

NEW YORK CITY LAW DEPARTMENT
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2021

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

The New York City Law Department's success in accomplishing the agency's mission of providing the City with the highest quality legal representation depends on our employees and their commitment to being fully engaged in what we do. Both our external work and internal work environment must continue to reflect our core values: Justice, Diversity, Equity and Inclusion, Integrity, Excellence, Dedication, Respect, Teamwork and a Supportive Work Environment

As the Corporation Counsel of the City of New York, I am committed to the recruitment, development, and retention of a diverse and inclusive workforce and a workplace that values equity, inclusion and respect for all. I will support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

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

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion and respect for all. All executives, managers and supervisors in our agency will be responsible for ensuring a safe, equitable and inclusive work environment for all our employees, and for delivering equitable, fair and effective services to the City of New York. To this end, we will hold discussions throughout the year, and take steps to review the goals we achieved on a regular basis.

I will hold the top leadership of our agency, as well as the EEO Officer, all EEO professionals, human resources professionals, legal professionals, managers and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment. We shall support the diversity, equity and inclusion initiatives at the agency by observing EEO mandates, and working with dedication to attain agency goals in this area. All agency staff must be compliant with the City's EEO Policy and the implementation of this Diversity and EEO Plan.

I will involve the EEO Officer in critical human resources decisions, including recruitment and selection strategies, workforce projections, and promotion of training/career development opportunities.

We will report to DCAS on the steps undertaken to comply with all legal mandates and the

provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City, and on the progress in implementing this Plan.

The Chief Diversity & EEO Officer, **Sosimo Fabian** and his designees will serve as a resource for agency managers and staff, providing best practices and addressing any identified EEO issues.

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

This statement is the same as last year.

II. Recognition and Accomplishments

In the past year, our agency accomplished the following as part of our commitment to Equal Employment Opportunity, Equity, Diversity, and Inclusion:

1. Law Department Employee Survey
2. Implementation of Executive office hours
3. Delivery of Agency's First Town Hall Meeting
4. Recognition of Juneteenth Day
5. Created a Caregiver's Working Group

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity through the following:

- Diversity & EEO Awards*
- Diversity and EEO Appreciation Events*
- Public Notices
- Positive Comments in Performance Appraisals
- Other: _____

** Please specify under "Additional Comments"*

- The agency will continue to recognize employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2021.

Additional Comments:

The Law Department's Annual Awards Event recognizes deserving employees every December who demonstrate excellence in departmental and community service, legal practice and diversity goals. The Jane M. Bolin Diversity Leadership Award recognizes and celebrates the outstanding contributions and significant impact by an exceptional member of the Law Department in promoting and advocating the diversity goals of the Law Department. The award is named for Jane M. Bolin, the first African-American woman to graduate from Yale Law School and the first African-American woman to be admitted to the New York State Bar. In 1937, Corporation Counsel Paul Windels hired Jane as an Assistant Corporation Counsel, making her the first African-American women appointed to the position. Two years later, she accepted

an appointment by Mayor Fiorello H. LaGuardia as Justice of the Domestic Relations Court of the City of New York (renamed Family Court in 1962), becoming the first African-American jurist in the United States. The Jane M. Bolin Diversity Leadership Award is bestowed periodically. For Fiscal Year 2021, this distinguished award will be bestowed upon a well-deserving recipient.

The agency's committees host a number of diversity events throughout the year. Notably, for the first time in the history of the department, during the 4th quarter of FY2020, the Corporation Counsel and the Diversity Committee launched an annual event in recognition of Juneteenth. The agency head delivered remarks and colleagues from across the agency shared reflections, poetry and historical selections in order to raise awareness of this significant moment in the liberation of African-American people.

The Corporation Counsel promotes transparency and communication on issues of diversity, equity and inclusion via regular direct addresses to the agency via email, video and via live forums. These regular communications to employees serve to bring awareness to issues of racial, ethnic, gender, health and religious equity and grant support to a variety of holidays, celebrations and otherwise significant moments in Law Department, NYC and/or American history. (i.e. Ramadan, Pride, Juneteenth, Mother's Day, Memorial Day, End of Year, Rosh Hashanah, 9/11)

A Caregiver's Working Group was created to provide support and space for caregivers to connect and provide support for one another and caregivers throughout the agency, including by proposing policy changes and other initiatives.

III. Workforce Review and Analysis

**Please provide the total agency headcount as of 6/30/2020
(available in the EBEP210 CEEDS report): 1978**

1. Describe steps taken to encourage all employees at your agency to update self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service (ESS) or other means.

In FY 2021, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS ESS (by email; strongly recommended every year)
- Agency's intranet site
- Newsletters and internal Agency Publications
- On-boarding of new employees

Additional Comments:

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting. Describe how your agency's EEO Officer, Personnel Officer and Agency Head work together to review demographic trends. These reports must be reviewed regularly with the Agency Head.

