

EQUAL EMPLOYMENT PRACTICES COMMISSION

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April 14, 2011

Nelson Serrano Executive Director Teachers' Retirement System 55 Water Street New York, New York 10041

Re: Resolution #11/03-041: Preliminary Determination Pursuant to the Audit of Compliance by the Teachers' Retirement System (TRS) with its Equal Employment Opportunity Policy from January 1, 2007 through December 31, 2009.

Dear Mr. Serrano:

Pursuant to Chapter 35, Section 814(a)(12) of the New York City Charter, the City established the Citywide Equal Employment Opportunity Policy (EEOP), a set of uniform standards and procedures designed to ensure the equality of opportunity for women and minority municipal government employees and job applicants, and, consistent with federal, state and local laws, identified other groups for protection from discrimination in employment by city agencies.

Pursuant to Chapter 36, Section 831(d)(5) of the New York City Charter, the Equal Employment Practices Commission (EEPC) is empowered to audit and evaluate the employment practices, programs, policies and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women.

Section 831(d)(2) authorizes this Commission to recommend all necessary and appropriate measures, standards and programs to be utilized by city agencies to ensure a fair and effective affirmative employment program of equal employment opportunity for minority group members and women employed by, or seeking employment with, city agencies.

The Charter defines city agency as any "city, county, borough or other office, administration, board, department, division, commission, bureau, corporation, authority, or other agency of government, where the majority of the board members of such agency are appointed

by the mayor or serve by virtue of being city officers or the expenses of which are paid in whole or in part from the city treasury..."

This letter contains the preliminary determinations of the EEPC pursuant to its audit of compliance by the Teachers' Retirement System (TRS), which may herein be referred to as "the agency", during the thirty-six month period commencing January 1, 2007 and ending December 31, 2009. Requests for corrective actions and/or recommendations are included where the EEPC has determined that TRS has failed to comply in whole or in part with its EEO Policy and Federal, State, and City EEO laws.

All recommendations for corrective actions are consistent with both the audit's findings and the parameters set forth in the TRS' EEO Policy, which, in accordance with section 815 of the City Charter, holds agency heads responsible for the effective implementation of Equal Employment Opportunity. In addition, this Commission is empowered by Section 831 of the City Charter to recommend all necessary and appropriate actions to ensure fair and effective affirmative employment plans for minority group members and women.

The purpose of this audit is to evaluate the agency's compliance with its EEO policy, not to issue findings of discrimination pursuant to the New York City Human Rights Law.

Scope and Methodology

Audit methodology included an analysis of the agency's responses to an EEPC Document and Information Request Form. EEPC auditors conducted interviews with the TRS's EEO Officer/HR Director and Agency Counsel via the EEPC's interview questionnaires for EEO professionals. EEPC auditors also conducted an in-depth, on-site interview with the agency's EEO Officer/HR Director. In addition, employees were asked to participate in the EEPC's Employee Survey and managers/supervisors were asked to complete the EEPC's Manager/Supervisor Survey. A survey of 361 people currently employed by the TRS was distributed; 172 people (45%) responded. Survey findings are attached (Appendix 1). A survey of 89 TRS supervisors/managers was distributed; 63 supervisors/managers (71%) responded. Survey findings are attached (Appendix 5).

Description of the Agency

The Teacher's Retirement System is one of the largest pension systems in the United States. It provides New York City educators with retirement, disability, and death benefit services and administers one of the largest unified Section 403(b) Tax-Deferred Annuity Programs in the country. TRS membership is available to educators who work for the New York City Department of Education, the City University of New York, or participating New York City Charter Schools. Overall, TRS' programs serve more than 183,000 in-service members, retirees, and beneficiaries.

Personnel Activity During the Audit Period

According to data provided by the TRS, during the audit period 40 people were hired: 11 Caucasians, 15 African-Americans, 3 Hispanics, 5 Asians, and 6 Unknown. Of the individuals

hired, 15 were female. 58 individuals were promoted during the audit period: 25 Caucasians, 12 African Americans, 6 Hispanics, and 15 Asians; 35 were female. (Appendix 4)

The TRS reports that 53 employees were involuntarily separated during the audit period: 22 African Americans, 19 Caucasians, 9 Asians, and 3 Hispanics; 26 were female. Between January 1, 2007 and December 31, 2009, the total number of employees decreased from 375 to 367. The number of Asian employees decreased from 67 to 64, Caucasians decreased from 147 to 142, Hispanics stayed the same at 42, African Americans stayed the same at 118, and the number of employees that were unknown stayed the same at 1. The number of female employees decreased from 205 to 197. (Appendices 2 and 3)

Discrimination Complaint Activity During the Audit Period

The TRS reports that no internal or external discrimination complaints were filed during the audit period.

