



NEW YORK CITY DEPARTMENT OF
HEALTH AND MENTAL HYGIENE
Ashwin Vasani, MD, PhD
Commissioner

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2022

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

On behalf of the New York City Department of Health and Mental Hygiene, I hereby declare my commitment as the Agency Head to 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 equal 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 public we serve.

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, succession planning, promotion of training/career development opportunities, and strategic planning.

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 Agency EEO Officer, Jorge Martinez, will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Their contact information will be prominently available to all employees.

During this Fiscal Year 2022, 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

Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2021) to advance Equal Employment Opportunity, Equity, Diversity, and Inclusion; for example, completing training goals, introducing new equity programs, or launching employee resource groups. Use the Additional Comments section to list more than five items.

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

1. Distinguished Service Award: Honors employees who through their extraordinary performance contribute significantly to the agency's mission to protect and promote the health of all New Yorkers.
2. Increased collaboration with Race To Justice work groups and the Employee Resource Groups (ERGs) (Latino, African American and LGBTQ).
3. Increased partnerships with Community Based Organizations (CBOs), educational institutions, DCAS Office of Citywide Recruitment, MOPD, Mayor's Office of Appointment, Elected Officials.
4. Conducted Career Information Sessions and Resume Workshops for diverse colleges/universities in addition to our employees. Participated in Diversity Career Fairs.
5. Created the Office of Chief Equity Officer, as part of the First Deputy Commissioner's role to align internal and external efforts to transform our agency and prioritize health issues with a racial equity lens.
6. Developed an agency-wide strategy to incorporate explicit considerations of racial equity and social justice in the agency's annual goal setting process, which included literature review, and a survey of members of the Employee Resource Groups (ERG) to support the development and implementation of the Equity in Planning Action Plan.
7. Develop agency wide recommendations to revise the Racial Justice Commission, with the goal to dismantle structural and institutionalized racism through amendments made to the New York City Charter (the "Charter").
8. Completed an all staff survey to assess staff data-related equity skills agency-wide, to provide information to create thoughtful and targeted tools and trainings, and to serve as a baseline upon which to evaluate the impact of future training efforts.

9. Launch of the Public Health Corps (PHC), a citywide investment in and commitment to the public health workforce and a just recovery from COVID-19 with and for communities who were disproportionately harmed. The work of the Corps is grounded in health equity, a transformative and adaptive process that works toward the physical, mental, emotional, developmental, spiritual and environmental wellbeing of all.

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

- Diversity & EEO Awards*
- Diversity and EEO Appreciation Events*
- Public Notices
- Positive Comments in Performance Appraisals
- Other: Agency wide employee recognition programs award for Workforce Development and the Race to Justice Team Award _____

** 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 2022.

Additional Comments:

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2021

Total Headcount: 6719

Please provide the number of employees whose Race/Eth and/or Gender is 'Unknown'

Race/Ethnicity: 234

Gender:

Both R/E and Gender: 6

(These figures are available on the total line for your agency in the EBEP210 CEEDS report)

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 2022, 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 Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- Newsletters and internal Agency Publications
- On-boarding of new employees
- Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- In FY 2022, the agency will inform and remind employees of the option to add preferred name in ESS.

Additional Comments:

2. Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, and 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 to reduce/eliminate underutilization.

- 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
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (___specify)	<input 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:

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2022

1. Proactive Strategies to Enhance Diversity, Equity, Inclusion and EEO in areas of **Workforce, Workplace, and Community.**

State below the central goals of your strategy for FY 2022 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted. Workforce goals are directed at the composition of your workforce, recruitment, retention, promotion, and professional development. Workplace goals have to do with inclusion, workplace culture, and employee activities. Community goals are directed at the external environment of your agency: the public and entities served by the agency. Describe special initiatives to enhance equity and focus on race relations in item 4.

1. Workforce:

Our Workforce Development Program will continue to offer Career Counseling, Career Information Workshops, Resume Writing Workshops, and targeted training and education to our employees. For FY 2022 we will continue to host virtual events on Civil Service; provide information on resources available to build the next level of qualified managers and provide continued support to divisions that have plans for or have started mentoring employees to address specific employee development and support.

