

**DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2021**

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

The story of New York is the story of people coming together from every corner of the globe and from every walk of life. The diversity of our people and their experiences are one of New York City's greatest strengths. Nowhere in America or in the world can match the talent and diversity that we have in this great city. But, to realize our city's full potential, it is vitally important that our city government reflects the people it serves. As the commissioner of the NYC Department of Citywide Administrative Services (DCAS), I am proud to have a role in helping meet this challenge.

At DCAS, we strive to achieve the greatest possible diversity in our workforce, to create an open and inclusive culture, and to promote equity in all aspects of our agency's work. This is a personal commitment for me and it is true of our entire leadership team. At DCAS, we know that this commitment is not only a matter of fundamental fairness, but it is the only way we can best serve the public. A city government that does not reflect the talents and diversity of its people is a city government that cannot effectively do its job.

This is why I hold the top leadership of our agency, as well as the EEO officer, all EEO professionals, human resource professionals, legal professionals, and all managers and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment. Our agency proudly observes all EEO mandates and supports diversity, equity, and inclusion efforts to reinforce and build-upon these requirements.

As the city agency that oversees many of the city's human capital functions, DCAS is uniquely positioned to advance the cause of equity, inclusion, and equal employment opportunity. We are not only committed to this mission in the way we serve other agencies, but also in the way we operate within our agency and with our own employees. DCAS is a proud equal opportunity employer and is committed to building an inclusive workplace.

On October 29, 2020, DCAS distributed this commitment statement agency-wide and reminded employees that Belinda French, DCAS Diversity and EEO Officer, serves as the primary resource for employees, managers and supervisors on best practices and guidance for addressing EEO issues, and is a valued partner in critical human resources decisions for our agency. Employees were also reminded of that they can access the City's EEO Policy, EEO Complaint Procedural Guidelines, Reasonable Accommodation Procedural Guidelines, Sexual Harassment Policy Statement and other EEO-related information on the Diversity & EEO page of the agency's intranet site, DCAS Connect.

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, Diversity and Inclusion:

Program Guidelines for EEO Counselors and Employee Resource Groups: During the second quarter of FY20, DCAS completed program guidelines for an agency EEO Counselor Program and an Employee Resource Group (ERG) Program. Both were posted on DCAS' intranet site, DCAS Connect.

Caregiver Support Program: Caregiver status is one of the more recent protections under the City's EEO Policy and many employees have caregiving duties in addition to ensuring they are productive at work. In order to support our employees that also identify as caregivers, DCAS held an agency-wide event on December 4, 2019 to showcase Department for the Aging's (DFTA) Caregiver Support Program. A representative from DFTA facilitated a discussion with over 50 employees about caregiver resources within NYC.

Teleworking Site and Workplace Guidance: The telework site was created with the goal of providing resources to staff to remain safe, healthy, and productive. During its creation, DCAS consulted with various external health and safety resources, but also ensured that the process was inclusive by including input from management and line staff, as well as the offices of Human Resources and Equal Employment Opportunity. With various links for walk-through videos, how to-s, and technical support, our staff have the knowledge necessary to continue their important work while staying safe and healthy.

Standing Together: In response to the death of George Floyd, Breonna Taylor, and the nation's focus on race relations in society, DCAS Commissioner Lisette Camilo and the leadership team issued messages of support agency-wide and approximately 250 supervisors received unconscious bias training.

Commissioner's Office Weekly Newsletter: Our agency weekly newsletter began as an effort to highlight our front-line staff during the peak of the pandemic, but also as a source of entertainment and engagement, through our "Guess that Baby Photo" and "Two Truths and One Lie" sections. Months later, our newsletter continues to showcase the admirable work of our agency's staff but has also evolved to share information on upcoming events and resources available to staff.

DCAS Celebrates its Diversity: Agency-wide events were held to celebrate Hispanic Heritage, Veterans, and African American History. During the pandemic, the agency acknowledged Women's History Month, Asian Pacific American Heritage, Caribbean Heritage, and LGBTQ+ Pride on its intranet site, DCAS Connect.

EEO, Diversity and Inclusion Training: In FY 20, 100% of the agency completed Sexual Harassment Prevention training, while other trainings (such as EEO, Everybody Matters, and the Power of Inclusion) had agency-wide completion rates of 80% or higher.

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: To educate the agency on the various dimensions of diversity within our workforce, DCAS holds special events annually to celebrate and recognize our administrative professionals, Hispanic Heritage, Veterans, African American History, Women's History, Asian Pacific American Heritage, Caribbean Heritage, and LGBTQ Pride. Employee participation is an integral part of our planning process for these events. We also have a weekly employee newsletter that showcases the diversity of skill, talent, and experiences of our staff.

III. Workforce Review and Analysis

**Please provide the total agency headcount as of 6/30/2020
 (available in the EBEPR210 CEEDS report): 2,468**

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: During new hire orientation, employees are advised of where and how they can enter their personal information in NYCAPS ESS, which includes their self-ID information.

