



**DEPARTMENT OF SANITATION**  
**DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN**  
**FISCAL YEAR 2021**

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

Colleagues,

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

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

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

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

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

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

Sincerely,

Edward Grayson

☒ This statement is the same as last year.

## II. Recognition and Accomplishments

In the past year our agency accomplished the following as part of our commitment to Equal Employment Opportunity, Equity, Diversity, and Inclusion:

1. DSNY continues to identify both certified Minority/Women-owned Business Enterprises and diverse vendors not recognized as certified for contract opportunities and provides targeted capacity building under its M/WBE Sustainable Operations and Readiness/Resources (SOAR) program.
2. Julianna Wiessner, DSNY's Chief Learning Officer, continues to create curriculum and identify consultants for DSNY professional development for all employees.
3. DSNY has been part of an unprecedented operation to distribute nearly 1 million meals to New Yorkers daily due to the COVID-19 pandemic. Employees and Units from across DSNY quickly pivoted from regular operations to this emergency response to ensure that our most vulnerable populations do not go hungry.
4. The Sanitation Foundation is the official nonprofit organization of the New York City Department of Sanitation. The Foundation leverages partnerships and non-traditional strategies to promote sustainability and advance the essential services of Sanitation employees. The Sanitation Foundation continues to host events that bring NYC's diverse neighborhoods together to talk about recycling. The Foundation hosted a Food Waste Fair that brought together passionate New Yorkers that are taking action to prevent, reduce and recycle food waste – at home and at their businesses. They also hosted ReFashion Week NYC which consisted of an exciting week of shopping, swapping, mending, and discussions about how residents, nonprofits and businesses can reduce textile waste.

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity through the following:

- ☐ Diversity & EEO Awards\*
- ☒ Diversity and EEO Appreciation Events\*
- ☐ Public Notices
- ☒ Positive Comments in Performance Appraisals
- ☐ Other: \_\_\_\_\_

*\* Please specify under "Additional Comments"*

- ☒ The agency will continue to recognize employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2021.

*Additional Comments:*

In FY2020 2<sup>nd</sup> Quarter, the Department held a Veteran's Day event to honor those DSNY employees who served (or continue to serve) in any of the five military branches, honoring their great service to our country. This event was commemorated by issuing each DSNY veteran a lapel pin – consisting of DSNY's logo next to the American Flag and the word "VETERAN" over the top of both. Uniformed employees will also now be able to wear this lapel pin as part of their official uniform.

The Department administers a quarterly awards program which recognizes employees' outstanding work performance. Employee recognition includes a Department Message, a photo op with the Commissioner and breakfast.

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

### III. Workforce Review and Analysis

**Please provide the total agency headcount as of 6/30/2020  
(available in the EBEPR210 CEEDS report): 9,862**

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

In FY 2021, 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 ESS (by email; strongly recommended every year)
- ☒ Agency's intranet site
- ☒ Newsletters and internal Agency Publications
- ☒ On-boarding of new employees

*Additional Comments:*

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

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting. Describe how your agency's EEO Officer, Personnel Officer and Agency Head work together to review demographic trends. These reports must be reviewed regularly with the Agency Head.

**NOTE:** If necessary, the agency can reach out to DCAS OCEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform the formulation of its recruitment plans and efforts.

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

Reviewed with	Frequency
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (___specify)	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____

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

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

**Additional Comments:**

DSNY is consistently evaluating and discussing strategies to increase the representation of women in our Sanitation Worker ranks. DSNY plans to launch a recruitment campaign in FY21 to encourage more female test-takers for the next sanitation worker exam.

