

# **Diversity, Equity, Inclusion and Equal Employment Opportunity (DEI-EEO) Plan**

**Fiscal Year 2024**

**NYC Emergency Management**



**Zach Iscol**  
Commissioner

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## I. Commitment and Accountability Statement by the Agency Head

New York City Emergency Management's (NYCEM) vision and mission reflect our underlying belief that fairness, justice, and inclusivity are critical to our ability to succeed as an organization. At NYCEM, our people and community are the foundation of our success. We strive to be a workplace that is representative of our city and nation, understanding that diversity helps us be the most ready and resilient City in the world.

On behalf of NYCEM, I reaffirm my commitment as Commissioner to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, agency partners, guests and members of the public served by our agency. I strive to achieve diverse representation amongst our workforce, to create an inclusive culture of openness, tolerance, and cooperation in our workplaces, to promote equity in all its aspects, to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City's population.

Our mission is to serve all New Yorkers, especially the most vulnerable. We know disasters often exacerbate existing inequities, leading to worse outcomes for underserved populations. In this plan and in our strategic plan, I am reiterating our agency's commitment to successfully share preparedness, life safety, and response messaging and plans with every New Yorker through the organizations and communication methods they trust.

NYCEM's annual Diversity and Equal Employment Opportunity (EEO) Plan serves as a roadmap to identify and help us reach our equity goals. Our entire leadership team is actively involved in the agency wide efforts to enhance and promote the values of equity, inclusion, and respect for all. All executives, managers, and supervisors in our agency will be responsible for ensuring a safe, equitable, and inclusive work environment, and for delivering equitable, fair, and effective services to the public we serve. I will continue to support NYCEM's diversity, equity, and inclusion initiatives by observing EEO mandates, and by working with dedication to attain agency goals outlined in our strategic plan.

As we navigate this process, we will foster an environment where employee feedback is further incorporated into our ever-evolving diversity, equity and inclusive programs, policies and practices. We will report to DCAS on the steps undertaken to comply with all legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City and on the progress in implementing this plan.

I have assigned the responsibility for the implementation and monitoring of NYCEM's Diversity and Equal Employment Opportunity programs to Victoria "Tori" Ajibade, Esq., Chief Equity & Diversity Officer. Tori will serve as the primary resource for managers and supervisors by providing best practices and technical direction in addressing EEO issues. Tori is also the primary contact for reasonable accommodation matters. Tori can be reached via email: [REDACTED] or by phone: [REDACTED]. To view NYCEM's non-discrimination policy, click [here](#).

I ask for your continued support to ensure compliance with all policies and laws related to Equal Employment Opportunity, Diversity, Equity, Inclusion and Belonging initiatives.

✓ This statement is the same as last year.

- ☐ This statement will be disseminated to all employees in the agency.

## **II. Recognition and Accomplishments**

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

1. NYCEM appointed Victoria “Tori” Ajibade as its inaugural Chief Equity & Diversity Officer (CEDO) on June 5, 2023.
2. NYCEM Employee Recognition Awards August 2022
3. Developed an EDI-focused Hiring Manager Checklist Fall 2022.
4. NYCEM conducted a “Strengthening Communities Cohort #3” representing the five boroughs of NYC, including networks of PWD, Faith based groups (Muslim, Sikh, Christian, Jewish) Immigrant serving groups (Koreans, South Asians, Yemenis, Asylum Seekers, Pakistanis, Gambia, Spanish speaking neighborhoods and BIPOC NYCHA and low-income populations. (January 2023 to June 2023).
5. The CEDO socialized a new rubric for the screening resumes and conducting targeted URM recruiting.
6. The CEDO developed a EEO training program for managers and supervisors.

### III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2023

**Total Headcount: 211**

Pursuant to Local Law 27 (2023), NYCEM conducted an analysis of our compensation data and took affirmative measures to address pay disparity and occupational segregation in FY 2023. The term “occupational segregation” means a group’s under-representation or over-representation in certain jobs or fields of work, when such group is protected by the employment related provisions of the city’s human rights law and such group does not benefit from greater pay, responsibility, flexibility, stability, prestige, or other indicators of job desirability.

1. NYCEM looked at titles where pay disparity exists and salaries vary within the same title as compared by years of service. NYCEM also compared the aforementioned data of women and racial or ethnic minority group members.]

