

**Diversity, Equity, Inclusion and Equal  
Employment Opportunity (DEI-EEO) Plan**

**Fiscal Year 2023**

**Mayor's Office of Contract Services**

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## **I. Commitment and Accountability Statement by the Agency Head**

On behalf of the Mayor's Office of Contract Services (MOCS), 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.

Promoting diversity and equal opportunity has been central to our agency's operating principles and mission. Under my leadership, MOCS continues to seek to dramatically change the way the City conducts business to ensure the procurement process is fair, transparent, inclusive, encourages a competitive and diverse business environment, and increases contracting opportunities and participation among City-certified minority and women-owned enterprise (M/WBE) firms. As we further develop the skills and knowledge to become more customer service friendly, meet the needs of agencies' programming and policy priorities, and appropriately support and communicate with the vendors and the community-based organizations selected to serve the public, the unique talents and diverse backgrounds of our employees will be one of our greatest sources of innovation and strength.

I will strive to not only achieve the greatest possible diversity among our workforce, but also to create an inclusive culture of openness, tolerance, and cooperation in our workplace, 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. It is through the inclusion of our diversity of thought, experience, culture, and background that we succeed.

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 EEO Officers, 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 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 EEO Officers and our Diversity, Equity, and Inclusion team 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 Co-EEO Officers, Caroline Whitney and Alexandre Stamoulis, and Chief Diversity and Inclusion Officer, Maria Osorio, 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. Furthermore, we plan to continue expanding our EEO team and providing clear guidance to all agency employees on how the EEO team can be reached, what role they play for the agency, and the rights and responsibilities all City employees have under the City's EEO policy.

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.

☒ This statement will be disseminated to all employees in the agency.

## **II. Recognition and Accomplishments**

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

1. In FY22, MOCS continued offering employees the opportunity to form ERGs.
2. In FY22, MOCS implemented new policies to improve diversity in hiring.
3. In FY22, we continued to promptly address and satisfy all reasonable accommodation requests.
4. In FY22, we continued to give an EEO presentation for all new hires during their orientation, which touches on topics such as the EEO Policy, Diversity and Inclusion, Sexual Harassment, Reasonable Accommodation, and the 55a program.
5. In FY22, we hired a new Chief Diversity Officer.
6. In FY22, the City awarded over \$1.4 billion in combined prime and subcontract awards to City-certified M/WBE vendors. This represents a combined utilization rate of 66% among contracts subject to the City's M/WBE program. This includes the number of prime contracts awarded to M/WBE, especially through the expanded M/WBE Noncompetitive Small Purchase method.
7. Below are additional accomplishments in FY22 in the areas of EEO and Diversity and Inclusion:

Agency Notices:

7/12/21: sent out a link to a presentation by the Community Behavioral Health Academy on managing stress and building resilience during COVID-19; Employee Assistance Program (EAP) takeaway corner regarding stress-related growth.

7/19/21: sent out a link to a presentation by the Community Behavioral Health Academy on managing stress and building resilience during COVID-19; promoted a virtual three part series with the Mayor's Office for People with Disabilities to learn about disability awareness; EAP corner promoting Mental Health Awareness Month

7/26/21: sent out a link to a presentation by the Community Behavioral Health Academy on managing stress and building resilience during COVID-19; EAP corner promoting balance

8/9/21: sent out a link to a presentation by the Community Behavioral Health Academy on managing stress and building resilience during COVID-19

8/23/21: EAP corner explaining "radical acceptance" and providing resources

8/30/21: EAP corner promoting National Women's Equality Day

9/13/21: promoted the Racial Justice Commission Agency Staff Survey; EAP corner with information on anger management

9/20/21: EAP corner promoting National Hispanic Heritage Month

9/27/21: EAP corner with information on National Suicide Awareness Month

10/4/21: Recognition of Hispanic American Heritage Month and a City Talk Panel

11/8/21: Information regarding the NYC Racial Justice Commission with information about upcoming public input sessions

11/15/21: Information regarding the NYC Racial Justice Commission with information on upcoming public input sessions

11/29/21: EAP Corner recognition of Native American Heritage month

1/18/2022 – EAP Corner recognition of Martin Luther King Jr. Day

2/8/2022 – EAP Corner recognition of Black History Month

3/7/2022- EAP Corner discussion on concern for Ukraine; Recognition of Women's History Month

3/15/2022 – Recognition of Equal Pay Day; Women's History Month

3/21/2022- Notice of DFTA seminar on Age-inclusiveness; EAP Corner on social media; Holi celebration recognition; Recognition of Women's History Month

3/28/2022- Recognition of Women's History Month

4/4/22- EEO Corner recognition of Autism Awareness Month, Ramadan, Ram Navami holiday

4/11/22- EEO Corner recognition of Passover holiday, Autism Awareness Month, Ramadan, Holy Week

4/18/22- EEO Corner recognition of Passover, Autism Awareness Month, Ramadan, Orthodox Good Friday and Easter Sunday. Blurb about Diversity, Equity and Inclusion review in hiring.