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

**IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2021**

**1. Proactive Strategies to Enhance Diversity, EEO and Inclusion**

**State below the central goals of your strategy for FY 2021 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Include initiatives that your agency will implement in FY 2021.**

- 1. Workforce: Our people are our greatest asset; we are committed to recruiting, developing and retaining a diverse and inclusive workforce which reflects our City's communities.**
- 2. Workplace: We want our employees, present and future to view us as an employer of choice. To do that we will provide a workplace that values diversity of thought and background.**
- 3. Community: The hallmark of continuing economic development and recovery is through outreach to utilization of and investment in our communities.**

- 2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2021, that are aimed toward innovative enhancement and expansion of the three foundations of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, and COMMUNITY.****

**A. WORKFORCE:**

**In addition to the strategic goals above, please indicate here specific action planned with respect to Workforce.**

**NOTE:** Please address the specific recruitment, selection and promotion strategies, sources and procedures in Sections V and VI, below.

**The actions listed below require internal agency collaboration and are not necessarily executed by the EEO Office.**

**The agency will address underutilization in FY 2021 by:**

- ☒ **Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.**

- ☒ Using the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.

The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent:

- ☒ Job analysis and skills audit.
- ☒ Conduct workforce planning and forecasting.
  - ☒ Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.
  - ☒ Ensure that there will be a diverse applicant pool for the anticipated vacancies.
  - ☒ Evaluate best sources for diverse candidates
  - ☒ Encourage agency employees to take promotional civil service examinations.

The agency will implement the following initiatives to develop and retain employees:

- ☒ Identification of Ready Now & High Potential Talent.
- ☒ Institute coaching, mentoring and cross training programs.
- ☒ Institute succession planning for top managerial positions.
- ☒ Implement initiatives to improve the personal and professional development of employees.

*Additional Initiatives, Programs, or Comments:*

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

**B. WORKPLACE:**

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



- ☒ The agency will take initiatives to create an inclusive work environment that values differences, and to maintain focus on retaining talent across all levels.
- ☒ Promote employee involvement by supporting Employee Resource Groups (ERGs).
- ☐ The agency will create a Diversity Council to leverage equity and inclusion programs.
- ☒ In FY 2020, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:
  - ☒ Engagement /Job Satisfaction/ Employee Morale Survey(s)
  - ☐ Workplace Insight Survey for Exiting (WISE) Managers
  - ☒ Exit interview or surveys developed by the agency
- ☒ The agency will adopt in FY 2021 the following initiatives based on the analysis of the results of these survey(s):
  1. The Department's foremost priority is the health and safety of our employees. DSNY is committed to providing a safe and secure environment for all during the COVID-19 pandemic.
  2. Additional professional development courses for Managers and Supervisors.

*Additional Initiatives, Programs, or Comments:*

1. The COVID-19 public health emergency and experience has left many feeling overwhelmed, sad, anxious, and afraid. DSNY, will continue to support its employees with the following resources:
  - **DSNY Employee Assistance Unit (EAU)** – EAU offers DSNY employees a helping hand through counseling, education, information, individualized referrals, and remote support groups to assist with a wide range of personal and social problems.
  - **Center for Creative Conflict Resolution at OATH** – The Center facilitates restorative practice support circles facilitated by trained circle keepers. Circles are used to create spaces of respect and reflection and respond to complex problems. Circles also offer a space to process personal challenged, grief, and pain due to the challenges of the last several months.
2. The Department will continue to increase the frequency of its electronic newsletter and social media presence given the COVID-19 pandemic, to maintain safe social distance but also keep its workforce informed and promote a diverse and inclusive work environment.
3. DSNY will continue to distribute an Anti-Stigma Department message to its entire workforce.

4. The Department continues to maintain its COVID-19 hotline to provide up to date information (CDC and Citywide Guidance) to its employees.
5. DSNY will continue to conduct an electronic daily health screen for employees who physically report to work.
6. Professional development training has increased. DSNY'S Professional Development program partners with various MWBE training vendors in areas of Communication Skills, Emotional Intelligence, Project Management, Leadership and Effective Management.
7. Currently, the Department is developing newly promoted General Superintendents (GS1) with a 30-60-90 day plan in place. A 30-60-90 day plan is a document used to set goals and strategize your first three months in a new job. These plans help maximize work output in the first 90 days in a new position by creating specific, manageable goals tied to the Department's mission and the role's duties and expectations. Classes included in the curriculum are:
  - **EEO Awareness** – GS1s are instructed on the City's EEO Policy and federally mandated provisions and laws concerning equal employment opportunity. They are reminded that they must foster a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, regardless of age, gender, race/ethnicity, religion/creed, national origin, disability, or sexual orientation.
  - **Emotional Intelligence** – the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.
  - **Communication Skills** – the ability to communicate effectively with superiors, colleagues, and staff. Great communicators are the ones who bring solutions, drive change, motivate and inspire their colleagues.

