

DEPARTMENT OF BUILDINGS
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2018

I. Introductory and Commitment Statement by the Agency Head:

The Department of Buildings (DOB) continues to be committed to creating a diverse workforce, reflective of the City's population, in which the contributions of all employees are equally valued. All personnel are encouraged to work together to maintain an atmosphere of appreciation for the diversity reflected in our staff. The Department is committed to promoting EEO and diversity principles to ensure that all employees, interns, temporary workers, consultants, and applicants are aware of their rights and obligations under the City's EEO Policy as well as available resources. As such, managers and those in supervisory positions are reminded of their obligation to enforce the EEO Policy, including reporting discriminatory conduct and making employees aware of their right to access resources through the EEO Office such as seeking a reasonable accommodation.

In the First Quarter of Fiscal Year 2018, I reissued my Policy Statement reinforcing the Agency's commitment regarding compliance with the City's EEO Policy and all applicable federal, state and local laws. The Policy Statement also specifically addressed Executive Order 16 and Executive Order 21 as a reminder to all employees of the protections afforded to them.

As the agency charged with ensuring the safe and lawful use of buildings and construction sites, DOB employees regularly engage with members of the public in a variety of ways. All staff members are reminded of the importance of maintaining a work environment that is professional and accepting of all individuals so that those doing business with the Department not only receive quality service, but are also treated fairly and consistent with applicable federal, state, and local laws and the City's policies.

II. Recognition and Accomplishments:

Initiatives

In furtherance of its Building One City campaign, the DOB launched DOB NOW which is changing the way the Department interacts with the public. This initiative is focused on improving customer service by streamlining operations to enable NYC's diverse population to more easily navigate through the established regulatory processes. Three of the four phases of DOB NOW (Inspections, Build, and Safety) have been implemented. The Department is working to implement the fourth phase, Licensing which will Go Live in FY 2018.

In rolling out the various phases, the Department conducted outreach to the industry and the public. The Department has offered live informational and training sessions as well as webinars to help familiarize the end user with the new process. The new online process brings the Department's operations into the digital age and has resulted in improved provision of services to the public. Thus far, the feedback from users has been positive.

Recruitment

With respect to recruitment, in Fiscal 2017 the Department hired approximately 391 new employees in technical, inspectorial and other titles representing the City's diverse population. The demographic breakdown for the new hires is as follows: Males – 242, Females – 149, White – 121, Black – 86, Asian 72, Hispanic – 43, Two or More races-8 and Unknown – 58. The Department also promoted approximately 233 employees. The demographic breakdown for promotions/title changes is as follows: Males – 134, Females – 99, White – 86, Black – 78, Asian – 23, Hispanic – 28, Unknown – 18. The Department continues to develop existing talent and re-evaluate recruiting tools. The Department's recruitment efforts are discussed more fully in Section V.

Awards and Recognition

The Department held its Commissioner's Awards for Excellence to formally recognize the contributions of its diverse workforce in various titles and levels throughout the Department. During Fiscal 2017, the Department again recognized the contributions of managerial and non-managerial employees who have contributed to the success of the Department's initiatives and day to day operations. This year, approximately 25 employees were honored with awards for Individual Excellence, Team Excellence, Advancing Public Safety, Improving Quality of Life, Safety Education, Innovation in Borough Operations and Development, Excellence in Service, Excellence in Enforcement, and Distinguished Public Service. The employees honored were demographically diverse. As part of the Commissioner's Awards for Excellence, the Department introduced its first annual DAB Awards (Dedicated. Active. Bold) which recognizes professionals and support staff that made exceptional contributions to the Department. The DAB Award recipients were selected through an open nomination process where employees nominated and voted for their peers. Approximately 77 employees were honored in the following categories: HYPE Award, Community Champion Award, What's the 411 Award, Behind the Scenes Wonder Award, Most Valuable Supervisor Award, There is No I in Team Award, Bright Beginnings Award, Seasoned Pro Award, and Organizational Guru Award. During the award ceremony, the Department also recognized 56 individuals with more than 30 years of service,. The Department plans on incorporating the DAB Awards into the Commissioner's Awards for Excellence going forward.

The Department continues to engage and champion its employees through its monthly newsletter, myBuildings, which highlights the accomplishments of both units and individuals. It is also a way of keeping employees abreast of the Department's initiatives that are being spearheaded by the different DOB offices. It has also been used to announce staffing changes such as promotions to managerial and/or

supervisory positions. The newsletter also identifies employees who have reached milestones with years of service and also welcomes newly hired employees to the Department. Employees have indicated that this is a useful and effective means of communicating useful with staff.

Training

The Department has revised and revamped the EEO training presentation for newly hired employees and the Computer Based Training (CBT) modules to provide employees with a better understanding of their obligations under the EEO Policy as well as their rights and the resources available.

As part of new hire training, the EEO Office has incorporated *LGBT: Are You Ready for the T- Creating an Inclusive Culture for Transgender Employees*. The Department seeks to make employees aware of the rights of the LGBT community upon commencing employment with the Department. During Fiscal Year 2017, 323 new employees were trained. Additionally, the LGBT CBT has been included as part of the mandatory training curriculum for all employees. Such training is ongoing and will continue until all staff members have been trained.