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 checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (___ specify)	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____

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

Additional Comments: On a quarterly basis, the EEO Office will analyze the workforce composition by job title, job group, race/ethnicity and gender for all employees, new hires, and separations by line of service. Demographic data will be reviewed with LOS chiefs periodically for the purpose of identifying hiring trends and opportunities for more diverse recruitment strategies.

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:** As part of its FY21 Race Equity Initiative, DCAS will develop equity dashboards for each line of service to examine data related to employee demographics by race, gender, age, and job group, representation in leadership, and underutilization, among other categories.
- 2. Workplace:** DCAS will launch a Race Equity Initiative (REI) that will have a sustained focus on educating, engaging, assessing, and taking action. REI will include opportunities for unconscious bias training, a race equity reading series, roundtable discussions, focus groups, and collecting and analyzing data to identify disparities that may exist. Taken together, REI will help us develop a roadmap to help strengthen our agency and its commitment to equity.
- 3. Community:** The agency will continue to provide New Yorkers access to City jobs and procurement opportunities by:
 - a. conducting outreach and promoting Civil Service jobs to diverse communities across the City;
 - b. requiring disability awareness training for our hiring managers and employees that interact with the public;
 - c. procuring from and promoting minority and women-owned business for City government contracting and sub-contracting opportunities.

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: The agency encourages each line of service (LOS) to develop inclusive recruitment strategies and professional development opportunities for their staff with the support of DCAS' Offices of Human Resources, Employee Relations, Diversity and EEO, Citywide Recruitment and Human Capital.

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. Creation of more professional development opportunities for employees
 2. Training for Supervisors and Managers
 3. Targeted Recruitment Strategies to identify the most qualified candidates for available positions

Additional Initiatives, Programs, or Comments: DCAS' Employee Relations unit also conducts a 30-day and 90-day check-in with new hires to the agency after orientation.

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 (MWBEs).
- Conduct a customer satisfaction survey.
- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.

Additional Initiatives, Programs or Comments: DCAS partners with its Office of Citywide Recruitment (OCR) to provide Civil Service 101 sessions to the public and to recruit for underutilized or hard-to-recruit titles. In FY20, OCR partnered with the Human Capital line of service to provide Civil Service 101 sessions on a monthly basis at our testing centers and supported other lines of service in promoting available positions at career fairs and forums within the City. In FY21, we plan to continue and expand our partnership with OCR by recruiting DCAS employees to participate in OCR’s “Citytalk” panel events, which showcases careers in City government to the public.

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: In an effort to inform our employees of various careers and encourage them to take civil service exams, DCAS partners with its Office of Citywide Recruitment (OCR) to provide Civil Service 101 sessions to our new hires and our seasonal and/or temporary employees, such as Job Training Participants, Urban Fellows, and summer interns. Although hiring has been limited due to the pandemic, our EEO and HR offices continue to maintain an updated list of vacancies and job titles which show underutilization and warrant diverse recruitment efforts.

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. NYC ATWORK	1. 1. Qualified applicants with disabilities <input checked="" 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] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	1	(1) White	M <u>1</u> F <u> </u> Non-Binary <u> </u> Other <u> </u> Unknown <u> </u>
2. Public Service Corps	25	(7) Black; (7) Hispanic; (1) Native American; (2) White; (8) Unknown	M <u>7</u> F <u>11</u> Non-Binary <u> </u> Other <u> </u> Unknown <u>7</u>
3. Summer College Interns	17	(6) Asian; (2) Black; (2) Hispanic; (1) Native American; (4) White; (2) Unknown	M <u>9</u> F <u>8</u> Non-Binary <u> </u> Other <u> </u> Unknown <u> </u>
4. Summer Graduate Interns	6	(2) Asian;	M <u>3</u> F <u>3</u> Non-Binary <u> </u> Other <u> </u> Unknown <u> </u>

		(2) White; (1) Black; (1) Unknown	
5. Other (specify): Civil Service Pathways	8	(3) Asian; (1) Hispanic; (4) Unknown	M _4_ F _4_ Non-Binary __ Other __ Unknown __

*** Self-ID data is obtained by EEO Office from NYCAPS.**

- The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.
- The agency has hired former interns/fellows.
- The agency plans to provide internship/fellowship opportunities in FY 2021.

Additional Comments:

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.

DCAS utilizes the 55-a Program to hire and retain qualified individuals with disabilities by participating in Diversity Career Fairs hosted by the agency’s Office of Citywide Recruitment and by posting our job opportunities with NYC ATWORK. We will interview all qualified applicants referred by the MOPD through their NYC ATWORK program. 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 10 [number] 55-a participants.

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

Last year, a total of 5 [number] new applications for the program were received and 0 participants left the program due to [state reasons] N/A.

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. Serving as an information resource for the agency on the 55-a program application process.

2. Ensure the 55-a program is included in the agency's recruitment strategies by including DCAS's job opportunities in diversity career fairs and the NYC ATWORK program.
3. Maintain an updated record of the agency's 55-a Program participants.

