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## BY MAIL AND EMAIL

June 27, 2017

Melinda Katz  
President  
Office of the Queens Borough President  
120-55 Queens Boulevard, Suite 226  
Kew Gardens, NY 11424

Re: Preliminary Determination for Audit: Review, Evaluation and Monitoring of the Office of the Queens Borough President's Employment Practices and Procedures from January 1, 2014 to December 31, 2016.

Dear Borough President Katz:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you and your agency for the cooperation extended to our staff during the course of this audit. This letter contains the Commission's findings and preliminary determinations pursuant to our audit and analysis of your agency's Employment Practices and Procedures for the period covering January 1, 2014 to December 31, 2016.

The New York City Charter, Chapter 36, Section 831(d)(5) of the New York City Charter empowers this Commission to audit and evaluate the employment practices and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for women and minority employees and applicants seeking employment. Sections 831(d)(2) and 832(c) authorize this Commission to make a determination that any agency's plan, program, procedure, approach, measure or standard does not provide equal employment opportunity, require appropriate corrective action and monitor the implementation of the corrective action it prescribes.

The Office of the Queens Borough President, which may herein be referred to as "the agency," falls within the Commission's purview under Chapter 36, Section 831(a) of the New York City Charter, which delineates city agency as any "city, county, borough or other office, administration, board, department, division, commission, bureau, corporation, authority, or other agency of government where the majority of the board members of such agency are appointed by the mayor or serve by virtue of being city officers or the expenses of which are paid in whole or in part from the city treasury..."



The purpose of this audit and analysis is to evaluate the agency's employment practices and procedures, not to issue findings of discrimination pursuant to the New York City Human Rights Law. This Commission has adopted *Uniform Standards for EEPC Audits*<sup>1</sup> and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. These standards are founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; the New York City Human Rights Law (NYC Administrative Code §§8-107(1)(a) and (d), 8-107.13, and 8-107.1); the New York State Civil Service Law §55-a; the Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7); the Americans with Disabilities Act and its Accessibility Guidelines; and the equal employment opportunity requirements of the New York City Charter. Prescribed corrective actions are consistent with the aforementioned parameters.

Since this Commission is empowered to review and recommend actions which each agency should consider including in its annual plan of measures and programs to provide equal employment opportunity (Annual EEO Plan), the audited agency should incorporate required corrective actions in its current EEO Program and prospective Annual EEO Plans.

### **Scope and Methodology**

This Commission's audit methodology includes collection and analysis of the documents, records and data the agency provides in response to the *EEPC Document and Information Request Form*; responses to the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, review of the agency's *Annual EEO Plans* and *Quarterly EEO Reports* and analysis of workforce and utilization data from the *Citywide Equal Employment Database System* (CEEDS).

This Commission reviews the workforce statistics and utilization analysis information available via CEEDS to understand the concentrations of race and gender groups within an agency's workforce. (CEEDS may be unavailable for certain non-mayoral agencies. In such cases, the EEPC requests that the agency submit similar statistics and analysis). EEO Program Analysts examine imbalances between the number of employees in a particular job category and the number that would reasonably be expected when compared to their availability in the relevant labor market. Personnel transactions are reviewed in order to ascertain the agency's employment practices. Where underutilization is revealed within an agency's workforce, EEO Program Analysts assess whether the agency has undertaken reasonable measures to address it.

EEO professionals (including, but not limited to, past or current EEO Officers, Deputy or Co-EEO Officers, EEO Counselors, EEO Trainers, EEO Investigators, Disability Rights Coordinators, Career Counselors, 55-a Program Coordinators) and others involved in EEO program administration such as the Principal Human Resources Professional are given a two-week deadline to complete and return

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<sup>1</sup> Corresponding audit/analysis standards are numbered throughout the document.



their individual questionnaires. The Commission's EEO Program Analysts also conduct additional research and follow-up discussions or interviews with EEO professionals, when appropriate.

### **Description of the Office of the Queens Borough President**

The Borough Presidents are the executive officials of each borough. The City Charter gives them authority to: work with the Mayor in preparing the annual executive budget submitted to the City Council and to propose borough priorities directly to the Council; review and comment on major land use decisions and propose borough sites for city facilities within their respective boroughs; monitor and modify the delivery of city services within their boroughs; and engage in strategic planning for their borough.

At the end of the audit period in review, the agency's total employee count was 56 (see attached **Appendix 2**).

### **PRELIMINARY DETERMINATIONS AFTER AUDIT AND ANALYSIS**

Following are the corresponding audit standards for each subject area along with the EEPC's findings and required corrective actions, where appropriate:

#### **I. ISSUANCE, DISTRIBUTION AND POSTING OF EEO POLICIES:**

**Determination:** The agency is in partial-compliance with the standards for this subject area.

1. Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.

➤ The agency did not issue an EEO policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis. **Corrective action required.**

**Corrective Action #1:** Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.

2. Distribute/Post a paper or electronic copy of the *Equal Employment Opportunity Policy, Standards and Procedures to Be Utilized by City Agencies* – or an agency EEO Policy that conforms to city, state and federal laws – for use by managers, supervisors, and legal, human resources and EEO professionals. Include, or attach as addenda: a policy against sexual harassment; uniform and responsive procedures for investigating discrimination complaints and providing reasonable accommodations; an up-to-date list of protected classes under NYC and



NYS Human Rights Laws; and current contact information for the agency's EEO professionals, as well as federal, state and local agencies that enforce laws against discrimination.

- ✓ The agency reported that the *City of New York Office of the President of the Borough of Queens Equal Employment Opportunity Policy* was posted in the personnel office, and staff breakroom. Each employee received a copy of the EEO Policy during new employee orientation (at which, they signed to confirm receipt). The *City of New York Office of the President of the Borough of Queens Equal Employment Opportunity Policy* included sections on: *General Anti-Discrimination Protections, Sexual Harassment, Disabilities Policy, 55-a Program, Anti-Retaliation Policy Procedures, EEO Complaint and Investigation Procedures, and Reasonable Accommodation (policy) and Form*. The policy also included contact information for the agency's EEO professionals, as well as federal, state and local agencies that enforce laws against discrimination.
  - The *City of New York Office of the President of the Borough of Queens Equal Employment Opportunity Policy* did not contain an updated list of protected classes; specifically the policy did not list *caregiver status, unemployment status, or consumer credit history* as classes that are protected against employment discrimination. **Corrective Action Required.**

NOTE: Subsequent to the period in review, in February 2017 the *City of New York Office of the president of the Borough of Queens Equal Employment Opportunity Policy* was updated to include an up-to-date list of protected classes. The policy was distributed to all employees who were required to sign to confirm receipt.

## II. EEO TRAINING FOR AGENCY:

**Determination:** The agency is in non-compliance with the standards for this subject area.

3. Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.
  - The agency did not establish or implement an EEO training plan for new and existing employees and did not demonstrate the employees were trained on unlawful discriminatory practices under local, state and federal EEO laws. **Corrective action required.**

**Corrective Action #2:** Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.

III. **EMPLOYMENT PRACTICES (Recruitment, Hiring & Promotion):**

Determination: The agency is in partial compliance with the standards for this subject area.

4. Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.

- The agency did not assess its recruitment efforts to determine whether such efforts adversely impact any particular group. In addition, the CEEDS Report: *Work Force Compared with Internal & External Pools* indicated underutilization of Hispanics in the *Paraprofessionals* job group (031) for the duration of the period in review. (See Appendix 3.) **Corrective action required.**

**Corrective Action #3:** Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.

5. The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs were reviewed on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.

- The agency did not demonstrate that statistical information and the agency's employment practices, policies and programs were reviewed on an annual basis to determine whether there were barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies. **Corrective action required.**

**NOTE:** The agency reported no EEO complaints during the period in review.

**Corrective Action #4:** The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.

6. 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. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.
- The agency did not assess the manner in which candidates were selected for employment, to determine whether there was any adverse impact upon any particular racial, ethnic, disability, or gender group. In addition, the CEEDS Report: *Work Force Compared with Internal and External Pools* indicated underutilization of Hispanics in the *Paraprofessionals* job group (031) for the duration of the period in review. (See Appendix 3.) **Corrective Action Required.**

**Corrective Action #5:** 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. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.

7. If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
- The agency did not demonstrate that it advertised in minority- or female-oriented publications; contacted organizations serving women, minorities, and other protected groups. In addition, the CEEDS Report: *Work Force Compared with Internal & External Pools* indicated underutilization of Hispanics in the *Paraprofessionals* job group (031) which included discretionary titles. (See Appendix 3.) **Corrective action required.**

**Corrective Action #6:** If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

8. If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with DCAS or the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in

career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

NOTE: The CEEDS Report: *Work Force Compared with Internal & External Pools* indicated no underutilization in job groups that included civil service (list) titles.

9. Ensure that human resources professionals, managers, supervisors, and other personnel involved in recruiting and hiring are trained to consider EEO laws/policies and use uniform, job-related techniques to identify, interview and select the most capable candidates (e.g. structured interview training or guide).
  - ✓ The agency utilized a structured interview training guide entitled, *Structured Interviews: A Practical Guide*. The guide covered such topics as: *Structured vs. Unstructured Interviews, Developing a Structured Interview, Determine the Competencies to be Assessed by the Interview, Choose the Interview Format and Develop Questions: Behavioral Interview Format and Questions, Situational Interview Format and Questions; Developing A Rating Scale to Evaluate Candidates and Common Rating Errors and Interview Mistakes*.
10. Promote employees' awareness of opportunities for advancement and transfer within the agency by: administering incentive programs; publicizing promotions, including promotions into, or changes in, the managerial ranks; and/or using other methods to communicate internal opportunities.
  - ✓ The agency reported that the Director of Personnel (the agency's the principal Human Resources Professional and Career Counselor) promoted employees' awareness of job and training opportunities by posting job vacancy notices and DCAS' monthly exam schedules on the common area bulletin boards, the agency's intranet and via email.
11. Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.
  - The agency did not demonstrate that employees were considered internally for career enhancement, development opportunities or transfers. **Corrective action required.**

**Corrective Action #7** Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.



12. At minimum, indicate the agency is an equal opportunity employer in recruitment literature.

- ✓ The agency advertised several vacant positions during the period in review including; *Administrative Assistant, Chauffeur-Attendant, Engineering Technician, Director of Cultural Affairs, and General Counsel*. Each job vacancy notice contained the EEO tag line “*The City is an Equal Opportunity Employer*” or “*The Queens Borough President’s Office and the City of New York are Equal Opportunity Employers.*”

13. Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants’/candidates’ names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers’ names, result, reason selected/not selected (or disposition)* of each applicant, and *recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.

- The agency reported that applications for employment were received via mail and email. The agency did not use or maintain an applicant/candidate log or tracking system. **Corrective action required.**

**Corrective Action #8:** Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants’/candidates’ names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers’ names, result, reason selected/not selected (or disposition)* of each applicant, and *recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.