NOTE: If necessary, the agency can reach out to DCAS OCEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform the formulation of its recruitment plans and efforts.

- The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Office of Citywide Equity and Inclusion (OCEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity and gender for all employees; new hires, promotions and separation data; and utilization analysis.

Reviewed with	Frequency
Human Resources	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Agency Head	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other-Managing Attorney	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____

- The agency review entails a discussion concerning perceived workplace barriers for job groups that may surface in underutilization reports and for factors that may be creating these barriers (e.g., hiring patterns in specific job titles).
- The agency reaches out to DCAS to serve as a resource in identifying strategies and best practices to address barriers to entry as well as to receive guidance concerning the interpretation of underutilization reports.

Additional Comments:

The agency does not have a General Counsel. Our Managing Attorney and other members of the executive staff perform the functions of general counsel.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2021

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

State below the central goals of your strategy for FY 2021 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Include initiatives that your agency will implement in FY 2021.

1. Workforce:

The Law Department is committed to recruiting, developing and retaining a diverse and inclusive workforce. We want our employees, present and future to view us as an employer of choice.

2. Workplace:

The Law Department is a learning organization and strives to be a leading municipal employer in Diversity, Equity, and Inclusion practices. The agency endeavors to provide a workplace that values diversity of thought and background. The Law Department will continue to enhance diversity, inclusion, and equity in the workplace through the professional development of its leaders and employees. The agency will also enhance the workplace through its support of and participation in employee resource committees, collaboratives, and agency work-life programming led by senior leadership.

3. Community:

The Law Department supports legal and just processes that serve the best interests of the City of New York to the greatest extent possible. The Law Department will support efforts of

outreach to, utilization of and investment in our communities.

2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2021 that are aimed toward innovative enhancement and expansion of the three foundations of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, and COMMUNITY.**

A. WORKFORCE:

In addition to the strategic goals above, please indicate here specific action planned with respect to Workforce.

NOTE: Please address the specific recruitment, selection and promotion strategies, sources and procedures in Sections V and VI, below.

The actions listed below require internal agency collaboration and are not necessarily executed by the EEO Office.

The agency will address underutilization in FY 2021 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Using the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.

The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent:

- Job analysis and skills audit.
- Conduct workforce planning and forecasting.
 - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.
 - Ensure that there will be a diverse applicant pool for the anticipated vacancies.
 - Evaluate best sources for diverse candidates
 - Encourage agency employees to take promotional civil service examinations.

The agency will implement the following initiatives to develop and retain employees:

- Identification of Ready Now & High Potential Talent.

- ☒ Institute coaching, mentoring and cross training programs.
- ☒ Institute succession planning for top managerial positions.
- ☒ Implement initiatives to improve the personal and professional development of employees.

Additional Initiatives, Programs, or Comments:

Launched by the Corporation Counsel during FY2020 and continuing this year, **Teamwork for the Common Good** represents the agency's effort to prepare all of our staff to work together more collaboratively to better meet our clients' needs. The mission is one of inclusion and workplace culture change aimed at maximizing use of the talents and abilities of both legal and non-legal professionals and encouraging more collaborative and productive work groups. Leadership teams across the agency at different levels have been created to tackle and eliminate barriers to the more efficient integration of legal and non-legal professionals' work efforts. When the City and the courts are back in full swing, and the crush of work is upon us, this teamwork will be essential. As part of the Teamwork for the Common Good, leadership and staff will collaborate to conduct training, cross training, promote teamwork and increase efficiency. During FY2020, The Career Counselor, Professional Development and the agency ethics counsel partnered to deliver a four-part training series on Ethics for Law Office Professionals, which was the first step in preparing support professionals to be more involved in the legal work of their division. A second course was delivered during FY 2021. Select continuing legal education resources have also been made available to support professionals.

Law Department Professional Academy: The Law Department's Career Counselor and Professional Development Team have continued training programming for all support professional supervisors. In collaboration with DCAS and other consulting partners, the agency will equip supervisors with tools and skills for effective leadership.

Retention: The Law Department has a Senior Counsel Program which enables the agency to develop and advance staff to assume advanced work functions and managerial responsibilities. Attorney promotions into and within the Senior Counsel Program are also reviewed annually for diversity considerations. Statistical analysis of all promotional decisions will be considered to ensure that there is no underutilization and that promotions reflect the agency's commitment to diversity.

B. WORKPLACE:

In addition to the strategic goals above, please indicate here specific actions planned with respect to Workplace.

