

BROOKLYN CHILDREN'S MUSEUM

DIVERSITY, EQUITY AND INCLUSION PLAN APPROVED BY BROOKLYN CHILDREN'S MUSEUM BOARD OF TRUSTEES APPROVED FEBRUARY 28, 2019; UPDATED JULY 2019 & JULY 2020





**BROOKLYN CHILDREN'S MUSEUM (BCM)
DIVERSITY, EQUITY & INCLUSION (DEI) PLAN
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BROOKLYN CHILDREN’S MUSEUM DEI COMMITMENT

In service to its mission to provide cultural experiences for all children and families, Brooklyn Children’s Museum (BCM) seeks to build an organization that reflects and honors the diversity of our community, and creates a sense of belonging for employees and visitors. BCM endeavors to offer all children – particularly children of Central Brooklyn – a fair opportunity to engage in the richness of a museum experience, and strives to create a space where families of many different backgrounds see themselves reflected in Museum content. To this end, BCM works to reflect diversity and inclusion in its programs and exhibits, on the board of trustees, in recruiting and human resources practices, and in procurement processes.

BROOKLYN CHILDREN’S MUSEUM HISTORY & OVERVIEW

Founded in 1899 as the world’s first children’s museum, Brooklyn Children’s Museum is New York City’s largest cultural institution designed especially for families. Proudly based in Crown Heights, Brooklyn for 120 years, BCM serves 300,000 children and caregivers annually with exhibits and programs grounded in visual arts, music and performance, natural science, world cultures, and civic engagement. Brooklyn Children’s Museum’s mission is to provide first cultural experiences for children and families that inspire curiosity, creativity, and lifelong love of learning. BCM’s Mission, Program Philosophy, Commitment to Community and Safe Space Policy, which guide its work, are included in Appendix A of this document.

DEI PLAN DEVELOPMENT

BCM’s Diversity, Equity & Inclusion Plan was developed by the Management Team under the aegis of a Diversity, Equity & Inclusion (DEI) Committee of the Brooklyn Children’s Museum board of trustees, and with input from BCM staff members across functions. A complete list of BCM trustees and management team members is included in Appendix B of this document.

In February 2018, BCM’s board of trustees formed a DEI Committee under the aegis of its existing Governance Committee. The Committee met in March 2018, and recommended that the June 2018 board of trustees meeting include a facilitated conversation about inclusion at BCM. BCM hired Alethea Cheng Fitzpatrick, a Brooklyn-based diversity and inclusion consultant, to lead the conversation with the board, which identified priority areas of focus for the DEI Plan. In September 2018, the Museum brought Ms. Fitzpatrick back to facilitate the same conversation with the entire staff at an all-hands meeting, which resulted in additional feedback regarding key elements of the Plan.

In October and November 2018, BCM’s Management Team (a 7-member group of Director and Executive level professionals) drafted and workshopped the Plan. Concurrently, the Management Team reviewed and revised aspects of BCM’s Employee Handbook, notably its non-discrimination policies, hiring practices, safe and responsive channels for complaints, and other policies raised as potential barriers to inclusion, such as dress code and internships. The Museum also formally adopted a Safe Space Policy and added this to its website as a public facing commitment. BCM’s updated Hiring Policies and Practices, and its safe and responsive channels policies are included as Appendix C of this document.

In December 2018, a summary of the draft Plan was shared at the board of trustees and all-hands meetings, and additional feedback collected. In January 2019, the draft Plan was sent to the New York City Department of Cultural Affairs for review. Their feedback was incorporated, and a final draft shared with the DEI Committee of the board of trustees in February 2019. A resolution to approve the final Plan was presented at the February 28, 2019 board of trustees meeting.

In June 2020, BCM's Management Team reported on progress towards DEI goals to the board of trustees, and separately, to the staff. Updates to reflect more current board and staff metrics were incorporated into this document. BCM's facility closed in response to the COVID-19 emergency health crisis on March 14, 2020. The Museum is still assessing the impact of closure and the health crisis on its operations, and will incorporate that information in this document once regulatory agencies and the board of trustees have determined when BCM may resume regular business.

BCM's DEI Plan includes 1, 3 and 6-year goals. The Plan outlines four primary spheres for BCM's DEI work: 1) board of trustees; 2) staff; 3) vendors and procurement; and, 4) audience. The Plan will launch in July 2019 (FY 2020) and run through July 2025 (beginning of FY 2026).