4/26/22- EEO Corner recognition of Autism Awareness Month, Ramadan, Yom HaShoah, Laylat al Qadr. Blurb about Diversity, Equity and Inclusion review in hiring.

5/4/22: EEO Corner recognition of Asian Pacific American Heritage Month, Mental Health Awareness Month or Mental Health Month, Older Americans Month, Jewish American Heritage Month, Aid al-Fitr, Cinco de Mayo, Buddha Day. Blurb about Diversity, Equity and Inclusion review in hiring.

5/10/22: EEO Corner recognition of Asian Pacific American Heritage Month, Mental Health Awareness Month or Mental Health Month, Older Americans Month, Jewish American Heritage Month. Blurb about Diversity, Equity and Inclusion review in hiring.

5/17/22: EEO Corner recognition of Asian Pacific American Heritage Month, Mental Health Awareness Month or Mental Health Month, Older Americans Month, Jewish American Heritage Month, International Day Against Homophobia, Biphobia and Transphobia, Lag BaOmer. Blurb about Diversity, Equity and Inclusion review in hiring.

5/23/22: EEO Corner recognition of Asian Pacific American Heritage Month, Mental Health Awareness Month or Mental Health Month, Older Americans Month, Jewish American Heritage Month, Ascension of Jesus/ Ascension Day, Ascension of Bahá'u'lláh. Blurb about Diversity, Equity and Inclusion review in hiring.

5/31/22: Recognition of Lesbian, Gay, Bisexual, Transgender, and Queer + Pride Month, Immigrant Heritage Month, Shavuot 2022, Pentecost 2022. Blurb about Diversity, Equity and Inclusion review in hiring.

6/7/22: Blurb about embracing diversity and WorkWell webinar in recognition of Pride month and Juneteenth, creating spaces that “uplift diversity and amplify the message that difference is welcomed, respected, and embraced,” notice of event for Juneteenth celebration, recognition of LGBTQ+ Pride Month, Immigrant Heritage Month, Shavuot 2022, Whit Monday, Trinity Sunday. Blurb about Diversity, Equity and Inclusion review in hiring.

6/16/22: Recognition of National Puerto Rican Day Parade, invitation for a Juneteenth celebration, notice about a virtual boot camp to become a better ally, recognition of LGBTQ+ Pride Month, Immigrant Heritage Month, Filipino Independence Day, Native American Citizenship Day, Juneteenth. Blurb about Diversity, Equity and Inclusion review in hiring.

6/22/22: notice of virtual boot came to be a better ally, picture from MOCS GC's team potluck in honor of Pride Month, notice regarding Microaggressions training, DCAS exam schedule posting, blurb about Diversity, Equity and Inclusion review in hiring, recognition of LGBTQ+ Pride Month, Immigrant Heritage Month, Feast of the Most Sacred Heart.

6/27/22: notice of Microaggressions training, DCAS exam schedule posting, blurb about Diversity, Equity and Inclusion review in hiring, recognition of LGBTQ+ Pride Month, Immigrant Heritage Month, Feast Day of Saints Peter and Paul, Rath Yatra.

### III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2022

Total Headcount: 169

1.

In FY 2023, 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
- ☒ 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 2023, the agency will inform and remind employees of the option to add preferred name in ESS.

New hires are encouraged to utilize NYCAPS Employee Self Service (ESS) to view and update their personal and self-ID information. Also, employees are encouraged to disclose this information in NYCAPS as part of the new hire process and ESS instructions are on the MOCS intranet page. MOCS EEO will also send out annual reminders to agency staff.

2.

EEO Officers review quarterly CEEDS reports to determine where certain demographics are underutilized within certain titles or positions and then discuss those findings with the Agency Head to determine what changes, if any, need to be made to make sure all demographics within MOCS are appropriately utilized and given the opportunity to excel within the agency.

- ☒ The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) 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.

[Select the options that apply to your agency.]

