

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

Fiscal Year 2023

**Department of Youth and Community
Development**



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I. Commitment and Accountability Statement by the Agency Head

I, Keith Howard, Commissioner of the Department of Youth and Community Development (DYCD) am committed to ensuring that fair employment practices exist and are promoted at the agency. Recognizing that our employees are one of our greatest assets, we are committed to the recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. As Commissioner, I am looking for increase inclusion, improve employee engagement, to enhance DYCD's mission. I expect all managers and supervisors to promote a work environment that values equity, inclusion of, and respect for all. I want our employees, the Community, and stakeholders to view our agency as a model employer.

The Department of Youth and Community Development (DYCD) is an Equal Employment Opportunity (EEO) employer. As Commissioner, I affirm DYCD's strong commitment to maintaining and enforcing fair employment practices for all its employees and applicants. Our EEO Policy reflects the Federal, State, and local laws that prohibit discrimination. DYCD is committed to preventing discrimination by ensuring that all employees are aware of their rights and obligations under the EEO Policy, and by encouraging a work environment that is free of discrimination and appreciates the differences amongst its employees. Managers and supervisors are directed to make all employment decisions in accordance with the Department's EEO Policy and to ensure compliance with this Policy in their areas of responsibility.

The law and DYCD's Policy prohibits discriminatory employment actions against and treatment of an employee, Work Experience Program participant, or applicant based on his or her actual or perceived race, color, national origin, alienage or citizenship status, religion or creed, gender (including "gender identity" -- which refers to a person's actual or perceived sex, and includes self-image, appearance, behavior or expression, whether or not different from that traditionally associated with the legal sex assigned to the person at birth), disability, age (18 and over), military status, prior record of arrest or conviction, marital status, partnership status, genetic information or predisposing genetic characteristic, sexual orientation, or status as a victim or witness of domestic violence, sexual offenses, and stalking and discrimination based on unemployment status.

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.

Ruma Debi, DYCD's EEO Officer will continue to serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Ruma Debi can be reached at 646-343-6722 or rdebi@dycd.nyc.gov

During the first Quarter of Fiscal Year 2023, 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

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2022) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. Add additional lines as needed.]

Each year, DYCD celebrate employee recognition to shows its appreciation for employees' contributions and employees are recognized and received service awards for their milestones such as tenure. In the 1st quarter of FY 2023, DYCD held its annual Employee Recognition ceremony to highlight key milestone and projects from past year and plan for upcoming year. Employee recognition helps to retain top talent, increase employee engagement, and encourage high performance. The agency will continue to recognize employees, supervisors, managers, and units demonstrating superior accomplishment in diversity and equal employment opportunity.

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

1. Equity Workgroup.

To continue to promote Diversity, Equity, and Inclusion, the Department of Youth and Community Development has committed itself to becoming a proactive, anti-racist city agency. To support this goal, DYCD's Equity Workgroup (formed in 2018), includes managerial and non-managerial staff from across the agency, including staff from Human Resources, Information Technology, Community Development, Youth Services, Planning, Program Integration, and Evaluation (PPIE), and Workforce. To date accomplishments have included the adoption of four goals which included, increasing professional development for internal staff, increased support for consultants of color, strengthening our Equity Statement by increasing its accessibility and applicability, and assessments of how

our investments can better serve historically marginalized individuals and neighborhoods. Additional details about these goals are below:

Professional Development

- DYCD made significant progress in FY 22 by investing \$100,000 in professional development for staff in topics such as, Introduction to Equity, Operationalizing DYCD's revised Equity Statement, and intensives in Results-based Accountability and Facilitation to enhance our ability to disaggregate data to determine disparate impact. Our workshops were facilitated by Good Shepherd Services, Community Resource Exchange (CRE), and Deep Outcomes. We also commemorated heritage months (Hispanic, African American, Asian American and Pacific Islander, along with Women's History, Juneteenth, and LGBT Pride) with learning conversations and celebrations, and encouraged staff to continue to disclose and ask for Pronouns.
- Increased Support for Consultants of Color DYCD sought to further extend opportunities for CSBG-funded CBOs to engage NY State-certified M/WBE vendors and increase awareness among M/WBE vendors with relevant capabilities and opportunities to work with non-profit organizations in New York City. This objective supports the State's M/WBE utilization goals and further assists CSBG-funded CBOs to strengthen their performance.

