



FDNY

LAURA KAVANAGH

Fire Commissioner

FDNY

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

FISCAL YEAR 2022

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

The City of New York Fire Department (“FDNY” or “Department”) is committed to cultivating a professional work environment that embraces the vision, mission and goals of diversity, equity and inclusion. The FDNY continues to grow more inclusive and diverse every day, becoming more representative of the City our members bravely serve. One of the Department’s central priorities is to recruit and hire from all segments of our City, as well as to ensure that every employee has an equal opportunity to contribute their distinctive and diverse perspectives to support the Department’s mandate to protect the lives and property of everyone in the five boroughs. These goals are accomplished through several different offices at the FDNY, including but not limited to the Chief Diversity and Inclusion Office (“CDIO”), the Equal Employment Opportunity Office (“EEO”), the Office of Recruitment and Retention (“Recruitment”), the Office of Youth Workforce and Pipeline Programs (“Youth Workforce”), Minority and Women-Owned Businesses (“MWBE”), and Human Resources (“HR”).

The FDNY strives to employ the most qualified individuals of diverse races, gender identities, creeds, ethnicities, sexual orientations, and other varying protected characteristics. The FDNY’s top priority is to educate, train and encourage all employees to maintain a supportive work environment where everyone is shown dignity, respect and professionalism coupled with the application of the Department’s diversity and equal employment mission. Commencing in FY 2021, a Commitment Statement affirming the principles of diversity, inclusion, and equal employment opportunity will be distributed bi-annually to all agency employees. The statement is intended to guide managers and supervisors and to communicate our dedication to equity, diversity and inclusion to all employees.

FDNY officers, managers and supervisors are expected to support the Department’s diversity, equity and inclusionary goals in all facets of employment, including recruitment, hiring, promotion, performance evaluations, and/or career-development opportunities. The Department’s Diversity and Inclusion Office and Assistant Commissioner and EEO Officer, Don Nguyen, will continue to serve as resources for FDNY officers, managers and supervisors by providing thoughtful leadership in diversity, equity and inclusion, as well as best practices and direction in addressing diversity and EEO issues. The EEO Officer’s contact information is prominently available to all employees. Employees are encouraged to contact the EEO Officer with any questions, inquiries, concerns or complaints regarding the EEO Policy.

Fire Department, City of New York

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foster an inclusive environment through mindfulness practices; and (10) improving racial and gender equity with local MWBEs.

The *Strategic Plan for Diversity, Equity and Inclusion* integrates the FDNY's core values of Service, Bravery, Safety, Honor, Dedication, Equity, and Preparedness with the tenets of Authentic Trust, Supportive Relationships, Excellent Training, Positive Motivation, Community Engagement, and Dedicated Success to help establish proactive initiatives to support an inclusive work environment. The Department utilizes a multi-media messaging campaign to help enhance equity, fairness and respect. Through the FDNY's Committee on Diversity and Inclusion, Diversity and Inclusion Advocates, employee resource groups, affiliated organizations, restorative practices, cultural events, storytelling, mindfulness practices, stress management, well-being tools, courageous conversations, racial inclusion circles, and other initiatives, the Department seeks to establish and maintain a more positive and holistic work environment. The FDNY also plans to use these principals to strengthen its recruitment, retention, and youth and pipeline initiatives, as well as supplier diversity with local MWBEs.

In conjunction with proactive initiatives, the Department provides ample resources to ensure that the laws and policies that support diversity, equity and inclusion are observed through its EEO Office, which provides counseling, training, meditation, investigations, decisions, disciplinary referrals, and Equal Employment Practices compliance, among other resources.

The FDNY's commitment to diversity, equity and inclusion is reaffirmed to all employees at every opportunity, including but not limited to publication of our Diversity and Inclusion Vision, Mission and Goals Statement, Equal Employment Opportunity Policy, Sexual Harassment Policy, Anti-Hazing and Anti-Bullying Policy, and related messaging through the distribution of newsletters, articles, videos, screen-savers, posters, and other media.

With all of these resources, FDNY's strategic plan for diversity, equity and inclusion continues to evolve in order to support the Department's ongoing commitment to (1) create a safe space to be authentic and provide greater trust and transparency; (2) cultivate supportive relationships that embrace our differences; (3) continue to honor and improve the excellence of our training and education; (4) provide tools and techniques to develop a mindset of positivity, innovation and resilience; (5) celebrate all cultures and communities to improve our services; and (6) develop more inclusive leadership.

This statement is the same as last year.

II. Recognition and Accomplishments

Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2021) to advance Equal Employment Opportunity, Equity, Diversity, and Inclusion; for example, completing training goals, introducing new equity programs, or launching employee resource groups. Use the Additional Comments section to list more than five items.