The Department rolled out its mandatory EEO CBT training which was developed by the EEO Office for all staff members. Training will be ongoing until December 2017. To date, 359 employees have completed the EEO CBT.

The EEO Office has also worked to ensure that all employees are aware of the reasonable accommodation process. In addition, to the reasonable accommodation component that is included in the EEO training provided to all staff, the EEO Office also conducted reasonable accommodation training for managerial and supervisory staff. This training was conducted to ensure that those in supervisory positions are aware of their obligations as managers/supervisors and have a clear understanding of the interactive process.

The Department continues to require any employee involved in the interviewing process to complete the DCAS-offered Structured Interviewing and Unconscious Bias training course. Prior to Fiscal Year 2017 a total of 168 managers, supervisors and other staff completed the training. During Fiscal 2017, approximately 158 additional staff members have completed the training.

Complaints

The EEO Office has sought to ensure, through training of managerial and frontline staff, that all individuals who work at the Department are aware of the resources available if they feel they've been discriminated against. As a result, as compared to prior years, there has been an increase in the number of internal complaints to the EEO. During fiscal 2017, the EEO Office received 13 internal complaints.

With respect to external complaints, during Fiscal Year 2017, the Department has seen a gradual decrease in the number of external complaints filed which may be the result of employees being more familiar with and utilizing the internal resources available to them. During Fiscal 2017, there were a total of 4 external complaints filed.

III. Accountability Statement:

In the first quarter of Fiscal Year 2018, I issued an EEO Policy Statement reaffirming the Department's commitment to creating a diverse workforce, and inclusive work environment that provides equal employment opportunities for all. The Policy Statement, which includes references to Executive Orders

16 and 21, was disseminated to all employees and posted on the Department's Intranet. The Policy Statement serves as guidance to managerial and supervisory staff regarding their obligations and also communicates the Department's position, as it pertains to EEO, to all staff.

Executive and managerial staff meetings are conducted periodically at which EEO, and diversity and inclusion matters are addressed. This includes ensuring that employees under their supervision comply with EEO Policy mandates and are aware of their rights. The Department's EEO and Human Capital Units continue to work closely to review selection and promotion procedures which include a detailed review of the Quarterly CEEDS report to determine how to better address the underutilization and underrepresentation in specific groups. There are various proposed legislations, some of which will require the Department to provide DCAS certain statistical salary and demographic information. EEO will work closely with Human Capital and other involved units to gather and compile such information.

The EEO Office has, and will continue to serve as a resource for managerial and supervisory staff by providing guidance and information regarding best practices. The Department's leadership team will work cohesively to implement this plan's objectives. The Department will also work to create a diversity and inclusion strategy based upon guidance provided by DCAS Citywide Diversity and EEO Office.

I will continue to hold managers, supervisors, and EEO and Human Capital professionals accountable for the effective implementation of the City's EEO Policy, and applicable laws and orders that have been enacted including the following:

- **Language and Website Accessibility** - The Department's website contains information regarding how to access cultural competency and language access services. The Department has a contract in place with Language Line Services and Geneva Worldwide to provide interpretation and translation services respectively. Additionally, there are approximately 25 Department employees in various units and work locations who serve as Language Access Volunteers who provide translation services for Limited English Proficient (LEP) Customers. Volunteers have completed interpretation and translation training. Information regarding how to become a Language Access Volunteer is currently provided during new hire orientation, inspector training and other avenues. The agency plans to conduct outreach during the early part Fiscal Year 2019 in an effort to recruit more employees to become Language Access Volunteers. All staff assigned to the Customer Service Unit has received training on the Language Access Policy, and cultural sensitivity. With respect to the website, the Department's website can be translated into more than 50 different languages, and certain information may be available in multiple languages. Additionally, to better serve customers with disabilities, the Department is working closely with the Department of Information and Technology and Telecommunications and the Mayor's Office for People with Disabilities with respect to content available on the agency's website. This is in furtherance of the Department's efforts to comply with Local Law 26 of 2016.
- **Mayoral Executive Order 16 of 2016** – The order was disseminated to all employees and available on the agency's Intranet. Additionally, signage was posted near the bathroom facilities in all Department locations so employees and members of the public are aware of their right to access the bathroom of the gender with which they identify without having to provide any proof. The signage posted also provides information on how to obtain a key for employee-only bathrooms that require a key to access. With respect to the training mandated by the law, the

Department has ensured that frontline staff and managers/supervisors of frontline staff have received LGBTQ training which addresses EO 16. In its's efforts to foster an inclusive work environment, the Department has required all staff to complete the LGBTQ computer-based training module. Training for existing staff will be ongoing until all staff has been trained. Additionally, the Department has incorporated LGBTQ, including EO 16 as part of the new hire orientation training for newly hired employees.

- **Mayoral Executive Order 21** – The Department revised its employment application form to exclude any reference to salary history. Additionally, all Human Capital staff, senior staff, and hiring managers have been informed that inquiries regarding salary history are no longer permitted. Such inquiries may only be made after a conditional offer of employment has been made which includes a salary. Any employee involved in the interview and selection process is required to complete Structured Interviewing Training and a discussion EO 21 has been incorporated in the training provided. Starting the second quarter and into the third of 2018 we will provide training on Local Law 30 to all employees. The Department piloted the training with our inspectorial new hires as part of its new hire training in January 2018 and will continue to implement to all borough offices, central units and provide the required materials and instructions on the Language Access protocol. The Language Access protocol has been placed on the Department's Intranet page for all employees to have access to resources available for assisting customers with limited English proficiency.