#### IV. **CAREER COUNSELING:**

**Determination:** The agency is in **partial-compliance** with the standards for this subject area.

14. Designate a professional (may be referred to as the Career Counselor) with appropriate training, knowledge and familiarity with career opportunities in City government to provide career counseling to employees upon request. Remind employees of the identity/type of guidance available from the Career Counselor at least once each year.

- ✓ The Director of Personnel (the agency’s Principal Human Resources Professional), who had knowledge and familiarity with career opportunities in City government to provide career counseling was designated as the agency’s Career Counselor. Employees were reminded of the identity/type of guidance available from the Career Counselor during the January 2<sup>nd</sup> 2014 staff meeting.

**NOTE:** The agency should remind employees of the identity/type of guidance available from the Career Counselor at least once each year.



15. The Human Resources Professional distributes the identity of the agency Career Counselor and ensures that all employees have access to information regarding job responsibilities, performance evaluation standards, examinations, training opportunities and job postings; ensures that all new employees are advised of the EEO policies, their rights and responsibilities under such policies and the discrimination complaint procedures; informs the principal EEO Professional of the number of 55-a program participants and efforts the agency has made to employ, promote or accommodate qualified individuals with disabilities; involves the principal EEO Professional in EEO-related matters; and promptly consults with the principal EEO Professional if informed of, or suspects that a violation of the EEO Policy has occurred.
- ✓ The Director of Personnel (the agency's principal Human Resources Professional and Career Counselor) ensured that employees had access to: job postings and training opportunities. The Director of Personnel also ensured that all new employees received a copy of the *City of New York Office of the President of the Borough of Queens Equal Employment Opportunity Policy* – which was distributed during orientation and met informally with the principal EEO Professional to discuss EEO related issues.
- The agency did not ensure that employees had access to information regarding job responsibilities or performance evaluation standards. **Corrective action required.**

NOTE: The agency reported no 55-a program participants, or EEO complaints during the period in review.

**Corrective Action #9:** Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.

V. **EEO AND REASONABLE ACCOMMODATIONS FOR EMPLOYEES/  
APPLICANTS FOR EMPLOYMENT WITH DISABILITIES:**

**Determination:** The agency is in compliance with the standards for this subject area.

16. Ensure that information regarding employee rights and obligations, and the complaint, investigation and reasonable accommodation procedures is made available in appropriate alternative formats (i.e., large print, audio tape and/or Braille) upon request to employees and applicants for employment with disabilities.
- ✓ The agency contracted with *Queens Lighthouse* and *Lexington School* to create requested documentation in large print, audio, and Braille upon request. The agency reported no such requests were made during the period in review.
17. Document reasonable accommodation requests and their outcomes.
- ✓ The agency's EEO Policy: *City of New York Office of the President of the Borough of Queens Equal Employment Opportunity Policy* – contained a *Request for Reasonable Accommodation*

form – and outlined the process for documenting requests and outcomes. The agency reported no requests for reasonable accommodation were made during the period in review.

**VI. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION - EEO PROFESSIONALS:**

**Determination: The agency is in partial compliance with the standards for this subject area.**

18. Appoint a principal EEO Professional to implement EEO policies and standards within the agency. The principal EEO Professional is trained and knowledgeable regarding city, state, and federal EEO laws; the requirements of the agency's EEO policies, standards and procedures; and the prevention, investigation, and resolution of discrimination complaints.

- ✓ The principal EEO Professional (EEO Officer) who was appointed on March 30, 2004, completed DCAS *Basic Training for EEO Professionals* in February, 2004; *HR & EEO: A team Approach to Hiring and Separation* on August 7, 2009; and *The ADA Amendments and Other Developments in Employment Law* on February 10, 2009; and *55-a Program Updates* in April, 2011.

NOTE: The principal EEO Professional should attend refresher training on current EEO laws and procedures.

19. Ensure that EEO professionals are trained in EEO laws and procedures and know how to carry out their responsibilities under the EEO Policy.

- ✓ In addition to the principal EEO Professional, the agency also designated a *Co-EEO Officer* who completed DCAS *Basic Training for EEO Professionals* in September 2008.

NOTE: Co-EEO officer should stay abreast of changes to city, state, and federal EEO policy and related laws.

20. The principal EEO Professional reports directly to the agency head (or an approved direct report other than the General Counsel) in order to exercise the necessary authority and independent judgment to fulfill EEO responsibilities.

- The agency did not demonstrate that the principal EEO Professional reported directly to the agency head (or an approved direct report other than the General Counsel). In addition, the agency's organizational chart did not identify the *EEO Officer* by name or title. **Corrective action required.**

NOTE: Subsequent to the period in review, in June 2017, the agency updated its organization chart to illustrate a direct reporting relationship between the Principal EEO Professional (*EEO Officer*) and the Chief of Staff and Borough President.

21. To ensure the integrity and continuity of the EEO Program, maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.

- The agency did not maintain documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional. **Corrective action required.**

**Corrective Action #10:** Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.

**VII. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION – SUPERVISORS/MANAGERS:**

**Determination: The agency is in non-compliance with the standards for this subject area.**

22. Establish and administer an annual managerial/non-managerial performance evaluation program to be used for probationary periods, promotions, assignments, incentives and training.

- The agency did not establish or administer annual managerial/non-managerial performance evaluations during the period in review. **Corrective action required.**

**Corrective Action #11:** Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.

23. The managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).

- The agency did not conduct managerial performance evaluations and therefore did not rate managers on their EEO responsibilities. **Corrective action required.**

**Corrective Action #12:** Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).



### VIII. REPORTING STANDARD FOR AGENCY HEAD:

**Determination:** The agency is in non-compliance with the standards for this subject area.

24. Submit to the EEPCC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports<sup>2</sup> (up to 30 days following each quarter) on efforts to implement the plan.

- The agency has not submitted to the EEPCC an Annual Plan of measures and programs to provide equal opportunity and quarterly reports on efforts to implement the plan. **Corrective action required.**

**Corrective Action #13:** Submit to the EEPCC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

#### After implementation of the EEPCC's corrective actions, if any:

1. The agency head distributes a memorandum informing employees of the changes implemented in the EEO program pursuant to the EEPCC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

**Final Action:** Distribute a memorandum signed by the agency head informing employees of the changes implemented in the EEO program pursuant to the EEPCC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

### **Conclusion**

The agency has 13 required corrective action(s) at this time.

Pursuant to Chapter 36 of the New York City Charter, your agency has the *option* to respond to this *preliminary determination*, but must respond to our Final Determination if corrective action is required.

*Optional Response to preliminary determination:* If submitted, your optional response should indicate, with attached documentation, what steps your agency has taken or will take to implement the prescribed corrective actions, and must be received in our office within 14 days from the date of this letter. No extensions will be granted for the *option* to respond to the *preliminary determination*.

(*Optional Conference*) During the Optional Conference, we will discuss the immediate steps your agency should take and address questions regarding your agency's implementation of the prescribed corrective action(s).

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<sup>2</sup>Submission of *Quarterly Reports on EEO Activity* is optional for non-Mayoral agencies.



(No Response Option) If your agency does not respond to this preliminary determination within 14 days, it will become the EEPC's Final Determination.

*Mandatory Response to Final Determination:* Following this preliminary determination, the EEPC will issue a Final Determination where we may modify or eliminate the corrective actions based on verified information; identify remaining action which requires further monitoring in order to ensure implementation; and assign a mandatory compliance-monitoring period of up to 6 months for this purpose. Pursuant to Chapter 36 of the New York City Charter your agency must respond to our Final Determination within 30 days. Your response to the Final Determination will initiate the compliance monitoring period.

In closing, we want to thank you and your staff for the cooperation extended to the Equal Employment Practices Commission's EEO Program Analysts during the course of our audit and analysis.

Respectfully Submitted by,

A handwritten signature in black ink, appearing to read "Ilacia N. Zuell".

Ilacia N. Zuell  
Supervisory EEO Program Analyst/  
Admin. of Electronic Audit Mgmt. Systems

Approved by,

A handwritten signature in blue ink, appearing to read "Charise L. Terry".  
Charise L. Terry, PHR  
Executive Director

c: Lisa Atkins, Principal EEO Professional

Appendix -1  
Queens Borough President's Office  
*EEO Job Group Descriptions*

**DESCRIPTION OF  
CITYWIDE EQUAL EMPLOYMENT OPPORTUNITY DATABASE SYSTEM (CEEDS)  
JOB GROUP CATEGORIES**

**001 Administrators:** Occupations in which employees set broad policies and exercise overall responsibility for the execution of these policies. This category includes: elected officials, commissioners, executive directors, deputy commissioners, chairpersons, general counsels, controllers, chiefs of department, inspector generals and kindred workers.

**002 Managers:** Occupations in which employees direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. This category includes: assistant commissioners, deputy directors, assistant directors, project managers, special assistants, superintendents, deputy counsels and kindred workers.

**003 Management Specialists:** Occupations which require specialized and theoretical knowledge of management, finance or personnel, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes: accountants, underwriters, financial analysts, personnel analysts, staff analysts, program analysts, buyers, purchasing specialists, inspectors, research analysts, program officers, project coordinators and kindred workers.

**004 Science Professionals:** Occupations which require specialized and theoretical knowledge of various scientific or mathematical fields, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes: architects, engineers (chemical, nuclear, civil, electrical, industrial, mechanical, marine), computer specialists, telecommunications specialists, actuaries, statisticians, physicists, chemists, geologists, biologists, foresters and kindred workers.

**005 Health Professionals:** Occupations which require specialized and theoretical knowledge of the medical or health fields, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes: physicians, dentists, veterinarians, optometrists, podiatrists, registered nurses, pharmacists, dieticians, occupational therapists, physical therapists, speech therapists, physician's assistants and kindred workers.

**006 Social Scientists:** Occupations which require specialized and theoretical knowledge of the social sciences, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes: librarians, archivists, economists, psychologists, sociologists, urban planners and kindred workers.

**007 Social Workers:** Occupations which require specialized and theoretical knowledge of social work, youth and family counseling, addiction treatment and casework, which is usually acquired through college or training or through work experience and other training which provides comparable knowledge. This category includes: caseworkers, probation officers, correctional counselors, juvenile counselors, addiction treatment counselors, eligibility specialists, human rights specialists, community liaison workers, clergy and kindred workers.

**008 Lawyers:** Occupations which require specialized and theoretical knowledge of the law and the judicial process, which is usually acquired through college training. This category includes: attorneys, assistant district attorneys, counsels, assistant counsels, deputy counsels, law judges, and kindred workers.

**009 Public Relations:** Occupations which require special knowledge or skills in public relations, journalism, modern language or the fine arts, which are usually acquired through college training, specialized post-secondary school education, or work experience or training which provides comparable knowledge. This category includes: technical writers, graphic designers, musicians, actors, directors, announcers, painters, illustrators, photographers, artists, editors, press officers, public relations specialists, public relations advisors, interpreters, customer service specialists and kindred workers.