**Agency Head**

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other \_\_\_\_\_

**Human Resources**

☐ Quarterly ☒ Semi-Annually ☐ Annually ☐ Other \_\_\_\_\_

**General Counsel**

☐ Quarterly ☒ Semi-Annually ☐ Annually ☐ Other \_\_\_\_\_

**Other (\_\_\_specify)**

☐ Quarterly ☐ Semi-Annually ☐ Annually ☐ 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).

## **IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2023**

**1. Goals and strategies to enhance DEI and EEO in areas of Workforce, Workplace, Community, and Race Relations.**

❖ **Workforce:**

- MOCS will continue to align recruitment, professional development, and equitable selection practices strategically with current employment needs.

❖ **Workplace:**

Foster employee engagement by increasing staff inclusion in agency planning and communication.

The EEO Team will work with the Chief Diversity Officer on updated strategies.

To foster engagement and inclusion, MOCS continues to run a Staff Advisory Council (SAC) to support the agency's mission and propagate positive agency culture. The SAC, comprised of a diverse representation of non-managers from all MOCS Divisions and Units, reports directly to the Agency Head, and serves as a conduit for input and discussion of relevant issues raised by staff. The SAC has identified communication advocacy, increased staff engagement, wellness promotion as this year's continued goals.



In FY 2023, the EEO team and the SAC will continue to collaborate on efforts to expand programming celebrating diversity and inclusion, create Employee Resource Groups, and improve agency-wide communication.

❖ **Community:**

Increase access and level the playing field so that small nonprofits and M/WBEs can successfully compete for City business and contracts.

MOCS is committed to encouraging a competitive and diverse business environment that provides opportunities for our diverse vendor community to do more business with the City of New York. As a partner with both the Office of Minority and Women-Owned Business Enterprises and the Department of Small Business Services, MOCS stands firm with the City's commitment to increase contracting opportunities among City-certified M/WBE firms. The City's M/WBE program was established to address the impact of discrimination on the City's procurement process and to promote the public interest in avoiding fraud and favoritism in the process, ultimately increasing competition for City business, and lowering contract costs. To that end, as part of the oversight team for the City's M/WBE program, MOCS plays a pivotal role in creating and implementing policy, training and advising agencies, and collecting vital data, all in support of enhancing the participation of M/WBEs in City contracting.

MOCS will continue to engage with diverse groups of vendors through feedback sessions, workgroups, presentations and email outreach campaigns. Through these engagements, MOCS connects with thousands of vendors in the following communities: M/WBE, construction, engineering, architecture, landscape architecture, professional services, standardized services and nonprofits organizations. MOCS recognizes the need to ensure M/WBEs have the PASSPort support and training needed to be successful to compete and win City contracts. As such, MOCS has done and continues to do direct marketing to M/WBEs on access and knowledge of all vendor-specific trainings ranging from Vendor Enrollment to Finding and Responding to RFx. Additionally, in response to the ongoing COVID-19 emergency, MOCS provides support to a diverse group of nonprofits and community-based organizations across the City. Collaborative strategies for emergency response efforts were enacted through the COVID-19 Response team participation, engagement with the City's Vaccine Command Center's Equity outreach - reaching residents in TRIE neighborhoods and the most vulnerable to COVID-19, outreach campaigns to provide business continuity guidance, and distribution of face coverings to organizations of all sizes to support with recovery efforts.

❖ **Equity, Inclusion and Race Relations Initiatives:**

MOCS is focused on promoting equity, increasing diversity, and improving race relations within the agency. In addition to the goals and programs articulated herein, MOCS will continue to consider initiatives to enhance inclusion throughout the year, especially by listening to employee feedback on racial equity concerns. The MOCS EEO team will meet regularly throughout the year to coordinate and consider new ideas.

## **2. Planned Programs, Initiatives, Actions**

### **A. Workforce**

MOCS has set aside funds for the agency's recruitment efforts, which enables MOCS to recruit from additional sources. In past years, for example, MOCS has used funds to pay for job fairs and MOCS is exploring attending various career and non-profit fairs to make opportunities to work for MOCS known to a greater pool of candidates beyond those reviewing the nyc.gov jobs portal. MOCS also provides opportunities for professional development through training (on- and off-site), supporting employee applications to the Mayor's Graduate Scholarship Program (MGSP) and Management Academy, as well as informing staff about civil service exams.

EEO Officers also review quarterly CEEDS reports to determine where certain demographics are underutilized within certain titles or positions and then discuss those findings with the Agency Head to determine what changes, if any, need to be made to make sure all demographics within MOCS are appropriately utilized and given the opportunity to excel within the agency.