Legal Activity

According to the agency, there were no EEO judgments or settlements during the audit period or the two years prior.

PRELIMINARY DETERMINATION

Following are our preliminary determinations with required corrective actions and recommendations pursuant to the audit.

EEO Policy

The TRS is in compliance with the following requirements:

- 1. The agency distributed its Associate Handbook to all employees during new hire orientation. The handbook included an EEO statement identifying the HR Director as the person responsible for the implementation of all policies and procedures connected with TRS's EEO Policy. The handbook also included a Sexual Harassment/Discriminatory Intimidation statement and complaint procedure. In addition, 79% of the respondents to the EEPC's Supervisor/Manager Survey indicated they received a copy of the agency's EEO Policy Statement and 60% indicated the agency's Discrimination Complaint procedure was included with the EEO policy.
- 2. The Associate Handbook is posted and accessible to all employees on the agency's intranet. In addition, 72% of the respondents to the *EEPC's Employee Survey* said that the EEO Policy is posted on the agency's bulletin boards or kept in an area otherwise accessible to employees. In addition, 59% of the respondents to the *EEPC's Supervisor/Manager Survey* indicted the policy is most accessible in the HR Office and 46% indicated the policy is most accessible on the intranet.

3. The agency also issued its HR Policy Manual to all managers and supervisors. The policy included sections on recruiting and employment, selection criteria, interviewing guidelines, termination guidelines, job posting practices, performance planning and evaluation, Affirmative Action responsibilities, and disability procedures.

The TRS is not in compliance with the following requirements:

1. The agency's handbook does not include information on external agencies that handle complaints. <u>Corrective action is required.</u>

Recommendation: To afford employees the opportunity to exercise their right to file an external complaint with a federal, state or local administrative agency, the Policy/Discrimination Complaint Procedure should be revised to include the current addresses and phone numbers of the New York City Commission on Human Rights, the New York State Division of Human Rights and the U.S. Equal Employment Opportunity Commission. (Sect. 831 d (2), City Charter)

2. The agency's handbook does not include all the protected classes such as partnership status, predisposing genetic characteristic, creed, military status, prior arrest and or conviction, and victim of domestic violence or stalking. <u>Corrective action is required.</u>

Recommendation: Since each agency head must ensure that his/her agency does not discriminate against employees or applicants for employment in any manner prohibited by federal, state, and local law, the agency's EEO Policy should be revised to include all of the protected classes under New York City and New York State Human Rights Laws. The *revised* EEO Policy should be distributed to all current and new employees and posted in hardcopy or electronically. (Sect. 831(d)(2), City Charter)

EEO Training Standards

The TRS is not in compliance with the following requirements:

The agency has not developed a plan to ensure that all employees receive EEO and Sexual Harassment training. In addition, 91% of the respondents to the *EEPC's Employee Survey* indicated they did not receive EEO training within the past 2 years. In addition, 59% of the respondents to the *EEPC's Supervisor/Manager Survey* indicated they think the agency did not provide sufficient training on their responsibilities in assisting employees who may complain about discrimination or harassment. <u>Corrective action is required.</u>

Recommendation: The agency should develop an EEO training plan to ensure that all individuals who work within the agency, including managers and supervisors, are trained concerning EEO-related policies, rights, and responsibilities. (Sect. 831(d)(2), City Charter)

Discrimination Complaint and Investigation Procedures

The TRS is in compliance with the following requirements:

- 1. The agency appointed an EEO Officer to receive and investigate discrimination complaints in conformance with Federal, City, and State laws pursuant to discrimination in employment.
- 2. The agency's EEO Officer completed the basic training course for EEO professionals conducted by the Department of Citywide Administrative Services (DCAS).

