

TAKING ACTION ON RACE DYNAMICS
The Complete Report from
the Leadership Steering
Committee



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Your feedback from online Listening Sessions – and from pre-COVID sessions, like the Black Women's Forum – informed the development of these initiatives.

### Introduction: **Recapping Our Journey**

The Leadership Steering Committee (LSC) has been hard at work during the past several months, and we are pleased to provide you with a compilation of initiatives – some previously announced and some that will launch soon – derived from your invaluable input regarding race dynamics. Based on the Committee's work, the Chairman and Executive Director have approved 25 initiatives, which we will lay out in this report.

As a recap of our journey, we listened to you (over 2,400 employees) and we analyzed 600 comments from Listening Sessions, and it became evident that comments could be classified into six categories. We then consulted with Employee Business Resource Groups and other key stakeholders to validate these Focus Areas which are:

















The Port **Authority as a Good Neighbor** in the **Communities** Where We **Operate** 





**Demonstrating Our Commitment Through Policy** 

Nearly two dozen employee volunteer Action Teams were activated to design concrete recommendations for each Focus Area which you will read about in the following sections below. The Action Team members were a diverse group who represented all segments of the Agency, and they worked very hard and very well to produce a first set of initiatives that were announced in November 2020, after they were approved by the Chairman and Executive Director.

Since then, the Action Teams have continued to develop specific and meaningful initiatives that are responsive to what we have heard.

In particular, the volunteer employee Action Teams produced a portfolio of 25 recommended programs. Each has now been approved by the Chairman and the Executive Director. And each has been designed to realize the aspirations associated with the Focus Areas derived from our employee listening sessions and from employees' written comments.

Some of these 25 initiatives are focused on how we work together. And some of these 25 initiatives are focused on how we interact with the communities we are privileged to serve. Some of these initiatives are directly responsive to problems and weaknesses in how the Agency has operated. But all of these initiatives are based on a sense that we can and should strive to do better, consistent with emerging best practices and consistent with input from Listening Sessions.

### Introduction: **Recapping Our Journey**

We are proud of the work that the Agency does every day. We are enormously proud to be your colleagues. And we are confident that the 25 initiatives described below — developed based on your extensive input — will help push the Agency forward in achieving the goal of a truly dynamic, forward-looking, diverse and inclusive workplace.

#### Passing the baton to ensure program implementation and sustainability

The ownership of each initiative now rests with Departmental leaders who have the organizational responsibility to fully formulate and implement the initiatives. The purpose of passing the baton to these appropriate owners is to ensure the ongoing execution and full integration of these initiatives into the Agency's ongoing operations, which supports the sustainability of these initiatives and is critical for their lasting impact.

The Office of Diversity & Inclusion (ODI) will consult with the program owners to ensure timely delivery and progress of the programs. The Executive Director will reconvene the LSC September 2021 and March 2022 to review the implementation of these initiatives, and recommend appropriate mid-course corrections or adjustments based on experience. This will ensure that the objectives of these diversity programs are sustained and embedded in the fabric of the Agency's guiding standards and priorities.

#### Thank you to all employee participants

We thank all employees who participated in this important journey regarding race dynamics. The comments made at Listening Sessions and in writing — which focused on especially critical and important changes related to diversity and inclusion — provided a road map for the LSC's work.

Our efforts to formulate concrete recommendations were guided, enhanced, and driven by over 125 Action Team volunteers representing various races, ethnicities, genders, job levels, and years of service — providing creative and meaningful program recommendations. Their work was spectacular. And it demonstrated the value and strength of diverse work teams and leveraged the Agency's dynamic and multicultural workforce to lead efforts, collaborate, elevate honest feedback, and shape thought-provoking programs.

We are deeply appreciative of the Action Team volunteers. It has been gratifying to witness their collaboration and ingenuity, and it sustains our optimism about the Agency's future and about our collective capability to evolve into an even more equitable and inclusive organization.