As part of its commitment to upholding the principles outlined in City's EEO Policy, during FY 17, the Department began expanding the EEO Office. We hired a Deputy EEO Officer in Q4 of FY 17, an Investigator, and a College Aide in Q1 of FY18. In FY 18, the Department recently promoted the Deputy EEO Officer to the role permanent EEO Officer, and will seek to backfill the Deputy EEO Officer position.

IV. Proactive Strategies to Enhance Diversity, EEO and Inclusion

A. **WORKFORCE:**

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

1. Align diversity recruiting, internal candidate development, and equitable selection practices strategically with current employment needs.

2. Build action plans based upon the most relevant workforce key performance indicators (KPIs) such as: representation, new hires, promotions, separations, and underutilization.

The Department recognizes the value in building and maintaining a diverse workforce, as well as developing incumbent talent. The EEO Office and Human Capital will coordinate to align diversity recruiting, internal candidate development, and equitable selection practices strategically with current employment needs, underutilization analysis, and budgetary constraints. The Department's Career Counselor and other training personnel will work to identify appropriate internal and external training opportunities that will enable employees to develop the skills and competencies necessary for advancement. Employees are encouraged to take advantage of available training and Civil Service opportunities.

Human Capital periodically distributes agency-wide notices via email reminding employees of upcoming civil service examinations. Employees are also reminded and encouraged to sign up

for the DCAS newsletter which provides information on upcoming exams and other civil service matters. Human Capital has coordinated with DCAS to conduct informational sessions for managers and supervisors regarding the civil service process.

Professional development and leadership training is coordinated through Buildings University. Training opportunities are made available to all employees, including women and employees of diverse backgrounds. This includes DCAS training and other leadership and professional development training through Baruch College. Newly promoted inspectorial employees are required to attend supervisory leadership training at Baruch College coordinated through Buildings University. This training is geared toward developing and enhancing supervisory skills. Buildings University has also developed learning plans for our technical, inspectorial and attorney titles. The instructors who administer the learning plan for our technical and inspectorial staff are current employees with extensive knowledge in their areas of expertise. The Department views this as a great opportunity for knowledge transfer among employees.

The Department periodically evaluates how best to develop a pipeline of talent and is exploring development of a trainee position by changing the minimum qualification requirements for the Inspector position. In the last quarter of FY 17, the NYC City Council introduced a Charter amendment that would enable the Department to revise the inspector job specifications to change the qualification requirements. This would enable the Department to hire a “trainee” level inspector. This would increase the potential applicant pool and attract applicants with fewer years of experience. Selected candidates would obtain on-the-job training and experience to allow them to mature into the Inspector position. The proposed amendment is pending City Council approval.

In addition to the above, the Department will also explore avenues for reaching potential employees at the high school and/or college level and developing opportunities for them to obtain relevant work experience. The Department utilizes College Aides as well as Summer and Graduate interns. The Department held its first College Aide and Intern Summit during which Department employees, several of whom commenced their career journeys as College Aides, shared information regarding their respective career paths and journeys within City government and the Department. The Summit afforded College Aides and Interns the opportunity to engage with staff regarding the rewarding career opportunities available at DOB. The Department intends to continue utilizing this forum.

B. 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.

1. Establish tools that measure employee job satisfaction.

The Department conducted an Inspector survey in FY 17. The survey was conducted to

- Measure the job satisfaction of the inspectorial staff
- Identify the benefits and drawbacks of working for the DOB.
- Identify drivers of employee retention and attrition.
- Determine if these vary by position, tenure and age.
- Recommend possible DOB policies and actions going forward

Prior to conducting the survey, the Department, through Baruch College, conducted focus

groups to identify subject areas upon which the survey should focus. Survey results will be analyzed and used to address recruitment and retention, as well as tailor and expand training opportunities. The Department intends to utilize employee surveys for other work groups. Discussions are ongoing to determine the next phase.

During Fiscal Year 2017 Human Capital commenced a Job Analysis Project. The objective is to gather and compile information regarding the job duties of the various positions throughout the Department and ultimately develop a job description library. The job description library could then be leveraged to aide in developing more targeted recruiting programs, determine position classification, and assist employees with career development. The data collected is currently being reviewed and catalogued. I anticipate this project to continue through FY 18.

2. Implement, in addition to EEO training, experiential learning for the staff focused on diversity and inclusion.

The EEO Office and Buildings University is collaborating to roll out Successful Workplace Communication strategies for new supervisors and a refresher course for current supervisors. This course will be geared towards developing effective communication skills, and also provide strategies and tools for promoting an inclusive work environment.

The EEO Office and Buildings University is also collaborating to roll out Multi-Generational training geared towards improving communication techniques across generations. Preliminary discussions are underway with a tentative roll out slated for the latter part of FY 2018.

