



**NYC EMERGENCY MANAGEMENT (NYCEM)**  
**DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN**  
**FISCAL YEAR 2021**

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



New York City Emergency Management's vision and mission reflect our underlying belief that every person deserves fairness, justice, and inclusivity. We strive to lead among our peers as a workplace that is representative of our city and nation, and as an emergency management community that is strengthened by our diversity as we become the most ready and resilient City in the world.

On behalf of NYCEM, I declare my commitment as Commissioner to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

I will strive to achieve the greatest possible diversity among our workforce, to create an inclusive culture of openness, tolerance, and cooperation in our workplaces, to promote equity in all its aspects, and to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City's population.

Each year, NYCEM's annual Diversity and Equal Employment Opportunity (EEO) Plan serves as a roadmap to identify and help us reach our equity goals. In FY2021, we are implementing new initiatives that are detailed in NYCEM's FY2021 Diversity and EEO Plan, including:

- Creating a NYCEM Equity & Diversity Council to facilitate discussion, promote initiatives, and escalate concerns into productive programs;
- Providing a safe and open space for dialogue and conversations around race, racism, and racial inequity in America through focused sessions for all NYCEM employees;
- Conducting an analysis of NYCEM workforce data and internal policies, including recruitment, hiring, and promotion, to see trends and patterns and to inform our FY2021 recruitment and retention strategies;
- Training additional EEO Counselors to offer more opportunities for employees to access and work with EEO professionals internally;
- And reviewing our EEO and diversity training offers to offer new opportunities for employees to expand their knowledge in these areas.

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion, and respect for all. All executives, managers, and supervisors in our agency will be responsible for ensuring a safe, equitable, and inclusive work environment, and for delivering equitable, fair, and effective services to the public we serve. We will continue to support NYCEM's diversity, equity, and inclusion initiatives by observing EEO mandates, and by working with dedication to attain agency goals in this area.

We will report to DCAS on the steps undertaken to comply with all legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City, and on the progress in implementing this Plan.

The Agency EEO Officer Nancy Silvestri and Chief Diversity Officer Eric Smalls will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Their contact information will be prominently available to all employees.

During this Fiscal Year, I will announce this Commitment Statement, affirm the principles of diversity, inclusion, and equal employment opportunity, and communicate our dedication to equity and all values that drive us toward this goal.

The NYCEM leadership team is committed to creating a workplace in which we all feel valued and included. As we navigate this process, we will foster an environment that addresses employee concerns as we move together toward integrating equity and inclusion in our mission, operations, and strategies.

Our NYCEM family includes the best and brightest emergency management professionals in the world, and I look forward to an inclusive process as we strive to better serve New Yorkers and create a more equitable NYCEM.

**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. Separated Human Resources staff from EEO staff in accordance with NYC-recommended best practices, and on-boarded a new EEO Officer to operate independently from the Human Resources team as well as a new Chief Human Capital Officer to strengthen the agency's EEO, equity, diversity, and inclusion initiatives and programs.
2. Created a Racial Equity and Diversity Working Group to advance the agency's equity goals, and engaged a partner organization to facilitate inclusion workshops.
3. Set up the structure and leadership roles for NYCEM's first permanent Equity and Diversity Council, charged with integrating equity and diversity into the agency's mission, operations, and strategies.
4. Conducted an anonymous survey of NYCEM staff to gather feedback on equity, diversity, and inclusion in the workplace, and steps NYCEM can take to ensure these values are incorporated into all facets of our agency. Data from this survey has informed our goals and priorities outlined in the FY2021 Diversity and Equal Opportunity Plan.
5. Appointed a Chief Diversity Officer charged with delivering innovative solutions to increase contracting opportunities for minorities and women.

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.

As part of NYCEM's FY2021 Diversity and EEO goals, we will explore including additional evaluation metrics within performance reviews for managers to provide greater accountability for managers in the area of creating and maintaining an equitable and inclusive environment for staff. This would also create an opportunity for positive comments in performance appraisals related to the agency's diversity and EEO goals.

*Additional Comments:*

NYCEM uses quarterly all-staff meetings and all-agency emails to highlight employees who are achieving accomplishments in diversity and equity and to keep staff informed about updates and progress on our equity, diversity, and inclusion goals.