Events:

- April 7, 2022 – Annual Building Bridges Event (245 attended) - Building Bridges targets small, emerging nonprofit organizations interested in learning how to apply for NYC funding and steps to take to be considered a prospective City vendor. Representatives from various city agencies explained processes for creating accounts in various City contracting portals, types of funding available, MWBE certification, and free services that support organization development, and growth.
- May 24, 2022 - Second Annual Empowering Communities & Advancing Businesses – 202 attendees

Contracts/FY'22 MWBE certified vendors:

- Brass City Media – \$111,000
- Benjamin and Young - FY'21/\$27,750 and FY'22/\$2,250
- Policy Studies Associates - \$145,000
- LWhite Consulting - \$100,000
- TYTHE-design - \$99,960

Equity Statement Revision

In November 2021, DYCD's Executive Team approved a revision to the agency's Equity Statement. This revised statement was developed by Equity Workgroup members with support of our external partner, Community Resource Exchange. The statement will inform our work and be operationalized via various strategies suggested by internal DYCD staff, our partners, and neighborhood advisory board members. To view DYCD's revised Equity Statement please visit:

<https://www1.nyc.gov/site/dycd/about/about-dycd/about-dycd.page>

Partnerships with other NYC agencies:

- In addition to our internal efforts, DYCD is also part of the Mayor's Office for Economic Opportunity, Executive Order 45, and the Racial Justice Commission interagency workgroups. In these city-wide working groups, we serve as thought partners, provide resources, and advocate on behalf of the communities we serve.
 - The EO 45 Workgroup - staff throughout the agency attended the EO 45 Workgroup, established by the Mayor's Office. This workgroup, facilitated by Equity and Results, introduced us to the Equitable Results Framework and we developed our Result Statement: "All New Yorkers are empowered in their lives, livelihoods, and community." This statement has informed and inspired our work since 2020.
 - The Racial Inclusion and Equity Taskforce was formed to identify opportunities to address race-based inequities and programs, policies, and standard operating procedures within the City's purview that could be changed. The Vaccine Equity workgroup is a subset of TRIE focused on addressing the disparate COVID burden experienced by communities of color, later quantified as TRIE neighborhoods and the city's need to prioritize them for access to the vaccines.
2. **Summer Youth Employment Program (SYEP): Expansion of SYEP this summer to a record 90,000 opportunities.** Young people from diverse backgrounds and neighborhoods across the city are currently employed in a myriad of jobs across 17,000 worksites. Mayor Adams hosted over 100 SYEP Participants at Gracie Mansion join him for a cooking class, where they will learn how to make a healthy vegan meal.
 3. Regarding anti-poverty work, the Community Needs Assessment (CNA) surveys are underway, and public hearings are being scheduled in the city's 41 Neighborhood Development Areas. The CNA is conducted every three years to hear directly from New Yorkers in diverse neighborhoods that most in need and document their views on their

highest priority needs and what resources would improve the well-being of their own communities. The survey and public hearings are also used to determine the most effective use of federal Community Services Block Grant (CSBG) anti-poverty funding administered by DYCD.