### Introduction: **Recapping Our Journey**

#### **Employee Volunteers & Participants**

#### **Evolving Port Authority** Culture

Arnaz Ali-Raza

Jonathan Charles Amulanga Chinkushova Dina Colandro Juan DeJesus Vanessa Fernandez Gloria Frank Kess-Ann Grant Shanique Holmes Eduardo Jose Duncan Kisia Mark Klinghoffer Lisa Kudo Courtney Laidlaw Benny Lau Paula London Leticia Lugo Kevin O'Rourke

Selene Ortega Emma Pattiz Risa Resnick Anuradha Singh Jennifer Tejada-Tatis Kelly Valentine

William Wang Sabrina Williams

#### **Manager and Employee Development**

Catherina Beca Judy Brown Maria Claxton Kimberly Collier Audrey Dagnachew Robyn Davis-Mahoney Matthew Discenna Tahvia Francis Alan Ginder Marie Grandison Mercedes Guzman Dana Hecht Portia Henry Denise Kerr Robert King Connie Lee Asia Mazara Arturo Mendez Tobi Mettle Alonso Moreno Brian Oberheim Jennifer Onofrio Roger Parrino

Dianne Peribonis Elsie Poisson Sandra Pupo

#### **Transparency in HR Practices & Functions**

Anita Arora Amadou Bah Jami Bjornstad Catherina Beca Reginald Bowers Meredith Brooks John Burkhard Rainier Calingasan Stella Cicchetti Rebecca Croneberger Kerri Crossan Robyn Davis-Mahoney Lauren Filler Luis Franco Erika Francis Brenda Garcia Emilio Gonzalez Mark Hauser Natala Heyward

Maybelle Jadotte Keshia-Elaine Johnson Lisette Kellman Monique Lanier Annesa Lau Connie Lee Adrienne Leon Deborah Maddox Michelle Mayer Terriann Moore-Abrams

Sean Murphy Brian Oberheim Kevin O'Driscoll Anlly Palacios Shauna Parker Bhaveshkumar Patel Rene Pearson-Smalls

Evelyn Perez Ritika Reikhy Moira Rousseau Maria Shpokayte Miriam Simon Jeffrey Spruill Lindsay Steinbach Ocean Stokes Michael Watson Andrea Welch Matthew Wilson Kathryn Winfree Chris Wolff Trevor Wright

#### The Port Authority as a Good Neighbor in the Communities Where we Operate

Atef Ahmed Ikponmwosa Alile Amiri Allen Maria Baba Teena Bacchus Merline Barrington Suzette Bather-Taylor Bryant Bell

Livia Benjamin Sybil Bost

Selvena Brooks-Powers Raymond Bryan Leticia Caviness

Joy Chiu

Sarah Colasurdo

Badonna Daniels-Adams

Jennifer Davis Peter Drivas Elizabeth Ellis Brian Haggerty Raishea Haines Kristen Figaro Larry Gallegos Stacey Gilbert Victoria Guiseppi Kirsten Hernandez Daniel Horner

Atiba Joseph-Cumberbatch

Duncan Kisia Tina Lado Andrew Lax Andrew Lease Stephanie Lezcano Stephanie Martinez Lorre McIntosh Brian McPherson Jessica Mills Hersh Parekh Shauna Parker Michael Phelan Andre Phillips Juan Rojas Jay Shuffield Janess Steele Shanel Thomas Jewrel Tomlinson Ramona Turner-Davis Amanda Valdes

Nantasha Williams

#### **PAPD Diversity & Enhanced Best Practices**

Amiri Allen

Sanchita Banerjee-Jimenez

Oatunji Barlett Zachary Bloom Michael Brown Raymond Bryan Nicholas Chew Erika Choi Catherine Cronin

Atiba Joseph-Cumberbatch

**Brandon Cummings** Charles Everett Michael Ford Craig Goldstein Emilio Gonzalez Kirsten Hernandez Lawanda Irving Sherien Khella

Juan Kingsley De La Torre

Courtney Laidlaw Fabian Landa Hanson Lee Asia Mazara Anthony Miller Terriann Moore-Abrams Jennifer Onofrio Alice Ring

#### **Demonstrating Our Commitment Through Policy**

Nicole Crifo Alfred Doblin Sophia Hsu Louis Klock Stephanie Lezcano Jonathan Meinen Geraldo Silva

Below is a summation of the complete portfolio of all 25 recommended initiatives approved by the Chairman and the Executive Director. We believe these initiatives taken as a whole are trailblazing and rooted in best practices and are responsive to what we heard.