BROOKLYN CHILDREN'S MUSEUM DIVERSITY, EQUITY & INCLUSION GOALS

Board & Leadership: As of July 31, 2020 BCM has 34 board members, 50% of whom identify as non-white. Three of the five officers of the board and 54% of the Executive Committee identify as Black, Hispanic or Asian. 97% of trustees are Brooklyn residents, with 21% from Central Brooklyn. 65% of Museum trustees are between the ages of 40 and 60; 26% are under 40; and 9% are over 60. 47% of trustees identify as female and 53% as male, with 9% identifying as LGBT. BCM's by-laws state that the board may have up to 36 trustees. board DEI goals include:

1-year goals

- 1) Form and convene a Diversity, Equity & Inclusion Committee under the aegis of the board's Governance Committee.
- 2) Document criteria and pipeline for candidates, and identify at least five new candidates.
- 3) Create and circulate a dashboard to help board members evaluate DEI Plan progress on a bi-annual basis, at the December and June board meetings.
- 4) Improve board orientation and mentoring process so that all trustees feel supported.
- 5) Increase number of candidates in BCM's pipeline who fall into one of the following areas of growth identified by the Governance Committee:
 - Candidates who identify as Hispanic, Black, East Asian, and South Asian.
 - Candidates who live in or have significant ties to Central Brooklyn (Bedford Stuyvesant, Brownsville, Crown Heights, East New York, Flatbush, Prospect Lefferts Gardens).
 - Candidates who identify as LGBTQ and/or as having a non-binary gender identity.
 - Candidates who work for current or prospective corporate partners.
 - Candidates who can meet and exceed the Museum's \$10,000 fundraising requirement.

3-year goals

- 1) Increase number of trustees who meet one or more of the criteria outlined above, and bring the total number of board members to 36.
- 2) Evaluate and expand criteria BCM uses to identify candidates, including candidates who are disabled or are parent/guardian to a disabled child, those who identify as transgender or parent/guardian to a non-binary child; and other untapped dimensions of diversity.
- 3) Review BCM by-laws to determine whether they allow maximum opportunity for equity and inclusion, and assess whether total number of trustees is appropriate to meet BCM's needs.
- 4) Conduct a board self-evaluation to understand how to better support trustees in their work, including ensuring that all board members are comfortable engaging at meetings and events, and are equipped to participate in and contribute to board conversations.
- 5) Evaluate the board orientation process, and incorporate feedback.

6-year goals

- 1) More than half of the board identifies in one of the race, ethnicity, sexuality or gender categories identified above.
- 2) 100% of board participates in fundraising through personal, corporate or foundation giving.
- 3) 30% of board leadership roles/committee chairs held by trustees of color and/or those from Central Brooklyn.
- 4) Board self-evaluation indicates that a majority of trustees feel supported in their work, comfortable engaging at meetings and events, and equipped to participate in and contribute to board conversations.

Staff: Prior to the COVID-19 emergency health crisis, BCM employed roughly 85 staff members annually, 30 to 35 full-time and 40 to 50 seasonal and part-time staff. In August and September of 2018, the City of New York Department of Cultural Affairs engaged SMU DataArts to conduct demographic surveys of cultural institutions who receive City funding. The survey asked employees to self-identify in a number of categories. DCLA and DataArts provided BCM a discrete report aggregating employee information. (Individual data was not shared.) The Museum is still evaluating the impact of closure related to COVID-19 on its staffing and operations, but will update this report as soon as data is available and there is greater understanding of when BCM might resume regular activities.

Prior to March 2020, roughly 70% of total staff, and four of the seven-member management team identify as people of color. Five of the seven management team members identify as female, and four are mothers with children under the age of six. Just over 10% of BCM staff identify as LGBTQ. One quarter of staff members were born outside of the United States. Just over 7% identify as having a disability. Staff and vendor DEI goals include:

1-year goals

- 1) Convene a Diversity, Equity & Inclusion Committee of staff, bringing together representatives across Museum departments to provide feedback on DEI goals, as well as general Museum operations.
- 2) Collect demographic data for applicants to BCM positions to understand the diversity of our

applicant pool across positions.

- 3) Update hiring procedures to mitigate for conscious and unconscious bias.
- 4) Update Employee Handbook with input from the staff to ensure that we are changing and removing offensive and un-inclusive language.
- 5) Hold three day-long training sessions for staff during the year to promote cohesion; provide information and professional development resources; and, give opportunities for staff to share their concerns in a safe environment.
- 6) Identify and work with organizations that help place disabled, older adults, youth or other people of different backgrounds to fill positions at BCM.

3-year goals

- 1) Increase number of people of color in BCM's exhibits & education departments, including conducting a pay analysis to provide compensations insights for education and exhibit staff.
- 2) Complete a pay parity analysis, including industry comparisons, for all staff at all levels to ensure equity in compensation.
- 3) Standardize, formalize and build consensus around the performance evaluation process, including one-on-one check-ins for managers and staff to reflect together, and to identify and support candidates for promotion.
- 4) Provide at least two annual management professional development sessions to provide hiring managers the tools they need to hire, manage, support and promote team members.
- 5) Create pathways for promotion of staff of color from part time into full time employment, and increase the number of employees promoted from within the organization.
- 6) Through professional development workshops, build capacity for BCM education and visitor experience staff around formative research and evaluation techniques to put employees on a path to promotion in the education and visitor experience fields.