**010 Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: health technicians (clinical laboratory, dental hygienists, health records, radiologic

and licensed practical nurses), electrical and electronic technicians, engineering technicians (electrical, electronic, industrial, and mechanical), drafting occupations, surveying and mapping technicians, science technicians, airline pilots and navigators, air traffic controllers, broadcast equipment operators, computer programmers, legal assistants, investigators, and kindred workers.

**011 Sales:** Not applicable.

**012 Clerical Supervisors:** Occupations in which employees are responsible for overseeing and supervising the duties of clerical staff. This category includes: chief clerks, supervising clerks, principal administrative associates, supervising cashiers, telegraph superintendents, supervising stenographers and kindred workers.

**013 Clerical:** Occupations in which employees are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. This category includes: cashiers, computer operators, word processors, secretaries, stenographers, typists, ticket agents, receptionists, clerks (information, personnel, file, library, records), bookkeepers, office machine operators, telephone operators, messengers, dispatchers, stock clerks, meter readers, office aides, general office clerks, bank tellers and kindred workers.

**014 Household Services:** Not applicable.

**015 Police Supervisors:** Occupations in which uniformed employees with peace officers status set broad policies in the area of public safety and security, exercise overall responsibility for execution of policies, direct individual units or special phases of the agency's operations, or supervise on a regional, district or area basis. This category includes: sergeants, captains, lieutenants, inspectors, captains (correction), wardens and kindred workers.

**016 Fire Supervisors:** Occupations in which uniformed employees set broad policies in the area of public safety and protection; exercise overall responsibility for execution of policies; direct individual units or special phases of the agency's operations; or supervise on a regional, district or area basis. This category includes: lieutenants, captains, battalion chiefs, deputy chiefs, supervising fire marshals, supervising fire prevention inspectors and kindred workers.

**017 Firefighters:** Occupations in which uniformed employees are entrusted with public safety, security and protection from destructive forces. This category includes: firefighters, marine engineers (uniformed), fire prevention inspectors, fire protection inspectors and kindred workers.

**018 Police and Detectives:** Occupations in which uniformed employees with peace officer status are entrusted with public safety, security and protection. This category includes: police officer, detectives, correction officers, bridge and tunnel officers, sheriffs, special officers, enforcement agents (traffic, sanitation) and kindred workers.

**019 Guards:** Occupations in which employees are entrusted with public safety and security. This category includes: school crossing guards, housing guards, watch persons, lifeguards, park rangers, school guards and kindred workers.

**020 Food Preparation:** Occupations in which employees are responsible for the preparation and distribution of food, or management of food services, in City facilities (e.g. schools, correctional institutions, and concessions). This category includes: cooks, school lunch helpers, school lunch managers, food service managers, commissary managers and kindred workers.

**021 Health Services:** Occupations in which employees are responsible for assisting health professionals in maintaining and promoting the health, hygiene and safety of the general public. This category includes: dental assistants, dietary aides, public health assistants, nurse's aides, institutional aides, health aides, orderlies, and kindred workers.

**022 Building Services:** Occupations in which employees perform duties which result in or contribute to the upkeep and care of buildings and facilities. This category includes: custodians, cleaners, caretakers, maintainers, elevator operators and starters, exterminators, pest control aides and kindred workers.



**023 Personal Services:** Occupations in which employees perform duties which result in or contribute to the comfort or convenience of the general public. This category includes: housekeepers, barbers, attendants, railroad porters, homemakers, matrons and kindred workers.

**024 Farming:** Occupations in which employees perform duties which result in or contribute to the upkeep and care of agricultural/botanical/zoological facilities or grounds of public property. This category includes: herbarium aides, aquarium technicians, botanical gardening aides, gardeners, groundskeepers, pruners, hostlers, menagerie keepers, horseshoers and kindred workers.

**025 Craft:** Occupations in which employees perform duties which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work in which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This category includes: mechanics, equipment repairers, telephone line installers, small instrument repairers, brick masons, carpenters, electricians, plumbers, mining occupations, tool and die makers, sheet metal workers, tailors, butchers, bakers, machine operators, locksmiths, precision handworking occupations and kindred workers.

**026 Operators:** Occupations in which employees perform duties which require specialized machine skills which are required through on-the-job training and experience or through apprenticeship or other formal training programs. This category includes: printing press operators, high pressure boiler operators, laundry workers and kindred workers.

**027 Transportation:** Occupations in which employees perform duties which require motor vehicle, bus, train, or other transportation operation skills which are acquired through on-the-job training and experience or through other formal training programs. This category includes: bus drivers, chauffeurs, motor vehicle operators, trainmasters, ferry terminal supervisors and kindred workers.

**028 Laborers:** Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public, or which contribute to the upkeep and care of buildings and facilities. There are no job qualification requirements for titles in this category. This category includes: skilled craft helpers and apprentices, construction laborers, stock handlers, garage and service station related occupations, car cleaners, seasonal park helpers, track workers, assistant highway repairers and kindred workers.

**029 Sanitation Workers:** Occupations in which employees perform duties which result in or contribute to the cleanliness, hygiene and safety of the public domain. Qualification requirements, which include civil service examinations, exist for titles in this category. This category includes: sanitation workers, debris removers and kindred workers.

**030 Teachers:** Occupations which require specialized and theoretical knowledge of education and instructional methods, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes: teachers, instructors, professors, lecturers, fitness instructors, graduate assistants, fellows, adjunct professors, substitute teachers, trade instructors, education/vocational counselors, education analysts, education officers, institutional instructors and kindred workers.

**031 Paraprofessionals:** Occupations in which employees perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion. This category includes: administrative assistants, project associates, coordinators, community associates and assistants, community service aides, research associates, welfare service workers, child care workers and kindred workers.

Appendix 2  
Queens Borough President's Office  
*CEEDS Report: Workforce Composition Summary*  
*2<sup>nd</sup> Quarter 2017*  
*(end of audit period)*

RUN DATE: 01/04/17  
 RUN TIME: 13:22:22.0

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES  
 CITYWIDE EQUAL EMPLOYMENT DATABASE SYSTEM (CEEDS)  
 WORK FORCE COMPOSITION SUMMARY  
 QUARTER 2 YEAR 2017 AGENCY 013 BOROUGH PRESIDENT-QUEENS

PAGE: 22  
 REPORT: EBEP210

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 001 ADMINISTRATORS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP	
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN			
12961	DEPUTY BOROUGH PRESIDENT	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
12994	BOROUGH PRESIDENT	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
30121	COUNSEL TO THE BOROUGH PRE	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
EEO JOB GROUP TOTAL.....:		0	0	0	0	0	0	1	1	1	0	0	0	0	0	3
		0.01	0.00	0.00	0.00	0.00	0.00	33.33	33.33	33.33	0.00	0.00	0.00	0.00	0.00	100.00

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 002 MANAGERS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP	
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN			
05149	DIRECTOR, BOROUGH PRESIDEN	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
09273	SPECIAL ASSISTANT TO THE B	0	0	0	1	0	0	1	0	1	0	0	1	0	4	
10026	ADMINISTRATIVE STAFF ANALY	0	0	0	1	0	0	0	0	0	0	0	0	0	1	
10050	COMPUTER SYSTEMS MANAGER	1	0	0	0	0	0	0	0	0	0	0	0	0	1	
13210	ASSISTANT TO THE PRESIDENT	1	0	0	0	0	0	0	0	0	0	0	0	0	1	
13231	EXECUTIVE ASSISTANT	1	0	0	0	0	0	0	0	0	0	0	0	0	1	
60808	PUBLIC INFORMATION OFFICER	0	0	0	0	0	0	0	0	0	1	0	0	0	1	
EEO JOB GROUP TOTAL.....:		3	0	0	2	0	0	1	0	2	1	0	1	0	10	
		30.00	0.00	0.00	20.00	0.00	0.00	10.00	0.00	20.00	10.00	0.00	10.00	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 003 MANAGEMENT SPECIALISTS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN		
05162	FISCAL & POLICY ANALYST (Q	0	0	0	0	0	1	0	0	0	0	0	0	0	1
12627	ASSOCIATE STAFF ANALYST	0	0	0	0	0	0	1	0	0	0	0	0	0	1
EEO JOB GROUP TOTAL.....:		0	0	0	0	0	1	1	0	0	0	0	0	0	2
		0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 004 SCIENCE PROFESSIONALS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN-KNOWN		
05230	RESEARCH AND LIAISON SPECI	0	0	0	0	0	0	0	0	1	0	0	0	0	1
20210	ASSISTANT CIVIL ENGINEER	0	0	0	0	0	0	1	0	0	0	0	0	0	1

RUN DATE: 01/04/17  
 RUN TIME: 13:22:22.0

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES  
 CITYWIDE EQUAL EMPLOYMENT DATABASE SYSTEM (CEEDS)  
 WORK FORCE COMPOSITION SUMMARY  
 QUARTER 2 YEAR 2017 AGENCY 013 BOROUGH PRESIDENT-QUEENS

PAGE: 23  
 REPORT: EBEP210

EEO JOB GROUP TOTAL.....: 0 0 0 0 0 0 0 1 0 1 0 0 0 0 2  
 0.00 0.00 0.00 0.00 0.00 0.00 50.00 0.00 50.00 0.00 0.00 0.00 0.00 100.00

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 006 SOCIAL SCIENTISTS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN		
22122	CITY PLANNER	0	0	0	0	0	0	0	0	0	1	0	0	0	1
EEO JOB GROUP TOTAL.....:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	100.00

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 008 LAWYERS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN		
30086	AGENCY ATTORNEY INTERNE	0	0	0	0	0	0	0	0	0	0	1	0	1	
EEO JOB GROUP TOTAL.....:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 010 TECHNICIANS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN		
20113	ENGINEERING TECHNICIAN	1	0	0	0	0	0	1	0	0	0	0	0	2	
EEO JOB GROUP TOTAL.....:		50.00	0.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 012 CLERICAL SUPERVISORS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP
		WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPAN	ASIAN PACIS	AM IND ALASK	UN- KNOWN		
10124	PRINCIPAL ADMINISTRATIVE A	1	0	0	0	0	0	2	0	0	0	0	0	3	
EEO JOB GROUP TOTAL.....:		33.33	0.00	0.00	0.00	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 013 CLERICAL

RUN DATE: 01/04/17  
 RUN TIME: 13:22:22.0

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES  
 CITYWIDE EQUAL EMPLOYMENT DATABASE SYSTEM (CEEDS)  
 WORK FORCE COMPOSITION SUMMARY  
 QUARTER 2 YEAR 2017 AGENCY 013 BOROUGH PRESIDENT-QUEENS

PAGE: 24  
 REPORT: EBEP210

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP	
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN			
10251	CLERICAL ASSOCIATE	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
10605	CASHIER	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
12882	SECRETARY TO THE PRESIDENT	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
EEO JOB GROUP TOTAL.....:		0	0	0	0	0	0	1	0	0	1	0	1	0	0	3
		0.01	0.00	0.00	0.00	0.00	0.00	33.33	0.00	0.00	33.33	0.00	33.33	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 027 TRANSPORTATION

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP	
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN			
05234	CHAUFFEUR-ATTENDANT (PQ)	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
EEO JOB GROUP TOTAL.....:		2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
		100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	