Selection and Recruitment System

The TRS is in compliance with the following requirement:

The agency conducted annual performance evaluations during the audit period. In addition, 56% of the respondents to the EEPC's Supervisor/Manager Questionnaire indicated that they received their last performance evaluation within the past year and 44% received their last evaluation over a year ago. In addition, 78% of the respondents to the EEPC's Employee Survey Questionnaire indicated that they received annual performance evaluation within the past 3 years.

The TRS is not in compliance with the following requirements:

None of the job vacancy notice or job advertisements posted during the audit period indicated that the TRS is an Equal Opportunity Employer. <u>Corrective action is required.</u>

<u>Recommendation:</u> All agency recruitment literature should indicate that the agency is an equal opportunity employer. (Sect. 831(d)(2), City Charter)

EEO Professionals

The TRS is in compliance with the following requirement:

The EEO Officer reports to the agency head and meets with him on EEO matters.

The TRS is not in compliance with the following requirements:

1. The agency did not officially appoint EEO representatives of both genders to receive and investigate discrimination complaints. During the audit exit meeting, EEO Officer Carmela Crivelli stated that the Deputy Director of HR was designated to investigate EEO complaints; however, he has not received EEO training and employees were not notified of the appointment. Corrective action is required.

Recommendation: The agency should appoint at least one EEO professional of each gender to receive and investigate discrimination complaints. Each EEO Counselor/representative should be trained and authorized to investigate internal discrimination complaints. (Sect. 831(d)(2), City Charter)

2. Although the agency notified employees of the person responsible for handling EEO complaints, 62% of the respondents to the *EEPC's Employee Survey* stated that they did not know who the agency's EEO Officer is. <u>Corrective action is required.</u>

<u>Recommendation</u>: Since the EEO Officer is responsible for investigation discrimination complaints within the agency and providing guidance and assistance to agency managers, supervisors, and human resource professionals in addressing issues relating to equal employment opportunity, employees should be aware of the identity, location, and telephone number of the EEO Officer. The agency should re-distribute this information. (Sect. 831(d)(2), City Charter)

3. Although the EEO Officer reports to the agency head on EEO matters, the agency's organizational chart does not indicate this reporting relationship. The EEO Officer title is not indicated on the chart. Corrective action is required.

Recommendation: The agency should update its organization chart to reflect the reporting relationship of the EEO Officer and agency head. (Sect. 831(d)(2), City Charter)

4. The EEO Officer did not keep notes or an agenda of meetings with the agency head when discussing EEO operational decisions. <u>Corrective action required.</u>

Recommendation: Because the EEO Officer reports directly to the agency head, it is the Commission's position that appropriate documentation of meetings and other communications between the EEO Officer and the agency head regarding decisions that impact the administration of the agency's EEO program be maintained. (Sect. 831(d)(2), City Charter)

EEO for Persons with Disabilities

The TRS is in compliance with the following requirements:

- 1. The agency participated in the Section 55-A program. The 55-A program brochure was provided during orientation with the New Hire package. There are currently two program participants.
- 2. The TRS's response to the EEPC's accessibility for persons with disabilities checklist indicated that its offices at 55 Water Street are accessible to, and useable by persons with disabilities. There is a street accessible entrance, wheelchair accessible elevators, Braille and a bell in the elevators, wide restroom stalls and grab bars in the bathrooms.

The TRS is not in compliance with the following requirements:

1. The agency's EEO policy is not available in alternate formats for person with disabilities. <u>Corrective action is required.</u>

Recommendation: The agency head should ensure that the EEO Officer make a copy of the EEO policies and procedures available in the appropriate alternative format (i.e., large print, audio tape and/or Braille) upon request by an employee or applicant.

2. The EEO Officer was designated as the person responsible for handling reasonable accommodations requests; however, 60% of the respondents to the EEPC's Employee Survey

stated that they do not know who the agency's Disabilities Rights Coordinator is. <u>Corrective</u> action required.

<u>Recommendation:</u> To ensure that all employees are aware of the person responsible for handling reasonable accommodation requests and ensuring compliance with all federal, state, and local laws, as well as City and agency policies, pertaining to persons with disabilities, the agency should notify all employees in writing of the name, location, and telephone number of this person.