Count of Race/Ethnicity by Classification	Asian	Black	Hispanic	Other	Two or More	White	Unknown	All Races/Ethnicities
Coordinator /Analyst		2	1					3
Specialist	5	13	6	1	1	24	1	51
Program Manager	8	6	7		4	28	1	54
Deputy Director	1	2	2		2	4		11
Director	1	5	1		1	18		26
Executive Director	1	1	1			4		7
Asst Commiss'r /Deputy Chief	1	2	2			10		15
Deputy Commissioner /Chief		1	1			7		9
Commissioner						1		1
MIS /GIS	4	8	3			6		21
Legal	1	2				2		5
All Classifications	22	42	24	1	8	104	2	203

Percentage Race/Ethnicity by Classification	Asian	Black	Hispanic	Other	Two or More	White	Unknown	All Races/Ethnicities
Coordinator /Analyst		67%	33%				0%	100%
Specialist	10%	25%	12%	2%	2%	47%	2%	100%
Program Manager	15%	11%	13%		7%	52%	2%	100%
Deputy Director	9%	18%	18%		18%	36%	0%	100%
Director	4%	19%	4%		4%	69%	0%	100%
Executive Director	14%	14%	14%			57%	0%	100%
Asst Commiss'r /Deputy Chief	7%	13%	13%			67%	0%	100%
Deputy Commissioner /Chief		11%	11%			78%	0%	100%
Commissioner						100%	0%	100%
MIS /GIS	19%	38%	14%			29%	0%	100%
Legal	20%	40%				40%	0%	100%
All Classifications	11%	21%	12%		4%	51%	1%	100%

Average Salary by Race/Ethnicity by Classification								
	Asian	Black	Hispanic	Other	Two or More	White	Unknown	All Races/Ethnicities
Coordinator /Analyst		\$60,108	\$59,500					\$59,905
Specialist	\$65,611	\$67,877	\$63,417	\$64,500	\$64,500	\$66,715	\$71,379	\$66,520
Program Manager	\$75,935	\$77,510	\$74,541		\$72,500	\$77,252	\$72,000	\$76,285
Deputy Director	\$86,717	\$88,125	\$94,460		\$90,250	\$92,497		\$91,125
Director	\$100,000	\$104,628	\$95,000		\$95,000	\$104,439		\$103,578
Executive Director	\$125,000	\$133,488	\$118,650			\$131,996		\$129,303
Asst Commiss'r /Deputy Chief	\$110,847	\$154,059	\$141,500			\$150,256		\$146,968
Deputy Commissioner /Chief		\$180,000	\$197,000			\$195,445		\$193,902
Commissioner						\$243,171		\$243,171
MIS /GIS	\$96,706	\$100,346	\$84,348			\$99,799		\$97,211
Legal	\$100,000	\$120,861				\$101,010		\$108,748
All Classifications	\$83,860	\$91,266	\$87,392	\$64,500	\$78,750	\$100,546	\$71,690	\$93,941

Count of Gender by Classification				
	Male	Female	Other	All Genders
Coordinator /Analyst	2	1		3
Specialist	22	27	2	51
Program Manager	27	26	1	54
Deputy Director	3	8		11
Director	11	15		26
Executive Director	3	4		7
Asst Commiss'r /Deputy Chief	6	9		15
Deputy Commissioner /Chief	6	3		9
Commissioner	1			1
MIS /GIS	16	5		21
Legal	4	1		5
All Classifications	101	99	3	203

Percentage Gender by Classification				
	Male	Female	Other	All Genders
Coordinator /Analyst	67%	33%		100%
Specialist	43%	53%	4%	100%
Program Manager	50%	48%	2%	100%
Deputy Director	27%	73%		100%
Director	42%	58%		100%
Executive Director	43%	57%		100%
Asst Commiss'r /Deputy Chief	40%	60%		100%
Deputy Commissioner /Chief	67%	33%		100%
Commissioner	100%			100%
MIS /GIS	76%	24%		100%
Legal	80%	20%		100%
All Classifications	50%	49%	1%	100%

Average Salary by Gender by Classification				
	Male	Female	Other	All Genders
Coordinator /Analyst	\$61,711	\$56,295		\$59,905
Specialist	\$66,377	\$66,785	\$64,500	\$66,520
Program Manager	\$77,243	\$75,455	\$72,000	\$76,285
Deputy Director	\$89,750	\$91,640		\$91,125
Director	\$101,983	\$104,748		\$103,578
Executive Director	\$129,051	\$129,492		\$129,303
Asst Commiss'r /Deputy Chief	\$149,069	\$145,568		\$146,968
Deputy Commissioner /Chief	\$192,520	\$196,667		\$193,902
Commissioner	\$243,171			\$243,171
MIS /GIS	\$104,250	\$74,685		\$97,211
Legal	\$115,401	\$82,137		\$108,748
All Classifications	\$97,721	\$90,902	\$67,000	\$93,941



Average Salary by Longevity	Asian	Black	Hispanic	Other	Two or More	White	Unknown	All Races/Ethnicities
<3	\$78,576	\$73,406	\$77,591	\$64,500	\$73,700	\$86,794	\$72,000	\$80,731
3-5	\$86,498	\$82,576	\$89,225		\$87,167	\$82,708	\$71,379	\$83,924
7-9	\$86,717	\$117,177	\$101,968			\$91,673		\$100,845
10-12		\$102,000	\$83,047			\$105,590		\$103,580
13-15	\$105,424	\$74,792				\$109,119		\$102,166
16-18	\$94,284	\$75,675				\$150,328		\$127,511
19-21		\$135,465				\$152,329		\$147,270
22-24						\$180,401		\$180,401
25-27	\$77,674		\$102,919			\$210,751		\$130,448