### **B. Workplace**

MOCS will continue to take steps to increase agency-wide communication of programs and events celebrating diversity and inclusion, encourage participation in surveys and updates to self-ID information, send reminders of EEO trainings, and share information of interest about upcoming holidays and cultural celebrations.

The agency will continue to utilize the weekly agency email newsletter, the MOCS Weekly Minute, to share information with staff. The EEO team also plans to collaborate with the Staff Advisory Committee to better engage the MOCS workforce on what racial equality issues they would like discussed in the workspace, and how the agency as a whole can better include viewpoints and concerns from all parts of the agency. Through a bottom-up feedback loop, we hope to create a much more inclusive workspace that listens to employee voices and addresses racial equality concerns at a systemic level. MOCS will also explore creating interactive notice boards to allow staff to share information.

MOCS is developing a staff assessment survey to gauge each employee's feelings about MOCS organizational behavior, supervisors and unit behavior as it relates to diversity and inclusion. The purpose of this survey is to provide insight on the types of trainings MOCS should provide to both all staff and trainings specifically for manager to address issues identified. The EEO Team also plans to work with the Chief Diversity Officer on focus groups and/or learning events on race, equity, and inclusion.

In addition to continuing our use of the Workplace Insight Survey for Exiting Managers (WISE), MOCS will conduct MOCS-specific exit interviews and surveys.

EEO will work to hold virtual lunch-and-learns to increase awareness at MOCS about employees' EEO rights and the MOCS-specific EEO policies that indicate that MOCS does not tolerate unequal treatment among employees and that diversity and inclusion of people and ideas are valued by Senior Management. The program will also highlight programs like Employee Resource Groups. The series will be held multiple times within a given month to ensure that all that wish to attend are able to.

The Mayor's Graduate Scholarship Program offers opportunities to MOCS employees with undergraduate degrees to study at accredited colleges/universities in the metropolitan area. We did not have any employees participate in the program in 2022, so we hope to promote this program in FY 2023.

The Management Academy exposes selected MOCS managerial staff to exceptional management practices and offers a fuller understanding of the formal and informal processes that drive City government. By providing workshops and opportunities to apply skills and knowledge acquired through the program, the Academy prepares its participants to meet the unique demands of managing in City government. We did not have any employees participate in the program in 2022, so we hope to promote this program in FY 2023.

- ☒ Promote employee involvement by supporting Employee Resource Groups (ERGs).

List below the names of existing ERGs:

1. MOCS does not have any current ERGs but will continue to promote and encourage.
- 2.
- 3.
- 4.
- 5.

- ☒ 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 inform employees of their rights and protections under the New York City EEO Policy

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

### **C. Community**

MOCS is committed to encouraging a competitive and diverse business environment that provides opportunities for our diverse vendor community to do more business with the City of New York. As a partner with both the Office of Minority and Women-Owned Business Enterprises and the Department of Small Business Services, MOCS stands firm with the City's commitment to increase contracting opportunities among City-certified M/WBE firms. The City's M/WBE program was established to address the impact of discrimination on the City's procurement process and to promote the public interest in avoiding fraud and favoritism in the process, ultimately increasing competition for City business, and lowering contract costs. To that end, as part of the oversight team for the City's M/WBE program, MOCS plays a pivotal role in creating and implementing policy, training and advising agencies, and collecting vital data, all in support of enhancing the participation of M/WBEs in City contracting.

MOCS is engaging vendors and providers in PASSPort design and adoption efforts. We are focusing on all vendor communities, with specific targeted outreach to M/WBEs and small community-based organizations. MOCS also provides vendors with a suite of Procurement 101 trainings on its website to increase awareness about and understanding of the procurement process. Trainings walk vendors through a procurement roadmap from introducing them to procurement and the PASSPort system to responding to opportunities.

MOCS conducts extensive outreach to nonprofit providers and community-based organizations of all sizes, particularly through email blasts, webinars, letters sent by the MOCS Director, phone calls and emails to individual small CBOs and nonprofits in response to their questions, partnerships with coalitions, and maintenance of an informative redesigned webpage.

MOCS is exploring new ways in which to engage with the MWBE and non-profit community and is aggressively attending events and networking with stakeholders in these spaces to get a better understanding of their needs and goals in City procurement. We are currently working on a number of different outreach and educational campaigns that we hope will spur greater participation from community-based organizations, MWBEs, and nonprofit providers in the City's procurement process.