SUMMARY OF RECOMMENDED CORRECTIVE ACTIONS

- 1. To afford employees the opportunity to exercise their right to file an external complaint with a federal, state or local administrative agency, the Policy/Discrimination Complaint Procedure should be revised to include the current addresses and phone numbers of the New York City Commission on Human Rights, the New York State Division of Human Rights and the U.S. Equal Employment Opportunity Commission. (Sect. 831(d)(2), City Charter)
- 2. Since each agency head must ensure that his/her agency does not discriminate against employees or applicants for employment in any manner prohibited by federal, state, and local law, the agency's EEO Policy should be revised to include all of the protected classes under New York City and New York State Human Rights Laws. The *revised* EEO Policy should be distributed to all current and new employees and posted in hardcopy or electronically. (Sect. 831(d)(2), City Charter)
- 3. The agency should develop an EEO training plan to ensure that all individuals who work within the agency, including managers and supervisors, are trained concerning EEO-related policies, rights, and responsibilities. (Sect. 831(d)(2), City Charter)
- 4. All agency recruitment literature should indicate that the agency is an equal opportunity employer. (Sect. 831(d)(2), City Charter)
- 5. The agency should appoint at least one EEO professional of each gender to receive and investigate discrimination complaints. Each EEO Counselor/representative should be trained and authorized to investigate internal discrimination complaints. (Sect. 831(d)(2), City Charter)
- 6. Since the EEO Officer is responsible for investigation discrimination complaints within the agency and providing guidance and assistance to agency managers, supervisors, and human resource professionals in addressing issues relating to equal employment opportunity, employees should be aware of the identity, location, and telephone number of the EEO Officer. The agency should re-distribute this information. (Sect. 831(d)(2), City Charter)
- 7. The agency should update its organization chart to reflect the reporting relationship of the EEO Officer and agency head. (Sect. 831(d)(2), City Charter)

- 8. Because the EEO Officer reports directly to the agency head, it is the Commission's position that appropriate documentation of meetings and other communications between the EEO Officer and the agency head regarding decisions that impact the administration of the agency's EEO program be maintained. (Sect. 831(d)(2), City Charter)
- 9. The agency head should ensure that the EEO Officer make a copy of the EEO policies and procedures available in the appropriate alternative format (i.e., large print, audio tape and/or Braille) upon request by an employee or applicant.
- 10. To ensure that all employees are aware of the person responsible for handling reasonable accommodation requests and ensuring compliance with all federal, state, and local laws, as well as City and agency policies, pertaining to persons with disabilities, the agency should notify all employees in writing of the name, location, and telephone number of this person.

In addition to the above recommendations, during the compliance process, the Commission requires that the agency head distribute a memorandum to all staff informing them of the changes that are being implemented in the agency's EEO program pursuant to the audit. This memorandum should re-emphasize the agency head's commitment to the agency's Equal Employment Opportunity Program.

Conclusion

Pursuant to Chapter 36 of the New York City Charter and the previously cited preliminary determinations relating to EEPC's audit of the TRS's compliance with its Equal Employment Opportunity Policy, and EEO standards expressed in Federal, State, and City EEO laws, we respectfully request your response to the aforementioned preliminary determinations.

Your response should indicate what corrective actions your office will take to bring the agency in compliance with the aforementioned policies and which recommendations it intends to follow. Please forward your response within thirty days of receipt of this letter.

Pursuant to Section 832 of the New York City Charter, as amended in 1999, if you do not implement all of these recommendations for corrective actions during a compliance period not to exceed six months, this Commission may publish a report and recommend to the Mayor the appropriate corrective actions that you should implement in your agency's EEO Plan.

In closing, we want to thank you and your staff for the cooperation extended to the Equal Employment Practices Commission's auditors during the course of this audit. If you have any questions regarding these preliminary determinations, please let us know.