AGENCY CODE : 013 BOROUGH PRESIDENT-QUEENS  
 EEO JOB GROUP : 031 PARA PROFESSIONAL OCCUPATIONS

TITLE CODE	TITLE DESCRIPTION	MALE						FEMALE						OTHER	TOTAL EMP	
		WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISPN	ASIAN PACIS	AM IND ALASK	UN- KNOWN			
56056	COMMUNITY ASSISTANT	0	0	0	0	0	0	1	0	0	1	0	0	0	0	2
56057	COMMUNITY ASSOCIATE	2	2	0	1	0	1	2	2	2	1	0	4	0	17	
56058	COMMUNITY COORDINATOR	4	0	0	0	0	2	2	0	0	0	0	0	0	8	
EEO JOB GROUP TOTAL.....:		6	2	0	1	0	3	5	2	2	2	0	4	0	27	
		22.22	7.41	0.00	3.70	0.00	11.11	18.52	7.41	7.41	7.41	0.00	14.81	0.00	100.00	

AGENCY TOTAL.....:

13	2	0	3	0	4	13	3	6	5	0	7	0	56
23.22	3.57	0.00	5.36	0.00	7.14	23.21	5.36	10.71	8.93	0.00	12.50	0.00	100.00

## Appendix 3

### Queens Borough President's Office

*CEEDS Report: Workforce Compared with Internal and External Pools*

*3<sup>rd</sup> Quarter 2014*

*(beginning of audit period)*

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 46  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 001 ADMINISTRATORS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	2	3	.5092	1.53	-0.53	-0.61	0.271	N - N<=8
ETH	BLACK	1	2	3	.1745	0.52	0.48	0.72	0.234	N - N<=8
ETH	HISPANIC	1	2	3	.1543	0.46	0.54	0.86	0.195	N - N<=8
ETH	ASIAN / PAC ISL	0	3	3	.1123	0.34	-0.34	-0.62	0.269	N - N<=8
ETH	NATIVE AMERICAN	0	3	3	.0068	0.02	-0.02	-0.14	0.443	N - N<=8
ETH	ETH UNKNOWN	0	3	3	.0247	0.07	-0.07	-0.28	0.391	N - N<=8
GEN	MALE	1	2	3	.5906	1.77	-0.77	-0.91	0.182	N - N<=8
GEN	FEMALE	2	1	3	.3841	1.15	0.85	1.01	0.157	N - N<=8
GEN	GENDER UNKNOWN	0	3	3	.0046	0.01	-0.01	-0.12	0.453	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 47  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 002 MANAGERS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	5	7	12	.5133	6.16	-1.16	-0.67	0.252	
ETH	BLACK	2	10	12	.1889	2.27	-0.27	-0.20	0.422	
ETH	HISPANIC	1	11	12	.1297	1.56	-0.56	-0.48	0.316	N-05%RUL
ETH	ASIAN / PAC ISL	2	10	12	.1017	1.22	0.78	0.74	0.228	
ETH	NATIVE AMERICAN	0	12	12	.0018	0.02	-0.02	-0.15	0.442	N-05%RUL
ETH	ETH UNKNOWN	2	10	12	.0402	0.48	1.52	2.23	0.013	O
GEN	MALE	5	7	12	.5345	6.41	-1.41	-0.82	0.207	U-80%RUL
GEN	FEMALE	7	5	12	.4206	5.05	1.95	1.14	0.127	
GEN	GENDER UNKNOWN	0	12	12	.0197	0.24	-0.24	-0.49	0.312	N-05%RUL



RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 48  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 003 MNGMNT SPECS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	1	4	.4094	1.64	1.36	1.39	0.083	N - N<=8
ETH	BLACK	1	3	4	.2958	1.18	-0.18	-0.20	0.420	N - N<=8
ETH	HISPANIC	0	4	4	.1295	0.52	-0.52	-0.77	0.220	N - N<=8
ETH	ASIAN / PAC ISL	0	4	4	.1301	0.52	-0.52	-0.77	0.220	N - N<=8
ETH	NATIVE AMERICAN	0	4	4	.0022	0.01	-0.01	-0.09	0.463	N - N<=8
ETH	ETH UNKNOWN	0	4	4	.0207	0.08	-0.08	-0.29	0.386	N - N<=8
GEN	MALE	1	3	4	.5718	2.29	-1.29	-1.30	0.097	N - N<=8
GEN	FEMALE	3	1	4	.4032	1.61	1.39	1.41	0.079	N - N<=8
GEN	GENDER UNKNOWN	0	4	4	.0126	0.05	-0.05	-0.23	0.411	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 49  
 PROGRAM: EBP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 004 SCIENCE PROFNS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	1	2	.4568	0.91	0.09	0.12	0.451	N - N<=8
ETH	BLACK	0	2	2	.1762	0.35	-0.35	-0.65	0.257	N - N<=8
ETH	HISPANIC	1	1	2	.1023	0.20	-0.80	1.86	0.032	N - N<=8
ETH	ASIAN / PAC ISL	0	2	2	.2258	0.45	-0.45	-0.76	0.223	N - N<=8
ETH	NATIVE AMERICAN	0	2	2	.0024	0.00	-0.00	-0.07	0.472	N - N<=8
ETH	ETH UNKNOWN	0	2	2	.0315	0.06	-0.06	-0.26	0.399	N - N<=8
GEN	MALE	0	2	2	.6586	1.32	-1.32	-1.96	0.025	N - N<=8
GEN	FEMALE	2	0	2	.3131	0.63	1.37	2.09	0.018	N - N<=8
GEN	GENDER UNKNOWN	0	2	2	.0201	0.04	-0.04	-0.20	0.420	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 50  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 006 SOCIAL SCI

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.6146	0.61	-0.61	-1.26	0.103	N - N<=8
ETH	BLACK	0	1	1	.1667	0.17	-0.17	-0.45	0.327	N - N<=8
ETH	HISPANIC	0	1	1	.0913	0.09	-0.09	-0.32	0.376	N - N<=8
ETH	ASIAN / PAC ISL	1	0	1	.0957	0.10	0.90	3.07	<.01	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0024	0.00	-0.00	-0.05	0.480	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0251	0.03	-0.03	-0.16	0.436	N - N<=8
GEN	MALE	0	1	1	.4873	0.49	-0.49	-0.97	0.165	N - N<=8
GEN	FEMALE	1	0	1	.4930	0.49	0.51	1.01	0.155	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0163	0.02	-0.02	-0.13	0.449	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 51  
 PROGRAM: EBP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 010 TECHNICIANS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	1	4	.3514	1.41	1.59	1.67	0.047	N - N<=8
ETH	BLACK	1	3	4	.3293	1.32	-0.32	-0.34	0.368	N - N<=8
ETH	HISPANIC	0	4	4	.1923	0.77	-0.77	-0.98	0.165	N - N<=8
ETH	ASIAN / PAC ISL	0	4	4	.1005	0.40	-0.40	-0.67	0.252	N - N<=8
ETH	NATIVE AMERICAN	0	4	4	.0027	0.01	-0.01	-0.10	0.459	N - N<=8
ETH	ETH UNKNOWN	0	4	4	.0182	0.07	-0.07	-0.27	0.393	N - N<=8
GEN	MALE	3	1	4	.6181	2.47	0.53	0.54	0.294	N - N<=8
GEN	FEMALE	1	3	4	.3662	1.46	-0.46	-0.48	0.315	N - N<=8
GEN	GENDER UNKNOWN	0	4	4	.0098	0.04	-0.04	-0.20	0.421	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 52  
 PROGRAM: EBP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 012 CLERICAL SUPS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	0	3	.2238	0.67	2.33	3.23	<.01	N - N<=8
ETH	BLACK	0	3	3	.5619	1.69	-1.69	-1.96	0.025	N - N<=8
ETH	HISPANIC	0	3	3	.1348	0.40	-0.40	-0.68	0.247	N - N<=8
ETH	ASIAN / PAC ISL	0	3	3	.0511	0.15	-0.15	-0.40	0.344	N - N<=8
ETH	NATIVE AMERICAN	0	3	3	.0038	0.01	-0.01	-0.11	0.457	N - N<=8
ETH	ETH UNKNOWN	0	3	3	.0245	0.07	-0.07	-0.27	0.392	N - N<=8
GEN	MALE	1	2	3	.2093	0.63	0.37	0.53	0.299	N - N<=8
GEN	FEMALE	2	1	3	.7769	2.33	-0.33	-0.46	0.323	N - N<=8
GEN	GENDER UNKNOWN	0	3	3	.0138	0.04	-0.04	-0.20	0.419	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 53  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 013 CLERICAL

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	4	5	.1867	0.93	0.07	0.08	0.470	N - N<=8
ETH	BLACK	1	4	5	.5347	2.67	-1.67	-1.50	0.067	N - N<=8
ETH	HISPANIC	1	4	5	.1509	0.75	0.25	0.31	0.380	N - N<=8
ETH	ASIAN / PAC ISL	1	4	5	.0716	0.36	0.64	1.11	0.133	N - N<=8
ETH	NATIVE AMERICAN	0	5	5	.0039	0.02	-0.02	-0.14	0.444	N - N<=8
ETH	ETH UNKNOWN	1	4	5	.0478	0.24	0.76	1.60	0.055	N - N<=8
GEN	MALE	0	5	5	.2820	1.41	-1.41	-1.40	0.081	N - N<=8
GEN	FEMALE	5	0	5	.6776	3.39	1.61	1.54	0.061	N - N<=8
GEN	GENDER UNKNOWN	0	5	5	.0359	0.18	-0.18	-0.43	0.333	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 54  
 PROGRAM: EBP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 027 TRANSPORTATION

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	0	1	.1897	0.19	0.81	2.07	0.019	N - N<=8
ETH	BLACK	0	1	1	.4871	0.49	-0.49	-0.97	0.165	N - N<=8
ETH	HISPANIC	0	1	1	.1720	0.17	-0.17	-0.46	0.324	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0381	0.04	-0.04	-0.20	0.421	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0037	0.00	-0.00	-0.06	0.476	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.1083	0.11	-0.11	-0.35	0.364	N - N<=8
GEN	MALE	1	0	1	.7529	0.75	0.25	0.57	0.283	N - N<=8
GEN	FEMALE	0	1	1	.1439	0.14	-0.14	-0.41	0.341	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.1023	0.10	-0.10	-0.34	0.368	N - N<=8

RUN DATE: 04/01/14  
 RUN TIME: 10:47:05  
 FY2014 Q3

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 55  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 03/31/14