In FY2021, our agency accomplished the following as part of our commitment to Diversity, Equity and Inclusion:

- Facilitated by the CDIO, the Taskforce on Racial Inclusion & Equity met approximately weekly from Summer 2020 through Fall 2020 was created in July 2020 to address the root causes of racial inequities in the Department and decide on the best course of action. Comprised of key stakeholders in the FDNY, including but not limited to representatives of the affiliated organizations of under-represented groups, the Chief of Department and Chiefs of Fire and EMS Operations Offices, and Black members of the Department who indicated a desire to help provide solutions to challenges, the Taskforce works with the Fire Commissioner, the CDIO Office and other key stakeholders to implement the initiatives proposed (e.g., providing a history of racism education; creating storytelling campaigns; working with EEO and affiliated organizations to improve messaging; working with Operations to improve promotions and advancement; developing better accountability for civil service professional development).
- Led by the CDIO, the Department held eighteen Courageous Conversations on Racial Inclusion in a restorative justice virtual healing circle format to create a safe space to share concerns, discuss ways to combat systemic racism, and develop a growth mindset for the co-creation of compassion for everyone. All members are invited to attend.
- As part of its ongoing messaging campaign, the CDIO created virtual books and were designed to provide toolkits (with electronic links, information and videos) on holding Courageous Conversations on racial Inclusion, honoring Black History Month, supporting Women’s History Month, celebrating Religious Diversity, addressing anti-Asian and Pacific Islander Bias and Discrimination and other topics. These are shared on DiamondPlate.
- The Department continued its ongoing monthly Civility Challenge to encourage a more, supportive, inclusive, and civil work environment by encouraging members to reflect on their experiences and share their stories and perspectives of how to treat each other better for a nominal prize. The CDIO spearheads this ongoing initiative, which is aimed at building trust and transparency. Topics included items such as be considerate, respecting a subtle no, using challenges to create opportunities, and creating space for others to share authentically.
- The CDIO continued its Bravest Women Talks virtually, which support the empowerment of women, especially women of color and those of the LGBT community who seek additional resources to bring their authentic selves to work. Men have also been bringing a supportive presence to this sacred

space where women hold space for each other, offer support, have courageous conversations, listen with compassion, provide resources, and build a community of lasting connection. Topics include racial inclusion, Diversity Awareness Month, Mental Health Awareness, Caribbean America Heritage month and other issues of interest to women in the Department.

- The CDIO continued to publish diversity and inclusion newsletters electronically. The FDNY also continues to increase its diversity and inclusion messaging on the Diversity and Inclusion electronic platform, through posters, screensavers, videos, and other publications.
- The CDIO continued to publish mindfulness newsletters electronically focusing on how mindfulness can reduce implicit bias and create a more positive and holistic workplace.
- The CDIO created a Mobile Messaging Unit, which delivered messaging to firehouses and EMS Stations during the pandemic, visiting all the Department's Engines and Ladders, EMS Stations, Marine Units, and other facilities (over 300 facilities, with the exception of six firehouses that were adversely impacted by COVID-19). Messaging included *10 Codes of Inclusion*; the CDIO Diversity and Inclusion Brochure; copies of CDIO's Newsletters; Racial Inclusion and Equity Infographics; and other information.
- The CDIO completed its second edition of *We Are FDNY* posters and screen savers for distribution to all firehouses, EMS stations, bureaus, and units. The *We Are FDNY* multimedia campaign uplifts the FDNY six tenets of an inclusive culture: Authentic Trust, Community Engagement, Excellent Training, Supportive Relationships, Positive Motivation, and Dedicated Success by highlighting our members in videos, posters, screensavers, infographics, and other messaging.
- The CDIO continues to lead practices on mindfulness through our Mindfulness Group Meetings because mindfulness is shown scientifically to reduce implicit bias and to enhance self-care which contributes to emotional intelligence and improves communications and stress management – all of which contribute to a positive, creative and resilient work environment. During FY 2021, due to the pandemic, monthly virtual mindfulness practices for all FDNY members to foster better resilience and self-care for coping with COVID-19 were provided and are open to all FDNY members.
- The CDIO held virtual film showings and restorative reflection circles address issues on areas such as racial and gender discrimination and religious diversity. Films such as *Marshall*, *RBG* documentary and *Stranger/Sister* were shown.
- The CDIO worked with the Civilian Employee Resource Group, *CONNECT* (Civilian Organized Network Nurturing Excellence, Community, and Trust), to hold virtual connection space times for employees to come together to build community.
- The CDIO participates in the City-wide Equity and Results cohort pursuant to Executive Order 45 to strategize and create an action plan to decrease racism and inequity in New York City.

- The CDIO also developed a series of new trainings during FY2021 and continues to teach unconscious/implicit bias and LGBTQ training to probationary firefighters and EMS personnel.

These trainings include but are not limited to, the following:

1—AUTHENTIC TRUST TRAINING

The Authentic Trust training drill was developed by the CDIO Office to teach the first attribute of building an inclusive culture for everyone. (An overview of the entire FDNY Inclusive Culture Strategy was provided in 2018-19.) This drill was streamed in all firehouses in 2020 and remains available on the FDNY’s Learning Management System (“LMS”).

2—RACIAL JUSTICE & HEALING TRAINING

In 2020-21, FDNY developed a racial inclusion course in conjunction with Veritas Culture, an organization that has trained the Pentagon, the U.S. Army, and many other organizations, as well as provided live Emotional Intelligence training for FDNY in 2018. The course will consist of five modules, the first of which is currently being taken by senior leaders.

3—POSITIVE AND EFFECTIVE LEADERSHIP TRAINING

This is a 45-minute inclusive leadership course developed by the CDIO to train Department leadership, instructors, and other members of the Department. Longer versions of the course were used at the Fire Officers Management Institute, as well as for the EMS Captain’s Class in 2020. Senior leadership is currently taking this course on LMS.