NYCEM uses holidays and periods of special observance to acknowledge and highlight the diversity of the agency and celebrate the differences that help us to excel. For example, NYCEM publishes a "Day in the Life series" that includes video interviews with agency staff that are often shared and promoted on observances like Veterans Day, for example.

NYCEM Commissioner Criswell sends all-staff emails on days of religious and cultural observances to raise awareness of meaningful days that others may be celebrating and to ensure that all employees feel recognized and included.

NYCEM also participates in historical observances, celebrating events like Black History Month and Women's History Month with internal and external communication materials like podcasts and social media posts that highlight the backgrounds and work accomplishments of various individuals and groups of employees.

### **III. Workforce Review and Analysis**

**Please provide the total agency headcount as of 6/30/2020  
(available in the EBEPR210 CEEDS report): 198**

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:*

NYCEM's HR team sends quarterly email reminders to all agency staff to encourage employees to update information in the NYCAPS ESS system.

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 type="checkbox"/> Quarterly <input checked="" 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:*

In FY 2021, NYCEM's EEO Officer and Chief Human Capital Officer are meeting biweekly to review data, discuss best practices, and implement solutions to perceived workplace barriers for job groups that may surface in underutilization reports.

A senior NYCEM leader will also continue meeting with each departing employee to conduct detailed exit interviews that will allow us to further identify trends and issues that can be addressed through proactive policy adjustments.

In FY 2021, Commissioner Criswell began monthly meetings with an advisory team including NYEM Legal, EEO, Human Capital, and Disabilities, Access, and Functional Needs advisors to foster collaboration, discussion, and resolution of workplace issues.

Additionally, NYCEM's Equity and Diversity Council will assist the agency in addressing issues related to recruitment and barriers.

#### **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:**

**Recruit, hire, retain, train, and grow a diverse workforce representative of the city we serve.**

- Adopt and implement a comprehensive Recruitment Strategy.

- Engage in strategic outreach and broad recruitment, utilizing a variety of sources to maximize the agency's ability to attract a diverse pool of applicants for employment and internship opportunities.
- Engage with colleges and universities, including women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking, and recruiting events.
- Conduct outreach and recruitment at job fairs and other events hosted by various organizations supportive of diverse communities, including disability advocacy groups and veterans.
- Identify opportunities to embed diversity and inclusion priorities into public-facing aspects of the NYCEM's work. Ensure that diverse voices are represented in public-facing projects.
- Develop a clear and consistent message to staff that having a diverse workforce is an agency priority and that efforts to create and maintain a diverse, equitable, and inclusive NYCEM community include everyone at all levels of the agency.
- Evaluate current support efforts specifically focused on underrepresented staff, and add mechanisms as needed (e.g. targeted programming, mentoring, Employee Resource Groups, etc.).
- Find and create opportunities for career advancement and professional development of women and members of underrepresented groups (succession planning, job shadowing), including maintaining and further developing the Mentor Program.
- Explore establishing development opportunities for mid-career professionals, such as a rotation program.
- Explore options for creating a Diversity and Inclusion Certificate program, which will create opportunities for staff to explore topics related to diversity and inclusion and encourage staff to better utilize existing resources such as DCAS-provided training courses.
- Explore the feasibility of diversity and inclusion performance metrics to promote accountability and best practices.
- Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine our commitment to diversity, inclusion, and equal opportunity.
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## **2. Workplace:**

**Build and maintain an infrastructure that supports diversity and promotes inclusion within NYCEM.**



- Establish an Equity and Diversity Council to provide constructive feedback, identify issues needing attention, and assist in implementing policies to enhance diversity and equity at NYCEM.
- Provide diversity and inclusion/anti-bias training for employees, starting with agency-customized Inclusive Leadership and Unconscious Bias workshops
- Use data from climate studies to frame and direct future action on diversity and inclusion.
- Process, resolve, and adjudicate claims of discrimination, including retaliation.
- Provide managerial training on equity and equal opportunity and encourage leadership approaches that support employee engagement and belonging.
- Offer opportunities for agency-wide and targeted discussions (Town Hall meetings, roundtables, small group discussions) on issues related to diversity and inclusion, such as racial equity, generational diversity, unconscious bias, disability inclusion, and other critical topics.