- The agency will take initiatives to create an inclusive work environment that values differences, and to maintain focus on retaining talent across all levels.
- Promote employee involvement by supporting Employee Resource Groups (ERGs).
- The agency will create a Diversity Council to leverage equity and inclusion programs.
- In FY 2020, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:
 - Engagement /Job Satisfaction/ Employee Morale Survey(s)
 - Workplace Insight Survey for Exiting (WISE) Managers
 - Exit interview or surveys developed by the agency
- The agency will adopt in FY 2021 the following initiatives based on the analysis of the results of these survey(s):
 1. The agency is creating a Strategy and Innovation Council, a “think tank” within the agency responsible for making recommendations to the Executives on how the office can identify and amplify practices that are working. The Council will apply problem solving models to help identify the root causes of issues and will work with stakeholders and experts to explore how to approach issues and create long-term solutions. The Council will also serve as a resource to the existing employee resource groups (Diversity, Women’s, QWL and Community Service) on how to develop ideas and concepts that will improve the overall operation and well-being of our organization, and how to implement the committees’ ideas in a manner consistent with their and the Law Department’s missions and values. The council is selected via an open application process and members of the council will serve for a fixed term.
 2. The agency will focus on maximizing its mentorship programming to improve retention, advancement and inclusion. Recruitment, Professional Development and Division leaders will plan and execute mentorship programming for the summer interns, entry level legal staff, and a program open to the general employee population.
 3. At the proposal of the Diversity Committee, the agency will review anti-bias and equity based self-evaluation tools for use by supervisors before and after the performance evaluation process. Diversity, equity and inclusion benchmarks for supervisors will also be submitted for consideration.

Additional Initiatives, Programs, or Comments:

Transition to a Learning Organization: The Law Department strives to be a Learning Organization - an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. The Corporation Counsel continues to work with agency and division leadership to develop goals, to increase

communication and transparency, to evaluate and implement appropriate changes based on employee feedback, to track progress, and to encourage division leadership to embed just processes and inclusive practices into their everyday operations. Division leadership continues to work on “SMART” goals consistent with the feedback received from surveys, focus groups and organizational management practices. Some successes that we have seen as a result of this transition in workplace culture include: town hall meetings, increased agency-wide communication of plans and goals, more collaborative working groups, creation of central agency email inboxes for staff suggestions and feedback, review and revision of policies for more inclusive practices, changes to training curriculum for new hires and supervisors to encourage more use of best practices.

Professional Development Pledge: In response to a noted lack of respect for diversity and inclusion values evident in some external trainings that were considered by agency leaders, the Professional Development team made a formal pledge, committing to develop, promote and share programs that are illustrative of the agency’s values and that include diverse presenters sharing and teaching inclusive material intended to educate attendees about current legal and other issues, and to improve skill sets. To meet the pledge the team will preview the presentation, or if not possible, preview the materials, or know the presenter and the quality and content of their presentations; avoid presentations the primary purpose of which are to feature a promotional or marketing component in order to secure business from the Law Department; For programs where staff is required to attend, ensure that a senior leader is present to address, if possible, statements that are contrary to the Law Department values; work with the EEO and Chief Diversity Officer, the Diversity Committee, the Women’s Committee, the Quality of Life Committee, the Training Consortium, and the Coaching Collaborative to find diverse and inclusive resources for the programs we present and recommend; recruit, encourage, and develop presenters from diverse backgrounds and experiences especially people from underrepresented grounds to be in-house instructors; and strive to include support professionals as instructors for legal training programs.

Coaching Collaborative: The Coaching Collaborative consists of experienced members of the Law Department, who in addition to their primary roles in the office serve as Coaches to their divisions. Each division is represented by a Coach. The Coaches meet on a regular basis to discuss ways to enhance the work environment by examining how to improve feedback, supervision, work management, and relationships within each division. Members of the Collaborative are available to listen and to develop appropriate actions to address challenging workplace issues. Coaches are also available to discuss career progression plans and self-evaluations upon request. The Coaching Collaborative serves as both a resource to employees as they strive toward excellence and as a valuable resource to the agency’s diversity and EEO initiatives.

Innovation and Strategy Council: The Council will be the “Think Tank” within the agency, responsible for making recommendations to Executives on how our office can become more innovative in the many areas of work in which we engage, including through the introduction of new ideas as well as identifying and amplifying practices that are already working. The Council

will apply various problem-solving models to help identify the root causes of issues and will work with stakeholders and experts to explore how to approach issues and create long-term solutions.

The Council will also serve as a resource to the existing committees (Diversity, Women's, QWL and Community Service) on how to develop ideas and concepts that will improve the overall operation and well-being of our organization, and how to implement the committees' ideas in a manner consistent with their and the Law Department's missions and values.

Surveys: The agency will continue to develop and conduct surveys throughout the fiscal year to improve the recruitment, hiring, inclusion, retention and advancement of talent across all levels as well as the advancement of individuals in underrepresented groups. During FY 2020, the Law Department conducted a survey to provide all employees with the opportunity to provide input and give insights on the remote work environment and the work-from-home experience. During FY 2020, the Law Department planned to finalize its Diversity and Inclusion Engagement survey. A pilot of the survey was conducted during FY 2019. This goal was delayed due to the COVID pandemic however, we hope to finalize and conduct the survey with all employees during FY 2021.