C. COMMUNITY:

Objective(s): Define steps that will be taken to establish your agency as a leading service provider to New York City residents, focusing on inclusion and cultural competency.

1. Establish tools that measure how residents value your services as well as measure steps taken to determine whether city services are available to individuals across all communities.

The Department has redesigned its website and launched DOB NOW. As discussed more fully above, DOB NOW provides robust online accounts making it easier to submit applications, make payments, schedule appointments, check the status of an application or inspection, pull permits, and process renewals. In making its services available online, the Department is able to increase efficiency in the services provided. When each phase has been implemented, the Department has conducted outreach and offered training to members of the industry and the public to ensure a smooth transition.

The Department is committed to delivering the highest level of quality service to all of our customers. In accordance with Intro No 881-A, the Department designated a Disability Service Facilitator (DSF). Involved Units, such as EEO, Customer Service and Facilities will continue to coordinate with the DSF to ensure that all services provided by the Department are accessible to persons with disabilities. The Department recognizes that providing the best customer experience is dependent upon understanding the needs of all our clientele, including those with disabilities. The Department continually works to

improve customer service standards through training, information and communication. As such, the department intends to provide Disability Etiquette training to all front-facing staff members to ensure that those members of our staff who regularly engage with the public understand the importance of creating an inclusive environment that is respectful of all.

As part of its ongoing efforts to improve the provision of services and customer experience, the Department is redesigning its customer services units. Those efforts are ongoing and will include kiosks which can be utilized to access the online system.

2. Identify best practices for establishing a brand of inclusive customer services.

The Department of Buildings recognizes that customer service is a key component in its mission. As such, it highlights the work of all units who regularly interface with the public. Each year, DOB celebrates Customer Service Week where the work of those units is recognized. The week focuses on Leading by Example, Innovation, Dedication, Accountability and Passion and will continue to be utilized. As part of customer service week, supervisors, managers, including Executive Staff, are assigned to work alongside frontline staff who interact with the public. This included assignments such as customer service window, ride along with Inspectorial staff, and plan review. This helps to foster a team atmosphere in which the contributions of employees, at all levels, are valued. It also is an opportunity for senior level staff to gain a better understanding and appreciation for the work of frontline staff. This creates an opportunity for dialogue and an exchange of ideas to help streamline business processes and ultimately the services provided.

3. In addressing diversity and inclusion more broadly, the Department has taken steps to increase M/WBE participation in connection with its procurements which include the following:

- Where practicable, the M/WBE participation goals will be set above the 30% minimum recently mandated;
- For no-bid procurements (under \$20,000) the Purchasing Unit makes an effort to award or purchase through P-Card from M/WBE vendors, when available;
- De-centralized P-Card holders are encouraged to purchase from M/WBE vendors whenever practicable;
- For small purchases above the no-bid threshold, the Purchasing Unit routinely solicits 5 general bidder list and 10 M/WBE bidder vendors list and, when known from past experience, adds appropriate M/WBE vendors beyond the required 10;
- The Department is evaluating electronic compliance tracking systems to improve goal-setting and enhance compliance;
- Participation in Small Business Services annual procurement fair and the M/WBE “meet and greets” hosted by Borough Presidents, and other similar events when practicable.

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 Department, where applicable, fills positions using Civil Service lists. Human Capital notifies employees of upcoming Civil Service exams for which they may qualify. In addition, a link to DCAS Civil Service exams is provided on the Department's website. Vacancies for discretionary positions are posted on the City's ESS system and a link provided on the Department's internal and external websites. The Department, utilizing Miller advertising Department, has also posted and advertised its vacancies in newspapers, online recruiting/career sites, and with organizations that reach a wide segment of the population which include the avenues listed below.

Human Capital and EEO meets monthly to discuss recruiting strategies for vacancies and also review the quarterly workforce. . This meeting has resulted in a proactive approach Human Capital being more involved in the interview days for technical job fairs where the entire process is handled by the DOB recruitment team in Human Capital. The recruitment team manages all interviews reviews the internal candidate pool to ensure all qualified candidates are extended an opportunity to be interviewed to avoid hiring managers potentially not interviewing qualified candidates.

The Department's recruitment team has also partnered with various inspectorial and technical employees to attend various recruiting events such as the Veterans Affairs Event at BMCC and the Non Traditional Employment Event by the Commission on Human Rights. DOB recruitment partnered with former veterans who are current employees to attend the Veterans Affairs Event to help promote awareness regarding job opportunities within DOB. The recruitment team also utilized the Non Traditional Employment Event as an opportunity to engage current employees as part of its recruiting initiatives to address underutilization. Female engineers and inspectors attended this event to help promote awareness of job opportunities within the DOB and share their experiences. DOB recruitment also attended the CAMBA event where they were able to provide and promote awareness of the civil service requirements and qualifications for foreign educated engineers. This event yielded one employee being selected and DOB recruitment plans on attending this event going forward.

DOB recruitment created inspectors focus groups to provide feedback on better ways to recruit inspectors. Inspectors have provided platforms in which their peers would search for vacancies such as skill trade sites.

Human Capital and EEO are currently working with MOPD to identify additional avenues to recruit people with disabilities as part of the City's 55-a initiative. The Department is working with MOPD and DCAS' Office Citywide Recruitment to fill vacancies through 55-A program. Human Capital plans to leverage this program in the future as part of its ongoing recruiting efforts.