4. **Summer Rising Program:** The Summer Rising Initiative is conducted in partnership between DYCD and DOE and offers approximately 110,00 students academic, art and science classes in a project-based learning environment. The Interdisciplinary approach which exposes youngsters to the sciences, arts and adapting a healthy lifestyle.
5. On August 2, 2022, DYCD showcased our community engagement efforts by joining the NYPD, community-based organizations, local businesses, and civic organizations to commemorate **National Night Out Against Crime (NNO)** events throughout the City.
6. DYCD will co-host the National Community Action Partnership Annual Convention will be held August 31 through September 2 the city's official Community Action Agency. the Convention brings together Community Action professionals from across the country to network and discuss topics ranging from equity and leadership skill development to strategic planning, use of trauma-informed approaches, and collection of relevant data to alleviate poverty, a key goal of our agency's mission.
7. The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity, equity, and equal employment opportunity through Town Halls and Community Forums including Barbershop Talks.
8. Review and interpret the data collected from employee separation interviews to identify pain points and opportunities for growth.
9. Increase the rate of response to Sexual Orientation and Gender Identity questions in DYCD's Universal Intake forms.

III. Workforce Review and Analysis

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

Total Headcount: 488 [This figure is available on the total line for your agency in the FY2022 Q4 EBEPR210 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 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.

Email reminder was sent to all staff on March 23, 2022, and August 9, 2022.

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.]

The Citywide Equal Employment Database System (CEEDS) data is shared with key stakeholders in the agency including Commissioner Howard, Chief of Staff, Deputy Commissioner for Administration, and others.

[Note: If necessary, the agency can reach out to DCAS CEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform 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' 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. The agency reviews the CEEDS report to make informed decisions regarding our recruitment and promotional opportunities to ensure fair and equitable access.

[Select the options that apply to your agency.]

Agency Head

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Human Resources

☐ Quarterly ☐ Semi-Annually ☐ Annually ☒ Other (As needed)

General Counsel

☐ Quarterly ☐ Semi-Annually ☐ Annually ☒ Other (As needed)

Other (Chief of Staff and DC for Administration)

☒ 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

[State below the central goals of your strategy for FY 2023 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.]

Proactive strategies to enhance Diversity, Equity, Inclusion, and EEO

A. Workforce:

- [Workforce goals should be directed at the composition of your workforce, recruitment, retention, promotion, and professional development.]

The agency will continue to review CEEDS reports quarterly and be aware of any underutilization reported. Addition to that, DYCD will continue to ensure that all agency staff participate in and completed all mandated EEO related training sessions.

- Align diversity recruiting, internal candidate learning development, and equitable selection practices strategically with contemporary employment needs.
- DYCD will expand its recruitment outreach on discretionary hires to improve the representation of women, minorities, persons with disabilities and veterans at all levels within the organization through targeted

recruitment and employee development strategies. Agency will work with the Mayor's Office for People with Disability, Mayor's Office of Veterans Affairs and Colleges, to diversify our recruitment efforts etc.

- DYCD has a Veterans Liaison to ensure that the needs of our personnel who have served in the military are equally represented.
- DYCD will continue to conduct seminars internally intended to engage employees and promote cultural diversity and inclusion. Such as distributing Quarterly EEO newsletter to all staffs and updating the Cultural Corner in EEO SharePoint Portal.
- DYCD will continue to notify our employees of upcoming DCAS Civil Service exams as well as conduct informational sessions for staff.
- Within budgetary constraints, staff will participate in professional development training to continually advance their professional skills to retain in the organization.

B. Workplace:

- [Workplace goals have to do with inclusion, workplace culture, and employee activities.]

Agency EEO Officer attend and will continue to departmental staff meetings to inform the staffs about their rights and protections under the EEO policy. EEO Office continuously posted on SharePoint and also distributed information about various Cultural Heritage Celebrations, such as Women's History Month, Irish American Heritage Month, Earth Day, Asian-American & Pacific Islander Heritage Month, Jewish-American Heritage Month, Caribbean-American Heritage Month, Juneteenth, and Pride Month. The Agency continues to honor the identified heritage months (either through legislation adopted by the United States Congress or through Presidential Proclamation) by providing employees with resource links to events and articles, for any of the heritage months listed.

- DYCD will launch a survey to obtain employee feedback on the work environment and conditions. Will review and analysis the results of the survey with agency head and senior leadership. This employee survey will be personalized to understand better the career and professional development desires and concerns from the staff so they can be explored by the leadership of the agency.
-
- DYCD disseminated contact information on the agency's EEO Personnel and engage in respective and constructive dialogue.