In FY 2023, 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

- ☐ Expand language services for the public

## V. Recruitment

### A. Recruitment Efforts

In FY23, MOCS will review policies, procedures, and practices related to targeted outreach and recruitment. MOCS will utilize the Inclusive Recruitment Guide issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans. We will also identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment, continue to assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included; all job postings will include a statement that the City of New York and MOCS are an equal opportunity employer:

*Mayor's Office of Contract Services is an equal opportunity employer. Mayor's Office of Contract Services recognizes the unique skills and strengths gained through military service. Veterans and service members of the U.S. Armed Forces are strongly encouraged to apply. Special accommodations provided to applicants with disabilities. Please contact MOCS Disability Service Facilitator at [disabilityaffairs@mocs.nyc.gov](mailto:disabilityaffairs@mocs.nyc.gov) or 212-298-0734 only to request an accommodation. No other phone calls or personal inquiries permitted.*

MOCS will continue to share job vacancy notices with the Mayor's Office for People with Disabilities, reach out to DCAS Office of Citywide Recruitment as needed as a resource, 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, and Everybody Matters EEO and Diversity and Inclusion training. We will also assess recruitment efforts to determine whether such efforts adversely impact any particular group.

### B. Recruitment Sources

1. City University of New York's (CUNY) website and career fairs, including LGBTQ career fairs
  - Increase pool of minority and LGBTQ candidates
2. Department of Veterans' Services
  - Increase pool of veteran candidates
3. Veteran Workforce
  - Increase pool of veteran candidates
4. Mayor's Office for People with Disabilities
  - Increase pool of candidates with disabilities
5. DCAS Diversity Career Fair
  - Increase pool of candidates with disabilities
6. Survey staff networks, particularly professional networking associations that serve diverse groups (women, minorities, etc.)
  - Create a larger and more diverse recruitment pool of qualified candidates
7. ACCES VR
  - Increase pool of candidates with disabilities
8. PerScholas
  - Increase pool of minority candidates in the field of IT

### C. Internships/Fellowships

For FY 2023, MOCS plans to continue providing internship opportunities for graduate, college, and high school students during the summer semesters. MOCS will also continue to participate in DYCD's Ladders for Leaders summer youth program and DYCD's Summer Youth Employment Program (SYEP) and DCAS Summer Internship Program (SIP). MOCS also aims to increase diversity in the internship program.

The agency provided the following internship opportunities in FY 2022:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __

3. Summer College Interns (includes SIP and SYEP)	7	W (1), H (3), B (1), A (2)	M __7 F_1_ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): VISTA Member	1	W (1)	M __ F_1_ Non-Binary __ Other __ Unknown __

#### 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 and pass 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.

- Presently, the agency employs 0 [number] 55-a participants.
- There are 0 [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 0 [number] new applications for the program were received and 0 participants left the program due to [state reasons] 0.

MOCS will continue to post information on the 55-a Program on the agency's bulletin board and intranet site, provide at recruitment events and include in the new hire packets provided at orientation. Although MOCS is not permitted to use the 55-a language in our job postings per DCAS since our postings are not competitive titles, MOCS will continue to share all of our postings with MOPD, NY City at Work, Access VR, Veteran Workforce1, and the NYC Department of Veteran Services. MOCS also attends diversity fairs, like the DCAS Diversity Career Fair, when possible. MOCS 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 CSL §65(3). In addition, MOCS will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil services exam.

☒ 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.

## VI. Selection (Hiring and Promotion)

#### A. Career Counselors

The MOCS Career Counselor will continue to develop a professional development plan for all staff. Citywide training and educational opportunities will be sent to all staff via MOCS Weekly Minute or email. Each unit has a budget for ad hoc training requests. Employees who are interested in promotional opportunities but may not have all the preferred skills will be provided with training through DCAS's Learning and Development unit.

Promotional opportunities at MOCS will be posted in NYCAPS eHire internally and shared across the agency to allow for fairness and transparency.

## **B. New Hires and Promotions**

MOCS' current new hire procedure for selection consists of Hiring Managers reviewing resumes and cover letters submitted via NYCAPS eHire. Hiring Manager invites additional interviewers (MOCS staff) for interviews with qualified candidates. Interviews may be one-on-one or group. Ultimately, all approvals are subject to background integrity screening of the candidate and a diversity and inclusion review by our diversity and inclusion team.

The City of New York Office of the Mayor is committed to appointing exceptional and diverse leaders who will aggressively pursue the goals and priorities of the administration. To achieve this goal, the Mayor's Office and the Mayor's Office of Appointments will continue to collaborate with MOCS with the hiring of senior-level positions: director, first deputy director, deputy directors, and general counsel.