Internal DEI Communications: The Director of Internal Communications facilitates a regular distribution of reputable articles and press releases pertaining to issues of diversity, equity and inclusion to agency leaders. These communications serve as a vital source of information and reference. In addition, regular communications highlighting diverse accomplishments, holidays and significant historical dates are shared agency-wide.

Best Practices Brown Bag Lunch Series: This in-house leadership presentation series will feature one of the 33 divisions or sub-divisions that comprise the Law Department. The presenting manager or managers from the work group will share with other agency leaders best practices in the diversity, equity and inclusion area that they have implemented in their divisions. Managers explore the variety and breadth of the office's work, introduce staff to new colleagues, and explore the office's commitment to diversity, inclusion, and justice. During the past fiscal year, six series events were presented. We look forward to continuing the series this year.

Performance Evaluation Equity Practices: As part of our career development program, we have a formal evaluation process. Attorneys receive a written evaluation once a year, and have a scheduled mid-year meeting with their supervisors to discuss progress and development goals. Each legal division has established objective benchmarks for lawyers to understand their expected professional progression, and we encourage attorneys to assess themselves against those benchmarks by completing self-evaluations. Last year, some divisions updated their mid-year meeting discussions and division benchmarks to include diversity and inclusion responsibilities and goals. We anticipate that more divisions will follow this year. These updates will re-affirm the office's expectations that our employees exhibit behaviors consistent with

equity and inclusion best practices.

Committees/Employee Resource Groups:

The Law Department continues its enhancement of diversity and inclusion in the workplace through the participation of its employees in agency work life through agency committees. The Law Department is home to four committees – The Diversity, Equity and Inclusion Committee; The Women’s Committee; The Quality of Life Committee; and The Community Service Committee.

The Diversity Committee on Recruitment and Retention was established in 2002 and has worked since then to increase recruitment of diverse and talented attorneys to work at the Law Department and to retain such attorneys by maintaining an equitable and inclusive work environment. As a reflection of the Law Department’s commitment to the expanded core values of diversity, equity and inclusion, effective October 2020, the committee’s name has been changed to **Diversity, Equity, and Inclusion Committee**, and its mission has expanded to include all Law Department employees, that is, support professionals as well as attorneys. The Committee seeks to serve as an outlet for all Law Department colleagues to raise diversity-related issues of import to them. We still also aspire to increase recruitment of diverse and talented attorneys to serve at the Law Department and to retain such attorneys by maintaining an equitable and inclusive work environment. The Committee also analyzes and proposes concrete strategies that will further the goal of diversity to the Corporation Counsel. Most importantly, the Committee carries out various initiatives and events, all of which fall loosely into four categories: diversity initiatives, training programs, social events and cultural awareness programs. The Committee has been instrumental in implementing diversity initiatives that identify and address important issues which affect diverse Law Department members in the workplace. These initiatives include:

- Working with the Office of Professional Development to bring in professional consultants to perform focus group surveys and interviews to get feedback on employee perceptions of the inclusiveness of the work environment.
- Advocating for a career development plan for attorneys tied to the work of each division, and consulting with the Office of Professional Development for the implementation of such plan through the Coaching Collaborative.
- Establishing an informal mentoring program through which each committee member reaches out to and meets with incoming attorneys.
- Spearheading a web-based mentoring program to afford junior attorneys the opportunity to engage, at their own initiative, senior attorneys who have specifically volunteered to serve as mentors.

This fiscal year the Diversity, Equity and Inclusion committee also hosted the following event(s).

<u>Event/Initiative</u>	<u>Diversity & Inclusion Goal</u>	<u>Date Held or Anticipated Date</u>
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Virtual Diversity Potluck Lunch Week	Agency wide event which invites all staff to bring a diverse food sample of their choosing to share with co-workers during lunch. This event promotes communication and appreciation for diversity.	Oct. 26-Nov. 6, 2020
Heritage Month Events	Agency-wide events featuring panel speakers, film viewings, courtroom reenactments, and/or roundtable discussion geared at raising awareness, interrupting biases and celebrating diverse populations. Presentations are held in honor of Asian-Pacific Heritage Month, Black History Month, Hispanic Heritage Month, LGBTQ Pride, and Women's Month.	Ongoing; Hispanic Heritage Event held virtually on October 1, 2020
Law Department Diversity Committee Partnership with EAP	In an effort to create a safe space for an open, honest, respectful, and candid dialogue among our colleagues, the Diversity Committee partnered with EAP to host a series of voluntary, virtual listening sessions.	Virtual; Ongoing with dates in July, August, September, October, November and December

The Women's Committee was established in 2004 to assist the Law Department in fostering its tradition of equality regardless of gender, to speak out on issues of importance to women, and to explore new ideas in an effort to promote a balance between interesting, important work and fulfilling lives outside of the workplace.