**C. COMMUNITY:**

**In addition to the strategic goals above, please indicate here specific actions planned with respect to Community.**

In FY 2021, the agency will:

- ☒ Continue or plan to promote diversity and EEO community outreach in providing government services
- ☒ Promote participation with minority and women owned business enterprises (MWBEs).
- ☐ Conduct a customer satisfaction survey.
- ☐ Identify best practices for establishing a brand of inclusive customer service.



- ☒ Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

*Additional Initiatives, Programs or Comments:*

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

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

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

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

## V. Recruitment

### A. Recruitment Efforts

1. Summary of Recruitment Efforts – Include steps that will be taken to give notice to all employees of discretionary job postings within the agency as well as proactive efforts/strategies planned to market positions externally.

The agency will implement the following recruitment strategies and initiatives in FY 2021:

- ☒ Review policies, procedures, and practices related to targeted outreach and recruitment.
- ☒ Review underutilization in job groups to inform recruitment efforts.
- ☒ Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.

- ☒ Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
  - ☒ Currently in operation.
- ☒ Assess agency job postings to ensure appropriate diversity, inclusion, and equal opportunity employer messaging.
- ☒ Share job vacancy notices with the Mayor's Office for People with Disabilities at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto:Maureen.Anderson@nysed.gov) (212) 630-2329 so they can share it with their clients.
- ☒ Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at [citywiderecruitment@dcas.nyc.gov](mailto:citywiderecruitment@dcas.nyc.gov)
- ☒ If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- ☒ Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
  - ☒ Structured Interviewing training
  - ☒ Unconscious Bias training
- ☒ Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

*Additional Strategies, Initiatives and Comments:*

The Department uses a professional advertising agency to advertise certain titles to ensure a diverse pool of candidates for all vacant positions.

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

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded sufficiently large and diverse applicant pools.
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1. Professional and community based organizations and DOE public high schools.	1. An increased pool of candidates for competitive civil service and competitive non-discretionary hires  <input checked="" type="checkbox"/> Previous hires from this source
2. On-line and print publications for discretionary and civil services titles such as DICE, INDEED and local papers.	2. DSNY uses a professional advertising firm to ensure a diverse pool of candidates for all vacancies.  <input checked="" type="checkbox"/> Previous hires from this source
3. Promoting public service as a career choice at schools and universities. DSNY has reached out to DOE and will coordinate in FY21 an outreach program to promote the position of Sanitation Worker as a career choice. The Department will have Sanitation Workers go to schools and explain the job, advancement opportunities, benefits, etc. This is in anticipation of the FY21 Sanitation Worker exam.	3. This will ensure a diverse applicant pool and increase the number of female test takers, an underutilized group.  <input type="checkbox"/> Previous hires from this source
4.	4.  <input type="checkbox"/> Previous hires from this source
5.	5.  <input type="checkbox"/> Previous hires from this source

### B. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2020 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2021.

The agency provided the following internship opportunities in FY 2020:

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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	0		M __ F__ Non-Binary __ Other __ Unknown __
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): College Aide	47	12 White 6 Black 14 Hispanic 11 Asian 4 Unknown	M <u>23</u> F <u>24</u> Non-Binary __ Other __ Unknown __

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

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

☒ The agency has hired former interns/fellows.

☒ The agency plans to provide internship/fellowship opportunities in FY 2021.