4—IMPLICIT BIAS TRAINING

The Department’s Implicit Bias Training was designed in 2015 and became a key focus of FDNY’s Diversity, Equity, and Inclusion (“DEI”) Training Unit from 2016 onward. This training, which addresses the primary cause of racial discrimination, which is generally due to implicit bias, was taken by all members of the Department from 2015-2017 and is required for all new members of the Department, including all Probationary Firefighters. This training is also accompanied by LGBTQ Training.

5—ALLYSHIP TRAINING

This is a four-module course being developed by the CDIO Office.

6—“MICRO” AGGRESSION TRAINING

This is a four-module course being developed by the CDIO Office.

7—INCLUSIVE LEADERSHIP INSTITUTE

This is a six-module series being developed by the CDIO Office and the Inclusion Advocates as a webinar to take a deeper dive in training leadership in being more inclusive and in understanding the tenets of the inclusive culture strategy.

8—INCLUSIVE INTERVIEW SKILLS TRAINING

This course was developed by the CDIO Office and will be added to LMS.

9—ASIAN AMERICAN AND PACIFIC ISLANDER (“AAPI”) RACIAL INCLUSION TRAINING

This course is being developed by the CDIO Office after continuously addressing these issues and providing resources in response to violence against the AAPI community and will be added to LMS and made available to the Department during Summer 2021

- On May 27, 2021, Fire Commissioner Daniel Nigro issued **Department Order 58** which specifically addressed the Department’s continued commitment to respecting all members and reiteration that

it will not tolerate hate in any form. This was distributed in response to the anniversary of the death of George Floyd as well as a rise in antisemitic instances in New York City and throughout the country.

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity, equity, 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 2022.

Additional Comments:

The CDIO continues to celebrate and uplift FDNY's diverse cultures through its messaging and its events. Some of these events are as follows:

- Civility Challenge winners
- On October 15, 2020, the CDIO hosted its monthly Bravest Women Talk to celebrate Hispanic and Latinx Women in honor of Hispanic and Latinx Heritage Month.
- On November 20, 2020, the CDIO hosted a *Moment of Silence* during which the names of those who have died in the acts of anti-transgender violence were read.
- On December 17, 2020, the CDIO hosted its monthly Bravest Women Talk, "Welcoming 2021, Reflecting on 2020." Attendees celebrated moments of bravery, resilience, and compassion from 2020 and set intentions for the new year.
- On January 14, 2021, the CDIO hosted its monthly Bravest Women Talk, focusing on "Serving, Uplifting, and Engaging with our Community" in honor of Rev. Dr. Martin Luther King's global vision of our beloved community.
- On February 11, 2021, the CDIO hosted its monthly Bravest Women Talk, focusing on co-creating community through the celebration of Lunar New Year.
- On February 23, 2021, the CDIO the Vulcan Society, the African Heritage Society, and

CONNECT employee resource group hosted a Black History Month storytelling celebration. This year's topic is *Uplifting Black Stories to Build Community*. This is the first of our 2021 10-Talks (FDNY's version of TED talks) where we discuss the ways in which our families, histories, and visions for the future connect us all.

- On March 18, 2021, the CDIO hosted its monthly Bravest Women Talk, focusing on Women's History Month to celebrate the accomplishments of women throughout the years to our culture and society
- On April 22, 2021, the CDIO hosted its monthly Bravest Women Talk. At this month's talk we discussed the ways in which we can celebrate diversity.
- On June 29, 2021, the CDIO, in conjunction with the FDNY Caribbean Heritage Society hosted its monthly Bravest Women Talk. At this month's talk, we celebrated Caribbean American Heritage Month.
- In June 2021, the Office of Diversity and Inclusion and FireFLAG/EMS celebrated LGBTQ+ Pride Month with a virtual flipping book highlighting the accomplishments, achievements, and success of the LGBTQ+ community within FDNY.

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2021

Total Headcount: 17,610

Please provide the number of employees whose Race/Eth and/or Gender is 'Unknown'

Race/Ethnicity: 187 Gender: _____ Both R/E and Gender: _____

(These figures are available on the total line for your agency in the EBEPR210 CEEDS report)

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.

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In FY 2022, 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
- Newsletters and internal Agency Publications
- 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 2022, the agency will inform and remind employees of the option to add preferred name in ESS.

Additional Comments: HR will work with EEO in ensuring this information is communicated.

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, and 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 to reduce/eliminate underutilization.

- 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
Agency Head	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (EEO)	<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: Due to change of administration and significant attrition, the frequency of these reviews were put on pause.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2022

1. Proactive Strategies to Enhance Diversity, Equity, Inclusion and EEO in areas of Workforce, Workplace, and Community.

State below the central goals of your strategy for FY 2022 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted. Workforce goals are directed at the composition of your workforce, recruitment, retention, promotion, and professional development. Workplace goals have to do with inclusion, workplace culture, and employee activities. Community goals are directed at the external environment of your agency: the public and entities served by the agency. Describe special initiatives to enhance equity and focus on race relations in item 4.

1. Workforce:

The Department remains committed to its vision, mission and goals for diversity, equity, and inclusion, which include providing candidates with an equal opportunity to join FDNY, creating and sustaining a culture where all employees are provided with tools to succeed, and connecting with the diverse communities we serve.