**3. Community:**

**Build upon existing partnerships and create new partnerships that enhance NYCEM's commitment to and work with diverse populations.**

- Strengthen existing collaborations and build new partnerships with the NYC communities we serve.
- Enhance partnerships with local organizations, underrepresented groups, and communities to provide information and resource materials to New Yorkers in an equitable, inclusive manner.
- Create and implement a communications strategy that further elevates diversity and inclusion as a key agency priority and reinforces leadership commitment.
- Develop additional outreach content and engagement initiatives for diverse audiences, including traditionally underserved NYC 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:*

**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. Creation of an Equity and Diversity Council, along with training additional EEO Counselors
  2. The agency will work with an outside firm to conduct employee listening sessions and provide NYCEM with a report detailing areas for improvement.

*Additional Initiatives, Programs, or Comments:*

In October 2020, we began a partnership with Inclusion Strategy Solutions LLC to facilitate internal workshops around diversity, equity, and inclusion. These issues have been brought to the forefront due to the global pandemic, social injustices, and civil unrest that have recently plagued our country. The glaring disparities in resources afforded to minority and lower income communities brought to light by COVID-19 underscore the harrowing reality that more needs to be done to ensure that all people are treated fairly, and have equal access to resources in our society.

Upon completion of the sessions in December 2020, recommendations will be submitted to NYCEM's Equity and Diversity Council, which will work to develop and support the efforts to promote equity, respect, inclusion, opportunity, and community in our workplace. We also encourage staff to submit their concerns and suggestions around diversity, equity, and inclusion to the Equity and Diversity Council, which created an email account to open communication with employees at all levels.

**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:*

NYCEM named Assistant Commissioner, Eric Smalls as the agency's first Chief Diversity Officer in 2020, and as part of his role Eric will further the agency's outreach and participation with MWBEs.

Additionally, the new NYCEM Equity and Diversity Council will help to develop goals and a strategy for addressing the Community aspect of NYCEM's equity and diversity mission. The Council Members will explore initiatives to improve community awareness, relations, and engagement, especially in areas traditionally underrepresented or underserved.

## 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:*

- NYCEM's Chief Human Capital Officer is spearheading the agency's development of a Recruitment Strategy, which is expected to be finalized by December 2020. The Recruitment Strategy will explore options including pilots of blind interviews and de-identified resume reviews. It will also suggest improvements to the current recruitment and hiring processes to help NYCEM achieve a diverse and representative hiring pool for vacancies.
- NYCEM will include a diversity statement as a new standard set of language for each job posting to clearly articulate the agency's commitment to fostering a diverse, inclusive workforce.
- NYCEM will utilize a variety of sources to maximize the agency's ability to attract a diverse pool of applicants for employment and internship opportunities.
- NYCEM will engage with colleges and universities, including women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career fairs, networking and recruiting events.
- NYCEM will conduct outreach and recruitment at job fairs and other events hosted by various organizations supportive of diverse communities, including disability advocacy groups and veterans.
- Via the NYCEM innovation team, the agency will seek to create a veteran internship pathway to increase outreach/recruitment efforts to veterans with outreach to existing VA organizations.

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.
1. Colleges, including those serving typically underrepresented groups	We have hired staff following recruitment via colleges, but will be focusing on expanding our outreach to engage with women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, and others, through career

	<p>fairs, networking and recruiting events. We expect this effort to increase the size and diversity of our applicant pools.</p> <p>Additionally, as part of the agency’s Recruitment Strategy being developed in fall 2020, the agency will identify opportunities to work more closely with colleges serving underrepresented groups to identify specific programs and professors with expertise relevant to open positions to further reach underrepresented groups.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>
<p>2. Emergency Management professional organizations (IAEM, etc.)</p>	<p>Recruiting with emergency management organizations can expand the applicant pool by recruiting applicants with emergency management knowledge and skillsets from a broader geographic range, including international applicants associated with the International Association of Emergency Managers.</p> <p><input type="checkbox"/> Previous hires from this source</p>
<p>3. Email distribution lists (including City agency and university partners)</p>	<p>The NYCEM Human Resources Department maintains a distribution list with includes City agency partners, emergency management contacts at a variety of organizations, and recruitment professionals.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>
<p>4. LinkedIn/professional networks</p>	<p>NYCEM will expand recruiting efforts via professional and social networks including LinkedIn to reach a larger audience of potential applicants. We expect to reach a broader and more diverse group of potential employees through these channels that may lead to more diverse applicant pools.</p> <p><input type="checkbox"/> Previous hires from this source</p>