The Women's Committee has examined, made recommendations about, and assisted in the implementation of policies and resources that benefit women at the Law Department, often with a focus on providing employees with more workplace flexibility to help them excel at work while accommodating family care needs. Examples of the Committee's work include assisting the Corporation Counsel in promulgating a new part-time policy for attorneys; making recommendations about and streamlining policies related to work schedules and working from home; and obtaining designated lactation rooms.

The Women's Committee arranges many events and activities benefiting women both within and outside of the Law Department. These include events focused on professional development issues especially relevant to women, events that highlight successful women in government and the law, and educational workshops for women employees on subjects such as financial

planning and breast health education. Each year, in honor of Women's History Month, the Committee also hosts a special event featuring a woman who has been a trailblazer, has had a significant impact in law or government, or has worked to empower other women, advance equality, or promote leadership.

Finally, the Women's Committee has been a source of information for Law Department employees about the office's "work/life" policies and resources as well as various topics of interest related to women in the workforce and women lawyers.

This fiscal year the committee will start / continue with the following initiative(s).

<u>Initiative</u>	<u>Goal</u>	<u>Date Held or Anticipated Date</u>
Mentoring Program	Informal mentoring program where committee members reach out to and meet with incoming attorneys with the objective of enhancing job satisfaction and increasing retention.	Ongoing
Speaker Series	Invite speakers (city council, judiciary, community board members, academics, advocacy groups, pro-bono organization to promote civic engagement consistent with agency mission and values	Ongoing

The Quality of Life committee was created with the mission to identify areas for additional professional development and to make recommendations for the improvement of morale among the support professionals as well as explore issues affecting the development, retention and morale of Law Department attorneys. The Committee regularly makes policy recommendations intended to improve the quality of life of all who work at the Law Department.

The Quality of Work Life Committee is striving to improve morale of our employees by providing a central resource that identifies, addresses and makes recommendations for important work/life issues and to promote:

- Representation
- Encouragement & Communication
- Supportive Work Environment
- Professional Development
- Excellence
- Collegiality
- Teamwork & Alliance

The Quality of Work Life Committee is comprised of professionals in a variety of skill levels, titles, divisions and locations. The success of the Quality of Work Life Committee is based upon its structure which is comprised of an equal number of attorneys and legal support professionals, and led by co-chairs, one chosen from among legal support professionals, and one from among attorneys. It is intended to be diverse in all respects, and welcomes members from across a variety of divisions, units, titles, and locations. The Committee meets approximately every month.

The Community Service Committee, formerly the Community Service Subcommittee of the Quality of Work Life Committee, is a newly-formed committee opens to all who work at the Law Department. The mission of the Community Service Committee is to promote opportunities for all Law Department employees and their friends and family to serve “the Common Good” in and outside of the office.

The Committee will organize diverse and inclusive community service events each year that foster a sense of collegiality and collaboration amongst Law Department staff throughout all Law Department offices and the City. In addition to planning events, Committee members may be called on to assist with event communications or coordination, website creation and updates, and managing office-wide idea sharing.

Due to the COVID-19 pandemic, the committee will be unable to execute a full schedule of activity this fiscal year. The following events were held or are anticipated.

<u>Event</u>	<u>Community Service Goal</u>	<u>Date Held or Anticipated Date</u>
Secret Snowflake Toy Drive for NYC Department of Homeless Services	Toy donation collection for local youth	December 2020

The Healthy Distance Committee

Just before COVID-19, the Law Department formed a new Mental Health Awareness Committee. As the pandemic materialized, and staff scrambled to balance the frenetic demands of jobs, family and/or loved ones, stress and increasing global turbulence the committee’s mandate exploded and necessity led to real innovation. The Healthy Distance is now a full effort in health equity and inclusion at the agency. Recognizing that physical and mental health challenges have increased exponentially during the pandemic, the committee focuses on physical activity, mental resilience, and self-care as well as workplace community and access to information and resources. Also recognizing the intersectionality between race, gender and health equity, the committee strives to educate and bring awareness to these issues. During FY2020, the committee launched an internal webpage to provide live information during the shift to remote work and held its first event. This fiscal year the committee partnered both intra-agency and inter-agency to organize multiple virtual events, as well as reviewing and promoting external programming.

C. COMMUNITY:

In addition to the strategic goals above, please indicate here specific actions planned with respect to Community.