MOCS will continue to work with Mayor's Office of Appointments, who will provide resumes of candidates that meet the skills and qualifications required for particular positions. In addition, MOCS will source resumes from within the agency, through agency's online postings and application portal, and networks. MOCS will identify additional ways to recruit potential candidates who are traditionally under-represented in these positions.

MOCS considers its own staff for title changes, promotions, salary increases, and other opportunities based on demonstrated knowledge, skills, and abilities. Promotional opportunities (other than inline promotions) will be posted in NYCAPS eHire internally and communicated to agency staff.

MOCS is committed to ensure fair and equitable compensation practices and maintaining competitive salaries. A review of pay equity will be conducted on a scheduled basis to identify pay inequities. The goal of this review is to assist supervisors in determining if pay adjustments are necessary to address unjustified gaps in pay or issues related to misalignment (internal inequity, job movement, salary compression, salary inversion, etc.).

For mid-level staff, we will continue to follow citywide guidelines for hiring practices, outlined in the following sections.

MOCS will follow the City's civil service list administration process and appoint eligible applicants from established lists. When there is a need for MOCS staff to serve as subject matter experts to assist the DCAS Test Development Team in the development of new civil service exams, MOCS will review and consider all staff in permanent title, ensuring that the group of subject matter experts is diverse and inclusive.



### C. EEO Role in Hiring and Selection Process

In FY 2023, the agency EEO Officer will do the following:

- ☒ Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- ☒ Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).
- ☐ Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- ☐ Provide consultation 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.
- ☒ 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.
- ☐ 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: \_\_Require all employees involved in the interview process to take the Structured Interviewing and Unconscious Bias Training

MOCS staff will ensure that all selection criteria are job-related. Interviewing and selection decisions of managers and other personnel involved in the recruitment and hiring process must meet EEO requirements and those individuals who make selection and promotion decisions receive appropriate EEO and/or structured interviewing and unconscious bias training. For FY 2023, MOCS will continue to require all employees involved in the interview process to take the

Structured Interviewing and Unconscious Bias training offered through the Citywide Training Center.

In FY 2023, the agency will provide resources and materials on the MOCS Intranet page to support hiring managers' use of Structured Interviewing techniques, such as standardized interview questions and written objective criteria for evaluating candidates.

MOCS will consider its own employees for opportunities for promotion and transfer within the agency and promote awareness of such opportunities.

One-on-one interview and group interviews in person will be the preferred method. Teams and or video conferenced interviews will be utilized as needed.

#### **D. Layoffs**

- ☒ 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 2023.
- ☒ 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.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	165	3/31/2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	N/A	N/A
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	165	8/31/2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	N/A	N/A
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees  All other employees	165	6/30/2023
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees  All other employees	N/A	N/A
7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		131	6/30/2023
9. Other (specify)			
10. Other (specify)			

## VIII. Reasonable Accommodation

MOCS will provide reasonable accommodations for disability, religion, victims of domestic violence, sex offenses and stalking, pregnancy, childbirth or a related medical condition, unless providing such accommodations will create an undue hardship. Requests for reasonable accommodations received by MOCS EEO Officers or MOCS Disability Rights Coordinator will be part of process that is flexible, interactive, and individualized with meaningful, cooperative, and timely communication between the individual requesting the accommodation and the agency. This includes applicants and employees (including interns). This will take place as part of a cooperative dialogue, using a flexible approach to work with the individual requesting the accommodation and to determine possible reasonable accommodations and whether the individual would be able to do the essential functions with a reasonable accommodation.

The time frame for processing requests and providing reasonable accommodations is as follows:

**Day 1:** When an individual makes an oral or written request for a change to the work environment, workplace rule or practice, job or operations relating to a disability, sincerely held religious belief, pregnancy, childbirth, or medical condition related to pregnancy or childbirth, or status as victim of domestic violence, sex offenses or stalking, the request need not mention the words "reasonable accommodation" or "accommodation." If the request is not made directly to the agency staff authorized to process the request, it should be referred to such person as soon as possible. Ideally, the referral should occur within three (3) business days from the date of the request, barring extenuating circumstances. When an employee with a known or obvious disability is having difficulty performing his or her job, the employee may be asked whether he or she needs a reasonable accommodation, even though it is typically the responsibility of the individual needing an accommodation to request it.

**By Day 10:** The appropriately authorized agency staff (MOCS EEO Officer or MOCS Disability Rights Coordinator) must engage in the interactive process with the requestor.

**By Day 30 (or as soon as possible):** If all the supporting information requested has been provided, the responsible agency staff must grant or deny the request and communicate this decision to the requestor.