Publications –The Chief, The NY Times, NY Daily News, NY Post, New York Newsday, AM New York, Metro New York, Amsterdam News

Websites – Career Builder, E-Hire, LinkedIn, Indeed, Dice, City and State – First Read, American Society of Civil Engineers, International Code Council, iHireEngineering,

iHireConstruction, DOB's Facebook page, DOB's Twitter account, New York State Society of Professional Engineers, DiversityInc., Diversityjobs, Monster, Monster Diversity, National Association of Women in Construction, Construction Job Network, Employmentguide, National Human Resources Association and Glassdoor.

These social media sources are used to promote information about job openings with links on how to apply through NYCAPS. The Department has found advertising through online sources to be more effective than print media

When advertising vacancies, the Department includes a statement indicating that the City and DOB are equal opportunity employers. If photographs are used in connection with recruitment and other advertising, the Department will ensure the images are reflective of the diversity of the City and the Department's workforce.

Other Recruiting Methods

In addition to the above-listed resources, the Department conducted (60) Interview Days during FY17 for various positions in Information Technology Inspection as well as various administrative positions. Seven (7) Job Fairs during FY 17 were conducted for technical positions such as Plan Examiner and other positions that require architectural and engineering degrees. Positions are posted and the resumes of the individuals who've applied are reviewed and applicants are contacted to schedule interviews. During the Interview Day, the respective applicants are interviewed by the Hiring Managers. If selected, Human Capital extends a conditional offer of employment and then initiates the background investigation.

The Department participated in approximately 36 List Calls for various Civil Service positions, such as Assistant Architect, Architectural Intern, Clerical Associate, and Construction Inspector. The DOB also participates in external career/job fairs at various institutions throughout the City and will continue to do so. Additionally, pamphlets containing information regarding positions at the Department are available at various Department offices. As part of evaluating its recruitment processes, such pamphlets and other literature will be reviewed and revised, as appropriate.

With the addition of the Director of Staffing and Employee Engagement and the Recruiting Manager in FY 17, the Department will focus on expanding recruiting efforts and initiatives. The Department will be focusing on creating a forum for Women in Construction in FY 18 to supplement recruiting efforts in hopes of increasing interest in Inspectorial and Engineering titles. The Department plans on collaborating with women within the Department who have made strides in the field in developing the forum.

The Department is keenly aware that strong and effective leadership, at all levels, is essential to its continued ability to provide timely services. It is also aware of the benefits of developing talent among incumbent employees. Where appropriate, and consistent with the applicable job specifications, employees are provided opportunities to cross train so as to expand their range of skills and knowledge of Department operations which enables them to assume positions of greater responsibility and leadership. The Department also invests in its employees by offering training opportunities to develop supervisory and leadership skills such as its partnership with Cornell University and available DCAS course offerings. Employees are also aware of the career counseling services available through our Buildings University (DOB's training unit).

Creating an inclusive work environment that values the differences of all employees, starts with

creating a diverse workforce. That requires those involved in the interviewing process to set their biases aside in assessing potential talent. In addition to staff from Human Capital, the Department has required, and will continue to require, supervisors, managers and other staff involved in the interviewing and applicant selection process to attend the DCAS Structured Interviewing and Unconscious Bias training. During Fiscal 2017, approximately 158 managers and supervisors completed the course.

The Department will continue to periodically re-evaluate the recruiting methods used to determine what changes are appropriate. The Department will continue to work on identifying additional relevant professional, community and other organizations serving a broad segment of applicants for City employment with whom partnerships can be developed. It will also assess established recruitment procedures for the various job titles, including the candidate evaluation forms and criteria to ensure consistency in the process, and eliminate any potential discriminatory barriers to provide a qualified and diverse applicant pool.

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort?
<p>The Department plans to advertise in the following sources, and will work with its contracted advertising Department to improve upon its recruiting strategies and develop tools to reach the target underrepresented groups. The Department will also work to identify other recruiting sources that will enable it to better reach underrepresented groups.</p> <ol style="list-style-type: none"> 1. El Diario 2. New York Construction Magazine 3. Helmets-to-Hardhats.com 4. National Association of Women in Construction 5. Professional Women in Construction 6. NEW 7. Local Colleges and trade schools 	<p>The Department hopes utilizing these and other appropriate sources will attract qualified minority, female and other underrepresented groups who many have an interest in pursuing construction and other technical positions at all levels throughout the Department.</p>

Indicate the type of internship opportunities available at your agency. Please provide the number of student interns employed in FY 2017 and their demographic profiles. Indicate your plans to provide internship opportunities in FY 2018.

Internships

The Department of Buildings hires Interns and College Aides as part of its diverse staff. The Department utilizes the Public Service Corps to hire interns and also hires students from various colleges throughout New York City. DOB participated in 14 job fairs in FY 2017 at various colleges and institutions in New York City. The Department currently employs 54 college aides and interns, 22 are male and 32 are female. The demographic breakdown is as follows Male: American Indian-1, Asian-6, Black-6, Hispanic-1, Two or More-1, White-2, Not Specified- 3. Female: Asian-6, Black-11, Hispanic- 3, Two or More- 2, White-1, Not Specified -9. The

Department will continue to utilize college aides and interns in various units as part of its workforce in FY 18. If a vacancy presents itself due to a college aide matriculating or leaving the Agency, the hiring manager will coordinate with Human Capital to fill the position with another college aide as part of unit operations.