#### Focus Area 1: Evolving Port Authority Culture

Your Requested Outcome: That we appreciate and leverage the value and strength of a multicultural workforce and ensure all employees are engaged in achieving the Agency's mission, while empowering employees to be their authentic selves.

With respect to Evolving Port Authority Culture, the first of the six Focus Areas that emerged from the listening sessions, eight initiatives have been approved that we believe will allow the Agency to fully appreciate and leverage the value and strength of our multicultural workforce. Together, these are real and important actions that will provide employees with resources, learning experiences, policies, and training that allow us to better appreciate each other's cultures and help us facilitate improved and meaningful engagements. Here are the eight initiatives:

- Two initiatives provide training and guidance on what behavior is expected in the workplace. This training and guidance are intended to assure that all employees of all backgrounds feel valued and respected — and to recognize that racism emphatically is not tolerated in our Agency.
  - A comprehensive written handbook that supplements in-person respectful workplace training to (1) assure respect for diversity, and (2) lay down guidelines as to what is/isn't acceptable, to ensure that employees of all backgrounds feel comfortable within our Agency.
  - An Anti-racism course that has already been delivered to all non-represented employees and is in the process of being delivered to all represented employees. This course expands and deepens thinking on what it means to be anti-racist, and identifies books, pamphlets and other materials that provide information on how to build collegial relationships among diverse individuals.
- Two other initiatives contribute to acknowledging and learning about the history and heritage of the members of our diverse workforce. Both are ultimately intended to inspire us to better appreciate the mosaic of cultures that exist within our workforce and in the communities we serve:
  - Juneteenth as an additional permanent Agency holiday which celebrates the end of slavery in the United States and is a means of calling attention to the roots of racism, and hopefully, encourages discussions on the legacy of racism.



Non-represented staff completed new anti-racism training earlier this year; all represented staff will complete it by March 31.

- o A virtual cultural library to be managed by the Office of Diversity and Inclusion will be made available to all employees shortly. The library will offer online articles, books, video links, and content about the history and heritage of our employees to enable us to appreciate our differences and to discover commonalities. A visit to the Agency's virtual cultural library will enrich the employee experience by affording access to extraordinary cultural institutions such as the Smithsonian National Museum of African American History and Culture, El Museo del Barrio, and the Smithsonian Asian Pacific American Center, via online portals.
- Three policy enhancements support employees' request for clarity about their ability to express their socio-political views outside of work, and express cultural identity and background appropriately, through dress, hairstyles, and other adornments within the workplace, in accordance with Agency policies:
  - o The Agency has issued a new policy on participation in peaceful demonstrations that provides clear guidance to employees about their ability to appropriately demonstrate peacefully outside of the workplace.
  - o The Agency has reissued and revised its policy on participation in political activities in order to provide employees with clear guidance about the extent to which employees may appropriately participate in political activities outside the workplace.
  - o The Agency will publish clear policy guidance about enabling appropriate cultural expression through dress, hairstyles or adornments authentic to employees' heritage - within the workplace.
- Finally, the Agency will expand its written non-retaliation policy to protect employees who express their workplace concerns:
  - o The Agency will revise its Non-retaliation policy to make clear that employees are empowered and enabled to convey their workplace equity concerns to their upper management and to any of the other appropriate channels without fear of retaliation or being treated differently because they raised a concern.



#### Focus Area 2: Manager and Employee Development

Your Requested Outcome: Develop and train managers to support a workplace environment that facilitates equitable career growth for all employees. Ensure all employees engage each other and the public we serve with respect and equity.

In this Focus Area, six initiatives are intended to support both career advancement and access to job opportunities on an equitable basis across the full spectrum of our diverse workforce.