6-year goals

- 1) More than half of the executive team are people of color, and retention for these positions averages at least 3 years per role.
- 2) Create a new Diversity, Equity & Inclusion Plan to serve BCM beyond 2025.
- 3) Update pay parity survey.

Vendors & Procurement: BCM hires vendors and contractors to provide a host of services throughout the year, and in some cases, in multi-year contracts. In addition, the Museum partners with Brooklyn-based small businesses to offer amenities such as a café and gift shop on its site through licensing arrangements. In selecting service-providers and licensees, BCM prefers to work with Brooklyn-based, MWBE businesses, and actively seeks partners located in one of the following six neighborhoods of Central Brooklyn: Bedford Stuyvesant, Brownsville, Crown Heights, East New York, Flatbush and Prospect Lefferts Gardens. Currently, two of the three architects working on the Museum's site are Brooklyn-based, MWBE businesses. The Museum's café and gift shop are both Brooklyn-based small businesses.

1-year goals

- 1) Collect demographic data on BCM vendors to understand the Museum's current service-

provider populations.

- 2) Roll out a new standard request for proposals (RFP) and a standard memorandum of understanding (MOU) that explicitly prioritizes hiring of Central Brooklyn-based, women and minority-owned contractors. Advocate for hiring of Brooklyn-based and MWBE contractors with the Department of Design & Construction.
- 3) Develop a list of preferred vendors for birthday parties and events, of whom half are businesses based in Central Brooklyn, and half are MWBE businesses. Ensure that diversity of diet is reflected in catering options, including kosher, halal and allergy-free options.
- 4) Review café menu to ensure that the needs of many diets are reflected, including vegetarian options, kosher and halal snacks and nut- and dairy-free options.
- 5) Identify programming partners, including music, dance, arts and sciences organizations that reflect and serve Central Brooklyn neighborhoods.

3-year goals

- 1) Survey compensation for artists and contractors to ensure that BCM is adhering to pay equity best practices in its contracting process.
- 2) Re-contract the café and gift shop in open RFP processes that actively seek Central Brooklyn-based small businesses as partners.
- 3) Evaluate preferred vendor lists to ensure that they continue to reflect Central Brooklyn, and can serve the Museum's diverse catering and shopping needs.
- 4) Move half of Brooklyn Children's Museum's contracting and services to businesses owned by women or minority principals, with a preference for those based in Central Brooklyn.

6-year goals

- 1) More than 75% of BCM's services and business are contracts with Brooklyn-based vendors.
- 2) Update vendor and artist compensation surveys.
- 3) Re-develop a vendors and service-provider RFP, incorporating learnings from bidding processes during the previous five years.
- 4) Review menus and vendors lists.

Audience: BCM is conducting a visitor demographic survey asking families to complete five multiple choice questions identifying zip code, race, age and number of children. The survey is offered in English, Spanish, Mandarin, and Yiddish. Survey results have been consistent with our last visitor survey (2015) in which just over 70% of BCM's audience identified as non-white.

Goals for this area include:

1-year goals

- 1) Collect visitorship data from 20,000 or more families to better understand who is currently visiting the Museum, and create mechanisms to do this on an ongoing basis.
- 2) Strengthen relationships with Central Brooklyn Community School Districts 16, 17, 19 and 23 by meeting with Superintendents and surveying educators. Provide free service to 50 Title I and District 75 schools in these districts.
- 3) Improve hospitality training for all staff to ensure that visitors feel welcomed, including those with physical, learning, or sensory differences.

- 4) Evaluate language needs for our population, and better understand how non-English speakers experience Brooklyn Children's Museum.
- 5) Redesign the Museum's Sensory Room programming and physical space to better meet the needs of visitors with sensory and learning differences.
- 6) Request funding to support creation of a Community Advisory Board (CAB), and additional staffing for community outreach and engagement functions.
- 7) Seek more sustained funding for BCM's cultural festivals, including Sukkot, Dia de los Muertos, Kwanzaa, Holi, Eid and Celebrate the Caribbean, among others.
- 8) Identify and begin discussions with programming and community-based partners who can bring a greater breadth of experiences to our Museum.

3-year goals

- 1) Create a 25-person Community Advisory Board to help plan, imagine and provide feedback on exhibits and programs.
- 2) Build capacity for BCM staff and conduct professional development around formative research and evaluation techniques to ensure that diverse voices – including, but not limited to, people of different racial, ethnic, faith and national backgrounds; family constellations; age groups; gender identities and sexual orientations; and range of abilities – are accurately captured in Museum data.
- 3) Ensure that diverse perspectives are represented in temporary exhibits and programs through the CAB, demographic research, visitor surveys, and inclusive focus groups.
- 4) Engage communities of Brooklyn in conversations about BCM permanent exhibits.
- 5) Build programs for children with special needs, particularly those with sensory and learning differences, or who identify as on the autism spectrum.
- 6) Seek funding to redevelop permanent exhibits, particularly World Brooklyn, the children's garden and Collections Central, in a community-engaged planning process.
- 7) Roll out at least three partnerships that broaden and deepen programming on BCM's floor.