In the first quarter of FY 18 the Department conducted its first Intern/College Aide summit. Interns and College aides from all units within the Department were invited to this summit. The goal of the Summit was to provide them with the opportunity to interact with staff at all levels from various units within the Department. It was also an opportunity for them to hear testimonials from current employees who began their career at the Department as College Aides or Interns. These individuals shared stories regarding their career paths and professional development. The Department plans to continue to hold the summit annually as a means to continue developing incumbent talent and exposing talent to the career opportunities available at DOB.

B. 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 2018. Include also 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.

Information regarding the 55-a Program is available on the Department's Intranet to which employees, temporary workers and consultants have access. Employees can direct inquiries to the 55-a Coordinator, Kareem Gabriel.

The Department views the 55-a Program as a useful tool to enable qualified individuals with a disability to enter and remain in the workforce. Where staffing needs and availability permit, the Department will utilize the 55-a Program to hire and retain qualified individuals with disabilities. The Department currently has one employee in the program. Compared to last when there were two active employees in the program. One participant left the program due to appointment from a civil service list while the remaining participant has been in the program for more than 2 years. To date the EEO Office currently received no applications this fiscal year for the program but is in the process of working MOPD and DCAS to fill some of the Agencies identified vacancies through the 55-A program.

Through NYC Careers, the Department shares its notices with the Mayor's Office for People with Disabilities and ACCESS-VR.

The Department's primary goals in this area are to ensure that all disabled applicants for employment are informed of their rights under applicable laws, and encourage 55-A Program Participants to file for and take Civil Service exams for which they may qualify. Based upon the June 7, 2016 55-a memorandum, issued by DCAS, the Department will carefully evaluate any request made by longtime provisional employees for designation under §55-a to serve non-competitively in a competitive title to ensure that the request is not made solely to avoid the consequences of Civil Service Law §65(3). Furthermore, the Department will ensure that all staff members serving provisionally are aware that 55-a certification should not be used as a substitute for passing a Civil Service exam, where possible. In reviewing application for the 55-a

program, the Department will consider the severity of the candidate's physical and/or mental disability, whether the candidate previously encountered and/or currently encounters barriers to employment due to the disability, and whether the candidate faces obstacles or is prevented from taking a Civil Service examination due to the disability.

The 55-a Coordinator will continue to coordinate with Human Capital and the various Department units to identify potential opportunities for use of the 55-a Program.

VI. Selection (Hiring and Promotion)

Please answer the following questions:

1. For FY 2018, 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.

For Fiscal Year 2018, if the Department is able to hire new employees and/or backfill vacant positions, the Department's Career Counselor, Allison Ginsburg, will assist employees in identifying their career goals. The Career Counselor, who received a certification of completion from NYU's Career Counseling Program, will assist employees in developing short-term and long-term career goals, including determining the skills and training necessary for advancement. Additionally, the Career Counselor will assist with resume drafting, and discuss interviewing and networking techniques. The Career Counselor also serves as a resource to provide information regarding relevant training opportunities. This is a best practice implemented by the Department which has proved to be beneficial to the development of incumbent talent. The Department will continue to utilize this approach on an ongoing basis.

The Department provided employees with external training opportunities in a number of areas including technical skills, technology, professional development and management skills.

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

All vacancies are posted on ESS as well as the Department's website, with the exception of Deputy Commissioner vacancies which are posted at the Department's discretion. All employees may apply to discretionary job postings and will be reviewed in accordance with hiring procedures. All internal candidates who meet minimum qualifications are interviewed. For external candidates, the Department will also post using a variety of external sources, including organizations comprised of underrepresented groups. Additionally, as appropriate, the Department seeks the assistance of the Mayor's Office of Appointments. Interviews are conducted using the Structured Interviewing process, for which managers and supervisors have received training. An interview log is also required to be completed. When selecting a candidate for hire, the Hiring Manager must submit the completed interview log in conjunction with the Personnel Action Request (PAR) form. For Executive staff/senior level positions, the Department also coordinates with the Mayor's Office to ensure that candidates are appropriately vetted. This includes providing a copy of the selected candidate's resume/curriculum vitae. A final offer is not made until after City Hall approval is obtained.

3. For FY 2018, 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.?

The Department periodically reviews the methods used to select candidates and makes modifications, as necessary. As discussed above, managers and supervisors involved in the interview and selection process were required to complete the Structured Interviewing training. This is training that the Department will continue to require for all managers, supervisors and staff involved in the hiring process. All interviews must be conducted by a minimum of two (2) interviewers. Human Capital developed standard interview questions which were reviewed by the prior EEO Officer and General Counsel's Office. Any changes to those standard questions would be similarly reviewed. In addition to the standard interview questions developed, Human Capital provides the individual units assistance, as needed, in reviewing position-specific questions. While the standard interview questions provide a degree of consistency with respect to general employment suitability, the position-specific questions enable the respective units to ascertain a candidate's ability to perform the functions of the position for which they are being interviewed. Human Capital will coordinate with the EEO Office to ensure that position-specific questions are job-related, and eliminate the potential for bias. Additionally, the EEO Office staff may observe interviews to ensure adherence to the structured interviewing process, and compliance with the EEO Policy and applicable laws.