- DYCD will begin a Quality of Work life and wellness initiative. QWL is a joint labor-management program that helps to enhance the effectiveness of agency, build better interpersonal relationships, improve job satisfaction and employee morale.
- Diversity and Inclusion trainings will be mandated to inform employees of their rights, responsibilities, and protections under the EEO Policy and Human Rights laws. Adopt a zero-tolerance attitude towards racism and acts of bias.
- Model inclusive language across lines of difference. Avoid stereotypical language to describe populations.
- Host events that teach about the accomplishments, customs, and observances across dimensions of diversity.

C. Community:

[Community goals should be directed at the external environment of your agency: the public and entities served by the agency.]DYCD provides funding support to numerous of providers to improve the effects of poverty on communities of color. DYCD also has diverse social media platform to promote the value to Diversity by posting on various heritage celebratory month. DYCD's Office of Strategic Communications and Stakeholder engagement is able to respond to calls through their hotline services in over 80 languages.

- DYCD is conducting a citywide needs assessment to inform funding, siting, and other strategies for the agency. While historically focused solely on Neighborhood Development Areas NDAs and Community Services Block Grant CSBG funding, it has evolved to influence agencywide decision-making.
- DYCD will continue to engage community residents in different forums such as: Barbershop Talks with non-custodial fathers, public hears, in person interviews at our community sites.
- DYCD will engage community stakeholders to inform program designs in request for proposals; survey participants to gather feedback on quality of services to raise the visibility of DYCD services in communities most in need. issues that impact communities of color. In addition, we will partner with colleague agencies build and strengthen transformative policies which will impact underserved communities.
- DYCD Continue or plan to promote diversity and EEO community outreach and government services, or participation with minority and women owned business enterprises (MWBEs).

D. Equity, Inclusion and Race Relations Initiatives:

- [Describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. (Age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums)]

Equity Workgroup

DYCD has established an Equity Workgroup. The charge of the group is to increase the agency's recruitment efforts, ensure that there is promotability by occupational group and increase awareness of equity issues and racial inequities.

FY 23 Priority Areas

DYCD's Equity Workgroup have identified the following DEI-priorities for Fiscal Year 23:

1. Re-evaluate the agency's policies and practices to determine opportunities to embed an equity and anti-racism perspective. Use an agency-wide dashboard to determine what impact DYCD is having on communities. This will include partnering with PPIE/OPEA as they develop DYCD's ComStat (agency-wide dashboard) to ensure equity-related indicators are included as important metrics throughout the process and that they are outcomes based.
2. Launch an assessment of the agency to determine how equitable we are and develop metrics and indicators to work towards.
3. Review and report, agency-wide, participant demographics by program areas and compare with the population, to ensure that communities most in need are benefiting from our resources (include these metrics in ComStat).

Age Inclusive Initiatives

Employees of different ages bring different skills, experiences, and viewpoints to the table, helping to increase innovation and creative problem-solving. DYCD would like to implement the age inclusive initiatives by doing the following:

- Eliminate ageist language in job descriptions such as: tech savvy, digital native, flexible, energetic, active
- Do not ignore applicants with a college graduation date of 20 years ago
- Do not ignore resumes which is longer than 3 pages.
- Ensure to train hiring managers on diversity and inclusion trainings such as unconscious bias and structured interviewing.

DYCD ensures that the EEO Office reviews its recruitment and promotional efforts with an equity vision. DYCD disseminate information on rights and protections under the EEO Policy. We make a concerted effort to attain a high compliance rate on the mandated Diversity and Inclusion efforts.

DYCD disseminates a quarterly EEO Diversity and Inclusion newsletter.

1. Planned Programs, Initiatives, Actions

[Describe the ongoing and new programs, actions, and initiatives planned for FY 2023, which are aimed toward enhancement and expansion of the three foundations of Diversity and EEO strategy: Workforce, Workplace, and Community.]