- Three initiatives develop career pathways:
  - A new Administrative Professionals Career Pathways Program will supply fresh opportunities for a talented and diverse group, for whom upward mobility has been too often limited. This program will (1) identify specific career paths/jobs that draw upon Administrative Professionals' experience and competency (such as Human Resources, Audit, Procurement, Finance, etc.), (2) create skill-building training tailored to these varied career paths, and (3) create networks of Agency mentors and colleagues to support Administrative Professionals' ambitions within the Agency and to build supportive groups among themselves.
  - o The Human Resources Department (HR) will develop additional comparable career pathway programs for employees in other career categories to promote diversity and upward mobility and to ensure a deep bench of diverse talent which the Agency can tap for future staffing and leadership needs. The goal will be to provide similar career opportunities, skills-training and networking support, modeled on the Administrative Professionals Career Pathways Program outlined above.

- o HR will act to provide important support for career advancement for entry-level management and individual contributors, which tends to be a highly diverse group of Agency employees. Talent Conversations is an existing program for individuals at middle and senior levels of the organization that fosters career guidance conversations between managers and members of the teams they supervise. This is a highly successful program. HR will expand this program by extending it to entry-level management and individual contributors throughout the Agency.
- Two key additional initiatives will change both the Agency's basic training programs for managers and our primary leadership training programs by adding major new components which will focus on training managers and leaders to (1) be aware and considerate of the diversity within teams they manage, (2) celebrate and draw upon the diversity of employees who report to them, and (3) create and implement strategies that ensure a respectful workplace where every member of the team feels included, supported and respected.
  - o Manager Certification is the newly launched program for managers in the Agency. This program is designed to teach an array of management techniques, concepts and strategies for effective management. New course content will be added to this program that teaches the skills necessary to manage a diverse team that performs at a high level and feels respected within our multicultural workplace. Course content will include topics such as mitigating unconscious bias, practicing non-discriminatory behaviors and managing diverse teams.
  - o The Agency has multiple leadership development programs for current executives and aspiring leaders. The Agency will now develop new diversity course content for these leadership programs designed to deepen the skills of executives and aspiring leaders in support of diversity and inclusion values, and will teach (and insist upon) a leadership style that ensures a respectful workplace.
- Finally, a unique and innovative initiative provides for the creation of a wholly new role in the Agency.
  - o The Employee Experience Advisor is a new position, an executive who will fully 100% be focused on (1) resolving, in a constructive and positive manner, concerns voiced by employees about practices or patterns in a specific workplace or in the Agency as a whole that are impeding the evolution of a fair, equitable and diverse workplace; (2) supporting productive workplace practices and relationships to create a rewarding inclusive work environment; and (3) creating an official office where employees can discuss their concerns about their sense of belonging, workplace equity, and respect in the workplace.

While our established employee complaint offices provide a vital service for addressing matters of ethics, discrimination, and employee relations matters, we support the establishment of this novel position in response to employee comments garnered through our Listening Sessions. The Employee Experience Advisor is intended to be a positive force for driving a respectful workplace, providing a sounding board for employees who seek to resolve issues in a meaningful and constructive way.



Michael Watson, previously **Deputy Director of Human** Resources, was appointed as **Employee Experience Advisor** in January.



#### Focus Area 3: Transparency Regarding HR Practices & Functions

Your Requested Outcome: Human Resources functions and practices must be equitable, and fully aligned with the Agency commitment to diversity and inclusion.

In the third Focus Area, three initiatives enhance existing Human Resources functions by ensuring greater transparency of data, improving perceptions of equity in performance management, and seeking to ensure a rich pool of prospective candidates through specific customized diversity recruitment approaches. The initiatives will improve awareness of diversity within our workforce, will provide performance feedback that employees feel is fair, and will better inform employees about their contributions and areas for improvement, if necessary.