6-year goals

- 1) Ensure diverse populations of Brooklyn, including those indicated above, are represented in permanent exhibits through community-engaged planning.
- 2) Sustain and evaluate the CAB, plan for succession where needed, and ensure steady funding for community outreach at BCM.
- 3) Create funding streams to support and maintain programming partnerships on BCM's floor.
- 4) Document a community engaged exhibit planning process that can be replicated.



APPENDIX A:

MISSION, PROGRAM PHILOSOPHY, COMMUNITY COMMITMENT & SAFE SPACE POLICY

In 2019, Brooklyn Children's Museum (BCM) reframed its *Mission, Program Philosophy, and Commitment to Community* as part of its 6-year strategic plan. These three frameworks, summarized below, guide the Museum's work. In 2018, BCM also adopted a *Safe Space Policy* to explicitly and publicly commit to inclusion in our walls.

MISSION

Inspired by the energy and diversity of our borough, Brooklyn Children's Museum creates experiences that ignite curiosity, celebrate identity and cultivate joyful learning.

PROGRAM PHILOSOPHY

Brooklyn Children's Museum exhibits and programs are:

- Child-led, fostering independence and discovery
- Interdisciplinary and inquiry-based, encouraging exploration of multiple perspectives;
- Sensory, hands-on and physical;
- Grounded in ethical interpretation of BCM's 30,000-object collection; and,
- Responsive to and reflective of the diversity, needs and interests of Brooklyn families.

COMMUNITY COMMITMENT

In all of its work and business practice, BCM commits to its Brooklyn community by:

- Serving all families regardless of ability to pay;
- Building community for parents and children in Brooklyn;
- Reaching beyond our walls into schools and other neighborhoods;
- Using local vendors and supporting small business;
- Employing Brooklynites and supporting their families by paying for 100% of health and welfare benefits for staff, their spouses and dependents; and,
- Providing space and sharing resources with other Brooklyn-based CBOs.

SAFE SPACE POLICY

BCM strives to ignite curiosity, encourage life-long learning, and provide a creative, healthy, hands-on environment for all families in our community. We seek to foster a culture of

inclusion that promotes mutual respect, celebrates diversity, and facilitates intercultural exploration and collaboration. We commit to making our facilities and programs accessible and safe for all members of our community, regardless of race, ethnicity, national origin, faith, sexual orientation, gender identity and range of abilities.

BCM reserves the right to refuse service to, or revoke access from any patron(s) threatening this safe, inclusive environment. Behavior warranting such consequences includes, but is not limited to, verbal or physical harassment of another patron or staff member, attempted theft or vandalism, or being under the influence of alcohol or drugs. Brooklyn Children's Museum holds its mission values above all else and will pursue all avenues necessary to ensure the provision of a healthy, safe place for all children and their caregivers to learn and explore.



APPENDIX B: BOARD OF TRUSTEES & MANAGEMENT TEAM (as of July 31, 2020)

**** Indicates trustees who participated on the DEI Committee or provided Plan feedback**

Officers

Sean O'Neal, Co-Chair**
Partner, Cleary Gottlieb Steen & Hamilton

Amanda Sue Nichols, Co-Chair
Lawyer

Niles D. Stewart, Vice-Chair**
First Vice President,
Carver Federal Savings Bank

Larry Kwon, Treasurer
Managing Director, Moelis & Company

Daisy Auger-Dominguez, Secretary**
Workplace Culture Strategist & Consultant

Board of Trustees

Sanam Akhlagh
Founder and Executive Director,
Pardis for Children

Corey M. Baylor
Managing Director, Star Mountain Capital

Prabha Sipi Bhandari
Senior Vice President, Principal
Deputy General Counsel, Freddie Mac

Milovan Blair
Senior Vice President, Central Operations,
Con Edison

Bonnie Campbell
Principal, Two Trees Management Company

Peggi Einhorn**
Chief Financial Officer,
Robert Wood Johnson Foundation

Drew Dixon
Founder, EverythingDid

Michael Frazier
Executive VP, Marketing & Communications,
National September 11 Memorial & Museum

Adam Freed
Executive Chair of the Board,
Teachers Pay Teachers

Cristin Frodella
Head of Computer Science Education, Google

Darian Futrell
Managing Director, IBD Compliance,
Goldman Sachs

Chris Havens
Managing Director of Office Leasing, TerraCRG

Adam Hess
Senior Managing Director, Meridian Capital
Partners

Kristina Hunt
Vice President, Marriott Credit Card Product
Management, American Express

Anne Karp
Principal Account Executive,
Amazon

Conor Kennedy
President, Muse Model Management

Humayun Khalid
Vice President,
Structured Finance Investing & Lending,
Goldman Sachs

Noorain Khan
Director, President's Office,
Ford Foundation

Tanya Levy-Odom**
Director, Blackrock Inc.

