of exams
 - Providing link to specific DCAS exams
 - Posting schedules and exam announcements at the agency intranet
 - Other (specify): _____
- Institute coaching, mentoring and cross training programs.
- Identify best practices to retain mature employees.
- Implement initiatives to improve the development and training of underrepresented employees.

Additional Initiatives, Programs, or Comments: Career ladder/career counseling.

B. 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.

- In FY 2018, 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)
 - Citywide Onboarding survey
 - Citywide Exit Survey for Non-Represented Employees
 - Exit interview or surveys developed by the agency
- The agency will adopt in FY 2019 the following initiatives based on the analysis of the results of the survey(s):

1. Employee Recognition Day:

On October 10, 2018, DEP held its annual Employee Recognition Day Brunch ceremony at DC 37 Headquarters where 509 employees were recognized:

- Perfect Attendance:
 - 216 non-managerial employees
 - 37 managers
- Perfect Attendance and Years of Service:
 - 24 employees

A total of 738 employees, at all levels, were invited to this event.

2. Always Creating Excellence (A.C.E) Awards:

The Agency’s appreciation program, Always Creating Excellence (A.C.E.) was implemented in January 2016. A.C.E. ceremonies are held on a quarterly basis and includes a wide variety of recognition categories: Leadership, Environmental Health & Safety, Customer Services, Innovation (Early Careers, Technology, Sustainability and Operations, Administration and Support, Engineering), and the Commissioner’s Award.

Over the last two quarters, one hundred and thirty-seven (137) employees were recognized for various awards:

1 st Quarter	
Commissioner’s Award	8 employees
Sustainability & Operations Award	15 employees
Customer Service Award	13 employees
Administration & Support Award	1 employee

Environmental Health & Safety Award	7 employees
2 nd Quarter	
Commissioner's Award	12 employees
Sustainability & Operations Award	35 employees
Customer Service Award	41 employees
Leadership Award	1 employee
Technology Achievement Award	1 employee
Early Career Award	1 employee
Environmental Health & Safety Award	2 employees

After its first year, the program added an enhancement: allowing employees to directly nominate peers and other colleagues for appreciation; and allowing nominators to participate in the recognition ceremony by presenting the reason(s) why they chose to nominate the employee. All awardees are presented with certificates by the Commissioner, photos are taken and a raffle is held where the winners of the draw win tours of Agency sites, and a write-up of the event is placed in a special edition of DEP's internal weekly newsletter.

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

In FY 2019, the agency will:

- Continue or plan to promote diversity and EEO community outreach and government services, or participation with minority and women owned business enterprises (MWBES).
- Use a customer satisfaction survey.
- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

Additional Initiatives, Programs or Comments:

V. Recruitment

A. Recruitment Efforts

Recruitment Efforts:

DEP remains committed to promoting and encouraging consistency and fairness in our employment practices. DEP's managers and supervisors are charged with promoting diversity and encouraging inclusion in all aspects of our business. The Offices of EEO and Diversity and OD&HR are included in the hiring and promotion process to ensure equity and fairness, and compliance with applicable City and DEP policies and procedures. This minimizes the potential for discrimination claims and ensures the selection of the best and brightest our City, and its diverse population, has to offer.

On a weekly basis, DEP continues to publish job vacancy notices and updates for all employees. In addition, DEP made improvements to its Career Opportunities webpage by posting all open DEP jobs with direct links to job vacancy notices. The DEP Career Opportunities webpage, which previously did not list the Agency's job openings, redirects visitors to the generic NYC.gov/careers page. The enhanced page now provides instructions on how non-City employees and current City employees can apply for jobs; and has links to the OASYS portal for Civil Service test registration, as well as DEP's Internship Program. The page now has clickable links that direct users to the JVN's for each unique position. This removes extraneous steps and enables interested candidates to immediately apply upon reviewing the job specifications. This page was also enhanced to work well on tablets and mobile devices.

