



The City of New York
Office of Management and Budget
255 Greenwich Street, 8th Floor, New York, NY 10007

OFFICE OF MANAGEMENT AND BUDGET
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2021

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

The Mayor's Office of Management and Budget (OMB) is committed to recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. When we value our differences, we build stronger teams driving the best performance. We expect all managers and supervisors to promote a work environment that is fair and safe for all New York City employees and values equity, inclusion, and respect for all. I will hold 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 and support the diversity and inclusion initiatives at the agency by observing EEO regulations and actively working toward attaining agency goals in this area. All agency staff are accountable for the effective implementation of the City's EEO Policy and the FY 2021 Diversity and EEO Plan (the "FY 2021 Plan").

In Q2 FY 2021, the Agency Head issued a statement that re-emphasized the commitment of agency administrators to the EEO program, including the prevention of sexual harassment. OMB will continue tracking and assessing the implementation of the FY 2021 Plan throughout the year.

In addition, senior staff at OMB will help implement the EEO plan and will work to develop strategies to address equity and diversity in all aspects of our daily operations. At senior staff meetings, the Agency Head, or his representative, will remind those present that OMB fully supports the City's Diversity and EEO Policy and that they are responsible for implementing plan actions, such as expanding means of recruitment and ensuring that promotion opportunities are available equally.

OMB's EEO staff will continue to be trained to provide guidance and best practices regarding the City's EEO policy. The EEO Officer and Personnel Director serve as a resource for OMB's Executive, senior staff and entry level managers on topics including employment decisions, recruitment, and overall best practices. The names and contact information for each EEO representative is available to all employees, so they may advise staff on any EEO issues and can investigate any complaints.

The agency 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 is committed to maintain a workplace free from all forms of harassment and discrimination prohibited by the City's EEO Policy. The Agency EEO Officer, Kathryn Johnson serves as a resource for agency managers and supervisors by providing us with best practices and providing direction in addressing any identified EEO issues. The agency EEO Officer's contact information is prominently available to all employees. The agency EEO Officer should be contacted with any questions, inquiries, concerns or complaints you may have regarding your EEO rights and the New York City's efforts to protect them and any allegation of violation of the EEO Policy.

☒ **This statement is the same as last year.**

II. Recognition and Accomplishments

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

1. Continued support of OMB's LGBTQ Employee Resource Group. Part of the group's mission is to contribute to the Agency Diversity/EEO goals regarding Workforce, Workplace, and Community.
2. Continued efforts to engage M/WBE vendors within the guidelines of Local Law 1; OMB attends M/WBE outreach events and procurement fairs hosted by various city agencies. In keeping with past precedent and dependent on available events, OMB plans to attend a minimum of four events this year while also fielding calls and conducting procurement-specific outreach to qualified M/WBE vendors.
3. Continued efforts to achieve 100% employee participation in the DCAS Computer Based Training modules including EEO Awareness, Diversity and Inclusion, lgbTq: The Power of Inclusion, Sexual Harassment Prevention, DOI Corruption Prevention Awareness, and Conflicts of Interest Prevention Training.

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

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

** Please specify under "Additional Comments"*

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

Additional Comments:

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2020

(available in the EBEPR210 CEEDS report): 407

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

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

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

Additional Comments:

Reminders for employees to update Self-ID information is sent through weekly HR emails.

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

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

- ☒ The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Office of Citywide Equity and Inclusion (OCEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job

title, job group, race/ethnicity and gender for all employees; new hires, promotions and separation data; and utilization analysis.

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

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

Additional Comments:

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

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

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

1. Workforce:

OMB will continue to recruit from a diverse, qualified group of applicants to secure a high-performing workforce. OMB continues effort to develop and implement an effective recruitment and hiring system, which includes diversifying our pipeline, training hiring managers on best practices, and recommending any changes necessary to make our workplace more inclusive.