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 031 PARA PROFESSION

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	12	14	26	.3243	8.43	3.57	1.49	0.067	
ETH	BLACK	4	22	26	.2673	6.95	-2.95	-1.31	0.096	U-80%RUL
ETH	HISPANIC	1	25	26	.2449	6.37	-5.37	-2.45	<.01	U
ETH	ASIAN / PAC ISL	1	25	26	.0964	2.51	-1.51	-1.00	0.158	U-80%RUL
ETH	NATIVE AMERICAN	0	26	26	.0025	0.06	-0.06	-0.26	0.399	N-05%RUL
ETH	ETH UNKNOWN	8	18	26	.0269	0.70	7.30	8.85	<.01	O
GEN	MALE	14	12	26	.3798	9.87	4.13	1.67	0.048	
GEN	FEMALE	12	14	26	.5812	15.11	-3.11	-1.24	0.108	U-80%RUL
GEN	GENDER UNKNOWN	0	26	26	.0011	0.03	-0.03	-0.17	0.433	N-05%RUL



## Appendix 4

### Queens Borough President's Office

*CEEDS Report: Workforce Compared with Internal and External Pools*

*2<sup>nd</sup> Quarter 2017*

*(end of audit period)*

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 43  
 PROGRAM: EBP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 001 ADMINISTRATORS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	2	3	.5092	1.53	-0.53	-0.61	0.271	N - N<=8
ETH	BLACK	1	2	3	.1745	0.52	0.48	0.72	0.234	N - N<=8
ETH	HISPANIC	1	2	3	.1543	0.46	0.54	0.86	0.195	N - N<=8
ETH	ASIAN / PAC ISL	0	3	3	.1123	0.34	-0.34	-0.62	0.269	N - N<=8
ETH	NATIVE AMERICAN	0	3	3	.0068	0.02	-0.02	-0.14	0.443	N - N<=8
ETH	ETH UNKNOWN	0	3	3	.0247	0.07	-0.07	-0.28	0.391	N - N<=8
GEN	MALE	0	3	3	.5906	1.77	-1.77	-2.08	0.019	N - N<=8
GEN	FEMALE	3	0	3	.3841	1.15	1.85	2.19	0.014	N - N<=8
GEN	GENDER UNKNOWN	0	3	3	.0046	0.01	-0.01	-0.12	0.453	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 44  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 002 MANAGERS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	4	6	10	.5133	5.13	-1.13	-0.72	0.237	U-80%RUL
ETH	BLACK	0	10	10	.1889	1.89	-1.89	-1.53	0.063	U-80%RUL
ETH	HISPANIC	2	8	10	.1297	1.30	0.70	0.66	0.254	
ETH	ASIAN / PAC ISL	3	7	10	.1017	1.02	1.98	2.07	0.019	O
ETH	NATIVE AMERICAN	0	10	10	.0018	0.02	-0.02	-0.13	0.447	N-05%RUL
ETH	ETH UNKNOWN	1	9	10	.0402	0.40	0.60	0.96	0.168	
GEN	MALE	5	5	10	.5345	5.35	-0.34	-0.22	0.413	
GEN	FEMALE	5	5	10	.4206	4.21	0.79	0.51	0.306	
GEN	GENDER UNKNOWN	0	10	10	.0197	0.20	-0.20	-0.45	0.327	N-05%RUL

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
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NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 45  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 003 MNGMNT SPECS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	1	2	.4094	0.82	0.18	0.26	0.397	N - N<=8
ETH	BLACK	0	2	2	.2958	0.59	-0.59	-0.92	0.180	N - N<=8
ETH	HISPANIC	0	2	2	.1295	0.26	-0.26	-0.55	0.293	N - N<=8
ETH	ASIAN / PAC ISL	0	2	2	.1301	0.26	-0.26	-0.55	0.292	N - N<=8
ETH	NATIVE AMERICAN	0	2	2	.0022	0.00	-0.00	-0.07	0.474	N - N<=8
ETH	ETH UNKNOWN	1	1	2	.0207	0.04	0.96	4.76	<.01	N - N<=8
GEN	MALE	1	1	2	.5718	1.14	-0.14	-0.21	0.419	N - N<=8
GEN	FEMALE	1	1	2	.4032	0.81	0.19	0.28	0.390	N - N<=8
GEN	GENDER UNKNOWN	0	2	2	.0126	0.03	-0.03	-0.16	0.437	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 46  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 004 SCIENCE PROFNS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	1	2	.4568	0.91	0.09	0.12	0.451	N - N<=8
ETH	BLACK	0	2	2	.1762	0.35	-0.35	-0.65	0.257	N - N<=8
ETH	HISPANIC	1	1	2	.1023	0.20	0.80	1.86	0.032	N - N<=8
ETH	ASIAN / PAC ISL	0	2	2	.2258	0.45	-0.45	-0.76	0.223	N - N<=8
ETH	NATIVE AMERICAN	0	2	2	.0024	0.00	-0.00	-0.07	0.472	N - N<=8
ETH	ETH UNKNOWN	0	2	2	.0315	0.06	-0.06	-0.26	0.399	N - N<=8
GEN	MALE	0	2	2	.6586	1.32	-1.32	-1.96	0.025	N - N<=8
GEN	FEMALE	2	0	2	.3131	0.63	1.37	2.09	0.018	N - N<=8
GEN	GENDER UNKNOWN	0	2	2	.0201	0.04	-0.04	-0.20	0.420	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 47  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 006 SOCIAL SCI

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.6146	0.61	-0.61	-1.26	0.103	N - N<=8
ETH	BLACK	0	1	1	.1667	0.17	-0.17	-0.45	0.327	N - N<=8
ETH	HISPANIC	0	1	1	.0913	0.09	-0.09	-0.32	0.376	N - N<=8
ETH	ASIAN / PAC ISL	1	0	1	.0957	0.10	0.90	3.07	<.01	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0024	0.00	-0.00	-0.05	0.480	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0251	0.03	-0.03	-0.16	0.436	N - N<=8
GEN	MALE	0	1	1	.4873	0.49	-0.49	-0.97	0.165	N - N<=8
GEN	FEMALE	1	0	1	.4930	0.49	0.51	1.01	0.155	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0163	0.02	-0.02	-0.13	0.449	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
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NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 48  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 008 LAWYERS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.5889	0.59	-0.59	-1.20	0.116	N - N<=8
ETH	BLACK	0	1	1	.1310	0.13	-0.13	-0.39	0.349	N - N<=8
ETH	HISPANIC	0	1	1	.1020	0.10	-0.10	-0.34	0.368	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0721	0.07	-0.07	-0.28	0.390	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0011	0.00	-0.00	-0.03	0.487	N - N<=8
ETH	ETH UNKNOWN	1	0	1	.0200	0.02	0.98	7.00	<.01	N - N<=8
GEN	MALE	0	1	1	.4396	0.44	-0.44	-0.89	0.188	N - N<=8
GEN	FEMALE	1	0	1	.4738	0.47	0.53	1.05	0.146	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0010	0.00	-0.00	-0.03	0.487	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
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NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 49  
 PROGRAM: EBP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 010 TECHNICIANS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	2	0	2	.3514	0.70	1.30	1.92	0.027	N - N<=8
ETH	BLACK	0	2	2	.3293	0.66	-0.66	-0.99	0.161	N - N<=8
ETH	HISPANIC	0	2	2	.1923	0.38	-0.38	-0.69	0.245	N - N<=8
ETH	ASIAN / PAC ISL	0	2	2	.1005	0.20	-0.20	-0.47	0.318	N - N<=8
ETH	NATIVE AMERICAN	0	2	2	.0027	0.01	-0.01	-0.07	0.471	N - N<=8
ETH	ETH UNKNOWN	0	2	2	.0182	0.04	-0.04	-0.19	0.424	N - N<=8
GEN	MALE	1	1	2	.6181	1.24	-0.24	-0.34	0.366	N - N<=8
GEN	FEMALE	1	1	2	.3662	0.73	0.27	0.39	0.347	N - N<=8
GEN	GENDER UNKNOWN	0	2	2	.0098	0.02	-0.02	-0.14	0.444	N - N<=8



RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
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 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 50  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 012 CLERICAL SUPS

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	0	3	.2238	0.67	2.33	3.23	<.01	N - N<=8
ETH	BLACK	0	3	3	.5619	1.69	-1.69	-1.96	0.025	N - N<=8
ETH	HISPANIC	0	3	3	.1348	0.40	-0.40	-0.68	0.247	N - N<=8
ETH	ASIAN / PAC ISL	0	3	3	.0511	0.15	-0.15	-0.40	0.344	N - N<=8
ETH	NATIVE AMERICAN	0	3	3	.0038	0.01	-0.01	-0.11	0.457	N - N<=8
ETH	ETH UNKNOWN	0	3	3	.0245	0.07	-0.07	-0.27	0.392	N - N<=8
GEN	MALE	1	2	3	.2093	0.63	0.37	0.53	0.299	N - N<=8
GEN	FEMALE	2	1	3	.7769	2.33	-0.33	-0.46	0.323	N - N<=8
GEN	GENDER UNKNOWN	0	3	3	.0138	0.04	-0.04	-0.20	0.419	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 51  
 PROGRAM: EBP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 013 CLERICAL

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	2	3	.1867	0.56	0.44	0.65	0.257	N - N<=8
ETH	BLACK	0	3	3	.5347	1.60	-1.60	-1.86	0.032	N - N<=8
ETH	HISPANIC	0	3	3	.1509	0.45	-0.45	-0.73	0.233	N - N<=8
ETH	ASIAN / PAC ISL	1	2	3	.0716	0.21	0.79	1.76	0.039	N - N<=8
ETH	NATIVE AMERICAN	0	3	3	.0039	0.01	-0.01	-0.11	0.457	N - N<=8
ETH	ETH UNKNOWN	1	2	3	.0478	0.14	0.86	2.32	0.010	N - N<=8
GEN	MALE	0	3	3	.2820	0.85	-0.85	-1.09	0.139	N - N<=8
GEN	FEMALE	3	0	3	.6776	2.03	0.97	1.19	0.116	N - N<=8
GEN	GENDER UNKNOWN	0	3	3	.0359	0.11	-0.11	-0.33	0.369	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 52  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 027 TRANSPORTATION

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	2	0	2	.1897	0.38	1.62	2.92	<.01	N - N<=8
ETH	BLACK	0	2	2	.4871	0.97	-0.97	-1.38	0.084	N - N<=8
ETH	HISPANIC	0	2	2	.1720	0.34	-0.34	-0.64	0.260	N - N<=8
ETH	ASIAN / PAC ISL	0	2	2	.0381	0.08	-0.08	-0.28	0.389	N - N<=8
ETH	NATIVE AMERICAN	0	2	2	.0037	0.01	-0.01	-0.09	0.466	N - N<=8
ETH	ETH UNKNOWN	0	2	2	.1083	0.22	-0.22	-0.49	0.311	N - N<=8
GEN	MALE	2	0	2	.7529	1.51	0.49	0.81	0.209	N - N<=8
GEN	FEMALE	0	2	2	.1439	0.29	-0.29	-0.58	0.281	N - N<=8
GEN	GENDER UNKNOWN	0	2	2	.1023	0.20	-0.20	-0.48	0.317	N - N<=8

RUN DATE: 01/04/17  
 RUN TIME: 13:18:37  
 FY2017 Q2

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 53  
 PROGRAM: EBPPP961  
 EXTRACT DATE: 12/31/16