Average Salary by Longevity	Male	Female	Other	All Genders
<3	\$86,336	\$76,866	\$67,000	\$80,731
3-5	\$83,971	\$83,858		\$83,924
7-9	\$97,998	\$103,376		\$100,845
10-12	\$102,696	\$104,132		\$103,580
13-15	\$103,496	\$99,507		\$102,166
16-18	\$129,246	\$124,042		\$127,511
19-21	\$149,514	\$143,903		\$147,270
22-24	\$197,353	\$163,448		\$180,401
25-27	\$210,751	\$90,297		\$130,448

Pay disparity was observed in the Assistant Commissioner/Deputy Chief job titles, with the most notable pay disparity occurring amongst Asian employees who earn an average of \$110,000.00 when compared to their white and black counterparts who earn an average salary of \$150,000.00. While Asian employees only make up 7% of this job group, 13% of this job group is comprised of the black employees, and 67% being comprised of White employees, black employees have pay-parity with white employees that Asian employees have not.<sup>1</sup> No patterns were observed when cross-compared to longevity/years or service as 50% of the employees who make up this job group have worked for the agency 10 or more years.

Gender based pay disparity was also observed in the MIS/GIS job group. While this job group is 76% male, men in this job group earn an average of \$104,000.00 as compared to the average \$74,000.00. It should be noted that 67% of the employees in this job group have worked for the agency less than 5 years likely impacting the pay disparity observed.

Gender based pay-disparity was also observed in the Legal job group. This job group is 80% male. Men in this job group earn an average salary of \$104,000.00 with their similarly situated cohort earn an average salary of \$82,000.00. No patterns were observed when cross-compared to longevity/years or service as 70% of the employees who make up this job group have worked for the agency 5 or more years.

1. Human Capital sent out agency wide emails to remind employees to update their information in ESS/NYCAMS.

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<sup>1</sup> When compared to the representation self-identified Asian employees across various job groups.

In FY 2024, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- ✓ NYCAPS Employee Self Service (by email; strongly recommended every year)
- ✓ Agency's intranet site
- ✓ On-boarding of new employees
- ✓ Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- ✓ In FY 2024, the agency will inform and remind employees of the option to add preferred name in ESS.

2. CEEDS reports are shared and reviewed quarterly with Human Capital, EEO, and the Agency Head/Executive Office. For each position posting, candidate slates are presented to the Agency Head including data on applicant pool composition and demographics of ranked candidates.

3. The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.

#### **Agency Head**

- ☐ Quarterly ☐ Semi-Annually ☐ Annually ☒ Other: On a rolling basis for every hire.

#### **Human Resources**

- Quarterly ☐ Semi-Annually ☐ Annually ☐ Other:

#### **General Counsel**

- Quarterly ☐ Semi-Annually ☐ Annually ☒ Other: On a rolling basis for every hire.

#### **Other (N/A)**

☐ Quarterly ☐ Semi-Annually ☐ Annually Other: ☐ \_\_\_\_\_

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



## IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2024

NYCEM's FY 2024 diversity, inclusion, equity and belonging strategic action oriented goals are focused on promoting equity, increasing diversity, assuring equal employment opportunity, increased retention, engagement, and morale.

### 1. Goals and strategies to enhance DEI and EEO in areas of Workforce, Workplace, Community, and Race Relations.

#### ❖ Workforce:

- Recruit, hire, retain, train, and grow a diverse workforce representative of the city we serve.
- Engage in strategic outreach and broad recruitment, utilizing a variety of sources to maximize the agency's ability to attract a diverse pool of applicants for employment and internship opportunities.
- Engage with colleges and universities, including women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking, and recruiting events. Specifically, NYCEM has partnered with CUNY's Industry Support HUB to create a pipeline of college and graduate students into future careers at NYCEM. The CUNY system is recognized as a predominant MSPI (minority serving public institution). NYCEM has also procured a database of HBCUs, HSPIs and MSPI's nationwide. NYCEM to strategically partner with any HBCU, MSPI or HSPI with degrees in emergency management or other related fields.
- Conduct outreach and recruitment at job fairs and other events hosted by various organizations supportive of diverse communities, including disability advocacy groups and veterans. For example, NYCEM partnered with the US Department of Veteran Affairs to host a Veterans Spotlight Career Fair in October 2023. NYCEM is scheduled to conduct the same quarterly, with the next Veteran's Spotlight Career Fair will take place on February 21, 2024.
- Identify opportunities to embed diversity and inclusion priorities into public facing aspects of the NYCEM's work.
- Ensure that diverse voices are represented in public-facing projects.
- Develop a clear and consistent messaging to staff that having a diverse workforce is an agency priority and that efforts to create and maintain a diverse, equitable, and inclusive NYCEM community include everyone at all levels of the agency. This messaging was included in NYCEM's 2023-2024 strategic plan progress report which is disseminated to the NYCEM community quarterly. NYCEM's First Deputy Commissioner devotes two sections of NYCEM's weekly newsletter dedicated to culture, community, and inclusion. The CEDO regularly participates in bureau meetings by request to speak to how diversity, equity and inclusion impact the specific needs of their respective areas. CEDO conducts quarterly trainings available to all staff of EEO, Belonging and Unconscious Bias.
- Evaluate current support efforts specifically focused on underrepresented staff, and add mechanisms as needed (e.g., targeted programming (teambuilding talks or courageous conversations, mentoring and succession planning). Find and create opportunities for