We regularly post updates on our Agency's LinkedIn page notifying followers of our new openings and have used Facebook and Twitter to advertise select positions. Since we re-activated our LinkedIn presence, we have posted 42 updates about new job openings, DEP's summer internship program, civil service exam registrations, and career fairs. These 42 updates have resulted in over 3,700 clicks to recruitment materials on DEP's webpage. As of September 2018, the NYC DEP LinkedIn Page has 6,799 followers, an increase of 20% from September of 2017.

DEP reviews the Workforce Dashboard/CEEDS data to assess areas of underutilization. In consultation with bureau management and the Diversity Task Force, specific titles and geographic areas are identified to target specific recruitment sources as well as ensure testing information is aggressively advertised. All employees are alerted to Agency specific vacancy notices and are encouraged to apply. Internal and external applicants are granted interviews provided they meet the established experience and qualifications necessary for the position.

Upon reviewing the Apprentice Construction Laborer (ACL) title and evaluating the effectiveness of our recruitment approach, it was determined that we needed to cast a wider net to broaden and diversify our candidate pool. Consistent with this, in 2016, DEP expanded its outreach. One of the additions to our list of recruitment sources resulted in the hiring five candidates from this source.

DEP's Green Infrastructure (GI) Program, strongly supported by City Hall, promotes the employment of individuals from local communities, typically underrepresented communities that may not have had city employment opportunities or knowledge of the civil service environment. Positions are entry level, with opportunities for advancement, resulting in much greater demographic diversity of our workforce as well as providing economic advancement.

The GI Program has greatly expanded over the past few years and will continue to provide additional job opportunities. DEP's Green Infrastructure Bioswales (Rain Garden) initiative, has provided many job opportunities to Seasonal City Park Workers to maintain these Bioswales throughout the boroughs (75 vacancies were posted in January 2018.) DEP plans to do this on an ongoing basis as we expect an increase in vacancies as additional Bioswales are built over the next five years.

In FY'19, DEP will increase outreach efforts to the Mayor's Office for People with Disabilities (MOPD) and ACCESS VR. The Disability Rights Coordinator/Disability Services Facilitator will collaborate with Organizational Development/Human Resources to actively promote vacancy announcements to this community and participate at designated career fairs and hiring pools. DEP participated in two 55A career fairs in FY 18 hosted by DCAS in conjunction with MOPD. Currently both MOPD and ACCESS utilize the DEP webpage and NYC.gov/careers page. In FY'19 DEP plans to partner with NYS Promise to provide their high school and college students with internships over the summer.

We have also posted intern positions on the DEP website for Fall and Spring Semester internships. On September 24, 2018, DEP emailed a listing of 172 available positions within the Agency to all employees.

In FY'19, DEP will continue to email 18 upstate and 40 downstate potential recruitment partners to increase and diversify our candidate pool for selected positions as they become available. A similar recruitment email will be sent to 25-student engineering/science affinity groups at nearby universities highlighting DEP's internship and employment opportunities. At the beginning of the Fall recruitment season, we will send an email blast to selected organizations, identifying our agency. Subsequent email blasts will highlight targeted positions. DEP also plans to include choice employees (subject matter experts) in our recruitment strategy. These employees will attend career fairs/events to further cement our brand to reach a broader scope of candidates by providing knowledge and understanding of the Agency's operations and positions.

DEP also increased its outreach to targeted community programs and technical universities to widen the candidate pool for our summer internship program. This effort included partnerships with HSBUs, NYC College of Technology National Science Foundation STEM Educational Program, the newly established SUNY Albany School of Engineering, the NYC SYED, Ladders for Leaders, and Summer Youth Employment Program. This effort resulted in the creation of positions for 40 students.

For those vacancies that require special skills and abilities that are deemed 'hard to recruit' the Agency will continue to forward posting notices and job ads to national professional organizations. DEP will continue to widen its candidate pool by advertising and partnering with organizations such as NYWEA (NY Water Environment Association), AWWA (American Water Works Association), and WEF (Water Environment Federation).