Sharon Volckhausen
Lawyer

Cindy McLaughlin
CEO, Envelope

Justin Moore
Director of Engineering, Lyft

William D. Rifkin
Vice Chairman, Mergers & Acquisitions,
JP Morgan Chase (retired)

José Rolón
Principal, José Rolón Events

George Sampas
Partner, Sullivan & Cromwell, LLP

Jim C. Sinclair
Managing Director, Healthcare
Goldman Sachs

Angela Tribelli**
Senior Vice President,
Performance Marketing, AMC Networks

Malcolm Williams**
Vice President, Construction & Development,
Silverstein Properties

Alycia Zimmerman
Educator, PS 33, NYCDOE

BCM Management Team

Stephanie Hill Wilchfort
President & CEO

Atiba T. Edwards,
Executive Vice President & Chief Operating
Officer

Hana Elwell
Vice President, Exhibits & Education

Semra Ercin
Director of Development

Aldo Tortorelli
Director of Building Operations

Margaret Walton
Director of Government & Community Affairs

DeeArah Wright
Director of Education



APPENDIX C: BROOKLYN CHILDREN'S MUSEUM HIRING POLICY & PRACTICE

In keeping with its mission to provide cultural experiences for all children and families, BCM seeks to build an organization that reflects and honors the diversity of our community, and creates a sense of belonging for employees and visitors. BCM is an equal opportunity employer that seeks to attract, hire, and retain high caliber, diverse employees whose talents and experiences best equip the Museum to accomplish its work. Residents of Central Brooklyn, veterans, those presently unemployed and candidates of diverse backgrounds, genders, faiths, abilities are encouraged to apply. Through this policy, BCM affirms its commitment to recruitment and selection procedures that bring value to the Museum, are equitable, inclusive, consistent, and that are in compliance with applicable laws and regulations.

Equal Opportunity Employment

It is the policy of BCM to provide equal employment opportunity to all employees with a strong commitment to diversity, equity, and inclusion (the "EEO Policy"). BCM's EEO Policy applies to the Museum's recruitment, hiring, transfer, promotion, training, discipline, termination, compensation, benefits, or other terms and conditions of employment of all employee and applicants for employment. Willful violations of this policy will result in disciplinary action, up to, and including termination, where appropriate.

Brooklyn Children's Museum actively encourages dialogue, suggestions, and open conversation about ways the Museum can be a force for positive change in the lives of its employees, visitors, and in pushing other institutions to create environments that promote traditionally marginalized groups in taking an active and integral role in our work.

Questions, concerns or complaints related to equal opportunity or discrimination at Brooklyn Children's Museum should be directed to the employee's immediate supervisor. If an employee is uncomfortable speaking with their supervisor, they should reach out to the Chief Operating Officer, or if the COO is unavailable, the President. To request a meeting with the COO or President, email them directly and senior management will respond within two business days.

Hiring Policy & Practice

Hiring at Brooklyn Children's Museum begins with a conversation at the management level regarding a new or open position, reviewing the related job description, and outlining the salary and benefits. Job descriptions should include information about the scope of work, to whom the position reports, and key responsibilities. Whenever possible, Brooklyn Children's Museum

indicates salary range publicly in its job descriptions. A template for job descriptions is available from Rosan Atherly at ratherly@brooklynkids.org.

New and open positions and their job descriptions must be approved in writing by your supervisor and one executive team member (President, Chief Operating Officer or Vice President), with a cc to Human Resources. Hiring for positions and job descriptions that are not reviewed at the executive level will not be approved. A compensation range is set by the Chief Operating Officer in conversation with the hiring manager, in accordance with the job title and with organizational budget.

DC 37 Union titles are outlined in the Collective Bargaining Agreement and are subject to the provisions of that document, job title descriptions provided by DC 37, benefits outlined in the City of New York's Economic Contract, and related pay orders defined by the City.

Once a position is approved, the hiring manager should create a hiring strategy, including:

1. Identify team members who will be engaged in the hiring process (the "selection team"). Candidates should be interviewed by the hiring manager, plus two more full-time managers or departmental colleagues, using the same criteria for each candidate.
2. Identify key responsibilities and requirements of the role. If you have employees performing the job currently, list characteristics and skills that enable them to successfully perform the requirements of the job. Ensure that responsibilities and requirements are clarified in the job description, and communicate these to the selection team.
3. Outline "selling points" for the role so that team members are prepared to recruit the best candidates on the merits of the work and the work environment.
4. Identify job boards and platforms for promotion and engagement with qualified, diverse candidates. Brooklyn Children's Museum requires that jobs be posted internally and externally to give maximum opportunity to candidates. Open positions should be sent to the entire staff and posted on bulletin boards in the BCM offices to encourage internal candidates to apply. **DC 37 union titles must be posted internally for 10 days before posting on external job boards or websites.** To post a job on the BCM website, contact Winston Williams, Communications Manager at wwilliams@brooklynkids.org. Jobs must not be posted internally or externally until they are approved by an executive team member and by human resources.
5. Review and utilize unbiased hiring techniques with the staff members who are part of the selection panel. These include:
 - Use pre-determined role criteria before looking for a candidate
 - Standardize questions and pre-interview preparation to ensure a neutral candidate/interviewer interaction by creating a written list of questions the selection team will ask every interviewee

- Restate role description and minimum requirements at the beginning of every discussion when making decisions on whether to advance candidates to the next stage
- Justify hiring decisions aloud in a selection team meeting
- Use a written, quantitative matrix to review candidates when possible

At least three candidates must be interviewed in person or by video-conference for every position, using the same interview criteria for each candidate. Final candidates should be interviewed by the hiring manager, plus two more full-time managers or departmental colleagues, using the same criteria for each candidate. We strongly encourage hiring managers to seek colleagues with diverse backgrounds – including, but not limited to, people of different racial, ethnic, faith and national backgrounds; family constellations; age groups; gender identities and sexual orientations; and range of abilities – to participate in interviewing candidates, and to have at least one person of color on each hiring panel.

Final candidates should be asked to provide at least three references, including one from a former or current job supervisor. Hiring managers should check references, and document responses by email to Human Resources, who will ensure that copies are placed in the employee’s personal file.

Every candidate must complete a standard job application provided by Human Resources or the hiring manager prior to their interview. Offers of employment to successful candidates are subject to a background check, including fingerprinting and screening run through the New York State Sex Offender Registry and any additional clearances required by law or by City, State or Federal agencies.

MAKING A JOB OFFER

Once a final candidate is selected, the hiring manager should contact the candidate by phone or in person with an offer within the published salary range. Upon acceptance of the offer, the hiring manager should contact Human Resources, who will prepare a formal offer letter indicating salary, benefits, and employment classifications, including full-time, part-time, exempt or non-exempt, seasonal or permanent. The new hire will be asked to sign this letter and return it prior to their start date. The hiring manager will need to provide the following information so that the letter can be prepared:

- Candidate resume
- Job description
- Candidate name, address and email address
- Position title
- Full or part-time, and schedule with hours and days
- Salary or rate of pay
- Supervisor
- Planned start date
- Brief description of the role – 1 or 2 sentences to be included in the offer letter

Human Resources will send the offer letter and job description to the candidate, along with a BCM employment application and a fingerprinting form and instructions and criminal background check form, if applicable. The hiring manager will be copied on the email. All new hires are subject to a background check and fingerprinting.

New hires are instructed to notify BCM when they have been fingerprinted. After we are notified that fingerprinting is complete, the hiring manager may reach out to confirm a start date. No employee may start working prior to fingerprinting. All employment is at-will and contingent upon successful completion of pre-employment screenings. BCM reserves the right to terminate an employee based on background check and fingerprinting information.

NEW HIRE ONBOARDING

On their first day of work, new hires should see Rosan Atherly for onboarding. Managers should pre-schedule this meeting with Rosan. All new hire paperwork should be completed on the first day of employment. BCM is legally required to complete an I9 form for all new hires within their first three days of employment. Anyone who does not comply, cannot continue to work.

Required new hire forms include:

- Personnel Action Form
- I9
- Employee Handbook Acknowledgement Form
- Federal and State w/holding forms
- Direct Deposit Form
- NY State Wage Notice
- Rosan will provide new hires a timesheet for recording hours worked until they are set up in IDT and can clock in. New hires should give timesheets to their supervisor at the end of the pay period.

Prior to their start date, hiring managers should identify a workspace for new hires, and contact IT to set up an email address, computer, and access to shared files as appropriate. Hiring managers should contact Security to arrange for a badge with appropriate access for new hires.

EFFECTIVE START DATE & PROBATIONARY PERIOD

The first day a new hire reports to work will be recorded in Museum records as their effective start date. This date will be reflected in the employee's offer letter and may be used to calculate Museum benefits. Full-time and part-time employees are subject to a 90-day probationary period, during which employees and managers have an opportunity to determine if the position is a fit. Completion of the probationary period does not guarantee employment for any period, since employment is at-will both during and after the introductory period.

Position Categories & Classifications

Positions at BCM fall into one of the following categories. An employee's offer letter confirms their job classification. Hiring managers should fully understand these classifications and be

able to answer questions from their employees about job categories. If a hiring manager is unclear on job classifications, they should speak with Cory DiSalvo in Human Resources.