AGENCY: 013 BOROUGH PRESIDENT-QUEENS  
 JOB GROUP: 031 PARA PROFESSION

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	11	16	27	.3243	8.76	2.24	0.92	0.178	
ETH	BLACK	4	23	27	.2673	7.22	-3.22	-1.40	0.081	U-80%RUL
ETH	HISPANIC	2	25	27	.2449	6.61	-4.61	-2.06	0.020	U
ETH	ASIAN / PAC ISL	3	24	27	.0964	2.60	0.40	0.26	0.398	
ETH	NATIVE AMERICAN	0	27	27	.0025	0.07	-0.07	-0.26	0.397	N-05%RUL
ETH	ETH UNKNOWN	7	20	27	.0269	0.73	6.27	7.46	<.01	O
GEN	MALE	12	15	27	.3798	10.25	1.75	0.69	0.244	
GEN	FEMALE	15	12	27	.5812	15.69	-0.69	-0.27	0.394	
GEN	GENDER UNKNOWN	0	27	27	.0011	0.03	-0.03	-0.17	0.432	N-05%RUL

MELINDA KATZ  
PRESIDENT



(718) 286-3000  
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e-mail: [info@queensbp.org](mailto:info@queensbp.org)

CITY OF NEW YORK  
OFFICE OF THE  
PRESIDENT OF THE BOROUGH OF QUEENS  
120-55 QUEENS BOULEVARD  
KEW GARDENS, NEW YORK 11424-1015

July 11, 2017

Charise L. Terry, PHR  
Executive Director  
New York City Equal Employment Practices Commission  
253 Broadway, Suite 602  
New York, NY 10007

Dear Ms. Terry:

My office is in receipt of your preliminary report and recommendations related to an audit of the Office of the Queens Borough President's employment practices and procedures from January 1, 2014 to December 31, 2016.

My office is working diligently to address all of your recommendations as follows:

***Corrective Action #1:** Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to an EEO Policy/Handbook.*

**Action Taken: Completed**

In addition to distributing the EEO Policy to all employees and posting such policy in the staff common areas earlier this year, on July 7, 2017, we distributed to all staff, via email, a memorandum reiterating our commitment to EEO. This communication included an electronic copy of the EEO policy and information on the office's EEO professionals. A copy of the memorandum and email is enclosed.

***Corrective Action #2:** Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.*

**Action Taken: Completed**

We formalized an EEO training plan for new and existing employees. Such training will include providing our current and new employees access to computer based training in collaboration with the New York City Department of Information Technology & Telecommunications. Employees will take this training yearly and we expect that for this year all current employees will be trained by the end of October 2017.

*Corrective Action #3: Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.*

**Action Taken: Completed**

We assessed recruitment efforts. We advertise our job postings in a wide variety of outlets, including the City's NYC Jobs and our own website. For future job openings our office will post in our current outlets and also augment this outreach by including Spanish-language publications.

*Corrective Action #4: The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.*

**Action Taken: Completed**

The principal EEO Professional, HR Professional, and General Counsel, reviewed our offices employment statistical information, EEO complaints and employment practices, policies and programs on July 10, 2017.

*Corrective Action #5: 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. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.*

**Action Taken: In progress**

Although we currently have no job openings in our office, for future openings we will assess the manner in which we select those future candidates and as stated above, to the extent adverse impact is discovered, we will adopt methods to diminish any such adverse impact.

***Corrective Action #6:*** *If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.*

**Action Taken: In progress**

While we do not believe that our current efforts are adversely impacting any particular group, we will post any future openings in our office in Spanish-language publications and perform outreach efforts of any new openings and internships by reaching out to Latino/Hispanic groups with notifications of such openings.

***Corrective Action #7*** *Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.*

**Action Taken: Completed**

Employees are regularly considered internally for career enhancement, development opportunities or transfers. During the time period covered by this audit, all job postings were open to existing staff. The openings on more than one occasion were filled by current employees who were looking for greater responsibility and career enhancement. In addition, we have a robust internship program which has allowed us to establish internal hiring pools which have assisted us in filling positions. To further enhance the skills of our current staff, our designated Career Counselor will, in addition to notifying staff about DCAS' monthly exam schedules, will post and distribute to staff the DCAS course catalog from the City's Citywide Training Center.

***Corrective Action #8:*** *Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition) of each applicant, and recruitment source. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.*

**Action Taken: In Progress**

While we do retain resumes of applicants who applied for a particular job opening, going forward, our Human Resources Professional, who is not our Hiring Manager, will create and maintain a log with the information above, for all future applicants.

***Corrective Action #9:*** *Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.*

**Action Taken: Completed**

All our current and future employees have access to information regarding their job responsibilities and performance evaluation standards. First, upon hiring and, subsequently, during their annual performance evaluation.

*Corrective Action #10: Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.*

**Action Taken: In Progress**

Regular communications between our Chief of Staff, who reports directly to me, and our EEO Professional take place regarding decisions that impact the administration and operation of the EEO program. However, going forward, the EEO Professional will maintain appropriate documentation of such meetings and communications, via Microsoft outlook invites and/or recording interactions via a log.

*Corrective Action #11: Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.*

**Action Taken: In Progress**

We do have an annual performance evaluation program for all staff implemented by our Chief of Staff. For future performance evaluations, we will document the time and place of these evaluations, and improve our records post-evaluation.

*Corrective Action #12: Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).*

**Action Taken: In Progress**

As part of an annual performance evaluation program for managers, we will ensure that the evaluation contains a rating for EEO.



*Corrective Action #13: Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.*

**Action Taken: In Progress**

We will prepare and submit to EEPC an Annual Plan of measures and programs to provide equal employment opportunity.

I thank you for the opportunity to respond to your preliminary report and I look forward to working with your staff on subsequent steps in the audit process.

Sincerely,

A handwritten signature in black ink that reads "Melinda Katz". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Melinda Katz  
President  
Borough of Queens



Angela Cabrera  
Malini Cadambi Daniel  
Elaine S. Reiss, Esq.  
Arva R. Rice  
Commissioners

Charise L. Terry, PHR  
Executive Director

Judith Garcia Quiñonez, Esq.  
Executive Agency Counsel/  
Deputy Director

253 Broadway  
Suite 602  
New York, NY 10007

212. 615. 8939 tel.  
212. 676.2724 fax

**BY MAIL AND EMAIL**

July 14, 2017

Melinda Katz  
Borough President  
Office of the Queens Borough President  
120-55 Queens Boulevard, Suite 226  
Kew Gardens, NY 11424

RE: Audit Resolution #2017/212-013: Final Determination Pursuant to the Review, Evaluation and Monitoring of the Office of the Queens Borough President's Employment Practices and Procedures from January 1, 2014 to December 31, 2016.

Dear Borough President Katz:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you for your July 11, 2017 response to our June 26, 2017 Preliminary Determination and for the cooperation extended to our staff during the course of this audit.

As indicated in our Preliminary Determination, this Commission has adopted uniform standards<sup>1</sup> to assess agencies' employment practices and programs for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. The attached Determination contains the Commission's findings and required corrective actions pertaining to the referenced review, evaluation and monitoring of your agency's employment practices and procedures.

**Chapter 36, Section 832.c of the New York City Charter requires that: 1) the EEPC assign a 6-month compliance period to monitor your agency's efforts to eliminate remaining required corrective actions; and 2) the agency provide a written response within 30 days from the date of this letter indicating corrective action taken.**

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<sup>1</sup> Founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; New York City Human Rights Law (NYC Administrative Code, §§8-107.1(a) and 8-107.13(d)); New York State Civil Service Law §55-a; Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7) and the equal employment opportunity requirements of the New York City Charter.



The assigned compliance-monitoring period is: AUGUST 2017 TO JANUARY 2018.

**If corrective actions remain:** Your agency's response should indicate what steps your agency has taken, or will take, to implement the corrective actions during the designated period. Documentation which supports the implementation of each corrective action shall be uploaded to TeamCentral, the EEPC's Automated Compliance-Monitoring System. Your agency will be monitored monthly until all corrective actions have been implemented. Instruction on how to access and navigate TeamCentral is attached. Upon your agency's completion of the final corrective action, this Commission requires that your agency upload a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit and re-emphasizes commitment to the EEO program. Upon receipt of the final memorandum, the EEPC will issue a *Determination of Compliance*.

**If no corrective actions remain:** Your agency is exempt from the aforementioned monitoring period. However, this Commission requires a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit and re-emphasizes commitment to the EEO program. This will be considered your agency's final action. Upon receipt of the memo, a *Determination of Compliance* will be issued.

If there are further questions regarding this Final Determination or the compliance-monitoring process, please have the Principal EEO Professional contact Janet P. Ford, Esq., Agency Counsel/Director of Compliance Monitoring at [janford@eepc.nyc.gov](mailto:janford@eepc.nyc.gov) or 212-615-8942.

Thank you and your staff for your continued cooperation.

Sincerely,

  
Charise L. Terry, PHR  
Executive Director

C: Lisa Atkins, Principal EEO Professional

Enclosed: TeamCentral Agency Manual

**FINAL DETERMINATION**

Agency response indicating corrective action taken with documentation is due within 30 days.

The Equal Employment Practices Commission's findings and required corrective actions are based on the audit methodology which includes collection and analysis of the documents, records and data the agency provided in response to the *EEPC Document and Information Request Form*; the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, the *EEPC Employee Survey*; the *EEPC Supervisor/Manager Survey*; the agency's *Annual EEO Plans and Quarterly EEO Reports*; and workforce and utilization data from the *Citywide Equal Employment Database System*. Additional research and follow-up discussions or interviews were conducted as appropriate.

After reviewing the agency's optional response<sup>2</sup> (if applicable) to the EEPC's preliminary Determination, our Final Determination is as follows:

**Agree**

Regarding your responses to the following EEPC required corrective actions, we *Agree* based on documentation that is attached to your response.

**Corrective Action #1:**

Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.

**Agency Response:**

*In addition to distributing the EEO Policy to all employees and posting such policy in the staff common areas earlier this year, on July 7, 2017, we distributed to all staff, via email, a memorandum reiterating our commitment to EEO. This communication included an electronic copy of the EEO policy and information on the office's EEO professionals. A copy of the memorandum and email is enclosed.*

**EEPC Response:**

The EEPC accepts the agency's response, and copy of the EEO Policy statement (with proof of July 6, 2017 distribution to staff via email) as demonstration that Corrective Action #1 has been implemented. No further action is required.

**Monitoring Required**

The agency's implementation of the following required corrective actions will be monitored during the assigned compliance-monitoring period.

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<sup>2</sup> Excerpts are italicized.

**Corrective Action #2**

Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.

**Agency Response:**

*We formalized an EEO training plan for new and existing employees. Such training will include providing our current and new employees access to computer based training in collaboration with the New York City Department of Information Technology & Telecommunications. Employees will take this training yearly and we expect that for this year all current employees will be trained by the end of October 2017.*

**EEPC Response:**

The EEPC acknowledges the agency's commitment to implement its EEO training plan. Documentation that confirms that all employees have received training will be reviewed during the compliance-monitoring period.

