



# sanitation

**JOHN J. DOHERTY**  
Commissioner

125 Worth Street, Room 720  
New York, NY 10013  
Telephone (646) 885-4974  
Fax (212) 385-2560

November 26, 2013

NYC Equal Employment Practices Commission  
Shaquiea Sykes,  
EEO Program Analyst  
253 Broadway, Suite 602  
New York, N.Y. 10007

*Re: Preliminary Determination: Audit and Analysis of the NYC Department of Sanitation Equal Employment Opportunity Program from January 1, 2012 to June 30, 2013.*

Dear Ms. Sykes:

I have received your letter dated November 7, 2013. Thank you for the Commission's findings and preliminary determinations pursuant to the audit and analysis of DSNY's EEO Program.

As Commissioner, the Department's EEO Program has always been one of my highest priorities. My office works closely with Teresa Neal, the current DSNY EEO Director, to design and implement ways of building upon our equality of opportunity foundation. I am pleased that the Commission has found Sanitation **in compliance** with the requirements for the following audit standards:

- ISSUANCE, DISTRIBUTION AND POSTING OF EEO POLICIES
- EEO TRAINING FOR THE AGENCY
- DISCRIMINATION/SEXUAL HARASSMENT COMPLAINT & INVESTIGATION PROCEDURES
- CAREER COUNSELING
- EEO AND REASONABLE ACCOMMODATIONS FOR EMPLOYEES/APPLICANTS FOR EMPLOYMENT WITH DISABILITIES
- RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION – EEO PROFESSIONALS and
- RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION – SUPERVISORS/MANAGERS

I understand that the DSNY EEO Program is in **partial compliance** for the following audit standards:

- SELECTION AND RECRUITMENT SYSTEM

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The majority of hires during the audit period were from established civil service lists such as Sanitation Worker, Clerical Associate and Auto Mechanic. Therefore, the opportunity for specialized recruitment was limited during this time period. Additionally, the small number of discretionary approved hires by the City most certainly affected DSNY's ability to participate in Job Fairs & Career Fairs. However, for the future, the Department will include the following actions:

1. Corrective Action # 1 – While the EEO Director regularly reviews new hiring packages for a diverse pool of qualified candidates and to ensure the selected candidate not only meets all qualifications BUT that the choice is supportive of our EEO Program, ***the EEO Director will actively assess recruitment efforts to determine whether such efforts adversely impact any particular group.*** The EEO Director will work together with the Human Resources Bureau to 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.
2. Corrective Action # 2 – When the EEO Director determines that women, minorities and other protected groups are underrepresented in titles, ***where there is discretion in hiring, DSNY will 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, develop and hire qualified candidates.***
3. Corrective Action # 3 – When the EEO Director determines that women, minorities and other protected groups are ***underrepresented in civil service (list) titles, the EEO Director will continue to review the competencies, skills and abilities required ( as presented in job vacancy notices and notices of examination) for available positions to ensure these standards are updated, job-related and required by business necessity.***
4. Corrective Action # 4 – The EEO Office will ***update its Structured Interview Training and develop a guide for HR professionals, managers, supervisors and other personnel who may be involved in the recruitment and hiring process.*** The goal will be that they are trained in EEO and interviewing, selection and hiring skills, to enable such individuals to correctly identify the most capable candidates.

I look forward to incorporating new innovations into our DSNY EEO Program and appreciate your recommendations. Ms. Neal assures me that DSNY will move ahead with these actions as

Sanitation continues to be a leader in the City of New York as an outstanding equal opportunity employer.

I will inform all employees of these advances in our EEO Program in my annual memorandum. We always strive to enhance our operational success by being inclusive of all people and by appreciating the uniqueness of our workforce and our great City!

Sincerely,



John J. Doherty

c. Charise L. Hendricks, PHR, Executive Director