2. OMB will continue to cultivate an environment that encourages collaboration, flexibility and fairness. Our Mentorship Program pairs together senior managers and junior staff to share perspectives, values and experiences. It also provides an opportunity for staff to explore areas of interest outside their assigned portfolio. To allow for greater participation throughout the agency, each year preference is given to mentees who have not participated in program.

2. Workplace:

1. OMB utilizes an exit survey for all employees that are separating to measure, evaluate and improve employee job satisfaction.
2. OMB will remain diligent with ensuring that all new employees complete all the City's required Computer Based Trainings.
3. In addition to trainings, all new employee packets include a copy of the City's EEO policy.
4. OMB will conduct in-house trainings that will benefit a cross-section of the Agency. This allows for staff to work with Divisions they may not interact with on a daily basis.
5. OMB will promote the expansion of new ERGs by providing toolkits / information on how to create a new ERG.

3. Community:

1. OMB will continue to work with the Mayor's Office of Immigrant Affairs to coordinate our agency's language access policy and implementation plan. Per the Mayor's executive order, the agency has and will continue to work with DOITT to make our website and its publications on the City's budget more accessible to all New Yorkers.
2. OMB plans to attend a minimum of four events this year while also fielding calls and conducting procurement-specific outreach to qualified M/WBE vendors.

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

A. WORKFORCE:

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

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

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

The agency will address underutilization in FY 2021 by:

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

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

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

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

- ☐ Identification of Ready Now & High Potential Talent.
- ☒ Institute coaching, mentoring and cross training programs.
- ☒ Institute succession planning for top managerial positions.
- ☒ Implement initiatives to improve the personal and professional development of employees.

Additional Initiatives, Programs, or Comments:

B. WORKPLACE:

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

- ☒ The agency will take initiatives to create an inclusive work environment that values differences, and to maintain focus on retaining talent across all levels.
- ☒ Promote employee involvement by supporting Employee Resource Groups (ERGs).
- ☐ The agency will create a Diversity Council to leverage equity and inclusion programs.
- ☒ In FY 2020, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:
 - ☐ Engagement /Job Satisfaction/ Employee Morale Survey(s)
 - ☒ Workplace Insight Survey for Exiting (WISE) Managers
 - ☒ Exit interview or surveys developed by the agency
- ☒ The agency will adopt in FY 2021 the following initiatives based on the analysis of the results of these survey(s):
 1. Continue to offer OMB Institute trainings to all employees which are led by OMB senior management and aim to educate employees on current budget issues
 2. Expand the OMB Institute with a new Lunchtime Seminar Series, that will provide entry and mid-career employees and opportunity to present work to colleagues and learn about the responsibilities of taskforces throughout the agency.

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

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

In FY 2021, the agency will:

- ☒ Continue or plan to promote diversity and EEO community outreach in providing government services
- ☒ Promote participation with minority and women owned business enterprises (MWBs).
- ☐ Conduct a customer satisfaction survey.

- ☐ Identify best practices for establishing a brand of inclusive customer service.
- ☒ Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

Additional Initiatives, Programs or Comments:

V. Recruitment

A. Recruitment Efforts

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

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

- ☒ Review policies, procedures, and practices related to targeted outreach and recruitment.
- ☒ Review underutilization in job groups to inform recruitment efforts.
- ☒ Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- ☐ Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
 - ☐ Currently in operation.
- ☒ Assess agency job postings to ensure appropriate diversity, inclusion, and equal opportunity employer messaging.
- ☐ Share job vacancy notices with the Mayor's Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov (212) 630-2329 so they can share it with their clients.
- ☒ Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov

- ☒ If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- ☒ Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - ☒ Structured Interviewing training
 - ☒ Unconscious Bias training
- ☒ Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

1. OMB notifies its employees of all discretionary vacancies within the agency, by emailing job notices agency-wide and requiring all hiring managers to interview any eligible internal candidates during the initial hiring period. All job notices are listed internally for 10 business days. All job notices are posted on the agency's website and on E-Hire. In addition, OMB's Office of Personnel Management will actively work with staff interested in expanding or changing their portfolio.
2. In an effort to identify a more diverse pool of candidates, OMB will continue to review and its recruiting efforts, particularly at CUNY and SUNY schools as well at HBCUs.
3. OMB is actively working with other partners in City government and in the non-profit sector, including the Mayor's Office of Appointments, to help identify candidates for senior level vacancies.