- **FULL TIME EMPLOYEES** regularly work a 35- or 40-hour workweek, depending on the position.
- **PART TIME REGULAR EMPLOYEES** typically work between 11 and 28 hours each week; schedule is subject to change weekly, based on departmental needs. Part time staff may not exceed 28 hours a week for any reason.
- **SEASONAL EMPLOYEES** perform a job for a specified time, normally less than one year.
- **PER DIEM EMPLOYEES** do not work regularly scheduled hours, but are called in to work on an as-needed basis, not to exceed 28 hours per week.

In addition to these categories, employees are categorized as "exempt" or "non-exempt." **If after reviewing this section you are not sure whether your position is exempt or non-exempt, or if you believe that your position has been misclassified, please contact Human Resources.**

Exempt Employees

Exempt employees are employees who hold administrative, executive, and professional positions and who customarily and regularly exercise discretion and independent judgment in the performance of their duties. Exempt employees are paid a fixed salary. They are not entitled to additional compensation for extra hours of work or time off in lieu of additional compensation. Neither extra compensation nor compensatory time off will be owed or payable to an exempt employee for any reason.

Non-Exempt Employees

All other employees are non-exempt employees. Non-exempt employees should record and submit all hours worked at the end of the applicable pay period. Non-exempt employees will be compensated for all hours worked, and will receive premium overtime pay at 1.5 times their rate of pay for each hour worked above 40 hours per week. Pre-authorizations for overtime are required, and a record of such authorizations will remain on file with the Museum. For additional information also refer to the Overtime Policy section below.

INTERNSHIPS AND VOLUNTEER OPPORTUNITIES

BCM defines internships as temporary jobs that provide real-time work experience for someone seeking to enhance their skills, usually a student. The primary purpose of an internship is to help an individual grow professionally. Internships should not displace or replace regular employees in performance of their normal duties. Interns are typically compensated with a stipend for defined work.

With the exception of those offered in partnership with academic programs and providing academic credit, BCM does not offer unpaid internships. In general, internships and volunteer opportunities should be part of an existing program or partnership. Individual internships offered outside of a formal cohort or program are discouraged.

BCM offers paid internships to high school students through BCM's Teen Programs. To learn more about high school internships at the Museum, visit <https://www.brooklynkids.org/teens/>. The Museum also offers paid internships in partnership with programs such as Studio in a School, PENCIL, CUNY Corps, NYC Summer Youth Employment Program and other academic, nonprofit or corporate institutions that provide stipends for interns to work on our site.

At times, in partnership with local universities and educators, BCM may offer internships for academic credit in museum studies, early childhood education, occupation therapy or related fields. Such internships must be approved by a BCM executive (President, Chief Operating Officer or Vice President).

Volunteers donate their time and work to BCM for a limited period of time. Volunteer opportunities are typically provided in partnership with government and non-profit organizations such as the New York City Department of Aging or Repair the World. Volunteer opportunities may not displace or replace regular employees in the performance of their normal duties. All volunteer opportunities and partnerships must be reviewed and approved by a BCM executive. Individual volunteer opportunities provided outside of a formal program or partnership are strongly discouraged.

Managers who seek to hire interns or volunteers must have written approval from their supervisor, including approval of a job description and any partnerships prior to public or internal posting of the role. Interns and volunteers are subject to the provisions of this Handbook, and may be required to undergo a background check and/or fingerprinting in alignment with hiring procedures for other employees.

NEPOTISM AND EMPLOYMENT OF RELATIVES

Brooklyn Children's Museum employees are required to notify their supervisor and the Human Resources department of (a) any existing familial relationships; (b) any familial relationships that are created among employees (for example, by the marriage of two employees); and (c) the potential employment by Brooklyn Children's Museum of a family member.

No employee may hire or supervise an individual if that individual and the employee have a familial or romantic relationship. The term "familial" refers to employees (or an employee and a job applicant) who are spouses, domestic partners, parents, siblings, children, uncle/aunt, nephew/niece, grandparent/grandchild, or related by marriage (i.e., in-law). Employees cannot use their position to benefit or disadvantage another employee in a familial relationship. Examples include, but are not limited to, signing an evaluation for a family member; hiring or firing a family member as a contractor; or, approving a payment to a family member.

BCM will not hire a job applicant who is in a familial relationship with a current employee if the applicant would be in a supervisory or subordinate position to the existing employee. BCM employees who marry one another during their employment may remain with the Museum, unless they are in a superior-subordinate relationship and there is no open position to which one of them may be moved.



APPENDIX D: NON-HARASSMENT POLICY, SAFE & RESPONSIVE REPORTING CHANNELS & WHISTLEBLOWER POLICIES

NON-HARASSMENT POLICY

Brooklyn Children's Museum prohibits harassment of one employee by another employee, supervisor or third party for any reason, including race; color; gender identification; religion; genetic information; national origin; sex (including same sex); pregnancy, childbirth, or related medical conditions; age; disability; or any other category protected under federal, state, or local law ("protected class").

