



**CITY OF NEW YORK
CIVIL SERVICE COMMISSION**

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

Fiscal Year 2023

Civil Service Commission

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I. Commitment and Accountability Statement by the Agency Head

❖ Commitment and Accountability Statement by the Agency Head

On behalf of the New York City Civil Service Commission, I hereby declare my commitment as the Agency Head to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, agency partners, and members of the public served by our Agency.

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

Our city is built on the strength of diversity and by people of all backgrounds. Therefore, I am committed to maintaining a safe and respectful working environment for our diverse workforce. I will remind employees that the City of New York does not tolerate discrimination in any form and that it has no place, either in the workplace or in our interactions with the public.

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion, and respect for all. All Commissioners and managers 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, the human resources professional, legal professionals, Commissioners, and managers accountable for ensuring that the agency does not discriminate against employees, applicants for employment or Appellants. 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 and Commissioners must be compliant with the City's EEO Policy and the implementation of this Diversity, Equity, Inclusion and EEO Plan.

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

We will report to DCAS on the steps undertaken to comply with all legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City, and on the progress in implementing this plan.

The Agency EEO and Diversity, Equity and Inclusion Officer, Joan Richards, will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Her contact information is jrichards@nyccsc.nyc.gov; phone number 212-615-8901.

During this 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

The Civil Service Commission (CSC) has created and will maintain a work environment that encourages collaboration, flexibility, and fairness to enable individuals to contribute their full potential to their work.

The EEO officer continues to submit a quarterly report on our workforce composition to the agency head in order to identify and address any barriers to equal employment.

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

1. The Commission had no Equal Employment Opportunity complaints last year.
2. Our very small workforce, currently only twelve employees is a composition of three different racial/ethnic groups. We hope to continue the practice of promoting and celebrating the staff's diversity at our office's holiday luncheon. If safety concerns surrounding the Pandemic are sufficiently mitigated, the Commission will reinstate this event in December 2022.

III. Workforce Review and Analysis

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

Total Headcount: _____ 12 _____

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.

The quarterly CEEDS reports on workforce composition, utilization, and new hires and promotions data presented in your quarterly agency workforce dashboard and internal workforce reporting are reviewed first by the Equity Employment Opportunity Officer and then together with the agency head in a quarterly meeting. The EEO Officer and Personnel Officer reviewed the demographic trends and make recommendations to the Agency head in the quarterly meeting EEO meeting.

- 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.

Agency Head

Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (___specify)

Quarterly Semi-Annually Annually Other _____

- The agency review entails a discussion concerning perceived workplace barriers for job groups that may surface in underutilization reports and for factors that may be creating these barriers (e.g., hiring patterns in specific job titles).

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

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

❖ Workforce:

Although a significant number of the employees at this agency are minorities, continuing efforts will be employed in recruitment to increase the number of ethnic groups represented at this agency. Employees are encouraged to take promotional exams and professional development classes offered at DCAS citywide training center. The Career Counselor will continue to forward all announcements of open competitive and promotional exams to staff with encouragement for them to apply and sit for those exams that may result in the advancement of their careers. All CSC staff received EEO and diversity training. They will receive refresher training periodically to ensure familiarity with the subject matter and acquisition of new knowledge and best practices in this area.

❖ Workplace:

The Commission's leaders will continue to solicit ideas, feedback, and suggestions of staff. This has proven to be a great way to make CSC a better place of learning and growth. CSC encourages staff involvement in developing programs and procedures that will improve our work environment.

The CSC provides to all new hires DCAS' online EEO computer base training which includes four principal courses, namely: Everybody Matters (Diversity Inclusion and Equal Employment Opportunity). Sexual Harassment Prevention, lgbTq: The Power of Inclusion; and Disability Awareness & Etiquette. Every new hire receives these trainings as part of their orientation to the agency and to the working environment of the City of New York.

