

DEPARTMENT OF SANITATION

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN FISCAL YEAR 2022

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

Colleagues,

Our Department maintains a robust and effective workforce by fostering an equitable, diverse and inclusive work environment. DSNY's workers are our greatest asset, and the Department is committed to recruiting, developing, and retaining a diverse team that reflects our great City's population.

DSNY recognizes that placing a high value on our differences builds stronger teams, thus driving our best performance. This is one of my highest priorities, and I expect all managers and supervisors promote an environment that values equity, inclusion, and respect for all. As Commissioner, I have full confidence that all DSNY employees – those with us today and our future colleagues – will help make our Department a model work environment.

The DSNY Office of Equity, Diversity and Inclusion provides equal opportunity for all workers to grow, strengthen skills and cultivate better communication among each other and between managers, supervisors, and subordinates – bringing out the best in every member of this agency. Occasionally, conflicts among colleagues arise. When they do and when appropriate, OEDI leads the employees to resolve their issues through mediation. This process has been proven effective – time and again – in resolving disputes and allowing everyone involved to resume working as a team. Substantiated issues of unlawful workplace discrimination, including illegal sexually harassing behavior have always been and will continue to be immediately and appropriately addressed. DSNY has zero tolerance of this type of workplace behavior.

Working together toward the above goals with an engaged workforce ensures that the Department of Sanitation will continue to provide courteous, reliable, and professional service to the New Yorkers who depend on us.

Remember: We are one team, working together to do one thing – serve the citizens of New York with pride, excellence, and **STRENGTH**.

After all, we are the City's **STRONGEST!**

Sincerely,

Edward Grayson

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

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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. **DSNY COVID-19 Memorial** – At a solemn ceremony held at the Spring Street salt shed on May 20, 2021, DSNY unveiled the first permanent, free-standing memorial to the victims of COVID-19 in New York City. At the ceremony, the DSNY Commissioner spoke with relatives of fallen DSNY employees and bestowed NYC Department of Sanitation Medals of Remembrance upon them.
2. **Over 200 Million Meals Distributed Through GetFoodNYC.** DSNY has been part of an unprecedented operation and has distributed over 200 million meals to New Yorkers due to the COVID-19 pandemic. DSNY quickly pivoted from regular operations to this emergency response to ensure that our most vulnerable populations do not go hungry.
3. **COVID-19 Emergency Response Commissioner's Award.** DSNY's Office of Equity, Diversity & Inclusion was recognized by the DSNY Commissioner for coordinating the Agency's efforts in providing reasonable accommodation during the pandemic to our most vulnerable employees.
4. **2021 EEO Training Compliance Award.** DCAS selected DSNY's Office of Equity, Diversity & Inclusion as the recipient of this Citywide award for going above and beyond to meet the agency's Sexual Harassment Prevention compliance goals for calendar year 2020.
5. **M/WBE SOAR Program** – DSNY continues to identify both certified Minority/Woman-owned Business Enterprises and diverse vendors not recognized as certified for contract opportunities and provides targeted capacity building under its M/WBE Sustainable Operations and Readiness / Resources (SOAR) Program.

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"*

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- ☒ 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:

The Department administers a quarterly awards program which recognizes an employee's outstanding work performance.

DSNY continues to issue a monthly electronic newsletter ("Trashtalk") to all employees. This newsletter notifies employees of current and upcoming employee engagements, diversity events and milestones.

For the month of November and in honor Veteran's Day, DSNY released a series of short videos each day of a Department employee who is a veteran from the armed services to recognize and show gratitude for their service.

III. Workforce Review and Analysis

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

Total Headcount: 10,053

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

Race/Ethnicity: 627 Gender: _____ Both R/E and Gender: 1

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

1. Describe steps taken to encourage all employees at your agency to update self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service (ESS) or other means.

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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:

Employees are reminded to Self ID in ESS during orientation and by Department Messages. They are reminded that there is a category for two or more races, Hispanic is an option based on ethnicity, and Asian is now separate from Native Hawaiian and Other/Pacific Islander.

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.

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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 checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (____ specify)	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____

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

☒ The agency reaches out to DCAS to serve as a resource in identifying strategies and best practices to address barriers to entry as well as to receive guidance concerning the interpretation of underutilization reports.