Instances of threatening, discriminatory or hostile behavior towards other employees, visitors, or any other person during working hours are grounds for disciplinary action, up to and including immediate discharge. If you have questions about what constitutes harassing behavior or what conduct is prohibited by this policy, please discuss the questions with your immediate supervisor or a member of the senior management team. At a minimum, the term "harassment" as used in this policy includes any of the following activities pertaining to an individual's protected class:

- Offensive remarks, comments, jokes, slurs, threats, or verbal conduct.
- Offensive pictures, drawings, photographs, figurines, writings, or other graphic images, conduct, or communications, including text messages, instant messages, websites, voicemails, social media postings, e-mails, faxes, and copies.
- Threatening behavior or blackmail, including physical or verbal threats.
- Offensive sexual remarks, sexual advances, or requests for sexual favors regardless of the gender of the individuals involved.
- Offensive physical conduct, including touching and gestures, regardless of the gender of the individuals involved.

Supervisors and managers at Brooklyn Children's Museum are covered by this policy and are prohibited from engaging in any form of harassing, discriminatory, or retaliatory conduct. No supervisor or other member of management has the authority to suggest to any applicant or employee that employment or advancement will be affected by the individual entering into (or refusing to enter into) a personal relationship with the supervisor or manager, or for tolerating (or refusing to tolerate) conduct or communication that might violate this policy. Such conduct is a direct violation of this policy.

Non-employees are also covered by this policy. Brooklyn Children’s Museum prohibits harassment, discrimination, or retaliation of our employees by visitors, vendors, contractors, sub-contractors or others with whom employees might engage as part of their work.

COMPLAINT AND REPORTING PROCEDURE

Should an employee experience or observe harassment or discriminatory behavior by a non-employee, the incident should be immediately reported using the steps below. **Employees are obligated to immediately report any experienced or observed violations of this policy using the steps below, no matter how slight the violation may seem. Acts of retaliation relating to reporting are strictly prohibited.**

1. Report the incident to your immediate supervisor. In the event that your supervisor is unavailable or if you do not feel comfortable reporting the incident to that individual, a report should be made to Chief Operating Officer, Atiba Edwards at aedwards@brooklynkids.org.
2. If you are not satisfied after you speak with the COO, discuss your concern with the President & CEO, Stephanie Hill Wilchfort, at swilchfort@brooklynkids.org.
3. If you are not satisfied after you speak with the President, discuss your concern with the Chair of the BCM board of trustees at soneal@brooklynkids.org.

If an employee reports to any of these executives, and the manager either does not respond or does not respond in a manner the employee deems satisfactory, the employee is required to report the situation to another manager designated in this policy to receive complaints.

Investigation of Reports of Harassment: Allegations of harassment, discrimination and retaliation will be investigated promptly, and the investigation may include interviews with the parties involved. All information will be kept on a legitimate business need-to-know basis. Where there is a finding of misconduct that constitutes harassment, discrimination or retaliation, the matter will be handled appropriately--including, but not limited to, counseling, suspension or dismissal, as the Museum deems appropriate.

Retaliation Prohibited: Acts of retaliation, including, but not limited to, threatening an individual or taking any adverse action against an individual for (1) reporting a possible violation of this policy, or (2) participating in an investigation conducted under this policy are strictly prohibited.

WHISTLEBLOWER POLICY

Brooklyn Children’s Museum requires department directors, employees and volunteer to observe high standards of ethics in conducting their duties. Under this Whistleblower Policy, matters such as suspected fraud, theft, embezzlement, accounting or auditing irregularities, bribery, kickbacks, misuse of our assets, or other regulatory or compliance issues, concerns or violations must be reported by all department directors, employees, and volunteers.

These policies are not a vehicle for reporting violations of BCM's applicable human resources policies, disagreements about strategy or Museum operations, problems with co-workers or managers, or for reporting issues related to alleged employment discrimination or sexual or any other form of unlawful harassment, all of which should be dealt with in accordance with the complaint and reporting procedure above.

Reporting Violations: In most cases, an employee's supervisor is in the best position to address an area of concern; however, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the President & CEO, Chief Operating Officer or anyone in management whom you are comfortable in approaching.

Supervisors and managers are required to report suspected violations to the Board Chair, Sean O'Neal at soneal@brooklynkids.org, who will investigate reported complaints and allegations concerning violations and, at their discretion, advise the CEO. The Board Chair is required to report to the Audit Committee annually on compliance.

No Retaliation: No trustees, employees, or volunteers who in good faith report a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including discharge. This Whistleblower Policy is intended to encourage employees and others to raise serious concerns within BCM prior to seeking outside resolution.

Acting in Good Faith: Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality: Violations or suspected violations may be submitted confidentially by the complainant or anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with need to conduct an adequate investigation.

Handling of Reported Violation

The manager or Board Chair will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.