The computer-based training includes a discussion of the City's EEO Policy, employee rights and responsibilities under the City's EEO Policy, discrimination complaint procedures, reasonable accommodation procedures, preventing hostile work environment, retaliation, and sexual harassment.

The EEO officer / Career Counselor addresses all requests for reasonable accommodations. She is tasked with the responsibility of ensuring employees' participation in EEO and diversity computer-

based training and overseeing the completion of training as required for compliance with the Executive Order #16.

❖ **Community:**

The Commission provides a variety of ways through which appellants may gain access to the services provided. Appellants may submit appeal requests and supporting documentation via the Commission's appeals portal, emails, US mail and in person at our client services window. The Commission serves all NYC residents regardless of ethnicity, age, sexual orientation, or religion.

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

The Commission's leaders continue to solicit ideas, feedback, and suggestions from all staff and encourages staff involvement in developing programs and procedures that will improve our work environment. Additionally, the Agency Head continues to distribute via email communication regarding equity, inclusion, and race relations annually. These emails remind employees of the city and agency's intolerance of discrimination.

2. Planned Programs, Initiatives, Actions

The Commission will continue to provide online Diversity, Inclusion and Equal Employment Opportunity training to new hires and current employees. The agency will involve staff in the development of programs and procedures as feedback and suggestions from all employees are considered and utilized. The agency will continue to provide a variety of ways through which appellants may gain access to the services provided.

A. Workforce

There are no major job groups experiencing underutilization in this agency. Due to the very small agency size, no meaningful underutilization statistics can be calculated. Therefore, the review of workforce statistics, performance, is qualitative.

The Civil Service Commission (CSC) has created and will maintain a work environment that encourages collaboration, flexibility, and fairness to enable individuals to contribute their full potential to their work.

The quarterly and dashboard reports assist in assessing our agency's employment practices, policies and programs to identify whether there are barriers to equal employment opportunity within the agency. The reports are first reviewed by the EEO officer and again with the Agency Head in their quarterly EEO meeting to determine if any or what corrective action would be needed.

B. Workplace

The New York City Automated Personnel System (NYCAPS) template which the Commission utilizes for job postings and eHire models age inclusive language and preferred pronouns. Applicants are assured that this agency embraces diversity and provides an inclusive workplace for all.

The options that apply to the Civil Service Commission are:

- Promote employee involvement by supporting Employee Resource Groups (ERGs).
- Agency will create a Diversity Council to leverage equity and inclusion programs
- Agency Diversity Council is in existence and active
- Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion
- Agency will inform employees of their rights and protections under the New York City EEO Policy
- Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

C. Community

To increase the access of a greater variety of individuals to the services that CSC provides, an internet appeals portal was established where appellants may file their appeals. The portal outlines who may appeal and what determinations can be appealed. It also lists the various means by which an appeal may be filed and documentation submitted in support of appeals. Individuals who do not have continuous access to a computer are instructed to request CSC services by mail and in person at the agency's customer service window.

In FY 2023, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services
- Participate in minority and women owned business enterprises (MWBEs) via DCAS' requirement contracts with eligible vendors in this program.
- Conduct a customer satisfaction survey
- Expand language services for the public

V. Recruitment

A. Recruitment Efforts

The agency will promote employee awareness of promotion and transfer opportunities within the agency and will consider its employees for these opportunities. In addition, employees are provided with a link to DCAS' civil service exam website where they may access information regarding up-coming civil service exams. In the past, the Civil Service Commission reached out to the DCAS Office of Citywide Recruitment (OCR) at citywiderecruitment@dcas.nyc.gov as a resource and will continue to do so when needed.

The CSC continues to ensure that human resources personnel and supervisors involved in the recruitment and hiring process are trained in interviewing, selection, hiring skills and EEO to enable such individuals to correctly identify the most capable candidates. The CSC will continue to assess our recruitment efforts periodically to ensure that no particular group is adversely impacted by our recruitment efforts.