In FY 2021, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services
- Promote participation with minority and women owned business enterprises (MWBEs).
- Conduct a customer satisfaction survey.
- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

Additional Initiatives, Programs or Comments:

The Law Department participates in various community events throughout the year. This year a Community Service Committee, open to all employees, was formed in place of the previous community service sub-committee, to promote and manage community-facing volunteer work for the agency. Due to the COVID-19 pandemic, the committee will be unable to execute a full schedule of activity this fiscal year. However, looking forward the committee will serve as a space for employees to get involved in community initiatives, as appropriate given social distancing, health and safety restrictions.

Separately, the COVID-19 pandemic has presented many opportunities for agency staff to work on assignment or volunteer in the community. Law Department employees have answered the call to serve the needs of the public by packing meals, distributing masks, and supporting at testing sites and will continue to assist.

V. Recruitment

A. Recruitment Efforts

1. Summary of Recruitment Efforts – Include steps that will be taken to give notice to all employees of discretionary job postings within the agency as well as proactive efforts/strategies planned to market positions externally.

The agency will implement the following recruitment strategies and initiatives in FY 2021:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
 - Currently in operation (website only).
- Assess agency job postings to ensure appropriate diversity, inclusion, and equal opportunity employer messaging.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - Structured Interviewing training
 - Unconscious Bias training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

Employees will be encouraged via agency communications to take civil service examinations, so that they can seek open competitive or promotional opportunities. Emails with exam announcements, posting schedules and links will be sent regularly. Exam announcements and posting schedules will also be displayed on the agency office multimedia screens.

The agency will use internal workforce statistical information to identify specific areas where underutilizations exist to guide recruitment, retention and training efforts. The agency will also integrate succession planning into agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.

The composition of the Law Department's entry class of new attorneys scheduled to start each year is subject to review to ensure that diversity is reflected.

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded sufficiently large and diverse applicant pools.
1. Law Schools (On-campus interviewing, career fairs, career office engagements, professional development panel events, etc.)	1. Law school recruitment efforts yield a substantial number of applicants for the office annually. These efforts have provided opportunities to recruit, hire, and retain diversity. <input type="checkbox"/> Previous hires from this source
2. Agency Participation in Career Fairs	2. Specific data on return and successful hires attributable to the agency's participation in career fairs is not available at this time. <input checked="" type="checkbox"/> Previous hires from this source
3. Bar Associations	3. Specific data on return and successful hires attributable to the agency's engagement with bar associations is not available at this time. <input checked="" type="checkbox"/> Previous hires from this source
4. City-wide jobs website	4. Specific data on return and successful hires attributable to the Citywide jobs website is not available at this time <input checked="" type="checkbox"/> Previous hires from this source

B. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2020 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2021.

The agency provided the following internship opportunities in FY 2020:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	2	B-1 W-1	M-1 F-1 Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	5	B-1 W-1 H-1 A-2	M -2 F-3 Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): Legal Interns	40	B-2 W-5 H-1 A-3 U-29	M-18 F-22 Non-Binary __ Other __ Unknown __

* Self-ID data is obtained by EEO Office from NYCAPS.

The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.

The agency has hired former interns/fellows.

The agency plans to provide internship/fellowship opportunities in FY 2021.

Additional Comments:

C. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take a civil service examination. The City encourages agencies to use the 55-a program as a tool to build a diverse workforce and create greater access to City employment for qualified candidates with disabilities.

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities.

All job postings and vacancies on any of our competitive titles to include language from the 55-a citywide coordinator indicating that the titles are eligible for 55-a designation. We will also review all resumes received from Law Department's Office of People with Disabilities contact representative who sends resumes of persons interested in Law Department positions.

Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.

2. Indicate the goals of your 55-a Program Coordinator for FY 2021. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2021.

Currently, there are [3] 55-a participants.

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

Last year, a total of [0] new applications for the program were received and [0] participants left the program due to [--] .

If there have been no new participants in the program for less than two years, please indicate initiatives taken to hire new 55-a employees.

The agency will actively educate hiring managers about the 55-a program and the benefits of

hiring individuals with disabilities.

The agency will review and process new applications for the 55-a program in light of DCAS' policy guidance which states that decisions on 55-a program admissions should take into account the following three criteria:

- a) the severity of the candidate's physical and/or mental disability;
- b) the candidate's previous and/or current encounter with significant barriers to finding employment due to the disability;
- c) the candidate's encounter of obstacles that can prevent him/her from taking civil service examinations due to the disability.

Based on the June 7, 2016, 55-a memorandum, issued by DCAS, the agency will carefully evaluate each request by longtime provisional employees for designation under § 55-a to serve non-competitively in a competitive title position to ensure that the request is not made solely to avoid the consequences of Civil Service Law § 65(3). In addition, the agency will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil service exam. The agency will encourage 55-a participants to take civil service examinations.

The agency plans to participate in career and job fairs and use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants.