5. Veterans organizations	<p>Through an initiative supported by the NYCEM Innovation Team, the agency will work with veterans' organizations to recruit more veterans and ultimately increase the diversity of the agency's applicant pools.</p> <p><input type="checkbox"/> Previous hires from this source</p>
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### 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:			
Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	11	Asian-1 Black-1 Hispanic-1 Unknown-1 White-7	M 6 F 5 Non-Binary __  Other __ Unknown __
2. Public Service Corps	8	Asian-2 Black-1 Hispanic-2 Unknown-2 White-1	M 4 F 4 Non-Binary __  Other __ Unknown __
3. Summer College Interns	21	Asian-8 Black-2 Hispanic-4 White-7	M 9 F 11 Non-Binary __  Other __ Unknown __
4. Summer Graduate Interns	Included in summer intern total	Included in summer intern total	M __ F __ Non-Binary __  Other __ Unknown __
5. Other (specify): High school interns	2	Hispanic-1 White-1	M 0 F 2 Non-Binary __  Other __ Unknown __



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:*

NYCEM seeks innovative opportunities to enrich our internship program. The agency will explore opportunities to reach more potential interns from underutilized groups, including veterans, members of the LGBTQIA+ community, and people with disabilities.

### **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.

NYCEM is actively involved in the City's 55-a program. Our 55-a Coordinator attends quarterly meetings, Diversity career fairs and openly promotes the 55-a program at recruiting events. When the agency promotes job vacancies and internship opportunities, the vacancies are always sent to the Mayor's Office for People with Disabilities (MOPD) to ensure that candidates with disabilities are applying for our open positions and learning about the work that NYCEM goes for the City each day. NYCEM plans on continuing this outreach and promoting the 55-a program throughout the agency and throughout the City.

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's 55-a Coordinator will continue to promote the 55-a program through recruiting events and outreach to the Mayor's Office for People with Disabilities.

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 0 55-a participants.

There are 0 participants who have been in the program less than 2 years.

Last year, a total of 0 new applications for the program were received and 0 participants left the program.

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.

NYCEM will continue to promote the 55-a program at recruiting events and continue to send job vacancies and internship opportunities to the Mayor's Office for People with Disabilities. Hiring Managers will continue to review candidate resumes and interview applicants who fit the qualifications for our vacancies and internship opportunities. In every open opportunity, NYCEM plans on actively recruiting for people with disabilities and highlighting the City's 55-a program.

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. Hire at least one (1) employee through the 55-a Program
2. Attend more Diversity Career Fairs run by MOPD
3. Continue to promote the 55-a Program throughout the agency

4. Continue to Promote the 55-a Program through the City

These goals are the same as last year.

*Additional Goals, Initiatives, and Comments:*

## **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:*

NYCEM will promote open job vacancies throughout the City and encourage employees to learn about the pathway to Civil Service positions. NYCEM also plans on encouraging employees to participate in career development opportunities.

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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:*

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)	All staff	198	September 2020 – June 2021
2. EEO Awareness (classroom)	Classroom version currently N/A due to COVID-19 restrictions.		
3. Everybody Matters (D&I) (e-learning)	All staff	198	September 2020 – June 2021
4. Everybody Matters (D&I) (classroom)	Classroom version currently N/A due to COVID-19 restrictions.		
5. Sexual Harassment Prevention (e-learning)	All staff	198	September 2020 – June 2021
6. Sexual Harassment Prevention (classroom)	Classroom version currently N/A due to COVID-19 restrictions.		

7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees  All other employees	198	September 2020 – June 2021
8. lgbTq – Power of Inclusion (classroom)	Managers, Supervisors, and Front-line employees  All other employees		September 2020 – June 2021
9. Disability Etiquette	Managers, Supervisors, and Front-line employees	100	September 2020 – June 2021
10. Structured Interviewing and Unconscious Bias	All managers and supervisors	35	September 2020 – June 2021
11. Other (specify) Inclusive Leadership	All managers and supervisors	35	November – December 2021
12. Other (specify) Unconscious Bias virtual live training	All employees below supervisory level	150	December 2021

### **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.

<input checked="" type="checkbox"/> 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
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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?