DYCD Senior Leadership will advance the work of the equity workgroup. The EEO Office will continue to disseminate quarterly EEO Diversity and Inclusion newsletter, disseminate information and discuss matters of concern with the workforce.

A. Workforce

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

DYCD will increase its recruitment efforts by advertising to diverse populations. Additionally, DYCD is looking to attract and retain college interns, former SYEP seasonal/participants, and high school co-ops to city employment.

DYCD Beacon and Cornerstone Community Centers Partnered with DCAS to conduct NYC civil service 101 information session. Sessions were held on July 12 and July 14, 2022.

[**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.]

DYCD will begin a quality of work life and wellness committee to promote employee engagement and morale.

[Describe how your agency will address underutilization in FY 2023. Please mention here major job groups experiencing underutilization of women and minorities in your agency, and how your agency plans to address the underutilization. This should also include details of how the quarterly reports and dashboards will be used, partnership with the human resources office, initiatives around targeted recruitment, professional development for existing employees, and focus on civil service exams.]

No underutilization was found in DYCD's workforce.

B. Workplace

[Describe specific actions designed to create inclusive workplace culture, enhance equity, and initiatives undertaken to address race relations in the agency. (e.g., modeling inclusive language such as preferred pronouns and age-inclusive language on job postings, celebrating

heritage months, ensuring worksite and meetings are accessible, creating agency specific surveys or implementing initiatives based on previous agency specific surveys, etc.).]

[Select the options that apply to your agency.] Currently the Agency does not have any Employee Resource Groups (ERGs).

☐ Promote employee involvement by supporting Employee Resource Groups (ERGs).
List below the names of existing ERGs:

- 1.
- 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

In addition, DYCD will review job descriptions for ageist language in recruitment materials and update as needed. DYCD already practices of including pronouns in official agency email signatures. This step goes a long way in promoting a more inclusive and affirming environments for all.

C. Community

[In addition to the strategic goals above, please describe in details specific initiatives, programs and policies planned with respect to your agency's services to the community. This should include initiatives to enhance equity, improve community relations and increase awareness about services offered by your agency.]

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

[Summary of Recruitment Efforts – Include proactive strategies and practices your agency will use to build and retain a diverse and inclusive workforce. Strategies should include steps that will be taken to promote discretionary positions and civil service exams internally and externally, use of underutilization reports to inform recruitment efforts, review of current policies procedures and practices related to recruitment, training hiring managers and recruiters on D&I courses.]

The agency will implement the following recruitment strategies and initiatives in FY 2023:

- The Department of Youth and Community Development will continue to notify its employees of vacancies by placing notices on the agency’s intranet, DYCD website and City Jobs-
- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Identify resources to strengthen efforts aimed at increasing the effectiveness of diversity recruitment.
- 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
- 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

Addition to all these, DYCD has mandated that all hiring managers participate in Structured Interviewing and Unconscious Bias training every two years.

B. Recruitment Sources

[List diverse recruitment sources, the target population your agency hopes to reach through these resources and whether the use of these sources resulted in previous hires. Recruitment sources should reflect your agency’s effort to reduce underutilization in specific job groups and to otherwise diversity your workforce.]

1. Mayor’s Office of People with Disabilities

2. Mayor's Office of Veterans Affairs
3. Affinity group of Colleges and Universities
4. Offer internships to diverse populations

Within Budget approval, DYCD would like to enhance diverse recruitment sources by:

- Promoting job posting in different community newspaper
- LinkedIn

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 2022 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2023. What are the sources you plan to draw upon in recruiting and hiring interns? Are you providing opportunities for interns to advance to entry-level positions in your agency? Did the agency hire interns in the past? Explain the reason if your agency does not offer internship /fellowship opportunities.]

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			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns			M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): Ladders for Leaders/SYEP		50 participants Asian 35 Black 8 White 5 Other 2	M _29_ F _21_ Non-Binary __ Other __ Unknown __

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 plans to provide internship/fellowship opportunities in FY 2023. The agency has hired former interns/fellows.