These initiatives will continue during this current fiscal year.

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 2019:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Direct 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 careers.
- Assess agency job postings to ensure appropriate diversity, inclusion, and equal opportunity employer messaging.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov, (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov.
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - structured interviewing training
 - unconscious bias training
- Use the NYCAPS eHire Applicant Interview Log to determine whether recruitment efforts and recruitment sources yield a diverse pool of qualified candidates.
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

1. College Career Fairs – Encourage current and recent students to consider City government as choice employers. Expose students to the civil service process. Increase college applicants.
2. Community Job Fairs – Educate the community on career choices at DEP and job opportunities. Increase community awareness.
3. Veterans Job Fairs – Encourage and actively seek veterans to apply and be considered for applicable positions. Increase awareness and applicants.
4. CUNY LEADS for the Disabled – Engage the disabled community as well as educate staff on benefits the disabled community provides.
5. Specialized Recruitment Events – Highlight green jobs, entry level, and EPO positions. Increase awareness and applicants.

B. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2018 and their demographic profiles. Indicate your plans to provide internship/fellowship opportunities in FY 2019.

The agency provided the following internship opportunities in FY 2018:

Type of Internship\Fellowship	Total	Race/Ethnicity [#s]	Gender [#s]
1. Urban Fellows			Male: ___ Female: ___
2. Public Service Corps			Male: ___ Female: ___
3. Summer College Interns		43 Asian 16 Black 13 Hispanic 45 White	Male: 26; Female: 17 Male: 9; Female: 7 Male: 3; Female: 10 Male: 20; Female: 25
4. Summer Graduate Interns			Male: ___ Female: ___
5. Other (specify):			Male: ___ Female: ___

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 2019.

Additional Comments:
 Of these, 32 rolled over to paid positions as follows: 25 became College Aides (10 Asian Male, 4 Asian Female, 1 Black Male, 1 Black Female, 3 White Male, 3 White Female, 1 Hispanic Male, 2 Hispanic Female); and 7 became City Seasonal Aides (2 Asian Male, 1 Black Female, 1 Black Male, 1 Hispanic Female, 1 Hispanic Male, 1 White Female). In addition, DEP recruited approximately 40 students from Ladders for Leaders, Summer Youth Employment Program and NYC College of Technology National Science Foundation STEM Educational Program in fields such as engineering, information technology, and sustainability. Of those, DEP retained 3 for paid positions, 2 part time (1 Black Female, 1 Hispanic Male) and 1 full-time (1 Hispanic Male).

Additionally, our interns are also placed in the following areas: Legal, Customer Service Outreach, Labor Relations, Human Resources, EEO, Environmental Health & Safety, and Public Affairs.

For FY'19, we will continue to strive for excellence in recruiting a diverse group of interns to develop a pipeline of future talent. Our internship program has grown to include transformation tours, seminars, brown bags and information sessions with our emerging leaders and young professionals. Interns are afforded the opportunity to interact with our Executive staff and seasoned professionals who serve as mentors and provide sound professional guidance and experience. At the conclusion of our summer internship program, a closing ceremony is held to congratulate students on the completion of the program with a breakfast, distribution of certificates and a parting gift. A yearbook is created to commemorate the summer activities and friendships forged. An internship fair (open to all employees) is held to showcase what students learned during the summer. DEP's Summer Internship Program will continue to be a core strategy for attracting diverse talent for future employment opportunities.

In FY'19 we are planning to expand our Technical Internship Program. These interns will shadow our trades' employees such as Sewage Treatment Workers, Watershed Maintainers and Air Pollution Inspectors. This internship targets high school graduates who are looking for a career path after high school that does not require immediate college attendance. In FY'18 DEP began our pilot program with 10 interns (1 Black Female, 6 Black Male, 3 Male White) for the title of Water Use Inspector with the Bureau of Customer Services. In addition, we plan to re-establish our partnership with DCAS to participate in the Public Service Corps Internship Program.