career advancement and professional development of women and members of underrepresented groups (succession planning, job shadowing), including maintaining and further developing the Mentor Program.

- Explore establishing development opportunities for mid-career professionals, such as a rotation program.
- Encourage staff to better utilize existing resources such as diversity related in house trainings offered by the CEDO and standard DCAS-provided training courses. NYCEM staff is reminded about on-demand and DCAS live-instructor trainings monthly. anticipated
- Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine our commitment to diversity, inclusion, and equal opportunity. The CEDO to extensively and comprehensively review all policies, presentations, communications and practices. The CEDO will affirmatively request data from various bureaus and offices when there is an appearance or concern that a particular employee EEO demographic is being disproportionately impacted by a person, place, program, communications or practice. For example, the CEDO requested HCM provide the CEDO with the names of all NYCEM employees who have been on a performance improvement plan (PIP) within the last plan year in effort to identify any trends that disproportionately impacts a particular demographic of people.
- NYCEM's Equity and Diversity Council developed additional evaluation metrics to be included within performance reviews for both managers and staff to provide greater accountability for managers in creating and maintaining an equitable and inclusive environment for staff. This will also create an opportunity for positive comments in performance appraisals related to the agency's diversity and EEO goals and provide staff with a formal mechanism to acknowledge efforts related to agency equity, diversity, and inclusion. FY2024 goal is implementation of mandatory more comprehensive equity and diversity tasks and standards for managers and staff tailored to the job function and not a perfunctory blanket action item. All agency managers are required to complete a mandatory performance evaluation training by December 30, 2023 that includes an explanation of the revised equity and diversity metrics to ensure that evaluations are valuable tools for employee development and employees are evaluated equitably as the diversity & inclusion metrics become active beginning in January 2024.
- Build out Diverse Interview Panels
- Strengthen the implementation of NYCEM's Recruitment Plan and charging of search panels before the review of resumes.

#### ❖ **Workplace:**

- Build and maintain an infrastructure that supports diversity and promotes inclusion within NYCEM.
- Continue supporting NYCEM's Equity and Diversity Council to provide constructive feedback, identify issues needing attention, and assist in implementing policies to enhance diversity and equity at NYCEM.
- Provide diversity and inclusion/anti-bias training for employees, starting with agency-customized Inclusive Leadership and Unconscious Bias workshops.
- Process, resolve, and adjudicate claims of discrimination, including retaliation.

- Provide managerial training on equity and equal opportunity and encourage leadership approaches that support employee engagement and belonging.
- Offer opportunities for agency-wide and targeted discussions (ToriTalks, courageous conversations) on issues related to diversity and inclusion, such as racial equity, generational diversity, unconscious bias, disability inclusion, and other critical topics. NYCEM will continue to foster DEI principles through our Equity and Diversity Council of which the CEDO is an executive sponsor. The CEDO in partnership with the Council has consistently raised and offered recommended on DEIB best practices and principles across NYCEM and in all aspects of our mission. The CEDO and the Council are heavily involved in workplace initiatives and aim to guide this agency into being the standard bearer for emergency management globally. Council FY2024 goals are to continue to include defining and standardizing processes for promotions, salary increases, and professional development; improving managerial and non-managerial evaluation processes; standardizing exit interview processes and collecting data from employees for review.

#### ❖ **Community:**

NYCEM is committed to inclusive procurement, also known as “supplier diversity,” by engaging the supplier community by utilizing the diverse businesses throughout the diverse communities it serves. Supplier diversity supports local communities and small businesses. For NYCEM, investing in the economic health and wellness of our diverse communities is good business.

NYCEM is also committed to meaningfully engaging with community stakeholders. NYCEM understands that creating and promoting sustainable health and safety in the diverse communities we serve requires a significant investment in partnerships that encourage a holistic approach to emergency management. NYCEM acknowledges the key role community partners play in contributing to our organizational decision making. NYCEM's strategy:

NYCEM's strategy:

- (1) Proactively cultivate partnerships with MWBEs and SVDObS.
- (2) Conduct supplier diversity training for senior leadership to ensure that each bureau and office is aware of the supplier diversity focus.
- (3) Provide leadership with background about NYCEM's commitment to diversity along with data regarding the spending activities within their respective areas.
- (4) Leadership will be advised to reiterate these commitments and expectations to employees with purchasing responsibilities.
- (5) Participate in local and state-wide supplier diversity events, conferences, and seminars.
- (6) Partner with the NY/NJ Minority Supplier Development Council.