Additional Comments:

The Department continues to use a professional advertising agency (Graystone Group Advertising) when necessary for vacant positions to ensure a diverse applicant pool.

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:** Our people are our greatest asset; we are committed to recruiting, developing, and retaining a diverse and inclusive workforce which reflects our City's communities.

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| <p>2. Workplace: We want our employees, present and future to view us as an employer of choice. To do that we will provide a workplace that values diversity of thought and background.</p> |
| <p>3. Community: The hallmark of continuing economic development and recovery is through outreach to utilization of any investment in our communities.</p> |
| <p>4. Equity and Race Relations Initiatives: Our mission is to empower underrepresented employees and elevate inclusion in the workplace.</p> |

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:

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- ☒ 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:

DSNY is consistently evaluating and discussing strategies to increase the representation of women in our Sanitation Worker ranks. DSNY plans to launch a recruitment campaign in FY22 to encourage more female test-takers for the next sanitation worker exam.

Additional Initiatives, Programs, or Comments:

The Department regularly reviews and analyzes the dashboard and identifies underutilized job titles. In addition, DSNY sends reminders to its workforce of all upcoming civil service exams (open-competitive and promotional).

B. WORKPLACE:

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

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☒ 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:

African American Benevolent Society

Asian Jade Society

Columbia Association

Emerald Society

Hebrew Spiritual Society

Sanitation Association de Latinos

United Women of Sanitation Association

☒ 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 circulates *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):

Professional development training has increased for our Deputy Chiefs. This includes providing management training in the following areas: Essential Skills of Leadership; Essential Skills of Communicating; Communicating Up; Delegation; Resolving Conflict; and Improving Work Habits.

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DSNY will provide Emotional Intelligence training for our senior management team. This training will focus on the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

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

DSNY's Office of Equity, Diversity & Inclusion will provide targeted training for its uniform sanitation workers in the Bureau of Cleaning & Collection (59 field district locations) with the goal of promoting diversity and inclusion in the workplace and providing excellent customer service to the communities they serve. Topics to be covered will include:

- **Cultural Sensitivity & Awareness** – Understanding that differences exist between cultures, but not assigning values to those differences (the ability to work alongside employees with different cultural attitudes and behaviors and to do so effectively).
- **Reinforce Principles of Respect** – Respect for the job, each other and the communities we serve. Examples will be provided of what constitutes acceptable and non-acceptable behavior.
- **Social Media Use** – Employees will be reminded that DSNY has a Social Media Policy and that it is strictly enforced. The Department has zero tolerance for any discriminatory or harassing social media postings.
- **Conflict Resolution Strategies** – Conflict is inevitable with any ongoing relationship. Employees will be given an overview of conflict as a shared experience and then turn to one's own conflict style and how our responses impact our workplace interactions. Employees will be instructed on proper de-escalation techniques when involved in conflict with each other and the public.

Additional Initiatives, Programs, or Comments:

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- The COVID-19 public health emergency and experience has left many feeling overwhelmed, sad, anxious, and afraid. DSNY will continue to promote its Employee Assistance Unit (EAU) to any employee who may need it. EAU offers DSNY employees a helping hand through counseling, education, information, individualized referrals, and remote support groups to assist with a wide range of personal and social problems.
- DSNY's Agency Head will continue to send out messaging to all employees encouraging the vaccination of our workforce.
- DSNY's Office of Equity, Diversity & Inclusion will continue to distribute an Anti-Stigma OEDI message monthly to our entire workforce.
- DSNY will continue to conduct an electronic daily health screen for employees who report for in-person work.
- DSNY will continue to provide reasonable accommodation to our employees who are most vulnerable.

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:

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DSNY continues to promote diversity and EEO at community outreach events and in its electronic newsletter, Trashtalk.

DSNY is dedicated to promoting Minority-owned/Woman-owned business enterprises (M/WBE) participation. Our M/WBE Sustainable Operations and Readiness/Resource, or **SOAR** program, will continue to enable the M/WBE community to conveniently identify procurement opportunities with our agency, and take advantage of future capacity building initiatives.

The **SOAR** program assists with the following:

- Helping to streamline the process of identifying and using M/WBEs for contracting opportunities in our agency and will track their success;
- Allowing M/WBEs within specific industries to be highlighted to all contracting bureaus;
- Actively seeking to identify diverse vendors in the waste disposal and organics recycling areas;
- Increasing the utilization of city certified M/WBEs by creating opportunities that are both innovative and sustainable.