The goals of the 55-a Coordinator for FY 2021 are:

1. Include 55-a messaging in job vacancy announcements
2. Expand recruitment efforts for 55-a program participants.
3. Promote and encourage 55-a program participants to take civil service examinations
4. Attend regular meetings with other citywide 55-A Coordinators encouraging best practices.

These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

VI. Selection (Hiring and Promotion)

NOTE: This section must be prepared in consultation with the Agency Personnel Officer.

1. For FY 2021, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties of the agency Career Counselor(s) with regard to advising employees of opportunities for promotion as well as overall career development.

In FY 2021, the agency's Career Counselor will perform the following tasks:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Arrange for agency wide notification of promotional and transfer opportunities.
- Encourage the use of training and development programs to improve skills, performance and career opportunities.
 - Provide information to staff on both internal and external Professional Development training sources.
 - Explain the civil service process to staff and what it means to become a permanent civil servant.
 - Provide technical assistance in applying for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Assist employees and Job Training Program participants in assessing and planning to develop career paths.
- Provide resources and support for:
 - Targeted job searches
 - Development job search strategies
 - Resume preparation
 - Review of effective interview techniques
 - Review of techniques to promote career growth and deal with change
 - Internship exploration

Additional Initiatives and Comments:

Recruitment: The composition of the Law Department's entry class of new attorneys scheduled

to start each fall is subject to review to ensure that diversity is reflected.

Retention: The Law Department has a Senior Counsel Program which enables the agency to develop and advance staff to assume advanced work functions and managerial responsibilities. Attorney promotions into and within the Senior Counsel Program are also reviewed annually for diversity considerations. Statistical analysis of all promotional decisions will be considered to ensure that there is no underutilization and that promotions reflect the agency's commitment to diversity.

Onboarding and Periodic EEO Training: New hires receive live training from the Diversity & EEO Officers, and all employees receive periodic training in EEO and diversity. The Agency strives to ensure that all employees receive EEO Training on a two-year cycle. EEO Professionals are trained and available to provide counseling and information in all five boroughs. New supervisors also receive training in EEO fundamentals.

Succession Planning: The agency will use internal workforce statistical information to identify specific areas where underutilizations may exist to guide recruitment, retention and training efforts. The agency will also integrate succession planning into agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.

2. Monitoring, review, and assessment of the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions.

In FY 2021, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
- Assess the criteria for selecting persons for mid-level to high level positions.
- Publicly post announcements for all positions, including senior level positions.
- Actively reach out to networks of underrepresented groups as part of its outreach.
- Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.
- Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.

- Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- If adverse impact is discovered, determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review the demographics race\ethnicity and gender for those who received the promotion\salary raises.
- Review on a quarterly basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

Additional Comments:

3. Identify the steps that are taken to ensure that selection process is objective and job related.

During FY 2021, the agency will do the following:

- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- Recommend specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- Consult with EEO in creating/reviewing objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In conducting job interviews, ensure nondiscriminatory treatment by conducting a

structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.

- Use a diverse panel of interviewers to conduct the interview.
- Consult with the EEO Officer to review the interview questions.
- Where possible, include the EEO Officer as an observer of interviews with applicants.
- Use the NYCAPS eHire applicant tracking system for external and internal applicants.
- Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

Additional Comments:

4. For FY 2021, what steps will your agency take to review the positions filled during the year?

- A. Discuss your current practice in utilizing the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.
- The agency will use the NYCAPS Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
 - The agency does not use the NYCAPS Applicant Interview Log Report.
 - The agency will schedule orientation with NYCAPS Central.
- B. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.
- Identify at least two or three people from diverse gender and racial\ethnic backgrounds to review received applications and conduct the interviews.
- C. When identifying groups of subject matter experts to assist the DCAS test development team in creating civil service exams, please describe efforts that will be taken to select a diverse and inclusive group of individuals in the test development process:
- The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
 - The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
 - The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

Additional Comments:

5. Briefly detail which stages of selection involve your EEO Officer (pre- and post-selection).

In FY 2021, the agency EEO Officer will do the following:

PRE-SELECTION:

- Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.
- Actively monitor agency job postings.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Provide feedback to the hiring manager after the EEO Officer's assessment.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.

May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.

Other: _____

POST-SELECTION:

Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.

Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.

Other: _____

Additional Comments:

6. During periods of layoffs, terminations and demotions due to legitimate business/operational reasons, what is your protocol for analyzing the impact of such actions based upon gender, race and age? It is most useful to conduct this analysis prior to finalizing the list of titles that will be impacted. Ensure that the Agency General Counsel and the Law Department are involved in the review.

The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations and demotions due to legitimate business/operational reasons in FY 2021.

The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.

Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.