2. Workplace:

- a. Expand on communication methods to ensure that our employees are aware of our agency’s Workforce Development programs that will assist them with information that can potentially help them qualify for career advancement opportunities. We will continue to tailor workshops and webinars to our audience’s needs and expand on our eLearning virtual presentations.
- b. Expand on existing mechanisms for staff to report experiences of bias and oppression in the workplace and monitor follow-up actions or changes in workplace environment post report for staff who experienced bias.
- c. Forging a Networking Alliance with DCAS LGBTQ ERG Group: Work closely with DCAS’ ERG Group in promoting dynamic career opportunities for the LGBTQ community that will enhance our Diversity Recruitment Goals.

Continue to expand our outreach to CUNY schools and HBCUs

3. Community:

- a. The agency will continue to focus on our emergency response to COVID-19 and ensuring that the public has equitable access to vaccines. In addition, the agency will also focus on diversity and inclusion efforts aimed at staff . Will also further collaborate and partner with external members of Community Based Organizations.
- b. Launched the Public Health Corps (PHC), a citywide investment in and commitment to the public health workforce and a just recovery from COVID-19 with and for communities who were disproportionately harmed. The work of the Corps is grounded in health equity, a



transformative and adaptive process that works toward the physical, mental, emotional, developmental, spiritual, and environmental well-being of all.

- c. Launched COVID-19 Vaccine Equity Strategy, an unprecedented collaboration between governmental agencies across NYC to make sure vaccine access, uptake and outcomes are anti-racist, equitable, ethical, and directly address racism and other systems of oppression by dismantling these systems wherever possible.

4. Equity and Race Relations Initiatives:

HR Recruitment

- a. Make recommendations on anti-racist, health-related City Charter revisions to the newly established Mayoral Racial Justice Commission.
- b. Partner with city agencies and organizations to advise on assessments of structural racism within policies, plans and budgets and make recommendations to mitigate harm and affirmatively promote health and well-being.
- c. Report on fatalities, injuries, and incidents of racism that occur because of involvement with law enforcement, and health conditions for individuals in correctional facilities.

- 2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2022, which are aimed toward 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 actions and initiatives 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 limited to the EEO Office.

The agency will address underutilization in FY 2022 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- 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:
 - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
 - 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.
- Implement initiatives to improve the personal and professional development of employees.
- Conduct assessment to ensure pay and promotions are equitable.

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs, or Comments:

B. WORKPLACE:

In addition to the strategic goals above, please indicate here specific actions and initiatives 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).

List below the names of existing ERGs:
 ___ African-American/Black ERG _____
 ___ LGBTQ+ ERG _____
 ___ SALUD (Latino) ERG _____
 ___ Asian American Pacific Islander ERG ___

Agency will create a Diversity Council to leverage equity and inclusion programs.

Agency Diversity Council is in existence and active.

Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion.

Agency will actively inform employees of their rights and protections under the New York City EEO Policy.

Agency will keep employees informed of the EEO complaint and reasonable accommodation processes and circulates *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.

Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.

In FY 2021, 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
- Other (specify): _____

The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):



1. Analyze agency Exit Survey data and identify issues that can be addressed through workforce development, professional development and training, conflict resolution and any other initiatives as appropriate.
2. Continue to produce quarterly reports that are issued to our agency’s division leadership to provide them with data that reflects their division.

Describe specific actions designed to enhance equity and initiatives to address race relations in the agency:

Creation of a Race to Justice initiative at the agency under which staff members provide training in applying an equity lens to decision making and provide additional training to address history of race relation in the US such as an “Undoing Racism” training provided to managerial employees.

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

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

In FY 2022, 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.
- Expand language services for the public.

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs or Comments:

Conduct a NYC Health Opinion Poll to measure adult New Yorkers’ awareness, acceptance, and use -or barriers to – of our programs, knowledge and opinions and attitudes about health care and practices and opinions about public events that are related to health.

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 2022:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- 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.



- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- 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
 - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

B. Recruitment Sources

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
<p>1. NYS DOE Freedom of Information Law (FOIL) Requests – Physicians, Nurse Practitioners, Midwives, Registered Nurses, Social Workers, Psychologists, Clinical Laboratory Microbiologists</p>	<p>1. Anticipated Return - We anticipate continuously yielding a diverse pool of candidates for top public health initiatives/mayoral priorities in the respective divisions of Disease Control, FCH, Mental Hygiene, CHECWELL</p> <p><input checked="" type="checkbox"/> Previous hires from this source – Mental Hygiene, Public Health Labs, FCH – School Health & NFP</p>
<p>2. Mayor’s Office of People With Disabilities (MOPD)</p>	<p>2. Anticipated Return - Leveraging a diverse and talented pipeline of 55-A Candidates across a broad spectrum of clerical and administrative vacancies across all Divisions/Bureaus</p> <p><input checked="" type="checkbox"/> Previous hires from this source: Finance, School Health, Admin, Environmental Health</p>
<p>3. Ongoing Collaborative Partnership with OEA’s Digital Strategy Team to Promote Executive-Level Positions (ACs/DCs/Director) on Social Media via LinkedIn/Twitter and Job Spotlight Page job spotlight page</p>	<p>3. Anticipated Return - Canvass a large and diverse pool of candidates to be considered for executive level vacancies</p> <p><input checked="" type="checkbox"/> Previous hires from this source – Deputy Commissioner of FCH and Deputy Commissioner of Mental Hygiene.</p>
<p>4.A) Liaising with Office of External Affairs OEA’s Intergovernmental Affairs Team: Chelsea Cipriano, Jay Bala, and Tejumade Ajaiyeoba to promote vacancies via the following promotional channels:</p> <p>-Elected Officials & their designated constituents - Community Based Organizations (CBOs)</p>	<p>4. Anticipated Return - Source diverse candidates for community-facing vacancies</p> <p><input checked="" type="checkbox"/> Previous hires from this source – Vaccine For All Staff – Flow Monitors, Greeters, Vaccinators</p>



<p>-Public Health Partners Connect (PHPC)Community Partners</p> <p>4. (B). Small Business Solutions/Workforce 1</p>	
<p>5. Diversity Recruitment Sites:</p> <ul style="list-style-type: none"> • Workplacediversity.com • Diversity.com • Monster Diversity • IHispano • HBCU Connect • Pink-jobs.com • Vet jobs.com • SACNAS (Society for Advancement of Chicanos/ Hispanics and Native Americans in Science) • Northeast HR Association • Baltimore Chapter of the National Association for African Americans in Human Resources (NAAAHR) • New Jersey Chapter of the Black MBA Association (NMBAA-NJ) • College and University Professional Association for Human Resources (CUPA-HR) • The Association of Healthcare Human Resource Administrators of Greater New York • Diversity Nursing <p>Cultural and Ethnic Newspapers</p>	<p>5. Anticipated Return – Increasing applicant pool of diverse candidates for many existing and future vacancies in order to support succession planning</p> <p><input type="checkbox"/> Previous hires from this source - Unknown</p>
<p>6.</p> <p>(A) Virtual Diversity Career Fairs</p> <p>(B) Ongoing Career Information Sessions & Resume Workshops with divers academic partners – CUNY School of Public Health, NYU School of Global Public Health, Harvard T. Chan School of Public Health, Long Island University School of Public Health and Public Administration, Monroe College, Adelphi College, St. Francis College, Rutgers University, City College, NYC Technical College – New York City, CUNY School of Social Welfare, SUNY Downstate Medical Center, Colombia University Mailman School of Public Health</p>	<p>Anticipated Return – Leveraging a diverse and multidisciplinary pool of talented candidates to expand our Internal Resume Bank in order to provide hiring managers with greater access to pre-qualified applicants for many of their existing and future vacancies</p> <p>Fosters dynamic opportunity for Employer Branding and promotion of high-level vacancies to increase knowledgebase of potential job applicants</p> <p><input checked="" type="checkbox"/> Previous hires from this source – Disease Control, Mental Hygiene, Environmental Health</p>

6 (C) Bard Prison Initiative

C. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2021 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2022.