Additional Initiatives, Programs or Comments:

The Sanitation Foundation, the official nonprofit organization of DSNY, continues to leverage partnerships and non-traditional strategies to promote sustainability and advance the essential services of Sanitation employees.

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.

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- ☒ 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:

DSNY has on its employee intranet an EEO section dedicated to informing all employees of their EEO rights and protections.

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.
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1. Professional and community-based organizations and DOE public schools.	1. An increased pool of candidates for competitive civil service and competitive non-discretionary hires. <input checked="" type="checkbox"/> Previous hires from this source
2. Online and print publications for discretionary and civil service titles.	2. DSNY uses a professional advertising firm to ensure a diverse pool of candidates for all vacancies. <input checked="" type="checkbox"/> Previous hires from this source
3. Promoting public service as a career choice at schools and universities. DSNY has reached out to DOE and will coordinate in FY22 an outreach program to promote the position of Sanitation Worker as a career choice.	3. This will ensure a diverse applicant pool and increase the number of test takers. <input type="checkbox"/> Previous hires from this source
4.	4. <input type="checkbox"/> Previous hires from this source
5.	5. <input type="checkbox"/> Previous hires from this source

C. Internships/Fellowships

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

The agency provided the following internship opportunities in FY 2021:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __

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			Other __ Unknown __
3. Summer College Interns	26	7 Asian / 2 Black / 4 Hispanic / 4 Unknown / 9 White	M <u>15</u> F <u>10</u> Non-Binary __ Other <u>1</u> Unknown __
4. Summer Graduate Interns			M __ F __ Non-Binary __ Other __ Unknown __
5. Other: College Aides	45	6 Asian / 12 Black / 14 Hispanic / 2 Unknown / 11 White	M <u>25</u> F <u>20</u> Non-Binary __ Other __ Unknown __

* Self-ID data is obtained by EEO Office from NYCAPS.

☒ The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.

☒ The agency has hired former interns/fellows.

☒ The agency plans to provide internship/fellowship opportunities in FY 2022.

Additional Comments:

DSNY's Summer Intern Program ran from June to September 2021.

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.

The goals of the 55-a Coordinator for FY 2021 are:

1. Provide accurate information about the 55-a Program
2. Remind managers of the applicant pool

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- 3. Educate and assist applicants and employees on how and where to apply**
- 4. Coordinate the application process between the employee/candidate, HR, supervisor and DCAS.**

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

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

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

☒ The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2022.

Currently, there are 17 [number] 55-a participants.

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

Last year, a total of 1 [number] new applications for the program were received and 0 participants left the program due to [state reasons] _____.

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.

DSNY will discuss 55-a as a potential pathway to city employment during outreach events and will also provide information about the program during new employee orientation.

☒ 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.

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☒ 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.

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

1. 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. Provide accurate information to employees regarding the civil service examination process
2. Educate and assist employees in identifying examinations that they may qualify for
3. Notify employees of upcoming promotional civil service examinations for advancement
4. Coordinate training for employees in professional development to build new skills that can be used in their current position and for advancement

☒ These goals are the same as last year.

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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:

All newly hired employees receive orientation training in which they receive in-depth training on the civil service process and advancement/promotional opportunities.

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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 increases 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:

The EEO Officer has biweekly meetings with the Agency Head in which many of the above topics are discussed.

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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:

The EEO Officer participates on various promotion boards for promotion to DSNY senior level positions.

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?

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- 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, 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:

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:

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- ☒ 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: _____

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Additional Comments:

The EEO Officer reviews all discretionary hiring decisions before a formal job offer is made. This is to ensure that the selection process was conducted in accordance with EEO best practices.

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 2021.
- ☒ The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- ☒ Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- ☒ The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

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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)	Combination	1000	7/21 – 6/22
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)	Combination	1000	7/21 – 6/22
3. Sexual Harassment Prevention (e-learning)	(Civilian employees and managers/supervisors)	5000	7/21 – 6/22
4. Sexual Harassment Prevention (classroom/live webinar)	(Front-line employees)	5000	7/21 – 6/22
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees	1000	7/21 – 6/22
	All other employees	1000	
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees	1000	7/21 – 6/22
	All other employees	1000	
7. Disability Etiquette	Managers/Supervisors	100	7/21 – 6/22
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Managers/Supervisors	100	7/21 – 6/22
9. Other (specify)			
10. Other (specify)			

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VIII. Reasonable Accommodation

Please indicate the actions your agency will take to ensure that the process of reviewing reasonable accommodation requests is compliant with the EEO Policy as well as the applicable federal, state, and local laws. Additionally, please detail any best practices currently implemented in this area. Lastly, please describe your current appeal protocol.