## Additional Comments:

Due to the COVID-19 pandemic, DSNY had no summer intern program for 2020. However, DSNY tentatively plans to have summer opportunities available for 2021.

## C. 55-a Program

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

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities.

In FY2021, it is planned that DCAS will announce the Notice of Examination for the competitive civil service written exam of Sanitation Worker. To attract a diverse applicant pool, DSNY plans to hold numerous outreach events in the community to promote the Sanitation Worker job title, along with its many perks and benefits, and encourage those with disabilities to apply through the 55-A program.

Additionally, DSNY's Human Resources regularly reminds and encourages all current employees, including those in the 55-a Program to take upcoming civil service examinations.

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

2. Indicate the goals of your 55-a Program Coordinator for FY 2021. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

☒ The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2021.

Currently, there are 9 55-a participants.

There is 1 participant who has been in the program less than 2 years.

Last year, a total of 1 new application for the program was received and 1 participant left the program due to retirement.

If there have been no new participants in the program for less than two years, please indicate initiatives taken to hire new 55-a employees.

☒ The agency will actively educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities.

☒ The agency will review and process new applications for the 55-a program in light of DCAS' policy guidance which states that decisions on 55-a program admissions should take into account the following three criteria:

- a) the severity of the candidate's physical and/or mental disability;

- b) the candidate's previous and/or current encounter with significant barriers to finding employment due to the disability;
- c) the candidate's encounter of obstacles that can prevent him/her from taking civil service examinations due to the disability.

☒ Based on the June 7, 2016, 55-a memorandum, issued by DCAS, the agency will carefully evaluate each request by longtime provisional employees for designation under § 55-a to serve non-competitively in a competitive title position to ensure that the request is not made solely to avoid the consequences of Civil Service Law § 65(3). In addition, the agency will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil service exam. The agency will encourage 55-a participants to take civil service examinations.

☒ The agency plans to participate in career and job fairs and use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants.

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

1. Provide accurate information about the 55-a Program
2. Remind managers of the applicant pool
3. Educate and assist applicants and employees on how and where to apply
4. Coordinate the application process between employee, HR, supervisor and DCAS

☐ These goals are the same as last year.

## VI. Selection (Hiring and Promotion)

**NOTE: This section must be prepared in consultation with the Agency Personnel Officer.**

1. For FY 2021, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties of the agency Career Counselor(s) with regard to advising employees of opportunities for promotion as well as overall career development.



In FY 2021, the agency's Career Counselor will perform the following tasks:

- ☒ Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- ☒ Promote employee awareness of opportunities for promotion and transfer within the agency.
- ☒ Arrange for agency wide notification of promotional and transfer opportunities.
- ☒ Encourage the use of training and development programs to improve skills, performance and career opportunities.
  - ☒ Provide information to staff on both internal and external Professional Development training sources.
  - ☒ Explain the civil service process to staff and what it means to become a permanent civil servant.
  - ☒ Provide technical assistance in applying for upcoming civil service exams.
- ☒ Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- ☒ Assist employees and Job Training Program participants in assessing and planning to develop career paths.
- ☒ Provide resources and support for:
  - ☒ Targeted job searches
  - ☒ Development job search strategies
  - ☒ Resume preparation
  - ☒ Review of effective interview techniques
  - ☒ Review of techniques to promote career growth and deal with change
  - ☒ Internship exploration

*Additional Initiatives and Comments:*

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

2. Monitoring, review, and assessment of the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions.

In FY 2021, the agency will do the following:

- ☒ Review, revise and/or develop a protocol for in-title promotions and salary increases.
- ☒ Assess the criteria for selecting persons for mid-level to high level positions.
- ☒ Publicly post announcements for all positions, including senior level positions.
- ☒ Actively reach out to networks of underrepresented groups as part of its outreach.
- ☒ Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.
- ☒ Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- ☒ Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- ☒ If adverse impact is discovered, determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- ☒ Compare the demographics of current employees to the placements.
- ☒ Ensure promotion justification is included in all promotion requests.
- ☒ Review the demographics race\ethnicity and gender for those who received the promotion\salary raises.
- ☒ Review on a quarterly basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