Cesar A Perez, Esc

Chair

APPENDIX - 1

Teachers' Retirement Services EMPLOYEE SURVEY RESULTS

		21/12/1/2002		
Employees = 367	•	Survey Respondents	= 172	479

	ual Employment Opportunity (El ardless of protected group statu			occorded full and equ	ual consideration	on the basis of	merit,
0 D-		, ,	NO (10)				
2. D0	you know who your agency's E	EO Officer is?		e e			
		Yes (65)	No (106)				
3. Is t	he City's EEO Policy posted on	your agency's bulletin Yes (123)	boards or kept in an are No (39)	ea otherwise access	ible to employee	es?	() () () () ()
4. We	re you given a copy of the EEO	Policy Handbook - Abo Yes (81)	out EEO: What You Ne No (84)	ed to Know?			
	you believe your agency practic	ces equal opportunity (i	i.e. ensures fairness in	all aspects of emplo	yment including	hiring, selection	, promotions,
etc.	·):	Yes (113)	No (57)		e e		
	s your manager or supervisor di st twice within the past year?	scussed the agency's	commitment to the princ	ciple of Equal Emplo	yment Opportun	ity during staff n	neetings at
		Yes (31)	No (99)	Do not remember	(38)		·
	s your manager or supervisor di st twice within the past year?	scussed employees' ric	ght to file a discriminati	on complaint with the	e agency's EEO	Officer during st	taff meetings at
		Yes (24)	No (114)	Do not remember	(33)		
8. Wh	en hired, were you advised of the	ne EEO policies, and o Yes (56)	f your rights and respor No (45)	nsibilities under such Do not remember			.*
В	EEO COMPLAINTS			•			
		omploint?					
9. DU	you know how to file an EEO co	Yes (52)	No (120)	e.	•		· .
10. If yo	ou had an EEO complaint, woul	d you bring it to your a	gency's EEO Office?				
		Yes (88)	No (30)	Undecided	(54)		
11. Wo	uld you prefer to file an EEO co	mplaint with an office o Yes (64)	outside your agency rat No (44)	her than your agenc Undecided			
12. Dur	ing the past 3 years, did you file	e a complaint with your Yes (0)	agency's EEO Office? No (170)				·
13. Wa	s your manager or supervisor s	upportive of your right: Yes (1)	to file a complaint? No (10)	Not Applicable	(159)		
C.	EEO TRAINING		, ,	,	, ,		
14. Dur	ing the past 2 years, did you re	ceive EEO training? Yes (14)	No (157)				

15. How informative was this training?

Very informative (10) Not really informative (2) Somewhat informative (10) Not Applicable (146)

Page 1 of 2

SURVEY RESULTS CONTINUED

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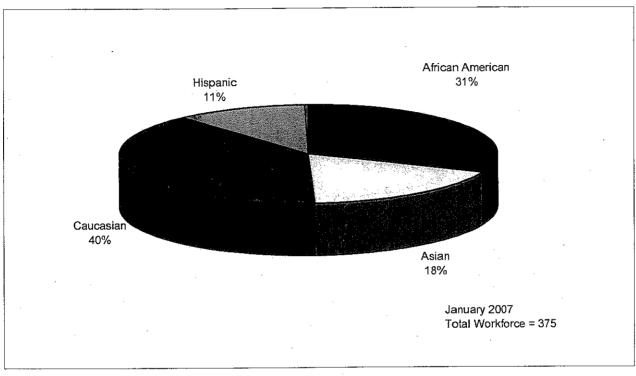
				•		
16.	Does your agency use training and	development program Yes (125)	s in order to improve jo No (22)	b performance and/or caree I do not know (24)	r opportunities?	
		100 (120)	()	, ,		•
17.	Were vacant positions advertised of	on bulletin boards or oth	ner areas accessible to	employees in a timely manr	ier?	
		Yes (134)	No (24)	Do not remember (13)		
	•	· · · · · · · · · · · · · · · · · · ·		for Fortunian Managadal	Darfarmanas in NVC	Agonolog roquiro
18.	The Personnel Rules and Regulation	ons of the City of New	York and the Guideline	s for Evaluating Managerial	re you received annu	Agencies require
	that all employees (managerial and	i non-managerial) rece	ive at least one periorit	idilice evaluation a year. Hav	ve you received aimu	ai penormance
	evaluations within the past 3 years	? Yes (134)	No (26) Em	ployed for less than 12 mos	(12)	
		163 (104)	140 (20)	pio) ou ioi ioi anni in anni	()	
19.	Did your evaluation contain recomi	mendations for improvi	ng your job performand	e?		5
		Yes (95)	No (38)	Not Applicable (38)	•	
			•	_		
20.	Did your evaluation contain recomi			agency?		
	:	Yes (33)	No (96)	Not Applicable (42)		
۰,	D	in vary anapay that	ia roonansible for provi	ding career counseling?		•
21.	Do you know the name of the pers	Yes (53)	No (117)	uling dareer countries;		
		165 (00)	140 (111)			
	E. SPECIFIC PROTECTIONS		÷			÷.
			4	•		
22.	Do you know who your agency's D					
		Yes (33)	No (138)	•	•	
				PC - II	aanta with disabilitisa	and those who
23.	Agencies are required to take app	ropriate action to reaso	nably accommodate qu	Jalined employees and appli porform their jobs or onlove	callis will disabilities	ilones of
	are victims of domestic violence, s employment. Agencies are also re	sex offenses, or stalking), to enable to them to p	s for the religious observanc	qual beliefs and practi	ces of an
	employee or applicant. During the	past 3 years, did you a	esk for a reasonable ac	commodation due to any of	the above?	000 01 0111
	employee of applicant. During the	Yes (17)	No (154)	,		
						•
24.	Was your accommodation granted	! ?				
		Yes (14)	No (2)			
	·		÷			•
	·					
	OPTIONAL INFORMATION					
25	Race/Ethnicity	•				
ZU.		r Pacific Islander (0)			Hispanic (20)	*
		or Alaska Native (0)		White (not of Hisp		
		r Hispanic origin) (36)	•	•	Other (8)	•
	. *			•		
26	Condor					