C. 55-a Program

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. Indicate the goals of your 55-a Program Coordinator for FY 2019. 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 2019. Currently, there are 38 55-a participants. There are 2 participants who have been in the program less than 2 years. Last year, a total of 2 new applications for the program were received and 1 participants left the program due to retirement.

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

- a) the severity of the candidate's physical and/or mental disability;
- b) the candidate's previous and/or current encounter with significant barriers to finding employment due to the disability;

c) The candidate's encounter of obstacles that can prevent him/her from taking civil service examinations due to the disability.

Based on the June 7, 2016 -55-a memorandum, issued by DCAS, the agency will carefully evaluate each request by longtime provisional employees for designation under § 55-a to serve non-competitively in a competitive title position to ensure that the request is not made solely to avoid the consequences of CSL § 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 2019 are:

1. The 55-A coordinator will identify a contact person within the Mayor's Office for People with Disabilities to discuss the recruitment of persons with disabilities for employment within the Department of Environmental Protection. The 55-A coordinator will identify specific titles for these recruitment efforts. In light of DCAS policy guidance that decisions on admission to the 55-a program should take into account the following three criteria: a) the severity of the candidate's physical and/or mental disability; b) that the candidate previously and/or currently encountered significant barriers to finding employment that were due to the disability; and c) that the candidate faces obstacles or is prevented from taking civil service examination due to disability.
2. The 55-a coordinator will meet with the Director of Recruitment to discuss internship, co-op and work-study programs to attract 55-A program applicants and will also request guidance from DCAS.
3. The 55-a coordinator will take part in DEP's HR job fairs targeting the recruitment of person with disabilities.
4. DEP will provide reasonable accommodations for each applicant as warranted, equal employment opportunity and equal benefits and privileges of employment.

Additional Goals, Initiatives, and Comments:

On June 14, 2018, DEP participated in the DCAS/MOPD 55-a Career Fair to fill the below (14) positions. The (2) DEP representatives received disability etiquette prior to the career fair.

Bureau	Job ID#	Business Title	C/S Title	Date	Location
BUD	291641	Budget Analyst	Principal Administrative Associate I	6.29.17 - Until Filled	Lefrak
BUD	291663	Budget Analyst	Staff Analyst I	6.29.17 - Until Filled	Lefrak
EC	305424	Civil Engineering Intern	Civil Engineering Intern	8.14.17 - Until Filled	Lefrak
OGI	305863	Contract and Budget Analyst	Bookkeeper II	9.27.17 - Until Filled	Lefrak
FDC/EXE	308771	Assistant Procurement Liaison	Community Associate	10.10.17 - Until Filled	Lefrak

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WSO	318326	Community Coordinator	Community Coordinator	1/1/18 - Until Filled	Brooklyn
OGI	329641	Civil Engineering Intern	Civil Engineering Intern	2/14/18 - Until Filled	Lefrak
OGI	333042	Contract and Budget Analyst	Staff Analyst Trainee	2/14/18 - Until Filled	Lefrak
WT	334158	Clerical Associate III	Clerical Associate III	2/26/18 - Until Filled	Lefrak
ACCO	334117	Buyer	Community Coordinator	3/1/18 - Until Filled	Lefrak
HD&C	339901	Human Resources Specialist	Principal Administrative Associate II	4/25/18 - Until Filled	Lefrak
WSO	340459	Health & Safety Specialist	Associate Public Health Sanitarian I	4/3/18 - Until Filled	Lefrak
WSO	343725	Civil Engineer I	Civil Engineer I	5/7/18 - Until Filled	Lefrak
WT	343722	Associate Public Health Sanitarian I	Associate Public Health Sanitarian I	6/7/18 - 5/20/19	Lefrak

In the last fiscal year, 37 individuals were retained and appointed as 55-a employees.

On July 15, 2018, DEP’s Office of EEO & Diversity and other employees continued DEP tradition by participating in the annual NYC Disability Pride Parade, underscoring DEP’s commitment to diversity and inclusion with people with disabilities. The parade served to celebrate and empower people with disabilities, as well as bring greater awareness to the needs of this community. The event also featured DEP Water On-the-Go stations to help participants stay hydrated.