## ❖ **Equity, Inclusion and Race Relations Initiatives:**

NYCEM will develop and execute strategies, provide guidance, and inform all phases of emergency management to strengthen equity, diversity, inclusion and belonging goals by:

- Continuing to raise awareness, understanding, and appreciation for: the complexity of identity, how identity interacts with broad societal structure and institutions, and the role of identity in cultivating an inclusive community at NYCEM.
- 15 staff emails were sent via NYCEM's Equity and Diversity Council in FY2023 addressing holidays, awareness campaigns, observances, and timely news events to engage and inform agency staff.
- Continuing to implement and implement strategies to holistically integrate equity throughout NYCEM planning, response, relief, and recovery operations; particularly on NYCEM's coordination and management of the nation's migrant crisis.
- The CEDO to continue to evaluate policies, systems, processes, and management to assess impacts on staff and support the agency's diversity, equity, and inclusion goals.
- Implement DEI focused succession planning.
- Expand events for cultural diversity.
- Offer Unconscious Bias/Microaggressions trainings to staff, volunteers and interns.
- Incorporate DEI/EEO focused questions into interview exit interviews.
- Develop and disseminate programming and messaging surrounding age inclusivity.

## **2. Planned Programs, Initiatives, Actions**

### **A. Workforce**

NYCEM has made Equity, Diversity and Inclusive workplace practices a main priority for the FY2024 year. The CEDO will work with all bureaus and offices within NYCEM infuse diversity, equity, inclusion and belonging into every area within the agency, with frequent collaborations with Human Capital Management, Office of the Chief Legal Counsel, Procurement, External Affairs, Facilities, and Learning and Development. Employing a diverse workforce leads to improved service and program delivery, increased client and workforce satisfaction and maximizes the productivity, creativity, and loyalty of our employees. NYCEM's strategy:

- (1) recognize and value each employee's differences;
- (2) ensure equal opportunity for employee development and advancement;
- (3) lead with inclusivity in mind; and,
- (4) build trust and bond with all.

NYCEM is committed to continuously fostering diverse and inclusive environments that support personal and professional growth. NYCEM will continue to foster an environment where individual differences are recognized and respected as assets that strengthen the system as a whole. In this way, NYCEM will continue to attract and retain a talented workforce that brings varying relevant perspectives to the organization which drives innovation and promotes transformation. NYCEM's strategy:

- (1) Conduct a comprehensive workforce demographics analysis to assess whether NYCEM's workforce is in keeping with race, ethnicity and gender job group utilization rates as enumerated by the U.S. Department of Labor's census data. This would be done annually and is anticipated to provide valuable data regarding organizational challenges (i.e., NYCEM would create a personnel activity table and perform an impact ratio analysis to track promotions and separations based on race, ethnicity, and gender).
- (2) The CEDO would then take affirmative steps to cure whatever disparities are found.
- (3) Pilot the use of standardized skills-based interview questions to promote equity in the interview process to assure that candidates are treated fairly and have the same opportunity to highlight their experience related to the positions they seek.
- (4) NYCEM will also update the job vacancy form to include and capture EEO demographics of the panelists/search committee members.

## **B. Workplace**

NYCEM will take the following specific actions designed to create inclusive workplace culture, enhance equity, and initiatives to address race relations within our institution:

- I. Updating engagement surveys.
  - II. Include DEI+ demographics in survey analyses.
  - III. Layering equity guardrails into hiring/separation decisions.
  - IV. Educate on the importance of continuous feedback.
  - V. Add unconscious/affinity bias training into NYCEM Academy (NYCEM's LMS).
- ☐ Promote employee involvement by supporting Employee Resource Groups (ERGs).  
List below the names of existing ERGs:
1. N/A
- ☐ Agency will create a Diversity Council to leverage equity and inclusion programs
- ✓ Agency Diversity Council is in existence and active
  - ✓ Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion

- ✓ Agency will inform employees of their rights and protections under the New York City EEO Policy
- ☐ Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

## C. Community

NYCEM is an anchor for many vulnerable communities within the heart of New York City whose responsibilities extend beyond the walls of our city. This allows NYCEM and its partners to serve as both a resource for physical health and safety but also a driver of economic and social vitality for our surrounding communities.