**Expedited Processing:** In certain time-sensitive circumstances, when the accommodation is needed for imminent medical treatment or to avoid imminent emotional and/or bodily harm, a request for reasonable accommodation requires an expedited review and decision in less than 30 days.

The time frame for the appeal process is as follows:

**Within 15 days:** The requestor may appeal to the agency head or the agency head's designee a decision denying the individual's request for a reasonable accommodation or denying the specific accommodation requested (neither the agency's EEO Officer nor General Counsel may be designated to review an appeal though they may provide guidance). An individual may also appeal where no decision was made regarding the request.

**Within 30 days:** Within 15 business days of receiving an appeal, the agency head or designee must review and decide the appeal and issue notice of the decision to the requestor. If the decision on appeal is to grant a reasonable accommodation, the agency head or designee must direct the

appropriate agency representative to promptly implement the reasonable accommodation. The EEO Officer must monitor the implementation of the reasonable accommodation.

**Beyond 30 Days:** If a decision on appeal cannot be rendered within the 15 business days, notice must be communicated to the requestor indicating the reason for the delay and when the decision on the appeal will be rendered.

- ☒ 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 of 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 an 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 designee<sup>1</sup> : \_\_\_\_\_
- ☐ 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.

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

### **A. Local Law 92 (2018): Annual Sexual Harassment Prevention training**

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<sup>1</sup> 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.

- ☒ 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 5 – September 1, 2022 – August 31, 2023) as indicated in the Section VII Training above.

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

- ☒ The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.
- ☒ The agency will input sexual harassment complaint data, as well as all other types of complaints, 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.

**C. Local Law 121 (2020): Age Discrimination Training**

- ☒ The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- ☒ The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

**D. 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 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.

#### **E. Local Law 101 (2018): Climate Survey**

The agency, in collaboration with DCAS, has conducted a climate survey in 2020 and:

- ☒ Analyzed the 2020 Climate Survey data provided by DCAS.
- ☒ Will review or has reviewed the results of the survey with agency head and senior leadership.
- ☒ Developed an action plan in consultation with agency head and senior leadership [template included in the appendix] outlining the initiatives and actions that will be adopted by the agency in response to the 2020 Workplace Climate Survey data.

## X. Audits and Corrective Measures

- ☒ The agency is NOT involved in an audit conducted by NYC EEPD or another governmental agency specific to our EEO practices.
- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPD or \_\_\_\_\_ [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPD, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2023 to include and implement EEPD 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 EEPD or \_\_\_\_\_ [another governmental agency – please specify] specific to our EEO practices.
- ☐ The agency will continue/be required to implement corrective actions during the year that this plan is in effect
- ☐ The agency received a Certificate of Compliance from the auditing agency.



## XI. Agency Head Signature

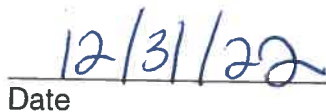
[Note: Agency Head's signature and date should be provided for final submission only after the agency receives approval of the plan by DCAS.]

Lisa Flores

\_\_\_\_\_  
Print Name of Agency Head



\_\_\_\_\_  
Signature of Agency Head

  
Date

## Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	<b>Agency EEO Officer</b> [indicate if 'Acting' or 'Interim']	Caroline E Whitney, Co-EEO Officer  Alexandre Stamoulis, Co-EEO Officer  255 Greenwich Street, 9th Floor New York, NY 10007	<a href="mailto:Caroline.whitney@mocs.nyc.gov">Caroline.whitney@mocs.nyc.gov</a>  <a href="mailto:Alexandre.stamoulis@mocs.nyc.gov">Alexandre.stamoulis@mocs.nyc.gov</a>	<a href="tel:(212)298-0835">(212)-298-0835</a>  (212)-298-0831
2.	<b>Agency Deputy EEO Officer</b> [if appointed]			
3.	<b>Agency (Chief) Diversity &amp; Inclusion Officer</b> [if appointed]			
4.	<b>Chief Diversity Officer/Chief MWBE Officer per E.O. 59</b>	Maria Osorio – Chief diversity Officer  Sherece Joseph- Chief MWBE Officer  255 Greenwich Street, 9th Floor New York, NY 10007	<a href="mailto:maria.osorio@mocs.nyc.gov">maria.osorio@mocs.nyc.gov</a> <a href="mailto:sherece.joseph@mocs.nyc.gov">sherece.joseph@mocs.nyc.gov</a>	(212)-298-0703 <a href="tel:(212)298-0828">212-298-0828</a> <a href="tel:(212)298-0826">212-298-0826</a>
5.	<b>ADA Coordinator</b>	Kristine Gregorek  255 Greenwich Street, 9th Floor	<a href="mailto:Kristine.gregorek@mocs.nyc.gov">Kristine.gregorek@mocs.nyc.gov</a>	(212) 676-9731