*Additional Comments:*

3. Identify the steps that are taken to ensure that selection process is objective and job related.

During FY 2021, the agency will do the following:

- ☒ Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- ☒ Recommend specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- ☒ Consult with EEO in creating/reviewing objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- ☒ In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.
- ☒ Use a diverse panel of interviewers to conduct the interview.
- ☒ Consult with the EEO Officer to review the interview questions.
- ☒ Where possible, include the EEO Officer as an observer of interviews with applicants.
- ☒ Use the NYCAPS eHire applicant tracking system for external and internal applicants.
- ☒ Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

*Additional Comments:*

4. For FY 2021, what steps will your agency take to review the positions filled during the year?

- A. Discuss your current practice in utilizing the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.
- ☒ The agency will use the NYCAPS Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
  - ☐ The agency does not use the NYCAPS Applicant Interview Log Report.
  - ☐ The agency will schedule orientation with NYCAPS Central.
- B. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.
- ☒ Identify at least two or three people from diverse gender and racial\ethnic backgrounds to review received applications and conduct the interviews.
- C. When identifying groups of subject matter experts to assist the DCAS test development team in creating civil service exams, please describe efforts that will be taken to select a diverse and inclusive group of individuals in the test development process:
- ☒ The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
  - ☒ The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
  - ☒ The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

*Additional Comments:*

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

In FY 2021, the agency EEO Officer will do the following:

**PRE-SELECTION:**

- ☒ Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.
- ☒ Actively monitor agency job postings.
- ☒ 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.
- ☒ Provide feedback to the hiring manager after the EEO Officer's assessment.

- ☒ Assist the hiring manager if a reasonable accommodation is requested during the interview.
- ☒ May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- ☐ Other: \_\_\_\_\_

**POST-SELECTION:**

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

*Additional Comments:*

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

6. During periods of layoffs, terminations and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race and age? It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the Agency General Counsel and the Law Department are involved in the review.

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

**VII. Training**

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. EEO Awareness (e-learning)	Combination	100	07/20-06/21
2. EEO Awareness (classroom)	Combination	100	07/20-06/21
3. Everybody Matters (D&I) (e-learning)	Combination	100	07/20-06/21
4. Everybody Matters (D&I) (classroom)	Combination	1000	07/20-06/21
5. Sexual Harassment Prevention (e-learning)	All employees	5000	07/20-06/21
6. Sexual Harassment Prevention (classroom)	All employees	5000	07/20-06/21
7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, Front-line employees	25 75	07/20-06/21
8. lgbTq – Power of Inclusion (classroom)	Managers, Supervisors Front Line Staff	100 1000	07/20-06/21
9. Disability Etiquette	Managers, Supervisors	100	07/20-06/21
10. Structured Interviewing and Unconscious Bias (classroom)	Managers, Supervisors	100	07/20-06/21
11. Other (specify)			
12. Other (specify)			

**VIII. Reasonable Accommodation**

Please indicate the actions your agency will take to ensure that the process of reviewing reasonable accommodation requests is compliant with the EEO Policy as well as the applicable



federal, state, and local laws. Additionally, please detail any best practices currently implemented in this area. Lastly, please describe your current appeal protocol.

- ☒ Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- ☒ The agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.
- ☒ The agency follows the City's Reasonable Accommodation Procedure.
- ☒ The agency grants or denies request 30 days after submission or as soon as possible.
- ☒ The agency head or designee must review and grant or deny the appeal fifteen (15) days after submission of appeal.
- ☐ If the review and decision on appeal is NOT by the Agency Head, please provide the name and title of the designee<sup>1</sup> : \_\_\_\_\_
- ☒ The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- ☒ The agency analyzes the reasonable accommodation data and trends.
- ☒ The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

Describe procedures and speed of resolution, including the protocol for deciding appeals of Reasonable Accommodation decisions. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

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

<sup>1</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.