In FY 2024, the agency will:

- ✓ Continue or plan to promote diversity and EEO community outreach in providing government services
- ✓ Promote participation with minority and women owned business enterprises (MWBs)
- ☐ Conduct a customer satisfaction survey
- ✓ Expand language services for the public

## V. Recruitment

### A. Recruitment Efforts

NYCEM has created or will implement the following Recruiting Strategies to source agency vacancies:

- DCAS Hiring Spotlight Events
- NON-Traditional Media Recruiting Campaigns
- Social Media Recruiting Campaigns
- Career Fair Participation
- Job Posting on various recruiting websites:(LinkedIn; Indeed, SimplyHire; Monster, Glassdoor).
- Partnerships with the US Department of Veteran Affairs
- Partnerships with HBCU's, Minority Serving Institutions (CUNY and SUNY), Hispanic Serving Institutions, and higher education institutions that offer emergency management certifications and field of study.

- Partnerships with emergency management professional associations/organizations (e.g. Black Emergency Management Association).
- Review job vacancy form to include EEO demographic information of the search committee/panelists.
- Train panelists in unconscious/affinity bias in resume/CV reviews and in interviewing.
- Piloting the process of charging the panelists regarding the hiring process (from interview to offer). At the charging phase, the panelists will be informed of where there is underutilization specific to that job group.
- Review job descriptions to eliminate gender specific pronouns; review of travel requirements for absolute necessity; review of minimum education requirements; review of physicality/lifting requirements for absolute necessity; NYCEM specific jargon; and prior criminal record language.

## B. Recruitment for Civil Service Exams

List any planned recruitment events for FY 2024 that will be held by the agency to promote open-competitive civil service examinations. \*

Event Date	Event Name	Borough
	None	
	None	
	None	

\*NYCEM is unique in that it does not have civil service lines.<sup>2</sup>

List planned expenditures for FY 2024 related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$)
Bronx	\$0
Brooklyn	\$0
Manhattan	\$0
Queens	\$0
Staten Island	\$0

## C. Recruitment Sources

1. Columbia College for Veterans
2. Black Emergency Management Association

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<sup>2</sup> There is an employee within IT who was sent on loan to us from NYC DOT in the IT Department. The employee's civil service title is tied to that employee. Upon the employee's separation from NYCEM, the incumbent will not have a civil service title.



3. Black Bar Association
4. Hand - Shake
5. Social Media Posts
6. Job Posting on various recruiting websites:(LinkedIn; Indeed, SimplyHire; Monster, Glassdoor).
7. U.S. Department of Veteran Affairs
8. Partnerships with HBCU's, Minority Serving Institutions (CUNY and SUNY), Hispanic Serving Institutions, and higher education institutions that offer emergency management certifications and field of study.

## D. Internships/Fellowships

NYCEM offered various internship opportunities. Indicate the type of internship/fellowship opportunities (See below). The number of student interns/fellows employed in FY 2023 and their demographic profiles, based on self-ID data are noted below. NYCEM will build upon our internship/fellowship programs by cementing our internship pipeline relationships with NYC Department of Education, CUNY, SUNY (predominantly minority serving higher education institutions), predominantly Hispanic serving higher education institutions). NYCEM has a longstanding proud history of interns who ultimately come to work at NYCEM or in a related first responder field.

The agency provided the following internship opportunities in FY 2023:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	3	3 Undisclosed ----- 3 Non-Hispanic or Undisclosed	M _1_ F__ Non-Binary __ Other __ Unknown _2_
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):	3	1 White 2 Undisclosed -----	M _1_ F_1_ Non-Binary __ Other __ Unknown _1_

Silver Stars		3 Non-Hispanic or Undisclosed	
6. Other (specify): Fellows (other)	5	1 White 4 Undisclosed ----- 5 Non-Hispanic or Undisclosed	M _3_ F _1_ Non-Binary ____ Other ____ Unknown _1_
7. Other (specify): College Aides	22	2 Asian 10 Black 2 Two or more races 3 White 5 Undisclosed ----- 3 Hispanic 19 Non-Hispanic or Undisclosed	M _6_ F _12_ Non-Binary ____ Other ____ Unknown _4_
<b>Type of Internship\Fellowship</b>	<b>Total</b>	<b>Race/Ethnicity *[#s] * Use self-ID data</b>	<b>Gender * [#s] * Use self-ID data</b>

## E. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take and pass a civil service examination. The City encourages agencies to use the 55-a program as a tool to build a diverse workforce and create greater access to City employment for qualified candidates with disabilities.

- Presently, the agency employs 0 55-a participants.
- There are 0 participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 0 new applications for the program were received and 0 participants left the program due to the aforementioned reasons.

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

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

## VI. Selection (Hiring and Promotion)

### A. Career Counselors

Veronica Geager is HCM's Deputy Director of People & Culture at NYCEM. Veronica is also NYCEM's designated career counselor. The CEDO to work with HCM to build out this function in a more robust way tied to succession planning.