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

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- ☒ 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?

Day 1 – Once an individual requests reasonable accommodation, the supervisor or manager notifies OEDI as soon as possible. The referral should occur within three business days from the date of the request.

Additionally, when an employee with a known or obvious disability is having difficulty performing his/her job, the employee may be asked whether a reasonable accommodation is needed, even though it is typically the responsibility of the individual needing an accommodation.

By Day 10 – OEDI engages in the interactive process with the requestor. The steps are as follows:

- The individual requesting accommodation completes a reasonable accommodation form
- OEDI examines job duties and essential job functions and consider whether the requestor could perform them with a reasonable accommodation
- OEDI meets with the requestor to determine physical and/or mental abilities/limitations and the barriers these limitations post to the performance of the job's essential functions
- OEDI determine the disability and sufficiency of documentation
- OEDI discusses with the requestor the possible reasonable accommodations and gives primary consideration to the requestor's preference

By Day 30 – If all the supporting information requested has been provided, OEDI must grant or deny the request and communicate the decision to the requestor.

- A grant or denial of a reasonable accommodation request is provided to the individual by OEDI in writing, either explaining the accommodation that will be provided, or for denials, the reason the request was denied.
- An individual may choose to file a complaint with OEDI or with an external human rights agency regarding a failure to reasonably accommodate.

Expedited Processing – A request for a reasonable accommodation is expedited in less than 30 days under certain time-sensitive circumstances such as imminent medical treatment or to avoid emotional and/or bodily harm.

Protocols for deciding appeals of Reasonable Accommodation decisions

Within 15 Days – The requestor may appeal to the agency head in writing, OEDI's decision to deny the individual's request for reasonable accommodation.

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Within 30 Days – The agency head must review and decide the appeal and issue notice of the decision to the requestor. If the decision on appeal is to grant a reasonable accommodation, the agency head must direct the appropriate agency representative to promptly implement the reasonable accommodation. The EEO Officer must monitor the implementation of the reasonable accommodation.

Beyond 30 Days – If a decision on appeal cannot be rendered within the 15 business days, notice must be communicated to the requestor indicating the reason for the delay and when the decision on the appeal will be rendered.

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:

All employees receive training during new employee orientation.

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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 : Christopher Metzler, Chief Diversity Officer/Chief MWBE 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 is committed to providing annual sexual harassment prevention to all employees.

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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:

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X. Audits and Corrective Measures:

Please check the statement(s) that apply to your agency.

- ☒ The agency is **NOT** involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ **[another governmental agency – please specify]** specific to our EEO practices. **Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2022 to include and implement EEPC recommendations that will be implemented during the fiscal year.**
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify _____].
Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.
- ☐ Within the last two years the agency was involved in an audit conducted by the EEPC or _____ **[another governmental agency – please specify]** specific to our EEO practices.
- ☐ The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
- ☐ The agency received a Certificate of Compliance from the auditing agency.
Please attach a copy of the Certificate of Compliance from the auditing agency.

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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.

Edward Grayson

Print Name of Agency Head

Ell Grayson

Signature of Agency Head

02/14/2022

Date

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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	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
2.	Agency Deputy EEO Officer	Vacant		
3.	Agency Chief Diversity and Inclusion Officer	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
4.	Agency Diversity & Inclusion Officer [if designated]			
5.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Christopher Metzler	CMetzler@dsny.nyc.gov	646-885-5061
6.	ADA Coordinator	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
7.	Disability Rights Coordinator	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
8.	Disability Services Facilitator	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
9.	55-a Coordinator	Ryan David	Rdavid1@dsny.nyc.gov	212-291-1371
10.	Career Counselor(s)	Vacant		
11.	Training Liaison(s)	Evelyn Nieves-Moscol	Enieves1@dsny.nyc.gov	212-291-1372
12.	EEO Counselor(s)	Julie Cascino	Jcascino@dsny.nyc.gov	212-291-1374