		New York, NY 10007		
6.	<b>Disability Rights Coordinator</b>	Kristine Gregorek		
7.	<b>Disability Services Facilitator</b>	Kristine Gregorek		
8.	<b>55-a Coordinator</b>	Dafna Cruz  255 Greenwich Street, 9th Floor New York, NY 10007	<a href="mailto:Dafna.Cruz@mocs.nyc.gov">Dafna.Cruz@mocs.nyc.gov</a>	(212)-298-0818
9.	<b>EEO Investigator(s)</b>			
10.	<b>Career Counselor(s)</b>			
11.	<b>EEO Training Liaison(s)</b>	Kristine Gregorek		
12.	<b>EEO Counselor(s)</b>	Kristine Gregorek  Dafna Cruz  Charlemagne Tiendrebeogo  Melissa Rodriguez  255 Greenwich Street, 9th Floor New York, NY 10007	<a href="mailto:Charlem.tiend@mocs.nyc.gov">Charlem.tiend@mocs.nyc.gov</a>  <a href="mailto:Melissa.rodriquez@mocs.nyc.gov">Melissa.rodriquez@mocs.nyc.gov</a>	

## Appendix B: 2020 Climate Survey Action Plan

MOCS is using our agency-specific results to implement the recommendations provided to MOCS. MOCS will continue to work to increase awareness of EEO policies, laws, and processes to decrease the risk of employees experiencing any form of EEO discrimination.

### 1. Target area and objective: Increase employees' familiarity with the EEO Policy.

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Update MOCS' intranet with accessible information pertaining to the reporting of discrimination and harassment, the EEO investigation process, EEO staff contact information, and resources.
  - Implement targeted communication to enhance employee knowledge of familiarity with EEO policy and complaint process, for example, in our Weekly Minute newsletter, and a quarterly agency wide email including EEO resources and the most recent EEO Policy.
  - MOCS also recently hired a new Chief Diversity Officer, who is helping to brainstorm how to incorporate different surveys for employees to address their feelings about certain issues, including pertaining to diversity and inclusion.
- **Intended reach** [Please include specific strategies for staff who may not have access to computers.]
  - All staff, including, senior executives, managers, interns, consultants, etc. All staff has access to computers.
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.]
  - EEO Office

### 2. Target area and objective: Improve the EEO Office's visibility to the workforce.

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Periodic agency-wide presentations on EEO rights and aspects of EEO work such as the Reasonable Accommodation process;
  - EEO presentation outlining EEO policy, complaint process, reasonable accommodations and other core aspects of the EEO office to new hires.
  - EEO road-shows for managers to be planned

- **Intended reach** [Please include specific strategies for staff who may not have access to computers.]
  - Entire agency with a focus on new hires and managers
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.]
  - EEO Office

**3. Target area and objective: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.**

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Continue to have orientation training where we go into specifics
  - Provide ongoing education that ensures employees understanding reporting procedures at MOCS and the City's EEO policy.
    - Lunch and learns, trainings, road shows
- **Intended reach** [Please include specific strategies for staff who may not have access to computers.] All staff
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.] EEO Office

**4. Target area and objective: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.**

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Ensure posters are prominently displayed
  - Continue to have orientation training where we go into specifics of sexual harassment, discrimination
  - Provide ongoing education that ensures employees understanding reporting procedures at MOCS and the City's EEO policy.
    - Lunch and learns, trainings, road shows

- **Intended reach** [Please include specific strategies for staff who may not have access to computers.] All staff
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.] EEO Office

**5. Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.**

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Provide ongoing education that ensures employees understanding reporting procedures at MOCS and the City's EEO policy for managers and supervisors specifically.
    - Lunch and learns, trainings, road shows
- **Intended reach** [Please include specific strategies for staff who may not have access to computers.] Managers and supervisors
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.] EEO Office

**6. Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.**

- **Planned actions, initiatives, programs, or policies:** [Please provide detailed description of each effort. More than one initiative is encouraged to address a target goal]
  - Provide ongoing education that ensures employees understanding reporting procedures at MOCS and the City's EEO policy for managers and supervisors specifically.
    - Lunch and learns, trainings, road shows

- **Intended reach** [Please include specific strategies for staff who may not have access to computers.] Managers and supervisors

- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.]EEO Office