The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. EEO Awareness (e-learning)			
2. EEO Awareness (classroom)			
3. Everybody Matters (D&I) (e-learning)			
4. Everybody Matters (D&I) (classroom)			
5. Sexual Harassment Prevention (e-learning)	All employees	1,978	FY 2022
6. Sexual Harassment Prevention (classroom)	All employees		
7. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	1,978	FY 2021 Feb. 2021
8. IgbTq – Power of Inclusion (classroom)	Managers, Supervisors, and Front-line employees All other employees		
9. Disability Etiquette			
10. Structured Interviewing and Unconscious Bias (classroom)	All panel interviewers	100-150	Annually
11. Other (specify)- EEO Fundamentals for Supervisors	New Supervisors	10-20	8/12/2020 12/16/2020
12. Other (specify) – New Hire Equal Employment Opportunity Training	All new hires – Support Professionals and College Aides	Varies	Ongoing – varies
13. Other (specify) – Stand Up	All employees	1,978	12/10/2020 Jan.-March

Against Street Harassment			2021
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VIII. Reasonable Accommodation

Please indicate the actions your agency will take to ensure that the process of reviewing reasonable accommodation requests is compliant with the EEO Policy as well as the applicable federal, state, and local laws. Additionally, please detail any best practices currently implemented in this area. Lastly, please describe your current appeal protocol.

- Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- The agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The agency head or designee must review and grant or deny the appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is NOT by the Agency Head, please provide the name and title of the designee¹ : Georgia Pestana, First Assistant Corporation Counsel
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- The agency analyzes the reasonable accommodation data and trends.

¹ EEO Officer and General Counsel should **NOT** be appointed as agency head designee for review of appeals to reasonable accommodation decisions. Refer to the revised guidelines below. Note the conflict of interest; in the event of an external challenge to the denial of a reasonable accommodation, the agency's General Counsel would be tasked with defending the agency against a decision in which that office was a decision maker on appeal.

<http://extranet.dcas.nycnet/eo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

Describe procedures and speed of resolution, including the protocol for deciding appeals of Reasonable Accommodation decisions. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

The Law Department responds to requests for reasonable accommodations promptly and initiates the interactive process within 10 days. The EEO officers aim to issue a decision granting or denying the request within 30 days of the conclusion of the cooperative dialogue. Applicants for a reasonable accommodation may appeal the decision within 30 days of receipt of the decision. The appeal is submitted to the First Assistant Corporation Counsel for a final decision, which is transmitted within 15 business days.

IX. Compliance and Implementation of Requirements Under Executive Orders and Local Laws

A. Executive Order 16: Training on Transgender Diversity and Inclusion

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

- The agency plans to train all new employees within 30 days of start date.
- All the managers, supervisors, and front-line employees were re-trained prior to FY 2021.
- All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

Additional Comments:

B. Local Law 92 (2018): Annual Sexual Harassment Prevention training

- The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 3) as indicated in the Section VII Training above.

Additional Comments:

All agency employees were targeted during the FY 2020 Sexual Harassment Prevention Training cycle held from November 15, 2019 to December 15, 2020.

C. Local Law 97 (2018): Annual Sexual Harassment Reporting

- The agency will input sexual harassment complaint data on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.
- The agency will input **all types of complaint** data on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.
- The agency will ensure that complaints are closed within 90 days.

Additional Comments:

D. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, will conduct a climate survey in FY 2021 by proceeding to do the following:

- Distribute questionnaire electronically to agency employees.
- Designate computers with internet/intranet access to enable employees without computers or internet/intranet access to complete survey during work hours.
- Analyze results of the response data sent by DCAS.
- Continue to implement initiatives identified in the 2018 Climate Survey Action Plan which was submitted to DCAS and reported to City Council Speaker in 2020.

Additional Comments:

X. Audits and Corrective Measures:

Please check the statement(s) that apply to your agency.

- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.

- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ [another governmental agency – please specify] specific to our EEO practices. **Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2021 to include and implement EEPC recommendations that will be implemented during the fiscal year.**

- The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify _____].
Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.

- Within the last two years the agency was involved in an audit conducted by the EEPC] specific to our EEO practices.

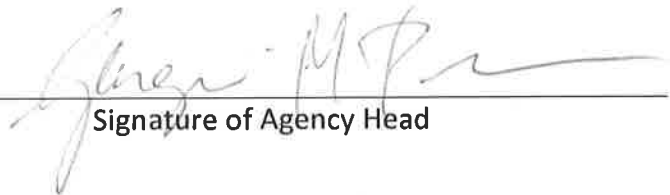
- The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)


- The agency received a Certificate of Compliance from the auditing agency.
Please attach a copy of the Certificate of Compliance from the auditing agency.

XI. Agency Head Signature

NOTE: Agency Head's signature and date should be provided for final submission only after the agency receives approval of the plan by DCAS.

Georgia M. Pestana
Print Name of Agency Head


Signature of Agency Head

9/17/2021
Date 

APPENDIX
Contact Information for Agency EEO Personnel

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