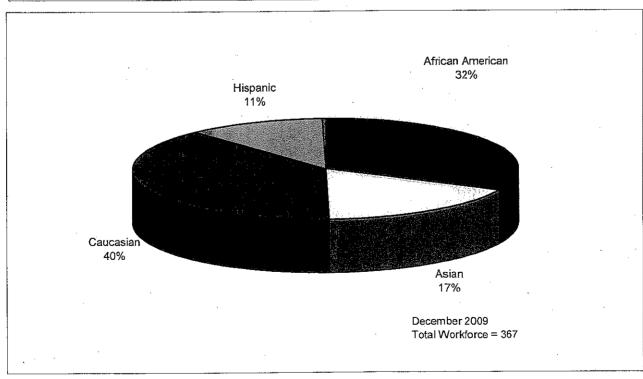
Female (79)

Male (66)

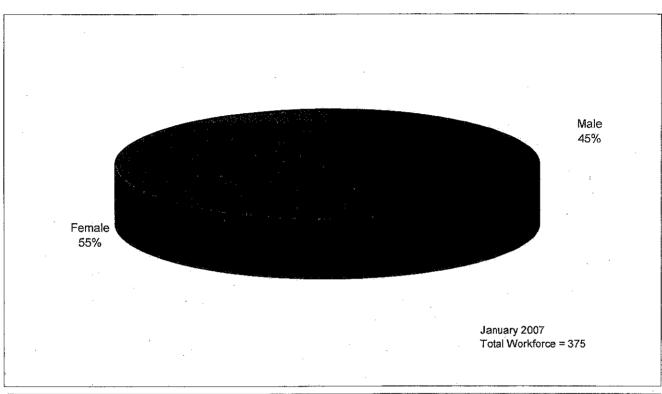
Appendix - 3

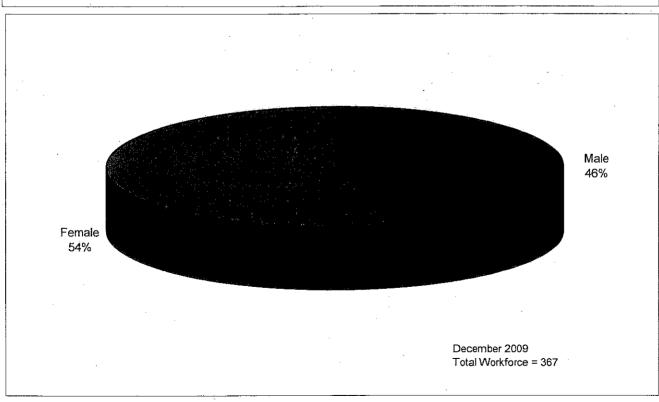
Teachers' Retirement System Workforce by Ethnicity





Appendix - 2 Teachers' Retirement System Workforce by Sex





APPENDIX-4

The following table indicates personnel activity during the audit period, January 1, 2007 to December 31, 2009.