The Department utilizes its internal Hiring Guide as a resource for supervisors and managers involved in the hiring and selection process. This guide is periodically updated to include best practices which include a requirement for all managers or anyone involved in the interview process to receive mandatory Structured Interviewing Training by Buildings University or through the EEO Office. This guide also informs managers of the compliance required under Executive Order 21 advising them that pre-offer salary inquiries are not permitted. Inquiries regarding salary can only be made subsequent to a conditional offer of employment that includes a salary.

In order to ensure that the selection process is fair and impartial, there are multiple levels of review during the selection process. Hiring Managers are responsible for preparing the PAR, including compiling and reviewing all required supporting documentation. The PAR package is then submitted to the Bureau Manager for review and approval. If approved by the Bureau Manager, the package is then forwarded to Human Capital, which also reviews the documents submitted, including the interview logs. Human Capital will coordinate with the EEO Office and the General Counsel's Office, as necessary, based upon its review of the documentation submitted.

All in title promotions and salary increases must be submitted with justification and the proposed increased responsibilities that align with the position. In determining whether a salary increase/promotion is appropriate, Human Capital will review the justification to determine whether the proposed responsibilities align with the employee's civil service title and level. This review also includes a parity analysis of the unit's reporting structure and compensation of employees within the unit and also includes a review a similar titles across the Agency. As appropriate, Human Capital coordinates with EEO and/or the General Counsel's Office to address any potential disparate impact or civil service concerns.

4. What steps will your agency take in FY 2018 to review your positions filled through a civil service list?

- A. Detail planned actions specific to review of title specification, job description, interview procedures, and selection procedures.

Human Capital coordinates with the Hiring Manager to determine, based upon the job description, the appropriate Civil Service Titles to utilize. Job descriptions will be reevaluated and updated, as necessary, to ensure that the skills, and experience listed in vacancy postings are job-related. With respect to interview and selection procedures, the EEO Office and Human Capital will periodically assess the procedures used. Additionally, EEO in conjunction with Human Capital will review statistical data to ensure that there is no disparate impact and that there is fairness and consistency in the process

- B. Discuss your current protocol for use of the NYCAPS Vista reports to identify applicants by gender and race/ethnicity.

The EEO Officer will be responsible for reviewing available data to identify any patterns or potential disparate impact. If an issue is identified, the EEO Office will coordinate with Human Capital and the involved Unit(s) to address the issue and develop solutions to eliminate the possibility of a recurrence.

- C. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.

Human Capital will continue outreach to employees regarding upcoming Civil Service examinations and the Civil Service process. Human Capital will continue to partner with DCAS and participate in DCAS-organized job fairs and Civil Service information sessions. Additionally, as noted above, the Department Career Counselor will work with employees to identify training opportunities to prepare them for advancement within the Department. The Department is also exploring use of the 55-a program to fill certain vacancies

- 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.

Human Capital identified subject matter experts based on the criteria established by DCAS, and the operational needs of the Department. Every effort is made to provide a diverse and inclusive group of subject matter experts to assist DCAS.

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

During the pre-selection phase of the process, the EEO Office is available to provide guidance in developing the interview questions and evaluation criteria. The EEO Office, as a proactive measure, may also conduct a review of interview questions and/or observe the interview process.

Human Capital has developed a question bank for Inspectorial and Technical postings comprised of questions used by Hiring Managers during prior interviews. Managers can utilize these questions in developing appropriate questions. These questions are updated by Human Capital based on focus groups for the respective disciplines. EEO will review these questions and make recommendations to Human Capital as necessary. During the post-selection phase, the EEO Office will review available data, including the Vista Report generated through e-Hire to identify any issues and recommend changes, as needed. The EEO Office has contacted Abigail Arevalo in regards to the new LRS reporting function and

is currently waiting to be granted full access to this report.

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.

In the event of layoffs, terminations or demotions due to legitimate business/operational reasons, Human Capital in consultation with EEO, will analyze the proposed actions to determine whether there is a potential for adverse impact on protected groups. Where such actions have a potential for disparate impact on any protected group, the Department will review the actions to ensure that the targeted titles were selected based on objective criteria and justified by business necessity. Human Capital will consult with EEO and the General Counsel's office, and appropriate measures taken prior to such layoffs or terminations being finalized.

VII. Workforce 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 or other means.

Human Capital advises all new hires to keep their information in ESS updated. In addition, Human Capital periodically notifies all employees via email to update their demographic information. This information is also included in the Department's monthly newsletter as a reminder to all staff.

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?

The Department's EEO Office and Human Capital Units continue to work closely to review the Quarterly CEEDS report to determine how to better address the underutilization and underrepresentation in specific groups. When filling vacancies, the Department endeavors to utilize diverse recruiting sources to attract talent.

The EEO Office also reviews these reports with me to keep me abreast of underutilization trends, efforts being made to address them, and ensure that the Department continues to recruit from a diverse pool reflective of the City in which we work.