VI. Selection (Hiring and Promotion)

1. For FY 2019, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties for your career counselor specific to advising employees of opportunities for promotion as well as overall career development.

In FY 2019, 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.
- Inform employees on promotional and transfer opportunities.
- Arrange 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 filing for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Continue to facilitate the use of training to improve skills and access to career opportunities of all employees in its Leadership Program and via referrals to DCAS.
- Assist employees and Job Training Program participants (if applicable) assess and develop career paths.
- Provide resources and support for:
 - Targeted job searches
 - Development job search strategies
 - Resume preparation
 - Review of effective interview techniques
 - Review of techniques to promote career growth and deal with change
 - Internship exploration

Additional Initiatives and Comments:

2. What are your current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions?

In FY 2019, the agency will do the following:

- Review and develop a protocol for in-title promotions and salary increases.
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Assess the criteria for selecting persons for mid-level to high level positions.
- Publicly post announcements for all senior staff 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 in identifying diverse pools of talent and additional networks for finding qualified candidates.
- Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- If adverse impact is discovered, the agency head will determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- Compare the demographics of current employees to the placements.
- Revise the promotion request form to include the various reasons why a promotion may be necessary.
- Review the demographics race\ethnicity and gender for those who received the promotion\salary raises.
- Submit the resumes for the second- and third-choices for the position.
- Review the demographics of the senior leadership regularly (by Agency Head).
- Review on a quarterly basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

Additional Comments:

3. For FY 2019, indicate how your agency will review the methods by which candidates are selected for new hiring and promotion. Identify the steps that are taken to ensure that selection process is objective and job related. For instance, have you explored/implemented structured interviewing and/or training, panel interviews, etc.?

During FY 2019, the agency will do the following:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations for possible barriers that have a negative impact on minority employees and applicants.
- Use a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- Develop specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- Establish written objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.
- Use a diverse panel of interviewers to conduct the interview.
- Have the EEO Officer review the interview questions.
- Have the EEO Officer sit in on interviews, where possible.
- Use the NYCAPS eHire applicant tracking system for external and internal applicants.
- Make adjustments to agency outreach and recruitment efforts where necessary.
- 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:

Attracting the best talent is critical to meeting our current and future responsibilities. To ensure that we hire the best talent, we will:

- Continue to conduct job analysis and skills audit.
- Continue to conduct workforce planning and forecasting.
- Use the DCAS Retirement Predictor Tools 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.

- Work to ensure that there will be a diverse applicant pool for the anticipated vacancies.
- Encourage agency employees to take promotional civil service examinations by:
 - ✓ Sending emails with schedule of exams;
 - ✓ Providing link to specific DCAS exams; and
 - ✓ Posting schedules and exam announcements at the agency intranet.
- DEP's coaching, counseling, mentoring and cross training programs.

In addition, we will enhance our recruitment and other outreach programs and initiatives to attract a highly qualified and diverse candidate pool. These efforts will include leveraging diverse recruitment sources from which to secure equally diverse candidate pools. Internally, we will enhance training efforts to ensure that all our hiring managers and supervisors are competent in structured interviewing and interrupting unconscious bias in the workplace. We will also conduct a systematic review of our hiring process, from staffing needs assessment through onboarding, to reduce hiring cycle times and improve the hiring experience on all levels.

We will provide career opportunities to communities or demographics that have been historically underrepresented.

DEP's geographically dispersed operations and job tasks provide substantial opportunities for creative recruitment strategies that span a broad socio-economic spectrum. To enhance our talent pipeline and provide access to sustainable career paths, we will work with our city government partners to explore new entry-level employment opportunities by developing "in-training" positions and apprenticeship programs. These positions and programs will provide underrepresented populations access to City jobs while they build the skills necessary to secure better-paying jobs in the future, both within and outside DEP.