In addition to the continuation of the initiatives set forth in Section II above, and in conjunction with the Fire Commissioner’s Committee for Diversity and Inclusion, Recruitment, Fire and EMS Operations, and other key stakeholders, the CDIO will spearhead:

- The development of a framework to document the professional goals of all employees and encourage developmental opportunities to support them.
- Continued support and development of mentorship and sponsorship initiatives for Fire, EMS, Prevention, and Civilians.
- 10-TALKS, courageous conversations, cultural events, and other story-telling initiatives to uplift poignant stories and profiles of FDNY members, as well as support the history and education necessary to support racial inclusion.
- Periodic reporting sessions for Commissioners, Officers and Managers of all units and bureaus, as well as other methods of accountability to encourage best practices and assist with the implementation of inclusive initiatives.
- Continued cultivation of Diversity and Inclusion Champions to be trained as conscious and appreciative leaders and who will work in conjunction with the CDIO Mobile Training Unit to provide messaging and education to members.

- All members of the Department, including the Fire Commissioner, First Deputy, Chief of Department, and other executive and senior staff, trained in diversity, equity and inclusion best practices and approaches, such as education and awareness for difficult conversations, emotional intelligence and other ways to develop inclusive leadership skills.

2. Workplace:

The Department's goal is to help create and sustain a positive, proactive and interconnected work environment, which is an integral part of all Department initiatives. This mandate will be accomplished through a holistic approach implemented by the CDIO, EEO, Recruitment, Youth Workforce, HR, and MWBE offices who are all committed to:

- Collaborating with firehouses, EMS stations, Fire prevention personnel, officers, and senior firefighters to create innovative opportunities to enhance trust, reduce stress and encourage well-being throughout the Department.
- Providing affiliated organizations and employee resource groups with opportunities, tools and resources to enhance employee relationships, including the development of cultural events that support everyone, especially women and other under-represented groups (e.g., African, Asian-Pacific and Hispanic Heritage Celebrations, Holocaust Remembrance, PRIDE Parade).
- Discouraging negative self-talk by increasing the education necessary to contribute to a positive work environment, including but not limited to Mentorship, Inclusive Leadership, Emotional Intelligence and cultural competency.
- Developing policies and practices that positively impact every employee's growth and success and working to uplift all FDNY members.
- Working with our Management, Analysis and Planning Bureau to develop, to implement, and to monitor metrics, surveys and cultural climate assessment tools to focus our resources on enhancing psychological safety.
- Regularly conducting job analysis and skills audits to ensure equitable jobs classification for all FDNY employees.
- Providing advice / counsel resources from the EEO Office to managers and supervisors in the field.

3. Community

4. Equity and Race Relations Initiatives:

The CDIO's racial inclusion and equity initiatives in FY 2021 including, but were not limited to, the following:

I. RACIAL INCLUSION & EQUITY INITIATIVES

A. TASKFORCE ON RACIAL INCLUSION AND EQUITY

The Taskforce on Racial Inclusion & Equity was created in July 2020 to address the root causes of racial inequities in the Department and decide on the best course of action.

B. TRAINING

1 —AUTHENTIC TRUST TRAINING

The Authentic Trust training drill was developed by the CDIO Office to teach the first attribute of building an inclusive culture for everyone. (An overview of the entire FDNY Inclusive Culture Strategy was provided in 2018-19).

2—RACIAL JUSTICE & HEALING TRAINING

The course will consist of five modules, the first of which is currently being taken by senior leaders.

3—POSITIVE AND EFFECTIVE LEADERSHIP TRAINING

This is a 45-minute inclusive leadership course developed by the CDIO to train Department leadership, instructors, and other members of the Department. Longer versions of the course were used at the Fire Officers Management Institute, as well as for the EMS Captain's Class in 2020. Senior leadership is currently taking this course.

4 —IMPLICIT BIAS TRAINING

The Department's Implicit Bias Training was designed in 2015 and became a key focus of FDNY's DEI Training Unit from 2016 onward. This training, which addresses the primary cause of racial discrimination, which is generally due to implicit bias, was taken by all members of the Department from 2015-2017 and is required for all new members of the Department, including all Probationary Firefighters. This training is also accompanied by LGBT Training.

5—ALLYSHIP TRAINING

This is a four-module course being developed by the CDIO Office, which will be added to LMS and made available to the Department.

6—"MICRO" AGGRESSION TRAINING

This is a four-module course being developed by the CDIO Office, which will be added to LMS and made available to the Department.

7—INCLUSIVE LEADERSHIP INSTITUTE

This is a six-module series being developed by the CDIO Office and the Inclusion Advocates as a webinar to take a deeper dive in training leadership in being more inclusive and in understanding the tenets of the inclusive culture strategy.

8—INCLUSIVE INTERVIEW SKILLS TRAINING

This course was developed by the CDIO Office.

9—AAPI RACIAL INCLUSION TRAINING

This course is being developed by the CDIO Office after continuously addressing these issues and providing resources in response to violence against the AAPI community and will be added to LMS and made available to the Department during Summer 2020.

C. MESSAGING

The Department continues to distribute messages pertaining to racial inclusion and equity, including the following:

- 1- **Messages from the Fire Commissioner.**
- 2- **CDIO Newsletters** (five editions posted during the pandemic, including discussions of racial inclusion and equity, and other inclusion topics).
- 3- **INFOGRAPHICS** (posted to support diversity and inclusion, including discussions of racial inclusion and equity, and other inclusion topics).
- 4- **CDIO Mobile Messaging Unit** delivered messaging to firehouses and EMS Stations during the pandemic, visiting all the Department's Engines and Ladders, EMS Stations, Marine Units, and other facilities (over 300 facilities, with the exception of six firehouses that were adversely impacted by COVID-19). Messaging included *10 Codes of Inclusion*; the CDIO Diversity and Inclusion Brochure; copies of CDIO's Newsletters; Racial Inclusion and Equity Infographics; and other information.
- 5- **Virtual Books** were designed to provide toolkits with (electronic links, information and videos) on holding Courageous Conversations on racial Inclusion, honoring Black History Month, supporting Women's History Month, celebrating Religious Diversity, addressing anti-Asian and Pacific Islander Bias and Discrimination and other topics. These are shared on DiamondPlate.