Teachers' Retirement System

Hires by Sex and Ethnicity

Total Hires: 40

Male	Female	Total	Caucasian	African American	Hispanic	Asian	Native American	Unknown	Total
25	15	40	11	15	3	5	0	6	40

Promotions by Sex and Ethnicity

Total Promotions: 58

Male	Female	Total	Caucasian	African American	Hispanic	Asian	Native American	Unknown	Total
23	35	58	25	12	6	15	0	0	58

Separations by Sex and Ethnicity

Total Separations: 53

Male	Female	Total	Caucasian	African American	Hispanic	Asian	Native American	Unknown	Total
27	26	53	19	22	3	9	0	0	53

Source: Audit data supplied by TRS

APPENDIX - 5

Teachers' Retirement System

SUPERVISOR/MANAGER QUESTIONNAIRE RESULTS

(71%)Completed Questionnnaire = Total Supervisors = 1. Which of the following are you? Manager (61) Supervisor (2) 2. How many employees are under your supervision? Less than 5 (28) 11 - 20 (8) 21 or more (10) 6 - 10(17)3. How long have you worked for this agency? 3yrs or less (0) Over 3 yrs (63) 4. Each agency head may distribute a statement in support of Equal Employment Opportunity to all employees. Have you received a copy of your agency's EEO Policy Statement? Do not remember (0) No (13) Yes (50) 5. In your agency, where can the City's EEO Policy be found? In my office (9) In the EEO Office (1) I do not know (7) In the HR/Personnel Office (37) On the Intranet (29) 6. Of the choices indicated, which is most easily accessible to you? Your Office (4) The EEO Office (0) The HR/Personnel Office (14) Not applicable (1) The Intranet (44) 7. Is the Discrimination Complaint Procedure included with the EEO Policy? Do not know (21) Yes (38) 8. Do you know the name of your agency's EEO Officer? Do not know (8) Yes (52) No (2) 9. Did the EEO Officer meet with you to discuss your EEO rights as an employee? No (30) Yes (32) 10. Did the EEO Officer meet with you to discuss your EEO responsibilities as a supervisor or manager? No (22) Yes (39) 11. Did you complete the Department of Citywide Administrative Services' (DCAS) Division of Citywide EEO Computer based Training? No (48) Yes (1) 12. In your role as a supervisor/manager, have you discussed the agency's commitment to the principle of Equal Employment Opportunity during staff meetings at least twice within the past year? Yes (19) No (43) 13. In your role as a supervisor/manager, have you discussed with employees their right to file a discrimination complaint with the agency's EEO Officer during staff meetings at least twice within the past year? Yes (16) No (46) 14. Did you receive sexual harassment prevention training from your agency? Yes (17) No (46) 15. Please indicate when the training was done. Within the past 2 years (8) over 2 years ago (9) 16. Did all of the employees that you supervise receive sexual harassment prevention training? Page 1 of 2

No (32)

Yes (5)

Do not know (26)

TRS SUPERVISOR/MANAGER QUESTIONNAIRE CONTINUED 17. When you were hired, did you receive an orientation session that included a review of the City's EEO Policy? Do not remember (22) Yes (26) No (15) 18. Do you participate in orientation sessions for new employees? Yes (14) 19. Do new employee orientation sessions include information on the City's EEO Policy? Do not know (33) No (4) Yes (26) 20. Do you interview candidates for positions in your agency? No (17) Yes (46) 21. If you are involved in interviewing job applicants, did your agency provide you with training and/or a guide that outlines illegal or discriminatory questions and includes instructions for conducting a structured interview? Both training and guide (9) Training (6) I do not interview applicants (16) Guide (17) 22. When was your last performance evaluation? Over a year ago (28) Within the past year (35) 23. Were you informed that fulfillment of your EEO responsibilities will be part of your overall performance evaluation and will be considered in determining your eligibility for promotions and merit increases? Not applicable (13) No (43) Yes (7) 24. Does your performance evaluation include an EEO component? (A section that rates your ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner.) I do not receive performance evaluations (0) No (45) Yes (17) 25. Do you conduct formal evaluations of the employees under your supervision annually? Yes (55) No (7) 26. Do you believe the agency has provided sufficient training to supervisors/managers on their responsibilities in assisting employees who may complain about discrimination or harassment? No (37) Yes (26) **OPTIONAL INFORMATION** 27. Race/Ethnicity Hispanic (4) Asian or Pacific Islander (8) White (24) American Indian or Alaskan Native (0) Other (5) Black (9)

28. Gender

Male (25)

Female (25)