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded sufficiently large and diverse applicant pools.
1. CUNY and SUNY	<p>1. As many CUNY students are from the NYC metropolitan area, we would expect to receive a great deal of interest from current City and State residents that reflect the diversity of New York.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p>
2. Undergraduate/Graduate School Career Fairs throughout the metropolitan area and NYS	<p>2. Focus would be on schools that offer Public Administration programs to target applicants that have an interest in public service.</p>

	<input checked="" type="checkbox"/> Previous hires from this source
3. New York City's E-Hire online website	2. Primarily targeting current New York City employees looking to continue their career path and growth with NYC. This has been the primary source of new hires over the past year <input type="checkbox"/> Previous hires from this source
4. The Mayor's Office of Appointments	4. Resumes are collected from a diverse network from the Mayor's Office of Appointments, and then screened and vetted to determine if a candidate is a suitable match for open positions, particularly senior staff openings <input type="checkbox"/> Previous hires from this source
5. Advertisements in targeted papers and online sites such as Idealist.org and LinkedIn.	5. This source would be used primarily for positions that require specialized skills, knowledge and/or training <input type="checkbox"/> Previous hires from this source

B. Internships/Fellowships

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

The agency provided the following internship opportunities in FY 2020:

Type of Internship\Fellowship	Total	Race/Ethnicity [#s]	Gender [#s]
1. Urban Fellows	0		Male: ___ Female: ___
2. Public Service Corps	0		Male: ___ Female: ___
3. Summer College Undergrad Interns	3	1 B 2 A	Male: __1_ Female: 2__
4. Summer Graduate Interns	0		Male: ___ Female: __

5. College Aide	4	1 B 2 A 1 W	Male: __1__ Female: 3__
<p>* Self-ID data is obtained by EEO Office from NYCAPS.</p> <p><input checked="" type="checkbox"/> 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.</p> <p><input checked="" type="checkbox"/> The agency has hired former interns/fellows.</p> <p><input checked="" type="checkbox"/> The agency plans to provide internship/fellowship opportunities in FY 2021.</p> <p><i>Additional Comments:</i></p>			

C. 55-a Program

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

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

N/A Refer to the end of the 55-a Program section. Most of our employees are in non-competitive titles which are not suitable for 55-A titles. We are aware of the program and make our best efforts to recruit 55-A candidates to existing competitive civil service titles

- ☒ Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
2. Indicate the goals of your 55-a Program Coordinator for FY 2021. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

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

Currently, there are ___0___ [number] 55-a participants.

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

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

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

☐ The agency will actively educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities.

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

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

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

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

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

- 1.
- 2.
- 3.
- 4.

☐ These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

The 55-a Program Coordinator will attend training sessions, seminars and/or work-shops offered by DCAS's the Office of Citywide Equity and Inclusion (OCEI) which pertain to the program. As with all civil service exams, employees are encouraged to review the Notice of Exam for eligibility for open-competitive exams.

OMB currently does not employ any 55-a program participants. Based on the June 7, 2016 -55-a memorandum, issued by DCAS, OMB 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, OMB will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil service exam.