<http://extranet.dcas.nycnet/eoo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

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

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

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

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

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

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

#### **Protocols for deciding appeals of Reasonable Accommodation decisions**

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

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

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

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

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

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

- ☒ The agency plans to train all new employees within 30 days of start date.
- ☒ All the managers, supervisors, and front-line employees were re-trained prior to FY 2021.
- ☒ All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- ☒ In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- ☒ The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

*Additional Comments:*

**B. 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 3) as indicated in the Section VII Training above.

*Additional Comments:*

**C. Local Law 97 (2018): Annual Sexual Harassment Reporting**

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

*Additional Comments:*

**D. Local Law 101 (2018): Climate Survey**

The agency, in collaboration with DCAS, will conduct a climate survey in FY 2021 by proceeding to do the following:

- ☒ Distribute questionnaire electronically to agency employees.
- ☒ Designate computers with internet/intranet access to enable employees without computers or internet/intranet access to complete survey during work hours.
- ☒ Analyze results of the response data sent by DCAS.
- ☒ Continue to implement initiatives identified in the 2018 Climate Survey Action Plan which was submitted to DCAS and reported to City Council Speaker in 2020.

*Additional Comments:*

**X. Audits and Corrective Measures:**

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

- ☒ The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.

- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPC or \_\_\_\_\_ [another governmental agency – **please specify**] specific to our EEO practices. **Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2021 to include and implement EEPC recommendations that will be implemented during the fiscal year.**
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify \_\_\_\_\_].  
**Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.**
- ☒ Within the last two years the agency was involved in an audit conducted by the EEPC or \_\_\_\_\_ [another governmental agency – **please specify**] specific to our EEO practices.
- ☐ The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
- ☒ The agency received a Certificate of Compliance from the auditing agency.  
**Please attach a copy of the Certificate of Compliance from the auditing agency.**

**XI. Agency Head Signature**

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

Edward Grayson

Print Name of Agency Head

Ed Grayson

Signature of Agency Head

11/5/2021

Date



**APPENDIX**

**Contact Information for Agency EEO Personnel**

Please provide contact information (name, title, e-mail, telephone number and full office address) for the following EEO roles at your agency. If several roles are performed by the same individual, you may list that person once but include all assigned EEO functions:

**1. Ryan David**

EEO Director, ADA Coordinator, Disability Rights Coordinator, 55-a Coordinator  
375 Pearl Street – 18<sup>th</sup> Floor  
New York, NY 10038  
212-291-1371  
[rdavid1@dsny.nyc.gov](mailto:rdavid1@dsny.nyc.gov)

**2. Evelyn Nieves-Moscol**

EEO Investigator, Training Coordinator  
375 Pearl Street – 18<sup>th</sup> Floor  
New York, NY 10038  
212-291-1372  
[enieves1@dsny.nyc.gov](mailto:enieves1@dsny.nyc.gov)

**3. Julie Cascino**

Agency Attorney  
375 Pearl Street – 18<sup>th</sup> Floor  
New York, NY 10038  
212-291-1185  
[jcascino@dsny.nyc.gov](mailto:jcascino@dsny.nyc.gov)

**4. Patricia Mah**

EEO Staff, AD MGR-NON MGRL  
375 Pearl Street – 18<sup>th</sup> Floor  
New York, NY 10038  
212-291-1373  
[pmah@dsny.nyc.gov](mailto:pmah@dsny.nyc.gov)

**5. Julianna Wiessner**

Chief Learning Officer, Training Liaison  
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New York, NY 10038  
212-885-4571  
[jwiessner@dsny.nyc.gov](mailto:jwiessner@dsny.nyc.gov)

**6. Stephen Harbin**

Chief Regulatory Compliance & Career Development, Disability Services Facilitator  
Floyd Bennett Field - 3159 Flatbush Avenue  
Brooklyn, NY 11234  
718-758-7919  
[sharbin@dsny.nyc.gov](mailto:sharbin@dsny.nyc.gov)