## **B. New Hires and Promotions**

NYCEM is currently developing policies and procedures to address staff retention and promotions across the agency. Including: training hiring managers, implementing diverse hiring panels, and defining and standardizing processes for promotions, salary increases, and professional development. This process has been delayed for multiple factors. NYCEM is a small agency where, both the Chief APO and the inaugural CEDO are new to the agency and emergency management. The Chief APO and CEDO are in the process of revamping existing recruitment and retention policies, practices, and procedures.

## **C. EEO Role in Hiring and Selection Process**

The CEDO is not involved in the hiring process until the selected candidate is scheduled to meet with the hiring manager for the last round of interviews. The CEDO runs a query in NYCAPS to obtain race/ethnicity/gender information of all applicants for the position. The CEDO flags and compliance and equity concerns for HCM and front office.

In FY 2024, the agency EEO Officer will do the following:

- ✓ Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- ✓ Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).
- ☐ Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- ✓ Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- ✓ In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- ✓ Assist the hiring manager if a reasonable accommodation is requested during the interview.
- ☐ Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- ✓ Advise Human Resources to use candidate evaluation form for uniform assessment and equity.

- ✓ Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- ✓ Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- ☐ Other: \_\_\_\_\_

#### **D. Layoffs**

During periods of layoffs, terminations, and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race, and age.

- ✓ The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2024.
- ✓ The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- ✓ Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- ✓ The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

## VII. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	All NYCEM employees	By March 31, 2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	30	By March 31, 2025
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	All NYCEM employees	By Summer 2024
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	30	By Summer 2024
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)  All other employees	All NYCEM employees	By March 31, 2024
6. LGBTIQ– Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)  All other employees	30	By March 31, 2024
7. Disability Awareness and Etiquette	Managers, Supervisors, and Front-line employees	30	By June 2024
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Managers, Supervisors, and Front-line employees	25	By June 2024

9. Other (specify)			
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## VIII. Reasonable Accommodation

The first step in providing a reasonable accommodation is to begin a cooperative dialogue that assesses the needs of the individual. When we learn, either directly or indirectly, that an individual requires or may be interested in an accommodation due to their disability, we will engage in a cooperative dialogue with the individual. NYCEM will initiate a cooperative dialogue when we receive information that leads us to believe that a person may need a reasonable accommodation. The EEO Officer presents quarterly at NYCEM All-Hands meetings to encourage employees to each out to EEO staff with any potential accommodation needs and to share contact information, so employees know how to reach out. Referrals also come from managers, who are trained to refer all potential accommodation requests to EEO as required by policy. The cooperative dialogue is the process by which NYCEM and a person who is entitled to, or may be entitled to, an accommodation under the law, engage in good faith in a written or oral dialogue concerning the person's accommodation needs, including alternatives to a requested accommodation. The cooperative dialogue process involves an evaluation of the individual's needs and consideration of the possible accommodations for the individual that would allow them to perform the essential requisites of the job or enjoy the right or rights in question without creating an undue hardship for NYCEM. The next step is to complete the reasonable accommodation forms, which are submitted to the EEO Office. The forms are reviewed for completion, and requests are entered into the Reasonable Accommodation database and submitted to relevant parties. The NYCEM EEO Officer routinely provides updates on the status of the requests as often as they are available. Individuals may also request an update at any time. NYCEM will provide any person requesting an accommodation who participated in the cooperative dialogue process with a written final determination identifying any accommodation granted or denied. Final determinations are issued within 30 days. NYCEM EEO remains in touch with all employees who are granted an accommodation to re-assess the ongoing need for temporary accommodations and to optimize accommodations as the needs of employees change. An accommodation request that was denied may be appealed to the NYCEM Commissioner up to 30 days following the employee's receipt of the written final determination. The written final determination notification provides employees with information and instructions regarding the process for filing an appeal. Appeals are reviewed and determined by the NYCEM Commissioner. The NYCEM Commissioner will issue a written determination on the appeal within 15 business days of receipt of an appeal.

NYCEM's practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals is listed below:

- ✓ Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- ✓ Absent of any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.

- ✓ The agency follows the City's Reasonable Accommodation Procedure.
- ✓ The agency grants or denies request 30 days after submission or as soon as possible.
- ✓ The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- ☐ If the review and decision on appeal is not done by the Agency Head.  
Provide the name and title of the designee<sup>3</sup> :
  - ☐ The designee reports directly to the Agency Head.
- ✓ The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

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<sup>3</sup> EEO Officer and General Counsel should **NOT** be appointed as agency head designee for review of appeals to reasonable accommodation decisions. Refer to the revised guidelines below. Note the conflict of interest; in the event of an external challenge to the denial of a reasonable accommodation, the agency's General Counsel would be tasked with defending the agency against a decision in which that office was a decision maker on appeal.



## **IX. Compliance and Implementation of Requirements Under Executive Orders and Local Laws**

### **A. Local Law 92 (2018): Annual Sexual Harassment Prevention training**

- ✓ The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- ✓ The agency will train all current employees on Sexual Harassment Prevention (Cycle 6 – September 1, 2023 – August 31, 2024) as indicated in the Section VII Training above.