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

[Describe your agency's plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. This should include the goals for the Program, strategies your agency will use to educate hiring managers and those involved in the recruitment process, any challenges your agency has or foresee in recruiting and hiring 55-a candidates. If your agency hires for competitive titles and does not use the program, please explain why.]

DYCD recently lost our two 55-a participants. Once participant retired at the beginning of the year and the other passed away while in service.

☐ 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.

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 2023.

The agency will actively educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities. The agency plans to participate in career and job fairs and other programs to attract a pool of diverse 55-a program applicants.

VI. Selection (Hiring and Promotion)

[Note: This section must be prepared in consultation with the Agency Personnel Officer.]

A. Career Counselors

[Describe the plans of the agency Career Counselor(s) to promote advancement and transfers within the agency, advise employees of opportunities for promotion, availability of civil service exams, and provide resources to help employees grow and develop future careers.]

The Career counselor meets with employee to discuss civil service status and help employees determine their talents, values, and goals. Career counselor helps employees find a fulfilling and rewarding assignment utilizing the employee's strengths, interests, and values. Addition to that, Career counselor promote employee awareness of opportunities for promotion and transfer within the agency. Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.

B. New Hires and Promotions

[Describe planned actions to review and assess the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions. Actions may include monitoring the representativeness and fairness of the selection and appointment process, vacancy posting protocols, training of hiring managers, procedures for interviewing applicants, the role of the EEO Officer in the selection and promotion actions, the use of the NYCAPS Applicant Interview Log Report, and efforts to identify and eliminate structural barriers to employment.]

A review will be conducted of the employee's competencies, past performance, attendance, and civil service status. The hiring manager will need to provide written justification for the promotion and salary adjustment. The EEO Officer will review the demographic of candidates eligible for promotion as well as the unit. The EEO Officer will also review whether there are any trends in the promotional or hiring practices of the manager and/or unit. Hiring managers are to be trained on the use of the Applicant Interview log to ensure that there aren't any bias related to criminal history, race, color, disability, marital status, education, etc. Part of the action plan for New Hires and Promotions is also to publicly post announcements for all positions, including senior level positions.

C. EEO Role in Hiring and Selection Process

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

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: _____

D. 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 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

[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.)	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.)	100	11/19 – 12/22/2022
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.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	500	1/9/22 – 2/20/2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	125	5/8/2023 – 6/30/2023
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette	All audiences	125	5/8/2023- 6/30/2023

8. Structured Interviewing and Unconscious Bias (CBT, webinar)	Supervisors, managers, hiring managers and EEO Professionals	30	7/1/2022 – 6/30/2023
9. Other (specify): Structured Interview Part 2	Supervisors, managers, hiring manager and EEO Professionals.	30	7/1/2023 6/30/2023
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.]

Describe your agency's practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

- ☒ 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 designee¹ : TBD

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

- ☒ 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 has posted and circulated the *Reasonable Accommodations at a Glance* sheet for the workforce.

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

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

- ☒ The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- ☒ The agency will train all current employees on Sexual Harassment Prevention (Cycle 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

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.

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

[Using the template provided in Appendix B, submit a detailed action plan that address concerns and issues raised in the 2020 Workplace Climate Survey.]

[**Note:** DCAS is mandated to submit a report on Action Plans to the Mayor and the Speaker of the Council by December 31, 2022].

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

X 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

[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 2023 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 corrective actions 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.]

Keith Howard

Print Name of Agency Head



Signature of Agency Head

January 30, 2023

Date

Appendix A: 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 additional rows as needed.]