2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2022, which are aimed toward 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 actions and initiatives 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 limited to the EEO Office.

The agency will address underutilization in FY 2022 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- 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:
 - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
 - 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.
- Implement initiatives to improve the personal and professional development of employees.
- Conduct assessment to ensure pay and promotions are equitable.

Describe specific actions designed to enhance equity:

The FDNY Bureau of Human Resources ("HR") is conducting a pay analysis on salary adjustments and hires (internal and external) to analyze demographics. HR also assessed salary, promotion and hire requests to ensure parity, fairness and appropriate salary actions.

Additional Initiatives, Programs, or Comments:

HR will continue to advertise civil service 101 sessions conducted by the Department of Citywide Administrative Services (DCAS) and info sessions for specified civil service exams as well as continue to conduct internal civil service 101 sessions and provide the information of held trainings via our internal emails. HR will also provide timely information to employees regarding civil service exams and continue to provide career counseling when needed for internal and professional development.

B. WORKPLACE:

In addition to the strategic goals above, please indicate here specific actions and initiatives 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).

List below the names of existing ERGs:

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 actively inform employees of their rights and protections under the New York City EEO Policy.

Agency will keep employees informed of the EEO complaint and reasonable accommodation processes, and circulates *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.

Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.

In FY 2021, 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

Other (specify): _____

The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):

1. Conduct a quarterly analysis for feedback based on exit surveys considering the demographics of separated employees and utilize the feedback toward retention efforts.

Describe specific actions designed to enhance equity and initiatives to address race relations in the agency:

Additional Initiatives, Programs, or Comments:

HR plans to implement Structured Interviewing, Unconscious Bias and Hiring Training to ensure fairness in hiring.

C. COMMUNITY:

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

In FY 2022, 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.
- Expand language services for the public.

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs or Comments:

M/WBE

The FDNY will continue to implement a purchasing program which increases opportunities for Minority-owned and Women-owned Business Enterprises (M/WBE) in New York City, recognizing the need to enhance economic conditions within the City and provide opportunities to local businesses. In FY 2021 Q1-Q3, the FDNY awarded over \$10 Million to M/WBE vendors, of which over \$4.7 Million was awarded via the M/WBE Non-Competitive Small Purchase Method.

The M/WBE Program initiatives for the next Fiscal Year include performing vendor outreach by hosting and attending virtual networking events, facilitating virtual meetings between vendors and FDNY staff, responding to all M/WBE email queries with important links to doing business with FDNY, continuing to maintain an internal M/WBE vendor database for FDNY employees available on the FDNY intranet, setting M/WBE Utilization goals on all applicable contracts, monitoring contract compliance and contractor progress towards meeting those goals, continuing to utilize the M/WBE Noncompetitive Small Purchase Method and working closely with the Department of Small Business Services and the Mayor’s Office of M/WBE to ensure fulfillment of City requirements.

Youth Programs

FDNY Youth Workforce & Pipeline Programs works actively with the Alumni of our programs to recruit new members for our programs:

- Alumni of the FDNY Captain Vernon A. Richard High School (FDNY HS) attend Citywide and Borough-Specific High School Fairs to recruit incoming freshmen. This past year that included remote High School Recruitment Fairs hosted by feeder Junior High Schools. Alumni are also involved in our FDNY HS Open House Events and our FDNY HS Freshmen Orientation. This year FDNY HS Alumni were featured in a Virtual Freshmen Orientation.
- Alumni of the FDNY Youth EMS Academy (YEMSA) participate in recruiting for future YESMA cohorts by attending recruitment events at New York City High Schools. Again, this past year

those events were held remotely. In addition, our Alumni continue to recommend potential students for our program. Our Alumni Referral Program has not only led to many successful candidates matriculating into YEMSA, but also, has created more buy-in from our Alumni.

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 2022:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- 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 new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at 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
- 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
 - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

Additional Strategies, Initiatives and Comments:

The Office of Recruitment and Retention (ORR) facilitates events to generate interest for Fire, EMS Operations, Fire Prevention and Fire Dispatch. ORR continues to utilize diverse recruitment sources to bolster efforts aimed at increasing the effectiveness of diversity recruitment, including targeted recruitment efforts through partnerships with NYC High Schools, NYC Colleges, Community events, Recruiter Street Teams and contacting NYC resident test takers who are now unreachable on previous or existing civil service lists but are still eligible for upcoming exams.

Those diversity efforts continue with support programming for current fire and EMS candidates with the goal of mitigating attrition during the extensive life of the civil service list. ORR offers programming to engage, inform, and prepare Fire and EMS candidates to successfully complete their physical exams, background investigation process and to enter the Fire and EMS academies.