The EEO officer continues to submit a quarterly report on the agency's workforce composition to the Agency Head to identify and address any barriers to equal employment. On a quarterly basis the EEO personnel meets with the agency head to monitor the agency's hiring practices, as well as policies, programs or procedures regarding recruitment, selection, compensation, promotion, training (including structured interviewing), and EEO-related compliance.

B. Recruitment Sources

1. New York City Jobs:

All vacancies within the Commission are posted on the NYC Job site. Most of the agency's non-discretionary hires resulted from postings made on the NYC Jobs site

2. Law School Recruitment: In years past, the Civil Service Commission conducted recruitment at New York City Law Schools which resulted in the employment of Attorney Internes. However most recent hires are from the postings made on the New York City jobs site.

3. Civil Service Exams: The majority of the agency's staff are Attorneys and Community Associates, which are non-competitive titles, therefore, the Civil Service Exam list has not been utilized for new hires. However, whenever current employees pass exams and are on exam lists, the Commission makes every effort to certify those who are reachable on the lists into the given Civil Service title.

C. Internships/Fellowships

Internship/fellowship opportunities are not available at the CSC. Due to the lack of workspace and budget, Commission has not participated in any of these programs. However, in 2022, the CSC posted for and hired two Attorney Interns to back fill Agency Attorney vacancies.

The agency provided the following internship opportunities in FY 2022:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):	0		M __ F__ Non-Binary __ Other __ Unknown __

D. 55-a Program

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

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

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

Agency does not use the 55-a Program and has no participating employees.

VI. Selection (Hiring and Promotion)

A. Career Counselors

The Career Counselor will continue to forward all announcements of open competitive and promotional exams to staff encouraging them to apply take exams that may result in the advancement of their careers. The Career Counselor conducts career counseling during annual evaluations and upon request. The agency provides employees with information and advice on promotional opportunities, civil service exams and career development. We will continue to advise employees of scheduled examinations. Whenever the need arises, the Commission will offer assistance for the completion of examination filing.

B. New Hires and Promotions

The Civil Service Commission consists of five Commissioners, all of whom are appointed by the Mayor of the City of New York and confirmed by the City Council. Therefore, high-level discretionary appointments are not within the purview of this Commission. There are no mid-level new hires anticipated in the near future.

C. EEO Role in Hiring and Selection Process

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

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).

- Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

D. Layoffs

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2023.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Last year all CSC staff received DEI-EEO training. They will receive refresher training periodically to ensure acquisition of new information and best practices in this area.

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.)	12	01/01/2023 To 02/01/2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	12	01/01/2023 To 02/01/2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	12	01/01/2023 To 02/01/2023
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)			
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

The Commission will continue to provide reasonable accommodations to persons with disabilities, for religious observations and practices, and for victims of domestic violence, sex offenses, stalking, pregnancy, childbirth, and related medical conditions, unless the provision of these accommodations will create undue hardship on the CSC.

The reasonable accommodation requests are completed in an expedited timeframe due to our small workforce. Applicants consult with the EEO officer, appropriate documentation is sought. Once obtained and reviewed, final determination is submitted in writing to the applicant, supervisor, Human Resources and EEO files.

The CSC issues a determination well before the required timeframe of fifteen days. Medical records submitted along with reasonable accommodation requests are handled with confidentiality and locked away in EEO records. Information collected during this process is maintained on separate forms and in separate medical information records. Managers and supervisors are informed of an employee's necessary work restrictions and any accommodations granted.

- Supervisors 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 15 to 30 days after submission or as soon as possible.
- The Agency Head or designee 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 : _____
- The designee reports directly to the Agency Head.

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.

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 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.
The agency is located in a DCAS administrated building and these notices are posted by DCAS. If notices and/or posters are not displayed, DCAS will be alerted.