In addition, we will explore expanding our partnerships with organizations that provide green infrastructure maintenance skills training to members of targeted communities.

4. For FY 2019, what steps will your agency take to review the positions filled through a civil service list?

- A. Detail planned actions specific to review of title specification, job description, interview procedures, and selection procedures.
- Reach out to DCAS' Classification at 212-386-0344 to ensure that the job description and specification is current.
 - Review and develop specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination.
 - Use 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.

- Identify at least two or three people to conduct the interview.
- B. Discuss your current protocol for use of the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.
 - The agency does not use the NYCAPS Applicant Interview Log Report.
 - The agency will schedule orientation with NYCAPS Central.
 - The agency will use the Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
- C. 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 conduct the interview.
- D. When identifying groups of subject matter experts to assist the DCAS test development team, please describe efforts that will be taken to select a diverse and inclusive group of individuals.
 - The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
 - The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
 - The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

Additional Comments:

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

In FY 2019, the agency EEO Officer will do the following:

PRE-SELECTION:

- Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.
- Actively monitor agency job postings.

- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Provide feedback to the hiring manager after the EEO Officer's assessment.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Other: Review and vet structured interview panel questions

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.
- Review hiring package for review and approval.
- Other: _____

Additional Comments:

6. During periods of layoffs, terminations and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race and age? It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the agency 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 2019.
- The agency will analyze the impact of layoffs or terminations on racial, gender and age groups.
- 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. Front-Line Staff, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Structured Interviewing and Unconscious Bias (classroom)	Managers and Supervisors	2,100	2/7,3/12 and 4/10
2. Everybody Matters (D&I) (classroom)	Managers and Supervisors	2,100	2/15
3. Everybody Matters (D&I) (e-learning)	Open	4,000	TBD
4. EEO (e-learning)	TBD		
5. EEO (classroom)	New Hires and In-service members	6,100	Ongoing/ Semi-annually
6. Other – Reasonable Accommodation	Pilot to managers and bureau administrators	TBD	TBD

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.

- 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 grants or denies request 30 days after submission or as soon as possible.

- The agency head or designee¹ must review and grant or deny the appeal fifteen (15) days after submission of appeal.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation Tracking System and update the information as they occur.
- The agency analyzes the reasonable accommodation data made at the agency.

Describe procedures and speed of resolution. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

The agency will provide reasonable accommodations to persons with disabilities, for religious observations and practices, and for victims of domestic violence, sex offenses or stalking, and pregnancy, childbirth and related medical conditions, unless providing such accommodations will create an undue hardship. The agency's Disability Rights Coordinator, receives all requests for reasonable accommodations and in consultation with the EEO Officer, communicates directly with the particular manager, supervisor and bureau administrator regarding each request. If the individual manager or supervisor is unable to accommodate the individual, the Disability Rights Coordinator consults with Human Resources, Chief Administrative Officer and Bureau Administrators to determine whether there are available vacant positions for which the individual is qualified. During this process, the Disability Rights Coordinator is in constant communication with the applicant as part of the interactive process. Usually if the agency is unable to provide the accommodation the applicant requests, the Disability Rights Coordinator in conjunction with the manager is able to find another reasonable alternative accommodation.

I review any appeals of denials of reasonable accommodation requests and will render a decision on appeals within 15 days of receipt of any such appeals.

The agency will continue to analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals.

¹ EEO Officer and General Counsel should **NOT** be appointed as agency head designee. Note conflict of interest, i.e., that in the case of an external challenge to the denial of a reasonable accommodation, the agency's GC would be tasked with defending the agency against a decision in which that office was a decision maker on appeal. Refer to the revised Guidelines indicating that neither the EEO Officer nor GC may serve as the agency head's designee found at:

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

The agency will also ensure the confidentiality of medical records submitted with reasonable accommodation requests. Such information must be collected and maintained on separate forms, and in separate medical files, apart from other personnel data. Managers and supervisors may be informed of an employee's necessary work restrictions and any accommodations required.