- **CPAT Training Program-** Due to COVID-19, this program is currently paused and will resume once DCAS' CPAT testing schedule is confirmed.
- **Virtual Information Sessions-**
 - o **Fitness Awareness-** These sessions, which highlight the importance of candidates maintaining their fitness levels, began in September of 2020. Six sessions were held during FY22. Participating candidates receive nutritional tips and a detailed workout plan to support their progress. They are also encouraged to ask questions and share their progress with their peers.
 - o **Virtual Information Sessions-** In addition to virtual fitness sessions, ORR provided 5 sessions during FY22. Candidates are further encouraged to complete processing and are given specific guidelines to prepare for the upcoming academy. ORR provided links to the various agencies that supplied directions for appointment scheduling and on-line requests for documentation. ORR also provided a one-page document with all intake required documents.
- **Firefighter Candidate Mentorship Program-** Current program participation includes: 33 Senior Mentors, 431 Mentors and 2,024 Mentees. ORR continues to work closely with FDNY's Bureau of Technology and Systems Development ("BTDS) to develop a

Mentorship application that will allow ORR to closely monitor the partnerships in effort to make data driven policy decisions on how a Mentor can best support their Mentee in their pursuit to becoming an FDNY Firefighter.

- **Probationary EMT-** Two Virtual Information Sessions are scheduled for October 9, 2020 to further prepare the 180 EMT candidates scheduled to enter the EMS Academy on October 26, 2020.
- **EMS Physical Agility Test Training-** A total of 90 training sessions were held to prepare EMS candidates to prepare and pass their PAT during FY22.

Additional Strategies, Initiatives and Comments:

The following updates were made to FDNY's ORR website JoinFDNY.com:

- JoinFDNY.com now includes a "Veterans in the FDNY" section which highlights the Army PaYS program. Army PaYS is a youth and career initiative between the FDNY and the Army that partners us with new recruits who, once have completed their commitment to the Army, will be assisted with the application and hiring process by the ORR.
- "Women in the FDNY"- Encouraging women to consider careers within the FDNY by sharing motivating stories of women in our fire suppression and EMS titles.
- Civilian open positions are now available to view.
- Regularly update the site with new stories and updates about its members and FDNY's celebration of diversity at various events.

ORR regularly utilizes dashboards developed by the Department's Management Analysis and Planning ("MAP") Unit to identify racial and gender disparities for Firefighter candidates throughout the hiring process. This platform has provided real-time access in the following areas:

- o Candidate Physical Agility Exam (CPAT)- The dashboard provides a view of qualified, not qualified, and voluntary attrition rates by race and gender. It also shows the relationship between candidate participation in FDNY CPAT Training Programs and attrition during the DCAS CPAT exam.
- o Candidate Intake and Medical- The dashboard provides a view of pass, fail and voluntary attrition rates.

B. Recruitment Sources

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. NYC High Schools	1. <input checked="" type="checkbox"/> Previous hires from this source
2. NYC Colleges	2. <input checked="" type="checkbox"/> Previous hires from this source
3. EMT Certification Programs	3. <input checked="" type="checkbox"/> Previous hires from this source
4. Veteran community partnerships, Recruit Military, Army PaYS Program	4. <input type="checkbox"/> Previous hires from this source
5. Various partnerships with community organizations, political officials	5. <input checked="" type="checkbox"/> Previous hires from this source
6. Online Recruitment Efforts- JoinFDNY.com, Social media handles @joinFDNY (Facebook, Instagram, Twitter and YouTube	6. <input checked="" type="checkbox"/> Previous hires from this source

C. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2021 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2022.

The agency provided the following internship opportunities in FY 2021:

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 __

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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):	0		M __ F__ 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 2022.

Additional Comments:

The FDNY plans to provide its normal opportunities for internships again in 2022.

Youth Programs

As previously mentioned, the Department provides more pathway opportunities for students through the FDNY Captain Vernon A. Richard High School, the FDNY Exploring Program, the FDNY Youth EMS Academy, and the Fire Cadet Academy. The FDNY also hosts a Youth Leadership Academy three times per year to further develop the leadership skills of FDNY High School students and FDNY Explorers. At the Mid-Winter, Spring and Summer Leadership Academies, youth participate in physical training and drills and classroom leadership curriculum.

The FDNY hopes to launch a Workplace Internship Program with the New York City Fire Museum for students enrolled in the FDNY-curriculum path at the FDNY High School. The vision is for students to participated in a Summer Internship at the museum. Achieving this goal will depend on the status of COVID protocols as we approach Summer 2022.

The Fire Cadet Academy continues to be developed to coincide with the upcoming promotional Firefighter exam. Fire Cadets will participate in an apprenticeship program that will include rotations throughout different Bureaus within the Department, classroom instruction, and physical training. Fire Cadets who successfully complete the program and pass

the promotional exam to Firefighter will have the opportunity to be promoted to the Firefighter title.

D. 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.

The FDNY engages in extensive outreach efforts, including participation in career and job fairs, to attract a diverse pool of qualified individuals for titles in which the Department does the majority of its hiring. Once in-person EEO training resumes, the Department will continue to provide pamphlets for the 55-a program to its employees during the training. All employees are made aware and are provided with information regarding the 55-a program through the FDNY's EEO Policy. The FDNY will review and process new applications for the 55-a program in light of DCAS' 55-a memorandum policy guidance. In addition, HR will inform provisional staff employees that the 55-a certification should not be used as a substitute for passing a civil service exam or to avoid the consequence of CSL § 65(3).

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.

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. 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 2022.