VI. Selection (Hiring and Promotion)

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

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

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

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

Additional Initiatives and Comments:

All OMB employees are advised of current openings within the Agency as they become available. Staff is notified via an email sent to all employees; all employees are located at one facility and have access to a computer and email. Each position is posted internally for a minimum of 10 business days and all hiring managers are required to interview any eligible internal candidates during that time period. In addition, hiring managers are strongly encouraged to interview approximately 5 – 10 candidates. Job notices are also posted on the agency's website and on E-Hire. Resumes received via outside sources are screened for education and experience minimum qualification requirements prior to being posted for hiring managers to review.

In addition, OMB's Office of Personnel Management and Administration will actively work with any staff interested in expanding or changing their portfolio.

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

In FY 2021, the agency will do the following:

- ☒ Review, revise and/or develop a protocol for in-title promotions and salary increases.
- ☒ Assess the criteria for selecting persons for mid-level to high level positions.
- ☐ Publicly post announcements for all positions, including senior level positions.
- ☒ Actively reach out to networks of underrepresented groups as part of its outreach.
- ☒ Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.
- ☒ Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- ☒ Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- ☒ If adverse impact is discovered, determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- ☐ Compare the demographics of current employees to the placements.
- ☒ Ensure promotion justification is included in all promotion requests.
- ☒ Review the demographics race\ethnicity and gender for those who received the promotion\salary raises.

- ☒ Review on a quarterly basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

Additional Comments:

As with all vacancies, employees are advised of current openings. Internal applicants that meet the minimum requirements for a position are eligible to apply. External candidates that meet the qualifications may apply through email or E-Hire. Applicants for mid and high-level discretionary positions are often interviewed by senior staff members and sometimes by the Executive staff. Once a candidate has been chosen, the hiring manager submits a personnel action request packet to OMB's Office of Personnel Management and Administration who must approve the request before it goes on to the Budget Director or her designee for final approval.

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

During FY 2021, the agency will do the following:

- ☐ Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- ☒ Recommend specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- ☐ Consult with EEO in creating/reviewing objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- ☐ In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.
- ☒ Use a diverse panel of interviewers to conduct the interview.
- ☐ Consult with the EEO Officer to review the interview questions.
- ☐ Where possible, include the EEO Officer as an observer of interviews with applicants.
- ☐ Use the NYCAPS eHire applicant tracking system for external and internal applicants.

- ☒ Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

Additional Comments:

OMB will continue to develop and implement an effective recruitment and hiring system, which includes diversifying our pipeline, training hiring managers on best practices, and recommending any changes necessary to make our workplace more inclusive. OMB is currently using e-hire with much success. In the event a diverse pool of candidates has not been considered, hiring managers will be asked to revisit the applicant pool for additional eligible candidates.

OMB utilizes an Applicant Interview Form for all internal and external candidates. The form gives the Personnel Director and Chief of Staff insight into some of the questions and methods used to identify the best candidate for a position.

Throughout FY21, as staff is hired or promoted to supervisory positions, OMB will require Hiring Managers to attend a Structured Interviewing/Unconscious Bias offered through DCAS's Citywide Training Center.

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

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

Additional Comments:

OMB does not fill positions through a Civil Service list, however all employees are encouraged to take relevant Civil Service exams. OMB places employees in competitive titles on leave on secondary line. In FY21, it is expected that a number of staff members will continue to be assigned to a permanent Civil Service title and/or an underlying Civil Service title.

In FY21, employees have been notified of all virtual Civil Service 101 classes offered by DCAS.

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

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

PRE-SELECTION:

- ☐ Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.

- ☐ Actively monitor agency job postings.
- ☐ In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- ☐ Provide feedback to the hiring manager after the EEO Officer's assessment.
- ☒ Assist the hiring manager if a reasonable accommodation is requested during the interview.
- ☐ May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- ☐ Other: _____

POST-SELECTION:

- ☐ Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- ☐ Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- ☐ Other: _____

Additional Comments:

Currently, OMB's Chief of Staff and HR Director review all requests for promotion and hiring before approval. Personnel Action Request packets submitted include a detailed explanation for the request along with interviewer's supporting documentation, which include an interviewer's report and each candidate's resume. Each candidate selected for an interview is asked to submit an Applicant Interview Form on which they can self-identity.