DEP will continue to maintain a record of all reasonable accommodation requests and provide information requested by Citywide Diversity and EEO.

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, the 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 front-line supervisors, managers and employees will be re-trained during FY 2019. All managers\supervisors will be trained by March 7, 2019. All front-line employees will be trained by March 7, 2020.

Training Topic	Type of Audience	Target Number of Participants	Targeted Dates
lgbTq – Power of Inclusion (classroom)	Supervisors	2,100	3/7/17
	Front Line Staff	3,849	3/7/18
lgbTq – Power of Inclusion (e-learning)	Supervisors		
	Front Line Staff		

- 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: DEP is committed to confirming that the Transgender Restroom Access notices are posted where required and conducts periodic walk-throughs to ensure compliance.

B. Executive Order 21: Prohibition on Inquiry regarding Job Applicant's Pay History

The agency will review its practices (including application and interview forms) with regards to prohibition on inquiry regarding pay history. All personnel involved in job interviews will be required to go through Structured Interview Training.

Additional Comments: Human Resources and hiring managers have been trained of the prohibition on inquiry regarding pay history. The Office of EEO & Diversity also reviews all structured interview questions to ensure that questions are aligned to this standard as well as established diversity and inclusion principles.

C. Local Law 92: Annual Sexual Harassment Prevention training

The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date. Current employees will be trained annually.

Training Topic	Type of Audience	Target # of participants	Targeted Dates
1. Sexual Harassment Prevention (classroom)	Managers, supervisors and front line.	3,316	12/31/2018
2. Sexual Harassment Prevention (e-learning)	Managers, supervisors and front line.	2,784	12/31/2018

Additional Comments:

D. Local Law 93: Risk Assessment Survey

The agency conducted a risk assessment survey that identified the following risk areas and initiatives to address the risk:

	Initiative(s)	Who is Responsible for implementing the initiative(s)?	Timeframe/Timeline
Risk 1 Homogenous Workplace	Based on DEP's current workforce composition data, 5 DEP bureaus reflect at least twice as many male employees as female employees; 3 of these bureaus	EEO and HR will continue in the ongoing recruitment to identify qualified, diverse candidate slates from which to select diverse talent.	FY19

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	reflected more than 3 times the number of male employees than female employees.		
Risk 2 Cultural and Language Differences in the workplace	Based on DEP's current workforce composition data, several DEP facilities and bureaus reflect more employees in a particular racial/ethnic group as compared to all other racial/ethnic groups.	Continue to deploy relevant training (e.g. strategies for conflict resolution and management across lines of differences, implicit/unconscious bias training, as well as other diversity and inclusion training.) Also, increase opportunities for cultural recognition and awareness, as well as employee engagement and job satisfaction through inclusive event planning.	FY19
Risk 3 Workplaces with Significant Power Disparities	DEP consistently provides its managers and supervisors relevant training (e.g. structured interviewing, Everybody Matters, unconscious bias, Supervisors in Action, and Managing for Excellence training) to inculcate them with the values and competencies for inclusive, fair and equitable workplace practices.	Continued relevant workforce training for supervisors/managers and staff. Deployment of DEP-customized sexual harassment prevention training, including situational/case study guidance application. Continued adherence to the EEO complain investigative and disciplinary processes and remedial/corrective or refresher training.	FY19
Risk 4 Isolated Workplaces	With over 100 facilities and satellite offices, DEP has several work sites in which as few as 1 employee is assigned. Some of DEP's service areas or operations require 24-hour staffing and maintenance, which may contribute to employees being isolated from other employees. Several of DEP's occupational job groups, representing a significant portion of DEP's workforce, work primarily in the field,	Targeted EEO awareness and sexual harassment prevention posters/signage, and training for all employees at isolated worksites. Explore the feasibility of installing cameras and other applicable workplace violence prevention strategies at all isolated worksites. Targeted diversity recognition and inclusive events to bridge the geographic gaps between DEP's Central Office and DEP's isolated worksites.	FY19