Currently, there are 6 [number] 55-a participants.

There are 4 [number] participants who have been in the program less than 2 years.

Last year, a total of 0 [number] new applications for the program were received and 0 participants left the program due to [state reasons] _____.

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.

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.

Additional Goals, Initiatives, and Comments:

VI. Selection (Hiring and Promotion)

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

A. Career Counselors

For FY 2022, 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.

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

1. FDNY's 55-a coordinator is committed to identifying additional titles that would enable qualified individuals to apply for 55-a positions.
2. Continued participation I career and job fairs to attract 55-a program applicants
3. Establishing recruiting initiatives targets to prospective 55-a program applicants.
- 4.

These goals are the same as last year.

In FY 2022, 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:

B. New Hires and Promotions

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

In FY 2022, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
 - Promotion and salary increase protocol in existence.
 - Assess the criteria for selecting/promoting 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.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review and analyze the demographics race\ethnicity and gender for those who received the promotion\salary raises to ensure such practices are equitable.
- Review on a regular basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).
- 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:

C. Selection Process

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

During FY 2022, the agency will do the following:

- 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.
- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- 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.
- EEO Officer is asked to review the interview questions.

Additional Comments:

D. Review of Hiring, Promotion, and selection Practices

For FY 2022, 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.
 - Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race, and ethnicity).
- 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:

E. EEO Role in Hiring and Selection Process

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

In FY 2022, 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.
- EEO reviews vacancy postings to ensure elimination of language that has the potential for gender stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns).
- Actively monitor agency job postings.
- Ensure all job postings include updated EEO Employer statement released in 2021.
- EEO is consulted 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.
- Advise Human Resources in the development of a comprehensive guide for hiring managers.
- 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.
- 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.

- Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

Additional Comments:

F. 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? *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

Please refer to Section IX to ensure the agency complies with training requirements under local laws and Executive Orders.

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)			
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees		
4. Sexual Harassment Prevention (classroom/live webinar)	All employees		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees		
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)			
9. Other (specify)			
10. 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 done by the Agency Head.
Provide the name and title of the designee¹ : The Fire Commissioner traditionally designates the Director of the Health Law Unit Matthew Talty to review appeals of reasonable accommodations.
- 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.
- The agency analyzes the reasonable accommodation data and trends.

¹ 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/eo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

- The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

Briefly 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?

It is the policy of the FDNY to provide reasonable accommodations to persons with disabilities in order to enable them to enjoy equal employment opportunities, consistent with applicable law and regulations. Any Department employee wishing to request a reasonable accommodation shall complete an application and forward it to the Department's EEO Office. Applications are available at the EEO Office and are downloadable through the Department's intranet. Members can submit their applications to the EEO Office in person, by mail, by email, or by fax. All forms of contact for the EEO Office are presented to all employees on the application, on the Department intranet, and are documented on a number of prominently displayed postings that are visible in all FDNY facilities, firehouses, EMS stations and satellite offices. Additionally, if an FDNY employee informs a supervisor or commanding officer through the chain of command that they are in need of a reasonable accommodation, the supervisor or officer is mandated to inform the EEO Office by submitting a Reasonable Accommodation referral on behalf of the employee. Each reasonable accommodation request is examined by the Reasonable Accommodation Unit ("RA unit") in the EEO Office, who sends written acknowledgement to the employee indicating the date of receipt of the request or referral and gathers information relevant to the request. To ensure that the reasonable accommodation process is compliant with the law and satisfactory, the RA unit contacts the employee to begin the interactive process and to request additional information, clarification or relevant medical and other supporting documentation as would assist the FDNY in giving appropriate consideration to the employee's request. Lastly, the RA unit reviews the completed request in its entirety and issues a determination that is reviewed and approved by the EEO Officer or his deputy. Once a determination is made, the employee is notified in writing by the EEO Office as to the determination. Any determination to deny a reasonable accommodation request will include a statement of the reasons for the denial and inform the employee of their right to appeal the determination. The EEO Office will also include an appeal form. If the employee objects to the determination of their reasonable accommodation request, the employee may submit an appeal to the Agency Head's Designee. As a matter of practice, the Agency Head's Designee assigns an impartial senior attorney, not designated as general counsel, to review the complete reasonable accommodation request as well as the employee's appeal request. The senior attorney is charged with tendering a written determination that shall serve as the final action on the reasonable accommodation request.

The EEO Office has effectively managed near to 350 reasonable accommodation requests in FY 2022, a slight decrease since the previous year. Normally, each year, the Department sustains significant growth in the volume of requests made by employees seeking reasonable accommodations. Despite the influx of requests, the EEO Office has been able to review and address all requests without delay. As a matter of course, the EEO Office reviews all reasonable accommodation requests within two (2) business days of receipt. Moreover, the goal is to close all cases within thirty (30) days.

Of the 347 cases processed in FY2021, 174 requests were granted, 27 requests were withdrawn by the applicant, 93 were administratively closed, 2 were denied and 51 are still pending.

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 within the last two years.
- 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:

The FDNY prioritizes all efforts to ensure that individuals who are gender non-conforming or identify as transgender are informed of their right to use restrooms, locker rooms, or other single-sex facilities consistent with their gender identity or gender expression. Additionally, the Department is on track to provide LGBT training to front line staff and supervisors in accordance with Executive Order No. 16

B. Executive Order 59: Chief Diversity Officer/Chief MWBE Officer

Under Executive Order No. 59 of 2020, all agencies shall appoint a Chief Diversity Officer/Chief MWBE Officer, with the appropriate experience and knowledge to oversee the agency's MWBE program, to report directly to the agency head. Agency heads shall ensure internal candidates are considered for the Chief Diversity Officer/Chief MWBE Officer.