- The Agency will publish a formal report providing key employee demographic data.
  - o Agency workforce demographic data will be published annually that describes the workforce by age (generation), race, ethnicity, gender, work function, tenure (years of service) and veteran status. This report will include employee diversity data by Department and for the Agency overall.
- Two of the most important diversity-related enhancements are in two core Human Resources functions: performance management and recruitment. These enhancements are critical to realizing our aspiration to cultivate robust and diverse internal and external channels of talent development and to removing perceptions of inequity or subjectivity in the performance of our HR management processes.
  - The Agency has just announced, in response to employee concerns, enhancements to the Agency's Performance Management process. At the LSCs recommendation, new elements have been added to the performance management system with the goal of (1) mitigating perceptions of bias, and improving fairness and impartiality in the evaluation process, (2) providing tools to support ensuring a respectful workplace, (3) allowing feedback on employee performance from multiple sources, whereas historically employees received feedback from just their manager, and (4) requiring approval by the employees' next level manager (meaning the manager of the employee's manager) to finalize the overall performance ratings.
  - The Agency will develop a comprehensive Diversity Recruitment Strategy which should lead to a richly diverse talent pool and must include replacing underperforming existing practices with new proven approaches, including best practices drawn from organizations that have been successful at attracting and hiring diverse staff.
    - Targeting for improvement those parts of the Agency that are least diverse and furthest from the diversity of the Port District we serve;
    - Utilizing different and more diverse recruitment sources, in order to enrich the pools of diverse candidates for all job categories, including entry-level positions, leadership programs and technical professional positions;
    - Establishing relationships with key diverse professional organizations to identify and maintain relationships with diverse professionals in various professions represented at the Agency for sourcing candidates;
    - Establishing relationships with student organizations that will yield a diverse candidate pool in the specializations we seek;
    - Launching targeted, diversity focused external advertisement campaigns;
    - Greater use of our Employee Business Resource Groups to help create specific communication with soughtafter students through social media and direct communication and;
    - Other initiatives such as having our employees give targeted presentations showcasing the best of the Agency and demonstrating our efforts at becoming an Employer of Choice that has diversity and inclusion as a core value.



#### Focus Area 4: PAPD Diversity and Enhanced Best Practices

Your Requested Outcome: That the Agency strengthen diversity and inclusiveness and continue to implement best practices.

In the fourth Focus Area, we will pursue five initiatives that will strengthen our existing policing practices, enhance training content, and increase diversity of personnel within the Port Authority Police Department.

- Three of the initiatives are emerging policing best practices, consistent with the approaches taken by the major and high-performing regional police forces that are the PAPD's peers:
  - Outfit the PAPD with body cameras, generally consistent with the approaches taken by the NY State Police and NJ State Police.
  - Promulgate an updated and enhanced PAPD **use-of-force policy,** consistent with regional best practices and changes in the law, and provide enhanced training on the new policy.
  - Publish an updated and enhanced PAPD policy on providing medical assistance to arrestees and others, consistent with regional best practices and newly passed laws, and provide enhanced training on the new policy.
- Two additional initiatives are focused on enhancing our diversity and inclusion recruitment strategy and training.



Enhanced outreach to the communities we serve will strengthen the diversity of Police Academy recruitment.

- o Strengthen Police Academy Recruiting Program to further increase PAPD diversity by drawing on the diverse communities we serve. Tools will include establishing an internal outreach and recruitment committee, focused media recruitment campaigns, and inclusion of Agency Employee Business Resource Groups within the recruitment process.
- o Deliver enhanced police training to newly minted recruits and all sworn current members of PAPD on critical topics that include a renewed focus on use of force, provision of needed medical attention, unconscious bias, and practical deescalation techniques.



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

Your Requested Outcome: That the Agency build upon the successful existing community benefit programs that support social, racial, and economic equity for our neighbors in the communities where we operate. Establish initiatives that enrich the knowledge of employees and contractors.

In our fifth Focus Area, three initiatives focus on community engagement. One seeks to assure that Port Authority executives and employees with decision-making roles are well-informed about race dynamics and the socioeconomic context of the Port District that the Agency services. A second initiative focuses on the Agency's efforts to assure that the communities surrounding our major facilities and our major redevelopment projects receive a fair share of benefit, generated by the Agency's activities. The third initiative establishes a specific award within the Agency to recognize employee/leadership in promoting community engagement.