VIII. Training:

Please detail planned training for FY 2018 that relates to diversity and inclusion, unconscious bias, career development and/or leadership training, structured interviewing and/or other mandated/best practices training. Please provide a list of dates (where possible) for planned EEO training for new employees during FY 2018 and the timeframe for providing EEO training to newly promoted supervisors/managers using the available computer based training. Additionally, please describe your efforts to conduct EEO training once every two years for your workforce. Under Executive Order No. 16 of 2016, your Department must provide supervisory and front line staff training approved by DCAS on transgender diversity and inclusion, including the requirements of Executive Order No. 16. Pursuant to

Executive Order No. 16, the training for supervisory staff must be completed by March 7, 2017, and the training for front line staff must be completed by March 7, 2018. DCAS will make training under Executive Order 16 available to agencies.

Training Topic	Type of Audience (Line, HR, Managers and Supervisors, combination, etc.)	Target Number of Participants	Targeted Dates
1. lgbTq – Power of Inclusion (classroom)	Supervisors Front Line Staff	200	Ongoing
2. Structured Interviewing and Unconscious Bias (classroom)	Supervisors and Managers involved in the interview and applicant selection process	75	Ongoing
3. Everybody Matters (D&I) (classroom)	Combination of employees	2	As needed
4. Conflict Resolution	Inspectorial Supervisors Technical Supervisors	111 51	Quarter 3 Quarter 4
5. EEO (e-learning)	All Employees	1600	Quarter 1 and 2
6. EEO (classroom)	New Hires	200	Ongoing

IX. 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.

Employees (including temporary workers, interns and consultants) may seek a reasonable accommodation for a disability, pregnancy, childbirth and related medical conditions, and/or religious observance. Employees may also seek an accommodation if they are a victim of domestic violence, sex offenses and/or stalking. Information regarding an employee’s right to seek a reasonable accommodation as well information regarding the reasonable accommodation process is provided as part of the New Hire and CBT training employees receive. In addition, information regarding the reasonable accommodation process is available on the Department’s Intranet. Targeted training regarding the reasonable accommodation process was conducted for managers and supervisors.

As required by the City’s EEO Policy and all applicable federal, state and local laws, the Department will provide reasonable accommodations to employees and applicants unless providing such accommodation creates an undue hardship for the Department.

Employees can contact the EEO Office directly or notify their manager/supervisor. Human Capital staff, in processing employees returning from leave who are not able to perform full duty, notify the EEO Office as well as advises the employee of their right to seek an accommodation. In addition, in investigating disciplinary matters, the Office of Internal Affairs and Discipline (IAD) makes referrals to the EEO office. Once the EEO Office is made aware (whether through Human Capital, IAD, or a

manager/supervisor) that an employee may need an accommodation, the EEO Office contacts the employee to initiate the interactive process. The EEO Office will engage in the interactive process with the employee and coordinate with Department personnel (Human Capital, General Counsel, Division Heads, and/or managers/supervisors) necessary to determine whether the requested accommodation can be provided without creating an undue hardship for the Department. This includes reviewing the employee's job functions, understanding the employee's specific limitations, and researching equipment. In the event the requested accommodation can't be provided, the Department endeavors to work with the employee to determine whether there is an alternate means of accommodating the employee.

If an employee's or applicant's request for a reasonable accommodation is denied, s/he will be advised of their right to appeal the denial. The written appeal must be submitted to the Department head, Commissioner Rick D. Chandler, P.E. Either the Department head or his designee, First Deputy Commissioner Thomas Fariello, R.A., will review the appeal and a decision will be issued within 15 days of receipt of the appeal.

X. **Audits and Corrective Measures:**

The DOB is not currently subject to any audit or required to implement any corrective action.

Rick Chandler

Print Name of Agency Head

Rick Chandler

Signature of Agency Head

6.7.18

Date

APPENDIX A

Agency EEO Officer

Kareem Gabriel
EEO Officer
280 Broadway, 7th Floor
New York, NY 10007
Tel: 212-393-2718
E-mail:kgabriel@buildings.nyc.gov

Disability Rights Coordinator /Disability Service Facilitator

Kareem Gabriel
EEO Officer
280 Broadway, 7th Floor
New York, NY 10007
Tel: 212-393-2718
E-mail:kgabriel@buildings.nyc.gov

55-A Coordinator

Kareem Gabriel
EEO Officer
280 Broadway, 7th Floor
New York, NY 10007
Tel: 212-393-2718
E-mail: kgabriel@buildings.nyc.gov

ADA Coordinator

Kareem Gabriel
EEO Officer
280 Broadway, 7th Floor
New York, NY 10007
Tel: 212-393-2718
E-mail: kgabriel@buildings.nyc.gov

Career Counselor

Allison Ginsburg
Career Counselor/Training Associate
280 Broadway, 6th Floor
New York, NY 10007
Tel: 212-393-2167
E-mail: aginsburg@buildings.nyc.gov

Training Liaison

Debra Palmieri-Russo
Executive Director, Buildings University
280 Broadway, 6th Floor
New York, NY 10007
Tel: 212-393-2214
E-mail: dpalmieri-russo@buildings.nyc.gov