EEO personnel are not involved in the interviewing process and do not observe interviews that are conducted. The agency will incorporate an analysis of the source of final candidates selected and will compare the demographics of those hires to current staffing levels to determine if the agency is reaching a diverse pool of candidates.

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

- ☒ The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations and demotions due to legitimate business/operational reasons in FY 2021.
- ☒ The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- ☒ Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- ☒ The Agency Personnel Office and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates 2020-2021
1. EEO Awareness (e-learning)	Supervisors, Managers	50	July - June
2. EEO Awareness (classroom)			
3. Everybody Matters (D&I) (e-learning)	Supervisors, Managers	50	July - June
4. Everybody Matters (D&I) (classroom)	Supervisors, Managers	15	July - June
5. Sexual Harassment Prevention (e-learning)	All employees	400	July - June
6. Sexual Harassment Prevention (classroom)	All employees		
7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	200	July - June
8. lgbTq – Power of Inclusion (classroom)	Managers, Supervisors, and Front-line employees		

	All other employees		
9. Disability Etiquette	All employees	20	July - June
10. Structured Interviewing and Unconscious Bias (classroom)	All employees	50	July - June
11. Other (specify)			
12. Other (specify)			

VIII. Reasonable Accommodation

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

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

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

- ☒ The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- ☒ The agency analyzes the reasonable accommodation data and trends.
- ☒ The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

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

RA requests are submitted to the EEO Office which responds as promptly as possible using the cooperative dialogue process. EEO Office will meet with the employee and manager as well as review relevant documentation provided by the employee and physician. The EEO office will discuss potential accommodations with all parties. The EEO will provide recommendations based on all discussions and reviews. Accommodations will be presented to the employee in person and in writing. All requests are documented. Appeals may be made by the Requester to the agency head. OMB adheres to recommended timeframes as set forth in DCAS' Reasonable Accommodations Procedural Guidelines.

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

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

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

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

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

Additional Comments:

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

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

Additional Comments:

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

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

Additional Comments:

D. Local Law 101 (2018): Climate Survey

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

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

Additional Comments:

X. Audits and Corrective Measures:

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

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

- ☐ The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2021 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- ☐ The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify _____].
Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.
- ☒ Within the last two years the agency was involved in an audit conducted by the EEPC or _____ [another governmental agency – please specify] specific to our EEO practices.
- ☐ The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
- ☐ The agency received a Certificate of Compliance from the auditing agency.
Please attach a copy of the Certificate of Compliance from the auditing agency.

XI. Agency Head Signature

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

Jacques Jiha, Ph.D.

Print Name of Agency Head

Signature of Agency Head

Date

2/24/21

APPENDIX
Contact Information

Please provide contact information (name, title, office address, telephone number and e-mail address) for the following individuals at your agency:

1. Agency EEO Officer:

Kathryn Johnson
255 Greenwich Street, 6th Floor
New York, NY 10007
P: 212-788-6432
E: JohnsonK@omb.nyc.gov

2. Agency EEO Counselor:

Angel Acevedo
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New York, NY 10007
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E: AcevedoA@omb.nyc.gov

Agency EEO Counselor:

Donna Brathwaite
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E: BrathwaiteD@omb.nyc.gov

Agency EEO Counselor:

Kara Kirchhoff
255 Greenwich Street, 7th Floor
New York, NY 10007
P: 212-788-6348
E: KirchhoffK@omb.nyc.gov

3. Personnel Management Director, ADA Coordinator, Disability Rights Coordinator, Disability Services Facilitator, 55-a Coordinator, Career Counselor:

Lauren Wittels
255 Greenwich Street, 6th Floor
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4. Training Liaison(s) – CBT and In-house
Nicole DellaCorte
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5. Training Liaison(s) – DCAS Training
Sharon Naupari
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