	and spend substantial time away from traditional workspaces or offices.		
Risk 5 Decentralized Workplaces	DEP has over 100 facilities and satellite offices throughout New York City and upstate New York. Based on some of the occupational job groups used at DEP, as well as its 24-hour operations for various operations, some employees may have less access to sustained personnel/support services or resources than other employees. Several of DEP's occupational job groups, representing a significant portion of DEP's workforce, work primarily in the field and have limited digital access to DEP intranet and related resources.	Targeted EEO awareness and sexual harassment prevention posters/signage, and training for all decentralized worksites. Targeted diversity recognition and inclusive events to bridge the geographic gaps between DEP's Central Office and DEP's isolated worksites.	FY19
Other Findings	The City/DEP does not track or maintain disability data on its workforce; however, DEP routinely receives and determines requests for reasonable accommodations based on all 4 bases for accommodations. DEP routinely receives and investigates internal complaints of discrimination, harassment, workplace violence and related concerns.	Continued workforce training in the areas of EEO awareness, sexual harassment prevention, as well as diversity and inclusion training, with relevant emphasis for supervisors/managers.	FY19

E. Local Law 97: Annual Sexual Harassment Reporting

- The agency will input the sexual harassment Complaint Data on the DCAS Citywide Complaint Tracking System and update the information as they occur.

- The agency will input **all types of complaints** in the Complaint Data on the DCAS Citywide Complaint Tracking System and update the information as they occur.
- The agency will ensure that complaints are closed within 90 days.

Additional Comments:

F. Local Law 101: Climate Survey

Describe how additional insights gained from the analysis of the citywide Climate Survey will influence your agency workforce/workplace/community initiatives.

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

- distribute questionnaire electronically to agency employees.
- designate computers with internet/intranet access to enable employees without computers or internet/intranet access to complete survey during work hours.
- analyze results of the response data sent by DCAS.
- implement the following initiatives to address concerns raised in the Climate Survey: Continued workforce training in the areas of EEO awareness, sexual harassment prevention, as well as diversity and inclusion training.

Additional Comments:

X. Audits and Corrective Measures:

Please choose the statement that applies to your agency.

The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.

The agency is currently being audited or preparing responses to an audit conducted by [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2019 to include and implement EEPC recommendations that will be implemented during the fiscal year.

agency is subject to any other oversight or review by a federal, state or city civil rights agency. Attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.

The agency was involved in an audit conducted by NYC Equal Employment Practices Commission specific to our EEO practices. This 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 Department of Environmental Protection was involved in an audit conducted by the EEPC specific to our EEO practices. This agency will continue to implement the following measures during the year that this plan is in effect. A copy of our *Determination of Compliance* from the EEPC dated September 27, 2017 is attached to the Plan.

NOTE: Final Agency Head's signature and date should be set only after you receive DCAS' approval of the plan.

Vincent Sapienza
Print Name of Agency Head

[Signature]
Signature of Agency Head

8/26/19
Date

APPENDIX
Contact Information

Please provide contact information (name, title, office address, telephone number and e-mail address) for the following individuals at your agency:

1. Danielle Barrett, Assistant Commissioner, EEO Officer – EEO & Diversity
59-17 Junction Boulevard
Flushing, NY 11373
(718) 595-3432
dbarrett@dep.nyc.gov
2. Darlene Martinez, Diversity Director/Disability Rights Coordinator/Disability Services
Facilitator – EEO & Diversity
59-17 Junction Boulevard
Flushing, NY 11373
(718) 595-5742
dmartinez@dep.nyc.gov
3. Candice Clifford, EEO Office Manager/55-a Coordinator – EEO & Diversity
59-17 Junction Boulevard
Flushing, NY 11373
(718) 595-5853
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4. Herbert Roth, Director of Human Resources/Career Counselor – OD&HR
59-17 Junction Boulevard
Flushing, NY 11373
(718) 595-3377
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5. Brenda Thompson, EEO Training Specialist – EEO & Diversity
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