- 1) Enrich employee knowledge about the diversity of the Port District and about our neighboring communities through an ongoing series of educational seminars and presentations. The initial series titled "Race, Economics and Transportation", is underway and includes five sessions regarding how race dynamics and socioeconomic and equity concerns impact our surrounding communities. The first session in the series was "The Truth About Averages and What They Can Mask," the second session was, "History of Port Authority Facilities, Community Impacts, and Engagement" and the third session was "Profile of PATH Users, Land Use Impacts and Transportation" - these were attended by approximately 225 attendees per session. The next two sessions will be scheduled in the coming months.

The agency will continue to build on efforts to reach diverse communities and work with local, minority- and women-owned businesses, like the J&P Runway Café at JFK.

- 2) In response to employee Listening Session comments concerning what the Agency is doing to benefit communities surrounding our facilities, the Agency will undertake a two-part program. First, the Agency will provide a comprehensive series of internal briefings to employees on the extensive programs currently in operation to ensure that local residents benefit from the development of our airports and other facilities through jobs, educational experiences, and business opportunities. The series will feature a presentation on our current extensive community programs, highlighted in the five bullet points immediately below.
  - Business opportunities: Minority and Women Business Enterprises (MWBEs) and Local Businesses
    - More than \$1.5 billion in contracts awarded to certified M/WBEs by LGA Redevelopment Program, largest in NYS history.
    - More than \$600 million in contracts awarded to Queens-based Local Business Enterprises by LGA Redevelopment Program

#### Community Advisory Committee and Outreach Offices

- The Community Outreach Offices in Newark and Elizabeth in partnership with the Office of Diversity & Inclusion, external consultants, and Port Authority's Procurement Department have focused on building business capacity - in an effort to educate and prepare businesses on potential opportunities stemming from the EWR Terminal One Redevelopment Program. Subsequently, the Community Outreach Offices have garnered more than 2,500 attendees for its 50+ business programming initiatives in 2020, including Spanish language programs, focus on MWBEs and Service Disabled Veteran Owned Business (SDVOB), and airport concessionaire training initiatives.
- At JFK the Port Authority established an Advisory Council, chaired by local elected officials with a membership of a broad cross-section of local community leaders, to communicate contracting and workforce opportunities for local residents, and provide a platform for local residents to make recommendations on development initiatives.
- To support the redevelopment initiatives at JFK, LaGuardia, Newark, and the Port Authority Bus Terminal Replacement Project, the Agency established Community Information Centers (CICs) to provide training, resources, and information on job opportunities for local residents. The CICs are all staffed by residents of the surrounding communities.
- In 2020, the EWR Terminal One Redevelopment Outreach Team, operating from outreach offices in Newark and Elizabeth, engaged with "clients" such as MWBE businesses, jobseekers and external stakeholders a total of 107,682 times.
- To support the Port Department, the Agency established the Maritime Community Engagement Office, identifying and engaging with local MWBEs and SDVOBs.

#### Employment Opportunities

- The Port Authority works with the Council for Airport Opportunities (CAO) to provide jobs for local residents within JFK, Newark and LaGuardia neighboring communities, and also has established an office of Second-Chance employment
- Hosted over 50 workforce development webinars in NY and NJ about topics such as resume and cover letter writing, interview prep, MS Office certification, union apprenticeship programs, optimizing LinkedIn and social media profiles, etc.
- More than 50% of new hires at LGA Concessions has been Queens residents.
- Hosted 25 workshops in 2020 in partnership with the Council for Airport Opportunity and PA Human Resources that aimed to provide attendees with job readiness trainings and potential employment opportunities within the Aviation industry, covering topics such as Virtual Interviewing, Resume Building, Effective Elevator Pitches, Networking (in person and through social media platforms), and Soft Skills training. Overall, the job readiness initiatives have garnered a total of over 600 attendees.
- Launched CAO Office of Second-Chance Employment to assist individuals with a criminal justice touchpoint to obtain employment on-airport at JFK, LGA, and EWR.