**Corrective Action #3**

Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.

**Agency Response:**

*We assessed recruitment efforts. We advertise our job postings in a wide variety of outlets, including the City's NYC Jobs and our own website. For future job openings our office will post in our current outlets and also augment this outreach by including Spanish-language publications.*

**EEPC Response:**

The EEPC recognizes the agency's commitment to implement corrective action #3. Documentation of the agency's assessment of outcomes of its recruitment efforts will be required during the compliance-monitoring period. The EEPC will provide further guidance during the compliance-monitoring period.

**Corrective Action #4**

The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.

Agency Response:

*The principal EEO Professional, HR Professional, and General Counsel, reviewed our offices employment statistical information, EEO complaints and employment practices, policies and programs on July 10, 2017.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #4. Documentation of the agency's review of the aforementioned data and establishment of a practice of reviewing this data on an annual basis to identify trends that may indicate barriers to equal opportunity will be required during the compliance-monitoring period. The EEPC will provide further guidance during the compliance-monitoring period.

**Corrective Action #5**

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. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.

Agency Response:

*Although we currently have no job openings in our office, for future openings we will assess the manner in which we select those future candidates and as stated above, to the extent adverse impact is discovered, we will adopt methods to diminish any such adverse impact.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #5. Assessment of 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 will be required during the compliance-monitoring period. The EEPC will provide further guidance during the compliance-monitoring period.

**Corrective Action #6**

If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

Agency Response:

*... [W]e will post any future openings in our office in Spanish-language publications and perform outreach efforts of any new openings and internships by reaching out to Latino/Hispanic groups with notifications of such openings.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #6, Documentation which demonstrates implementation of Corrective Action #6 will be required during the compliance-monitoring period. The EEPC will provide further guidance during the compliance-monitoring period.

**Corrective Action #7**

Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.

**Agency Response:**

*Employees are regularly considered internally for career enhancement, development opportunities or transfers. During the time period covered by this audit, all job postings were open to existing staff. The openings on more than one occasion were filled by current employees who were looking for greater responsibility and career enhancement. In addition, we have a robust internship program which has allowed us to establish internal hiring pools which have assisted us in filling positions. To further enhance the skills of our current staff, our designated Career Counselor will, in addition to notifying staff about DCAS' monthly exam schedules, will post and distribute to staff the DCAS course catalog from the City's Citywide Training Center.*

**EEPC Response:**

The EEPC recognizes the agency's efforts to implement corrective action #7. Please provide documentation of the stated efforts, which will be reviewed during the compliance-monitoring period.

**Corrective Action #8**

Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition)* of each applicant, and *recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.

**Agency Response:**

*While we do retain resumes of applicants who applied for a particular job opening, going forward, our Human Resources Professional, who is not our Hiring Manager, will create and maintain a log with the information above, for all future applicants.*

**EEPC Response:**

The EEPC recognizes the agency's commitment to implement corrective action #8. Documentation that demonstrates the agency has established and maintains an applicant/candidate log or tracking system will be required during the compliance-monitoring period. The EEPC will provide further guidance during the compliance-monitoring period.

**Corrective Action #9**

Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.

Agency Response:

*All our current and future employees have access to information regarding their job responsibilities and performance evaluation standards. First upon hiring and, subsequently, during their annual performance evaluation.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #9. Documentation that demonstrates that employees have access to performance evaluation standards will be required during the compliance-monitoring period.

**Corrective Action #10**

Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.

Agency Response:

*"Regular communications between [the] Chief of Staff, who reports directly to [the agency head], and [the] EEO Professional take place regarding decisions that impact the administration and operation of the EEO program. However, going forward, the EEO Professional will maintain appropriate documentation of such meetings and communications, via Microsoft outlook invites and/or recording interactions via a log."*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #10. Documentation of the outcome or decisions resulting from such meetings and other communications between the Chief of Staff, a direct report to the agency head and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program will be reviewed during the compliance-monitoring period. .

**Corrective Action #11**

Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.

Agency Response:

*We do have an annual performance evaluation program for all staff implemented by our Chief of Staff. For future performance evaluations, we will document the time and place of these evaluations, and improve our records post-evaluation.*

EEPC Response:



The EEPC recognizes the agency's commitment to implement corrective action #11. Documentation of the agency's annual managerial/non-managerial performance evaluation program (with timetable) will be required during the compliance-monitoring period.

**Corrective Action #12**

Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).

Agency Response:

*As part of an annual performance evaluation program for managers, we will ensure that the evaluation contains a rating for EEO.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #12. Documentation that demonstrates that managerial employees are rated on EEO responsibilities will be required during the compliance-monitoring period.

**Corrective Action #13**

Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

Agency Response:

*We will prepare and submit to EEPC an Annual Plan of measures and programs to provide equal employment opportunity.*

EEPC Response:

The EEPC recognizes the agency's commitment to implement corrective action #13. The agency's Annual Plan of measures and programs to provide equal employment opportunity will be reviewed during the compliance-monitoring period.

Thank you and your staff for your continued cooperation.

**EQUAL EMPLOYMENT PRACTICES COMMISSION  
CITY OF NEW YORK**

**RESOLUTION # 2017/212-013:** Final Determination pursuant to the Audit: Review, Evaluation and Monitoring of the Office of the Queens Borough President's Employment Practices and Procedures from January 1, 2014 to December 31, 2016.

**Whereas**, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to insure equal employment opportunity for minority group members and women; and

**Whereas**, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPD Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

**Whereas**, pursuant to its audit of the Office of the Queens Borough President's (QBPO) Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated June 26, 2017, setting forth findings and the following required corrective actions:

1. Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.
2. Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.
3. Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.
4. The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.

5. 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. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.
6. If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
7. Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.
8. Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition)* of each applicant, and *recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.
9. Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.
10. Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.
11. Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.
12. Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).
13. Submit to the EEPCC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan

**Whereas**, the agency submitted its response to the EEPCC's Preliminary Determination letter, on July 11, 2017 with documentation of its actions to rectify required corrective action no. 1; and

**Whereas**, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPCC considered the agency's response and issued a Final Determination on July 14, 2017 which

agreed and accepted documentation for implementation of the aforementioned corrective action, and indicated that corrective actions nos. 2 through 13 require compliance monitoring; and

**Whereas**, in accordance with Chapter 36, Section 832 (c) of the City Charter, the EEPC is required to monitor the agency for a period not to exceed six months, from August 2016 through January 2018 to determine whether it implemented remaining required corrective actions; and


**Whereas**, in accordance with Chapter 36, Section 832 (c) of the City Charter, the agency is required to respond in 30 days and make monthly reports thereafter to the Commission on the progress of implementation of such corrective actions; and


**Whereas**, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now Therefore,

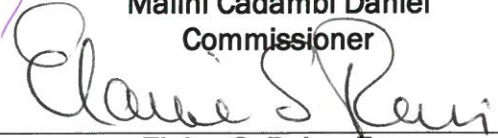
**Be It Resolved**, that the Commission approves issuance of this Final Determination to Queens Borough President Melinda Katz.

Approved unanimously on August 17, 2017.

  
\_\_\_\_\_  
Angela Cabrera  
Commissioner

  
\_\_\_\_\_  
Arva Rice  
Commissioner

  
\_\_\_\_\_  
Malini Cadambi Daniel  
Commissioner

  
\_\_\_\_\_  
Elaine S. Reiss, Esq.  
Commissioner

MELINDA KATZ  
PRESIDENT



(718) 286-3000  
web site: www.queensbp.org  
e-mail: info@queensbp.org

CITY OF NEW YORK  
OFFICE OF THE  
PRESIDENT OF THE BOROUGH OF QUEENS  
120-55 QUEENS BOULEVARD  
KEW GARDENS, NEW YORK 11424-1015

August 11, 2017

Charise L. Terry, PHR  
Executive Director  
New York City Equal Employment Practices Commission  
253 Broadway, Suite 602  
New York, NY 10007

Dear Ms. Terry:

My office is in receipt of your final report and recommendations related to an audit of the Office of the Queens Borough President's employment practices and procedures from January 1, 2014 to December 31, 2016.

As stated in my July 11, 2017 response to the preliminary report, my office is working diligently to address all of your recommendations.

***Corrective Action #1:** Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to an EEO Policy/Handbook.*

**Action Taken: Completed and accepted by the EEPC 7/14/17**

In addition to distributing the EEO Policy to all employees and posting such policy in the staff common areas earlier this year, on July 7, 2017, we distributed to all staff, via email, a memorandum reiterating our commitment to EEO. This communication included an electronic copy of the EEO policy and information on the office's EEO professionals.

***Corrective Action #2:** Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.*

**Action Taken: Completed and will provide documentation to the EEPC**

We formalized an EEO training plan for new and existing employees. Such training will include providing our current and new employees access to computer based training in collaboration with the New York City Department of Information Technology & Telecommunications. Employees will take this training yearly and we expect that for this year all current employees will be trained by the end of October 2017. Should the computer based training not be available in the near future, we are also prepared to engage an in-person trainer, whether in-house or an outside vendor, to train employees this year and will provide the EEPC appropriate documentation once completed.

*Corrective Action #3: Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.*

**Action Taken: Completed and awaiting further guidance from the EEPC**

We assessed recruitment efforts. We advertise our job postings in a wide variety of outlets, including the City's NYC Jobs and our own website. For future job openings our office will post in our current outlets and also augment this outreach by including Spanish-language publications. We look forward to receiving guidance from the EEPC during the compliance-monitoring period.

*Corrective Action #4: The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.*

**Action Taken: Completed and will provide documentation to the EEPC**

The principal EEO Professional, HR Professional, and General Counsel, reviewed our offices employment statistical information, EEO complaints and employment practices, policies and programs on July 10, 2017. We look forward to receiving guidance from the EEPC during the compliance-monitoring period and will provide the EEPC appropriate documentation.

*Corrective Action #5: 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. To the extent that adverse impact is discovered, determine whether the selection*

*criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.*

**Action Taken: In progress and awaiting further guidance from the EEPC**

We currently have one job opening in our office. We will assess the manner in which we select those candidates and, as stated above, to the extent adverse impact is discovered, we will adopt methods to diminish any such adverse impact. We look forward to receiving guidance from the EEPC during the compliance-monitoring period.

*Corrective Action #6: If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.*

**Action Taken: In progress and awaiting further guidance from the EEPC**

While we do not believe that our current efforts are adversely impacting any particular group, we will post any future openings in our office in Spanish-language publications and perform outreach efforts of any new openings and internships by reaching out to Latino/Hispanic groups with notifications of such openings. We look forward to receiving guidance from the EEPC during the compliance-monitoring period and will provide the EEPC appropriate documentation.

*Corrective Action #7 Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.*

**Action Taken: Completed and will provide documentation to the EEPC**

Employees are regularly considered internally for career enhancement, development opportunities or transfers. During the time period covered by this audit, all job postings were open to existing staff. The openings on more than one occasion were filled by current employees who were looking for greater responsibility and career enhancement. In addition, we have a robust internship program which has allowed us to establish internal hiring pools which have assisted us in filling positions. To further enhance the skills of our current staff, our designated Career Counselor will, in addition to notifying staff about DCAS' monthly exam schedules, will post and distribute to staff the DCAS course catalog from the City's Citywide Training Center. We will provide the EEPC with appropriate documentation during the compliance monitoring period.