- The agency appointed a Chief Diversity Officer/ Chief MWBE Officer by August 28, 2020.

Provide the name and title of the Chief MWBE Officer : MWBE Director David Francis

Additional Comments:

C. 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 4 – September 1, 2021 – August 31, 2022) as indicated in the Section VII Training above.

Additional Comments:

D. Local Law 97 (2018): Annual Sexual Harassment and Complaint 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 sexual harassment complaints are closed within 90 days.
- The agency will ensure that all other complaints are closed within 90 days.

Additional Comments:

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, conducted a climate survey in FY 2021 and will proceed to do the following in FY 2022:

- 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.
- Analyze FY 2021 survey data once provided by DCAS.
- Develop an Action Plan to address concerns raised in the FY 2021 Climate Survey and submit it to DCAS by July 31, 2022. *[Further guidance will be provided to agency by DCAS in 2022.]*

Additional Comments:

In October and November 2019, the FDNY conducted the Fire Operations Workplace Climate Survey for Firefighters. The FDNY is collaborating with DCAS and the Mayor's Office of Data Analytics ("MODA"). DCAS programmed the survey and collected the data. DCAS has transmitted the data for analysis by MODA. The analysis of the survey results were delayed due to the pandemic. However, the Department expects the analysis to resume this fiscal year. The Department will use the survey results to further develop a positive and professional work environment.

With regards to the LL101 Climate Survey, the FDNY will take the following actions:

First, the FDNY will further develop the ranks of EEO Counselors from the Bureaus of EMS and Fire Operations to address any issues raised by the climate survey. The EEO Counselors program deploys EMS and Fire Operations members in the field who have received intensive training in EEO policies and procedures, Sexual Harassment Prevention, and principles of Diversity and Inclusion. They act as liaisons to other members in the field who seek information concerning the FDNY's EEO and sexual harassment (SH) policies, and may feel more comfortable seeking such information from others with whom they share a point of affinity. These members can also inform others about the EEO complaint process, which according to the survey results, was an area in which members clearly required more education. The EEO Office has recently hired and trained 35 more EEO Counselors and will distribute posters to every firehouse and EMS station informing members of their availability, roles and contact information.

Second, the FDNY will publish and distribute to employees information specific to the EEO complaint process, starting at the onboard phase, continuing periodically, and permanently placed on the EEO Office's FDNY web page. This virtual pamphlet/informational will include: (1) how to file a complaint (2) the complaint investigation procedure, (3) the EEO Office's role in investigating the complaint, (4) possible outcomes from a complaint, including how a complaint may be substantiated, unsubstantiated, or administratively closed, and (5) possible remedial measures, which include retraining, discipline, and counseling. Lending transparency to the EEO complaint process will increase trust in the process and encourage victims and witnesses of sexual harassment to come forward and seek the assistance of the EEO Office.

Third, the FDNY will continue to further utilize data analytics and pro-active review of Department-wide trends to address potential "hot spots" before SH (and other) cases escalate. The FDNY maintains an extensive EEO complaint database that allows the EEO Officer to filter cases by protected category, location, and bureau on a real time basis. As such, the EEO Office will review its database on no less than a bi-weekly basis to target potential stations, battalions and divisions in which SH cases appear to be increasing or clustered. These "hot spots" will be targeted for managerial support, employee training, and heightened EEO Office awareness.

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 2022 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 specific to our EEO practices.
The FDNY was audited by the EEPC for its Sexual Harassment Prevention and Response Practices for the period covering January 1, 2018, to December 31, 2019.
- 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.
Letter of Compliance, dated December 31, 2020, enclosed as Appendix B.

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.

Laura Kavanagh

Print Name of Agency Head



Signature of Agency Head

4/18/23

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 enter only the name in further entries. Insert table rows as needed.

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Don Nguyen	Don.Nguyent@fdny.nyc.gov	718-999-1450
2.	Agency Deputy EEO Officer	Hilit Tolani	Hilit.tolani@fdny.nyc.gov	718-999-2048
3.	Agency Chief Diversity and Inclusion Officer	Vacant		
4.	Agency Diversity & Inclusion Officer [if designated]			
5.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59			
6.	ADA Coordinator	Valerie Loubriel, Esq.	Valerie.Loubriel@fdny.nyc.gov	718-999-5189
7.	Disability Rights Coordinator	Valerie Loubriel, Esq.	Valerie.Loubriel@fdny.nyc.gov	718-999-5189
8.	Disability Services Facilitator	Valerie Loubriel, Esq.	Valerie.Loubriel@fdny.nyc.gov	718-999-5189
9.	55-a Coordinator	Valerie Loubriel, Esq.	Valerie.Loubriel@fdny.nyc.gov	718-999-5189
10.	Career Counselor(s)	Christian Gomez	Christian.Gomez@fdny.nyc.gov	(718)-999-5149
11.	Training Liaison(s)	Sabrina Jiggetts, Esq.	Sabrina.Jiggetts@fdny.nyc.gov	718-999-0683

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12.	EEO Counselor(s)	Enclosed please find a list of EEO Counselors as Appendix C		
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