The agency provided the following internship opportunities in FY 2021:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0	N/A	M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0	N/A	M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	9	American Indian/Alaska Native 1 Asian 2 Choose not to disclose 1 Latino 1 Two or More Races 1 White 3	M _5_ F 4__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	16	Summer Graduate Interns Asian 5 Summer Graduate Interns Black or African American 2 Summer Graduate Interns Choose not to disclose 1 Summer Graduate Interns Latino 2 Summer Graduate Interns White 6	M _2_ F_14_ Non-Binary __ Other __ Unknown __

<p>5. Other (specify):</p>	<p>95</p>	<p>Other (specify): College Aide (TC 10209-B) American Indian/Alaska Native 2 Other (specify): College Aide (TC 10209-B) Asian 22 Other (specify): College Aide (TC 10209-B) Black or African American 27 Other (specify): College Aide (TC 10209-B) Choose not to disclose6 Other (specify): College Aide (TC 10209-B) Latino 21 Other (specify): College Aide (TC 10209-B) Native Hawaiian/Pacific Islander 1 Other (specify): College Aide (TC 10209-B) Two or More Races 4 Other (specify): College Aide (TC 10209-B) White 12</p>	<p>M _23_ F_71_ Non-Binary _1_ Other __ Unknown __</p>
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* 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 2022.

Additional Comments:

D. 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

The agency will continue to use the 55-a Program to hire and retain qualified individuals with disabilities in FY 2022. We plan to provide them with Career Development along with training and professional development.

- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
- Agency does not use the 55-a Program and has no participating employees.

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. 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 2022.

Currently, there are 25 55-a participants.

There are 5 [number] participants who have been in the program less than 2 years.

Last year, a total of 1 [number] new applications for the program were received and 1 participants left the program due to [state reasons] resignation_____.

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.

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. Continue to promote 55a recruitment within the agency.
2. Continue to partner with MOPD and DCAS to increase inclusion and awareness through training and hiring events.
3. Continue to provide guidance to hiring managers on the hiring and onboarding of 55-a candidates.

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.

A. Career Counselors

For FY 2022, 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 2022, 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:

B. New Hires and Promotions

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

In FY 2022, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
 - Promotion and salary increase protocol in existence.
 - Assess the criteria for selecting/promoting 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.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review and analyze the demographics race\ethnicity and gender for those who received the promotion\salary raises to ensure such practices are equitable.
- Review on a regular basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).
- 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:

C. Selection Process

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

During FY 2022, the agency will do the following:



- 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.
- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- 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.
- EEO Officer is asked to review the interview questions.

Additional Comments:



D. Review of Hiring, Promotion, and selection Practices

For FY 2022, 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.
- Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race, and ethnicity).

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, assignment 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:

E. EEO Role in Hiring and Selection Process

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

In FY 2022, 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.
- EEO reviews vacancy postings to ensure elimination of language that has the potential for gender stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns).
- Actively monitor agency job postings.
- Ensure all job postings include updated EEO Employer statement released in 2021.
- EEO is consulted regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- 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.
- Advise Human Resources in the development of a comprehensive guide for hiring managers.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- 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.



- Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

Additional Comments:

F. Layoffs

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

Please refer to **Section IX** to ensure the agency complies with training requirements under local laws and Executive Orders.

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)			
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)		>200	07/30/22
3. Sexual Harassment Prevention (e-learning)	All employees	6719	08/31/22
4. Sexual Harassment Prevention (classroom/live webinar)			COVID-19 Impacted
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees	1534	07/30/22
	All other employees	5185	
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees		COVID-19 Impacted
	All other employees		
7. Disability Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Hiring Managers	1534	07/30/22
	All other employees	5185	
9. Other (specify)			
10. Other (specify)			



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.
- Absent any undue hardship, 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 done by the Agency Head.
Provide the name and title of the designee¹ : ___Nellie Afshar, Chief of Staff_____
- The designee reports directly to the Agency Head.
- 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.

