

At-a-Glance: Focus Areas & Initiatives



Focus Area 1: Evolving Port Authority Culture

To provide guidance and training to set expectations for workplace behavior and assure that all employees of all backgrounds feel valued and respected:

| Initiative | Department Owner | Timeframe |
|---|------------------------------|------------|
| 1. A comprehensive Respectful Workplace handbook to supplement in-person training | Human Resources | April 2021 |
| 2. A new mandatory anti-racism course for all employees | Ethics and Compliance Office | Q4 2020 |

To recognize, highlight and appreciate the history and heritage of the members of our diverse workforce:

| | | |
|--|-------------------------|---------------|
| 3. The addition of Juneteenth as a permanent Agency holiday | Human Resources | November 2020 |
| 4. A virtual cultural library with content that highlights the diverse heritage of employees | Diversity and Inclusion | March 2021 |

To clarify policies on employees' expression of their socio-political views outside of work, and on their expression of their culture through dress, hairstyles and adornment:

| | | |
|---|------------------------------|---------------|
| 5. New policy guidance on participation in peaceful demonstrations | Ethics and Compliance Office | December 2020 |
| 6. A reissued and revised agency policy on employee participation in political activities | Ethics and Compliance Office | December 2020 |
| 7. Clear policy guidance about employees' cultural expression | Ethics and Compliance Office | Q2 2021 |

And to expand the agency's protection and empowerment of employees who express their workplace concerns:

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|---|------------------------------|------------|
| 8. A revised and expanded agency non-retaliation policy | Ethics and Compliance Office | March 2021 |
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Focus Area 2: Manager and Employee Development

To support career advancement and access to job opportunities across our diverse workforce:

| Initiative | Department Owner | Timeframe |
|---|------------------|----------------|
| 9. A new Administrative Professionals Career Pathways Program | Human Resources | May 2021 |
| 10. The development of additional comparable career pathway programs | Human Resources | September 2021 |
| 11. Expand the Talent Conversations program to entry-level management and individual contributors | Human Resources | May 2021 |

To enhance manager training and leadership development programs to help leaders recognize and celebrate employee diversity and implement respectful workplace strategies:

| | | |
|---|-----------------|--------------|
| 12. Enhancement of the Manager Certification Program with diversity and inclusion content | Human Resources | January 2021 |
| 13. New diversity course content for agency leadership programs | Human Resources | Q2 2021 |

And to support a fair, equitable and diverse workplace through a new agency role devoted to employee concerns:

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|--|-------------------------|--------------|
| 14. Creation of the new Employee Experience Advisor position | Diversity and Inclusion | January 2021 |
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Focus Area 3: Transparency Regarding HR Practices and Functions

To ensure greater transparency of key employee demographic data by age, race, gender and other characteristics:

| Initiative | Department Owner | Timeframe |
|---|------------------|------------|
| 15. Publication of a formal report of workforce demographic data for the agency | Human Resources | March 2021 |

To further equity and eliminate bias in performance management and ensure a rich pool of diverse job candidates:

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|--|-----------------|---------------|
| 16. Enhancements to the Agency's Performance Management process in response to employee concerns | Human Resources | February 2021 |
| 17. Development of a comprehensive Diversity Recruitment Strategy | Human Resources | Q2 2021 |

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Focus Area 4: PAPD Diversity and Enhanced Best Practices

To pursue emerging best practices in policing consistent with the approaches taken by PAPD's peer agencies:

| Initiative | Owner/Advisor | Timeframe |
|--|---|-------------|
| 18. Outfit the PAPD with body cameras, consistent with NY and NJ state police forces ; this initiative starts with a Request for Information. | Owner: Police Superintendent; Advisors: General Counsel and Chief Security Officer | Summer 2021 |
| 19. Issue revised PAPD use-of-force policy, consistent with regional best practices and changes in the law, and provide training on the new policy. | Owner: Police Superintendent; Advisors: General Counsel and Chief Security Officer | Q2-Q3 2021 |
| 20. Revise policy on providing medical assistance to arrestees and others, consistent with regional best practices and changes in the law, and provide training to PAPD. | Owner: Police Superintendent; Advisors: General Counsel and Chief Security Officer | Q2-Q3 2021 |

To increase the diversity of PAPD personnel and enhance training on critical diversity topics:

| | | |
|---|---|-----------------|
| 21. Strengthen PAPD recruiting program to increase diversity. | Owner: Human Resources; Advisor: Chief Security Officer and Diversity & Inclusion | December 2021 |
| 22. Deliver enhanced police training to newly minted recruits and all sworn current members | Owner: Police Superintendent and CSO; Advisors: Human Resources and Diversity & Inclusion | Throughout 2021 |

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Focus Area 5: The Port Authority as a Good Neighbor in the Communities Where We Operate

To focus on community engagement and build upon existing programs that support social, racial, and economic equity for our neighbors in the communities where we operate.

| Initiative | Owner/Advisor | Timeframe |
|---|---|----------------|
| 23. Enrich employee knowledge about the diversity of the Port District and neighboring communities through an educational presentation series | Owner: Planning & Regional Development and Government & Community Relations; Advisors: Diversity & Inclusion, Human Resources, Brand & Customer Partnerships and line departments | December 2020 |
| 24. Gather employee feedback on current and suggested community outreach and employment programs | Owner: Human Resources and Government & Community Relations; Advisors: Brand & Customer Partnerships, Planning & Regional Development, Diversity & Inclusion and line departments | Q2 2021 |
| 25. New Civic and Community Engagement category added to Pillars of the Port Authority Award program | Human Resources | September 2020 |



Focus Area 6: Demonstrating our Commitment through Policy

In the sections above we laid out a total of 25 separate initiatives that respond to your instructive and specific requests for our Agency to create a more equitable and inclusive work environment — one that reinforces its commitment to anti-racism and non-discrimination, and respect for each other. Among these specific requests were multiple official policy actions that directly relate to employee requests, and are fundamentally necessary for realizing the objectives of their related Focus Area.

Our overarching commitment to addressing race dynamics at our Agency through policy is clearly evidenced by multiple official policy enhancements along with the numerous formal practices, procedure and program changes associated with the 25 initiatives.