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer [indicate if 'Acting' or 'Interim']	Ruma Debi	rdebi@dycd.nyc.gov	646 343 6722
2.	Agency Deputy EEO Officer [if appointed]			
3.	Agency (Chief) Diversity & Inclusion Officer [if appointed]			
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Anthony Ng	Ang@dycd.nyc.gov	646 343 6732
5.	ADA Coordinator	Ruma Debi	rdebi@dycd.nyc.gov	646 343 6722
6.	Disability Rights Coordinator	Tim Johnson	TJohnson@dycd.nyc.gov	646 343 6365
7.	Disability Services Facilitator	Ruma Debi	Rdebi@dycd.nyc.gov	646 343 6722
8.	55-a Coordinator	Ruma Debi	rdebi@dycd.nyc.gov	646 343 6722
9.	EEO Investigator(s)			
10.	Career Counselor(s)	Kay Alleyne	KaAlleyne@dycd.nyc.gov	646 343 6781
11.	EEO Training Liaison(s)	Tim Johnson Marilyn Gonzalez	TJohnson@dycd.nyc.gov mgonzalez@dycd.nyc.gov	646 343 6365 646 343 6778
12.	EEO Counselor(s)	Andrew Miller Derick Martinez	AndMiller@dycd.nyc.gov dmartinez@dycd.nyc.gov	6463436220 646 343 6137

Appendix B: 2020 Climate Survey Action Plan

[Please provide a detailed description your agencies plan to address the target areas and objectives identified by DCAS. For each target area and objectives, include the planned actions, initiatives, programs or policies, the intended reach, and the office responsible for implementation. More than one initiative is encouraged to address a target area and objective.]

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]

- Example: The EEO Office will circulate quarterly agency wide email including EEO resources and the revised EEO Policy.
 - In response to Local Law 101 of 2018, DYCD increased its efforts to inform staff of EEO Personnel, their rights and protections under the law, sexual harassment policy and prevention through the dissemination of an EEO contact resources materials with photos, quarterly EEO newsletter on rights and protections and creation of an EEO intranet page in Agency's SharePoint Portal.

➤ **Intended reach** [Please include specific strategies for staff who may not have access to computers.]

- Example: All staff, including, senior executives, managers, interns, consultants, etc.
 - All DYCD staff have access to computers and/or tables

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

- Example: EEO Office
 - The 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]

- EEO newsletter with photos of the EEO personnel, dissemination of information on how to access the policy, dissemination of EEO policy statement

➤ **Intended reach** [Please include specific strategies for staff who may not have access to computers.]

- All DYCD staff have access to computers and/or tablets

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

- The EEO Officer, EEO Counselor and Managers/supervisors

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]

- Allow staff to know their rights and protections and prohibited activities under the EEO policy and Human Rights law.
 - Allow staff to understand the complaint process
 - Increase cultural competencies through workshops, seminars, and newsletters
 - Maintain regular communication with all staff on a regular basis via quarterly newsletters to ensure that employees are aware of the EEO policy.

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

- DYCD staff all have access to computers

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

- The EEO Officer, EEO personnel, managers, and supervisors

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]

- Disseminate the EEO Policy, post information on rights and protection and cultural activities on the agency intranet, provide more training opportunities.

- **Intended reach** [Please include specific strategies for staff who may not have access to computers.]
 - All DYCD have access to computers and/or tablets.
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.]
 - EEO Personnel, EEO Officer and Managers and Supervisors

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]
 - All managers and supervisors participate on “Everybody Matters: EEO and Diversity & Inclusion Training”, this training has the resources and materials on how the managers and supervisors need to follow the EEO policies and procedures if an employee report any violations.
 - The agency EEO Officer maintain regular communication with the management team on a regular basis by distributing emails on the EEO Policy and information on rights and protection.
- **Intended reach** [Please include specific strategies for staff who may not have access to computers.]
 - All DYCD have access to computers and/or tablets.
- **Who will be responsible for implementing the action?** [Indicate all offices/units responsible.]
 - EEO Personnel and EEO Officer

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]
 - The EEO Officer and EEO Counselors Ensure that the EEO policy, standards, and procedures are posted at agency site and available in

alternative formats for accessibility for all staffs including managers and supervisors.

- Complete EEO training as required

➤ **Intended reach** [Please include specific strategies for staff who may not have access to computers.]

- All DYCD have access to computers and/or tablets.

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

- EEO Personnel and EEO Officer