Briefly 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 EEO Office strives to resolve requests for reasonable accommodations within 30 days after an employee submits all required documentation in support of their request. However, due to the high volume of requests for reasonable accommodations received in connection with return to work mandates, and COVID-19, processing time has been delayed. Employees with pending reasonable accommodation requests are encouraged to speak to their supervisors about interim accommodations.

Appeals of EEO determinations are handled by Nellie Afshar, Strategic Initiative Specialist, Chief of Staff, the Commissioner's designee for handling appeals.

The EEO Office provides quarterly reports to the Commissioner concerning volume, trends, and speed of disposition of EEO complaints and reasonable accommodations requests and appeals.

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 within the last two years.
- 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. Executive Order 59: Chief Diversity Officer/Chief MWBE Officer

Under Executive Order No. 59 of 2020, all agencies shall appoint a Chief Diversity Officer/Chief MWBE Officer, with the appropriate experience and knowledge to oversee the agency's MWBE program, to report directly to the agency head. Agency heads shall ensure internal candidates are considered for the Chief Diversity Officer/Chief MWBE Officer.

- The agency appointed a Chief Diversity Officer/ Chief MWBE Officer by August 28, 2020.

Provide the name and title of the Chief MWBE Officer : Sami Jarrah, Chief Financial Officer/Deputy Commissioner



<i>Additional Comments:</i>

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

<input checked="" type="checkbox"/> The agency plans to train <u>all</u> new employees on Sexual Harassment Prevention within 30 days of start date.
<input checked="" type="checkbox"/> The agency will train <u>all</u> current employees on Sexual Harassment Prevention (Cycle 4 – September 1, 2021 – August 31, 2022) as indicated in the Section VII Training above.
<i>Additional Comments:</i>

D. Local Law 97 (2018): Annual Sexual Harassment and Complaint Reporting

<input checked="" type="checkbox"/> 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.
<input checked="" type="checkbox"/> 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.
<input checked="" type="checkbox"/> The agency will ensure that sexual harassment complaints are closed within 90 days.
<input checked="" type="checkbox"/> The agency will ensure that all other complaints are closed within 90 days.



Additional Comments:

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, conducted a climate survey in FY 2021 and will proceed to do the following in FY 2022:

- 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.
- Analyze FY 2021 survey data once provided by DCAS.
- Develop an Action Plan to address concerns raised in the FY 2021 Climate Survey and submit it to DCAS by July 31, 2022. [*Further guidance will be provided to agency by DCAS in 2022.*]

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 2022 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 or _____ [**another governmental agency – please specify**] 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.

Ashwin Vasan

Print Name of Agency Head

Signature of Agency Head

4/4/22

Date

APPENDIX

Contact Information for Agency EEO Personnel

Please provide contact information (name, title, e-mail, telephone number and full office address) for the following EEO roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert table rows as needed.

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Jorge Martinez	Jmartin4@health.nyc.gov	(646) 940-0628
2.	Agency Deputy EEO Officer	n/a		
3.	Agency Chief Diversity and Inclusion Officer	n/a		
4.	Agency Diversity & Inclusion Officer [if designated]	n/a		
5.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Sami Jarrah	sjarrah@health.nyc.gov	347-396-6242
6.	ADA Coordinator	Jorge Martinez	Jmartin4@health.nyc.gov	(646) 940-0628
7.	Disability Rights Coordinator	Jorge Martinez		
8.	Disability Services Facilitator	Jorge Martinez		
9.	55-a Coordinator	Frances Matos Rhina Gelin	fmatos@health.nyc.gov rhernandez1@health.nyc.gov	347-396-2127 347-396-2137
10.	Career Counselor(s)	Georges Precil	gprecil@health.nyc.gov	347-396-6183
11.	Training Liaison(s)	Selina Hill Samuel Cohen	shill3@health.nyc.gov , scohen8@health.nyc.gov	347-396-2126 347-396-2112
12.	EEO Counselor(s)/ Investigators/Trainers	Doug Barr Stephanie Saez	dbarr@health.nyc.gov ssaez@health.nyc.gov	347-396-6507 347-396-6466