### **B. Local Law 97 (2018): Annual Sexual Harassment and Complaint Reporting**

- ✓ The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.
- ✓ The agency will input sexual harassment complaint data, as well as all other types of complaints, on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.

### **C. Local Law 121 (2020): Age Discrimination Training**

- ✓ The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- ✓ The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 2: April 1, 2023 – March 31, 2025) as indicated in the Section VII Training above.

### **D. Local Law 27 (2023): Access to Workplace Facilities**

- ✓ Employees have access to gender appropriate bathrooms and lactation rooms.
- ✓ Employees are provided with information on how to request workplace accommodations and has access to respective facilities, including access for individuals with disabilities.

NYCEM provided the following types of accommodations our workforce in FY 2023:

- ☐ Reassignment
- ✓ Modification of Work Schedule
- ✓ Flexible leave
- ✓ Modification or Purchase of Furniture and Equipment
- ✓ Modification of Workplace Practice, Policy and/or Procedure
- ☐ Grooming/Attire

#### **E. Local Law 27 (2023): Diversity and Inclusion Training for FY 2024**

- ✓ List of diversity and inclusion training for FY 2024 is included in section VII of this annual plan.

#### **F. Executive Order 16: Training on Transgender Diversity and Inclusion**

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public. The current Cycle 4 runs from April 1, 2022, to March 31, 2024.

- ✓ The agency plans to train all new employees within 30 days of start date.
- ✓ All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- ✓ In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- ✓ The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

## X. Audits and Corrective Measures

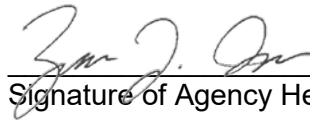
- ☐ The agency is NOT involved in an audit conducted by NYC EEPD or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPD or another governmental agency – specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPD, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2024 to include and implement EEPD recommendations that will be implemented during the fiscal year.
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency.
  - ✓ Within the last two years the agency was involved in an audit conducted by the EEPD or another governmental agency – specific to our EEO practices.
- ☐ The agency will continue/be required to implement corrective actions during the year that this plan is in effect.
- ☐ The agency received a Certificate of Compliance from the auditing agency.

## XI. Agency Head Signature

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

Zach Iscol

Print Name of Agency Head

A handwritten signature in black ink, appearing to read "Zach Iscol", written over a horizontal line.

Signature of Agency Head

May 3, 2024

Date

## Appendix A: Contact Information for Agency EEO Personnel

Agency EEO Office mailing address:

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Tori Ajibade		
2.	Agency Deputy EEO Officer	N/A	N/A	N/A
3.	Agency (Chief) Diversity & Inclusion Officer	Tori Ajibade		
4.	Chief MWBE Officer per E.O. 59	Eric Smalls		
5.	ADA Coordinator	Dennis Boyd		
6.	Disability Rights Coordinator	Dennis Boyd		
7.	Disability Services Facilitator	Brandon Hill		
8.	55-a Coordinator	Veronica Geager		
9.	EEO Investigator	Karen Thomas		
10.	Career Counselor	Veronica Geager		
11.	EEO Training Liaison	Kaylan Sobel		

## Appendix B: Local Law 28 (2023) – Diverse Recruitment and Retention

**Agency Name: NYC Emergency Management**

**Local Law 28 of (2023) is a Local Law to amend the New York City charter and the administrative code of the City of New York, in relation to the evaluation and expansion of diverse recruitment and retention within the municipal government.**

Pursuant to Local Law 28 (2023), each agency shall collect and submit the following information for the prior fiscal year to the Department of Citywide Administrative Services by **August 31, 2023**, and annually thereafter.

For each agency-specific training program your agency has that is required for, or relevant to, an applicant's appointment to a position based on an open-competitive civil service examination or a promotion civil service examination, list the following:

<b>[Insert name of the Training Program]</b>	<b>Totals</b>
# of applicants enrolled in such program	N/A
# of applicants who completed the program	N/A
# of applicants who passed and graduated from the program	N/A
# of applicants who passed but did not graduate from the program	N/A
# of applicants who did not pass or graduate from the program	N/A
# of applicants who accepted any appointment offered base on graduation from the program	N/A

List all expenditures related to recruiting candidates for open-competitive civil service examinations and promotion civil service examinations in FY 2023.

<b>Borough</b>	<b>Approximate Dollar Amount Spent (\$)</b>
Bronx	\$0
Brooklyn	\$0
Manhattan	\$0
Queens	\$0
Staten Island	\$0

Provide a list of recruiting events, including location, held, or attended by your agency to promote open-competitive civil service examination in FY2023.

<b>Event Date</b>	<b>Event Name</b>	<b>Borough</b>
N/A	N/A	N/A

Provide a list of any preparatory materials developed for applicants or potential applicants for open-competitive civil service examinations or promotion civil service examinations, if applicable. [Include as attachments]. **N/A**