- Youth and Community Education Programs
  - Awarded 11 full-tuition, four-year scholarships to Vaughn College, with paid summer internships and job placement with PA upon graduation, to high school seniors from communities around LGA
  - EWR Terminal One Redevelopment Community Outreach Team received recognition from a community-based organization, Community Access Unlimited, for successfully placing special needs adults in positions within the Aviation Industry.
  - Sponsored Aviation-focused STEM education program in partnership with Queens Public Library for local middle-school students in communities around LGA, and NJ She WINS and NJ Best Buddies for middleschool students in communities around EWR.

#### Sustainability

- Converted on-airport shuttle bus fleet at JFK, LGA, and EWR to electric to reduce air pollution in the vicinity of our major airports.
- Recyled construction debris generated by Terminal B project at LGA Redevelopment to reduce truck traffic in local communities and lower carbon footprint.
- Use of recycled materials, more specifically recycled content in the asphalt and concrete mixes, in the construction of the new bridges a part of the EWR Terminal One Redevelopment Program.

Second, the Agency is committed to seeking out employee suggestions for enhancing the Agency's portfolio of community initiatives. Employees who attend the series of information briefings will be given an opportunity to comment on the programs in the portfolio. Additionally, a follow-up session entirely devoted to receiving suggestions for enhancing existing efforts will be held. Action Team recommendations for enhancing this portfolio have already been received and will be evaluated by the relevant offices in charge of these initiatives.

3) Recognize deserving employees for outstanding community leadership. The inaugural Civic and Community Engagement award was presented in September 2020 during the Pillars of the Port Authority program. This new award will be permanent and will celebrate a single Agency employee each year for the employee's contributions to the communities we serve.



#### **Focus Area 6: Demonstrating Our Commitment Through Policy**

Your Requested Outcome: Implement policies and take visible actions that convey the Agency's commitment to equity, diversity and inclusion, both internally and externally.

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.

During the Listening Sessions we heard comments across a broad range of topics, articulating a need for the Agency to center its attention on racial, social, and economic justice and equity. We heard various perspectives including requests for multicultural awareness for employees to enhance communication and collaboration in our workplace, skill building for managers and employees on equitable career growth, and the need for greater trust and transparency in HR processes, that impact an employee's work experience. We also heard an urging for best practices for PAPD to strengthen diversity and inclusion. Some of the employee perspectives were centered on support of community engagement and the importance of strengthening our commitment through new policies to bolster accountability to a fair and non-discriminatory environment.

In response to employee urging and comments, the Agency is creating new policies, (adopting with a vigorous commitment to follow through,) the 25 initiatives laid out in this Report, and bolstering the existing non-retaliation policy with revisions, to support employees who raise legitimate concerns. Through these significant and visible actions, the Agency is taking broad official action to convey a sincere commitment to an improved workplace culture that thrives as a result of its rich and diverse workforce that highly values equity and inclusion, also to communicate a mandate for a respectful and anti-racist environment. The LSC is hopeful these actions leave no question about the Agency's stance and official policy on D&I as a priority.

## **Leadership Steering Committee**



Michael G. Massiah Chief Diversity & Inclusion Officer (Steering Committee Chairperson)



John Bilich Chief Security Officer



Janet Cox Chief of Staff to the **Executive Director** 



Clarelle DeGraffe Director Rail Transit - PATH



Michael Farbiarz General Counsel/ Acting Inspector General



Mary Lee Hannell Chief, Human Capital



**Huntley A. Lawrence** Acting Chief Operating Officer/ Director, Aviation



Jim Starace Chief Engineer



Debra M. Torres Chief Ethics & Compliance Officer



**Derek Utter** Chief Development Officer

#### **Diversity & Inclusion Staff**



**Shanique Holmes** D&I Executive



Jennifer Tejada-Tatis Senior Management Analyst





# 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:

that all employees of all backgrounds feel valued and respected:			
Initiative	Department Owner	Timeframe	
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:			
A revised and expanded agency non-retaliation policy	Ethics and Compliance Office	March 2021	





### **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:		
14. Creation of the new Employee Experience Advisor position	Diversity and Inclusion	January 2021





### **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:		
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





#### **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 t	opics:
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





#### 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.