The first step in providing a reasonable accommodation is to begin a cooperative dialogue that assesses the needs of the individual. When we learn, either directly or indirectly, that an individual requires an accommodation due to their disability, we will engage in a cooperative dialogue with the individual. NYCEM will initiate a cooperative dialogue when we receive information that leads us to believe that a person may need a reasonable accommodation.

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

The cooperative dialogue is the process by which NYCEM and a person who is entitled to, or may be entitled to, an accommodation under the law engage in good faith in a written or oral dialogue concerning the person's accommodation needs, including alternatives to a requested accommodation.

The cooperative dialogue process involves an evaluation of the individual's needs and consideration of the possible accommodations for the individual that would allow them to perform the essential requisites of the job or enjoy the right or rights in question without creating an undue hardship for NYCEM.

The next step is to complete the reasonable accommodation forms, which are submitted to the EEO Office. The forms are reviewed for completion, and requests are entered into the Reasonable Accommodation database and submitted to relevant parties.

The NYCEM EEO Officer routinely provides updates on the status of the requests as often as they are available. Individuals may also request an update at any time.

NYCEM will provide any person requesting an accommodation who participated in the cooperative dialogue process with a written final determination identifying any accommodation granted or denied.

An accommodation request that was denied may be appealed to the NYCEM Commissioner up to 30 days following the employee's receipt of the written final determination. The NYCEM Commissioner will issue a written determination on the appeal within 15 business days of receipt of an appeal.

## **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 EEPD or another governmental agency specific to our EEO practices.

- The agency is currently being audited or preparing responses to an audit conducted by the 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.**

DEANNE CRISWELL

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Print Name of Agency Head



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Signature of Agency Head

4/6/2021

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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. Agency EEO Officer: Nancy Silvestri  
[nsilvestri@oem.nyc.gov](mailto:nsilvestri@oem.nyc.gov); 718-422-4888; 165 Cadman Plaza East, Brooklyn, NY 11201
2. Agency Deputy EEO Officer: N/A
3. Agency Diversity & Inclusion Officer [if designated]: N/A
4. ADA Coordinator: Dennis Boyd, DAFN Legal Advisor  
[dboyd@oem.nyc.gov](mailto:dboyd@oem.nyc.gov); 718-422-8595; 165 Cadman Plaza East, Brooklyn, NY 11201
5. Disability Rights Coordinator: Dennis Boyd, DAFN Legal Advisor  
[dboyd@oem.nyc.gov](mailto:dboyd@oem.nyc.gov); 718-422-8595; 165 Cadman Plaza East, Brooklyn, NY 11201
6. Disability Services Facilitator: Brandon Hill, DAFN & Legal Compliance Director  
[bhill@oem.nyc.gov](mailto:bhill@oem.nyc.gov); 718-422-4669; 165 Cadman Plaza East, Brooklyn, NY 11201
7. 55-a Coordinator: Veronica Geager, Deputy Director for People and Culture  
[vgeager@oem.nyc.gov](mailto:vgeager@oem.nyc.gov); 718-422-4843; 165 Cadman Plaza East, Brooklyn, NY 11201
8. Career Counselor(s): Veronica Geager, Deputy Director for People and Culture  
[vgeager@oem.nyc.gov](mailto:vgeager@oem.nyc.gov); 718-422-4843; 165 Cadman Plaza East, Brooklyn, NY 11201
9. Training Liaison(s): Stella Guarna, Chief Counsel  
[sguarna@oem.nyc.gov](mailto:sguarna@oem.nyc.gov); 718-422-4802; 165 Cadman Plaza East, Brooklyn, NY 11201
10. EEO Counselor(s): Karen Thomas, COOP Planner  
[kthomas@oem.nyc.gov](mailto:kthomas@oem.nyc.gov); 718-422-8479; 165 Cadman Plaza East, Brooklyn, NY 11201
11. Language Access Coordinator: Iskra Killgore, Assistant Commissioner for Community Preparedness  
[ikillgore@oem.nyc.gov](mailto:ikillgore@oem.nyc.gov); 718-422-8941; 165 Cadman Plaza East, Brooklyn, NY 11201
12. Chief Diversity/WMBE Officer: Eric Smalls, Chief Technology Officer  
[esmall@oem.nyc.gov](mailto:esmall@oem.nyc.gov); 718-422-8907; 165 Cadman Plaza East, Brooklyn, NY 11201