*Corrective Action #8: Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result,*

*reason selected/not selected (or disposition) of each applicant, and recruitment source. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.*

**Action Taken: In Progress and awaiting further guidance from the EEPC**

While we do retain resumes of applicants who applied for a particular job opening, going forward, our Human Resources Professional, who is not our Hiring Manager, will create and maintain a log with the information above for all future applicants. We look forward to receiving guidance from the EEPC during the compliance-monitoring period and will provide the EEPC appropriate documentation.

*Corrective Action #9: Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.*

**Action Taken: Completed and will provide documentation to the EEPC**

All our current and future employees have access to information regarding their job responsibilities and performance evaluation standards. First, upon hiring and, subsequently, during their annual performance evaluation. We will provide appropriate documentation to the EEPC.

*Corrective Action #10: Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.*

**Action Taken: In Progress and will provide documentation to the EEPC**

Regular communications between our Chief of Staff, who reports directly to me, and our EEO Professional take place regarding decisions that impact the administration and operation of the EEO program. However, going forward, the EEO Professional will maintain appropriate documentation of such meetings and communications, via Microsoft outlook invites and/or recording interactions via a log. We will provide the EEPC appropriate documentation.

*Corrective Action #11: Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.*

**Action Taken: In Progress and will provide documentation to the EEPC**

We do have an annual performance evaluation program for all staff implemented by our Chief of Staff. For future performance evaluations, we will document the time and place of these evaluations, and improve our records post-evaluation. We will provide EEPC appropriate documentation.



***Corrective Action #12:*** *Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).*

**Action Taken: In Progress and will provide documentation to the EEPC**

As part of an annual performance evaluation program for managers, we will ensure that the evaluation contains a rating for EEO. We will provide the EEPC appropriate documentation.

***Corrective Action #13:*** *Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.*

**Action Taken: In Progress and will provide plan to the EEPC**

We will prepare and submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity.

I thank you for the opportunity to respond to the final determination on the audit and I look forward to working with your staff during the compliance-monitoring period.

Sincerely,

A handwritten signature in black ink that reads "Melinda Katz". The signature is fluid and cursive, with a long horizontal line extending to the right from the end of the name.

Melinda Katz  
President  
Borough of Queens

cc: Ilacia N. Zuell, Supervisory EEO Program Analyst

MELINDA KATZ  
PRESIDENT




(718) 286-3000  
web site: [www.queensbp.org](http://www.queensbp.org)  
e-mail: [info@queensbp.org](mailto:info@queensbp.org)

CITY OF NEW YORK  
OFFICE OF THE  
PRESIDENT OF THE BOROUGH OF QUEENS  
120-55 QUEENS BOULEVARD  
KEW GARDENS, NEW YORK 11424-1015

## MEMORANDUM

TO: ALL STAFF

FROM: Borough President Melinda Katz 

RE: Equal Employment Opportunity Policy

DATE: January 31, 2018

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As you know, the Office of the Borough President is committed to preventing illegal discrimination by ensuring that all current employees and applicants are aware of their rights and obligations under our Equal Employment Opportunity (EEO) Policy by maintaining fair employment practices for all of our employees and applicants and by encouraging a work environment that accepts and appreciates differences among employees.

The Office of the Borough President recently went through an audit by the Equal Employment Practices Commission (EEPC) and, as a result, I am proud to announce to you new enhancements to our EEO program that we developed in conjunction with the EEPC as follows:

- Distributed the EEO Policy to all employees, posted the policy in the staff common areas and distributed a memorandum to all staff reiterating our commitment to EEO.
- Formalized an EEO training plan for new and existing employees which calls for yearly computer-based training on EEO topics. This year all staff completed the basic EEO training.
- Assessed recruitment efforts and advertised our job postings in a wide variety of outlets, including the City's NYC Jobs and our own website. In addition, we will process all future postings electronically through NYC Jobs.

- Our EEO Officer, Personnel Director and General Counsel reviewed, and will review annually, our office's employment statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), EEO complaints and employment practices, policies and programs. This required review will help us to identify whether there are barriers to equal opportunity within our office and determine what, if any, corrective actions will be required to correct deficiencies.
- Assessed 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.
- Where underrepresentation of women, minorities or other protected groups was detected for particular titles, we established a process to expand our outreach to those groups when recruiting for those titles.
- Ensured that employees are regularly considered internally for career enhancement, development opportunities or transfers. Current employees are encouraged to apply to all open positions and all our open positions are posted, in addition to our website, externally in NYC Jobs and internally in NYCAPS Employee Self-Service (ESS).
- Implemented and will maintain an applicant tracking system for all open positions that will track recruitment and demographic information on potential candidates.
- Ensured that all employees have access to information regarding job responsibilities and performance evaluation standards by implementing a new Tasks and Standards form and an annual managerial/non-managerial performance evaluation program for employee evaluations that will take place in March of 2019. The new forms also contain a rating for EEO for managerial performance evaluations.
- Our EEO Officer enhanced appropriate documentation of meetings and other communications regarding decisions that impact the administration and operation of the EEO program.
- Prepared and submitted to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity.

I thank the EEPC for the opportunity to enhance our EEO program and for their guidance throughout this process.

**EQUAL EMPLOYMENT PRACTICES COMMISSION  
CITY OF NEW YORK**

**RESOLUTION #2017AP/218-013-(2018)C6: Determination of Compliance (Monitoring Period Required)** by the Office of the Queens Borough President with the Equal Employment Practices Commission's required corrective actions pursuant to the Review, Evaluation and Monitoring of the Employment Practices and Procedures from July 1, 2014 to December 31, 2016.

**Whereas**, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to insure equal employment opportunity for minority group members and women; and

**Whereas**, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPCC Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

**Whereas**, pursuant to its audit and analysis of the Office of the Queens Borough President (QBPO) Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated June 26, 2017, setting forth findings and the following required corrective actions:

1. Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.
2. Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.
3. Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.
4. The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.
5. 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. To the extent that

adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.

6. If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
7. Ensure that employees are considered internally for career enhancement, development opportunities and transfer by: providing and encouraging training, development or mentorship programs to improve their performance and skills; establishing internal talent pools via cross-training, cross divisional assignments, job transfers, and/or job rotation; and identifying internal successors with applicable knowledge/skills/abilities.
8. Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition) of each applicant, and recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.
9. Ensure that all employees have access to information regarding job responsibilities, performance evaluation standards.
10. Maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.
11. Establish and implement an annual managerial/non-managerial performance evaluation program (with timetable) to be used for probationary periods, promotions, assignments, incentives and training.
12. Ensure that the managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).
13. Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

**Whereas**, the QBPO submitted its response to the EEPC's Preliminary Determination letter on July 11, 2017; and

**Whereas**, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC considered the agency's response and issued a Final Determination on July 14, 2017 which indicated that corrective action nos. 2 - 13 required compliance monitoring; and

**Whereas**, the QBPO submitted its response to the EEPC's final determination letter, on August 11, 2017, and

**Whereas**, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC monitored the agency's implementation of the corrective actions from August 2017 to January 2018 with no extension of the monitoring period;

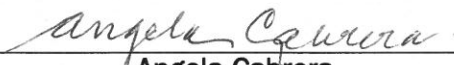
**Whereas**, at the EEPC's request pursuant to Section 815.a.(15) of the New York City Charter, the QBPO submitted a copy of the agency head's memorandum to staff dated February 14, 2018, which outlined the corrective actions implemented in response to the EEPC's audit and reiterated commitment to the agency's EEO Program; and

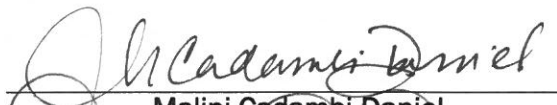

**Whereas**, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now Therefore,

**Be It Resolved**, that the QBPO has implemented the required corrective actions deemed necessary to ensure compliance with the equal employment opportunity standards of this Commission and requirements of Chapters 35 and 36 of the City Charter.

**Be It Resolved**, that the Commission will forward this Determination of Compliance to Borough President Melinda Katz of the Queens Borough President's Office.

Approved unanimously on February 22, 2018.

  
\_\_\_\_\_  
Angela Cabrera  
Commissioner  
  
Absent  
\_\_\_\_\_  
Arva Rice  
Commissioner

  
\_\_\_\_\_  
Malini Cadambi Daniel  
Commissioner  
  
  
\_\_\_\_\_  
Elaine S. Reiss, Esq.  
Commissioner



**Equal Employment  
Practices Commission**

Angela Cabrera  
Malini Cadambi Daniel  
Elaine S. Reiss, Esq.  
Arva R. Rice  
Commissioners

Charise L. Terry, PHR  
Executive Director

Judith Garcia Quiñonez, Esq.  
Executive Agency Counsel

253 Broadway  
Suite 602  
New York, NY 10007

212. 615. 8939 tel.  
212. 676. 2724 fax

BY MAIL AND EMAIL

February 22, 2018

Melinda Katz  
Borough President  
Office of the Queens Borough President  
120-55 Queens Boulevard  
Kew Gardens, New York 11424-1015

Re: Resolution #2017AP/218-013-(2018)C6: Determination of Agency Compliance

Dear Borough President Katz:

On behalf of the members of the Equal Employment Practices Commission (EEPC or Commission), I want to inform you that the Commission has issued the attached Determination of Compliance to the Office of the Queens Borough President. This Commission has determined that the Office of the Queens Borough President has implemented the required corrective actions deemed necessary by this Commission for ensuring a fair and effective affirmative employment program of equal opportunity as required by the equal employment opportunity standards of this Commission and Chapters 35 and 36 of the New York City Charter.

On behalf of this Commission, I want to thank you and Principal EEO Professional Lisa Atkins for the cooperation extended to the EEPC during the compliance-monitoring period.

Sincerely,

  
Malini Cadambi Daniel  
Commissioner

c: Lisa Atkins, PHR, Principal EEO Professional, QBPO

EEPC

EQUAL EMPLOYMENT PRACTICES COMMISSION

This

# Determination of Compliance

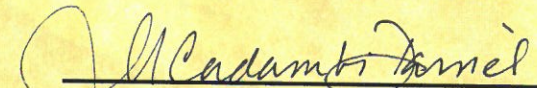
is issued to

## Queens Borough President's Office

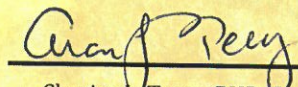
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*for successfully implementing 13 of 13 required corrective actions pursuant to the Equal Employment Practices Commission's Employment Practices and Procedures Audit From January 1, 2014 to this date.*

On this 22<sup>nd</sup> day of February in the year 2018,



Malini Cadambi Daniel, Commissioner



Charise M. Terry, PHR, Executive Director

*In care of Borough President Melinda Katz, and  
Principal EEO Professional Lisa Atkins.*