E. Local Law 101 (2018): Climate Survey

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

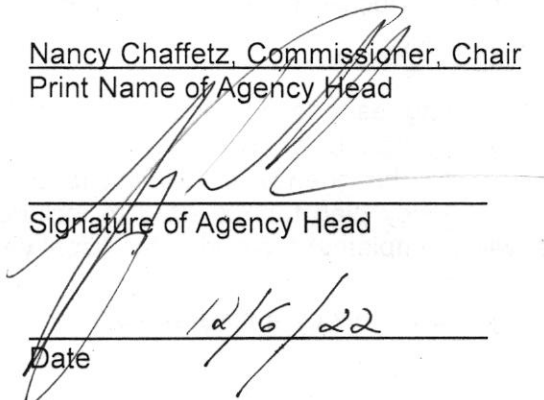
- Analyzed the 2020 Climate Survey data provided by DCAS.
- Will review or has reviewed the results of the survey with agency head and senior leadership.
- Developed an action plan in consultation with agency head and senior leadership outlining the initiatives and actions that will be adopted by the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

X. Audits and Corrective Measures

- The agency is NOT involved in an audit conducted by NYC 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 _____ 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] _____.
- Within the last two years the agency was involved in an audit conducted by the EEPC or _____ 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

Nancy Chaffetz, Commissioner, Chair
Print Name of Agency Head



Signature of Agency Head

12/6/22

Date

Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
2.	Agency Deputy EEO Officer	N/A		
3.	Agency (Chief) Diversity & Inclusion Officer [if appointed]	N/A		
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	N/A		
5.	ADA Coordinator	N/A		
6.	Disability Rights Coordinator	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
7.	Disability Services Facilitator	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
8.	55-a Coordinator	N/A		
9.	EEO Investigator(s)	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
10.	Career Counselor(s)	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
11.	EEO Training Liaison(s)	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901
12.	EEO Counselor(s)	Joan Richards	jrichards@nyccsc.nyc.gov	212-615-8901

Appendix B: 2020 Climate Survey Action Plan

1. **Target area and objective: Increase employees' familiarity with the EEO Policy.**
 - **Planned actions, initiatives, programs, or policies:**
 - In the past, the EEO Officer circulated agency wide email containing EEO resources annually. The 2020 climate survey action plan includes an increase in this email's circulation from annual to quarterly.
 - **Intended reach:**
 - Intended reach is all staff, supervisors, and Commissioners.
 - **Who will be responsible for implementing the action?**
 - The EEO Officer will be responsible for implementing this action.

2. **Target area and objective: Improve the EEO Office's visibility to the workforce.**
 - **Planned actions, initiatives, programs, or policies:**

Increased frequency in the circulation of the EEO email containing EEO resources and EEO officer's contact information will increase awareness of the EEO Officer's function within the agency.
 - **Intended reach:**

Intended reach is all staff and Commissioners. All employees have access to computers.
 - **Who will be responsible for implementing the action?**

EEO officer.

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:**

The poster entitled "*DCAS EEO Complaint Process at a Glance*" will be posted conspicuously on notice boards. The posters will also be included in the quarterly EEO emails which contains agency specific EEO contact information.
 - **Intended reach:**

Intended reach is every employee.

- **Who will be responsible for implementing the action?**
EEO Officer

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:**
Computer based training modules are excellent resources used to inform employees of the protected rights and prohibition of discrimination in the workplace. Additionally, the Agency Head issues an annual email regarding the intolerance of discrimination in the workplace.
- **Intended reach:**
Intended reach is all employees.
- **Who will be responsible for implementing the action?**
EEO Officer.

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:**
All supervisors and Commissioners receive biannual EEO training and annual training in sexual harassment prevention. These trainings increase trainees' awareness of the measures that an employee may take to report any violations under the EEO, discrimination and sexual harassment policies.
- **Intended reach:**
All supervisors and Commissioners are reached.
- **Who will be responsible for implementing the action?**
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:**

All supervisors and Commissioners receive biannual EEO training and annual training in sexual harassment prevention. Included in these trainings is information on whom and where to direct employees who may want to discuss complaints under the EEO policy.

➤ **Intended reach:**

All supervisors and Commissioners are reached.

➤ **Who will be responsible for implementing the action?**

EEO Officer.