These goals are the same as last year.

Additional Goals, Initiatives, and Comments: The contact information for the agency's 55-a Coordinator will be listed on the DCAS website so that people with disabilities who are interested in working for DCAS and applying to the 55-a Program can get the information they need.

Human Resources will notify 55-a participants when a promotional exam is given for which they are eligible and encourage them to apply.

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:

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:

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:

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:

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:

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 Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by

seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. EEO Awareness (e-learning)	All employees (<i>that have not completed this training within the last year</i>)	300+	January 2021 – June 2021
2. EEO Awareness (classroom)			
3. Everybody Matters (D&I) (e-learning)	All employees (<i>that have not completed this training within the last year</i>)	300+	January 2021 – June 2021
4. Everybody Matters (D&I) (classroom)			
5. Sexual Harassment Prevention (e-learning)	All employees	2,400	March 2021 – June 2021
6. Sexual Harassment Prevention (classroom)			
7. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees	250+	January 2021 – June 2021
8. lgbTq – Power of Inclusion (classroom)			
9. Disability Etiquette	Hiring Managers and employees that interact with the public (<i>that have not already completed training</i>)	100+	January 2021 – June 2021
10. Structured Interviewing and Unconscious Bias (classroom)	Hiring managers, HR and EEO personnel (<i>that have</i>	100+	January 2021 – June 2021

	<i>not already completed training)</i>		
11. Other (specify) – Stand Up Against Street Harassment – hosted by NYC Commission on Gender Equity	Open to all employees	100+	October 29, 2020
12. Other (specify) – Unconscious Bias	Managers and supervisors	288	January 2021 – June 2021

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 : Dawn Pinnock, Executive Deputy Commissioner

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?

The EEO Officer ensures that the appropriate agency personnel engage in a cooperative dialogue with the applicant or employee making the request within ten business days as required. The EEO Officer will also discuss the request with the supervisor and/or manager and whether there are any impediments to granting the request.

When there is a need for additional information or interactive discussions with the employee, supervisor and/or manager, HR, General Counsel, or Fiscal and Business Management (FBM); the EEO Officer will facilitate those discussions. Also, if an alternative accommodation may be required, the EEO Officer will assist in identifying an appropriate alternative through research, discussions with the employee and the supervisor or manager, General Counsel's office or Human Resources. A determination on the request will be made within 30 days or less, unless additional information is required. Should a determination take longer than 30 days, the requestor will be notified of the delay and given an estimated timeframe for when a determination can be expected.

In the event an accommodation request is denied, the EEO Officer will notify the applicant or employee of the decision and inform the applicant/employee that he/she may appeal the decision, if he/she chooses to do so, within 15 business days. The Commissioner or her designee, Dawn Pinnock, Executive Deputy Commissioner, will review the applicant's/employee's appeal of the denied reasonable accommodation request. The Commissioner or Designee will issue a decision within 15 days of receipt of the appeal.

The EEO Officer reviews the number of reasonable accommodation requests received and tracks each request by basis, type of request, cost (if applicable), and number of days from inception to resolution. This information is provided to the Commissioner on a bi-weekly basis.

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

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

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

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

- The agency plans to train all new employees within 30 days of start date.
- All the managers, supervisors, and front-line employees were re-trained 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 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 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.

Lisette Camilo

Print Name of Agency Head



Signature of Agency Head

January 27, 2021

Date

APPENDIX

Contact Information for Agency EEO Personnel

Please provide contact information (name, title, e-mail, telephone number and full office address) for the following EEO roles at your agency. If several roles are performed by the same individual, you may list that person once but include all assigned EEO functions:

EEO/Diversity Officer/Disability Rights Coordinator/ADA Coordinator/Disability Service Facilitator:

Belinda French
 1 Centre Street, 17th Floor
 New York, NY 10007
 Tel: (212) 386-0297
 Fax: (212) 313-3297
bfrench@dcas.nyc.gov

EEO Personnel

Name	EEO Role	Telephone	Email
Ashley Miller	Administrative Assistant	212-386-6399	axmiller@dcas.nyc.gov
Milangely Lopez	EEO Investigator	212-386-0261	millopez@dcas.nyc.gov
Althea Edwards	EEO Counselor	212-386-0563	aedwards@dcas.nyc.gov
Latesha Parks	EEO Counselor	212-386-6313	lparks@dcas.nyc.gov
Carmen Bello	EEO Counselor	212-386-0364	cbello@dcas.nyc.gov
Phillip Boyce	EEO Counselor	212-386-0329	pboyce@dcas.nyc.gov
Raymond Vinueza	EEO Counselor	212-386-6287	rvinueza@dcas.nyc.gov
Tanya Hall	EEO Counselor	212-386-1702	thall@dcas.nyc.gov

Career Counselor/55-A Coordinator:

Monique Knoll, Director of Human Resources
 1 Centre Street, 17th Floor
 New York, NY 10007
 Tel: (212)386-0388
 Fax: (212)313-3243
mknoll@dcas.nyc.gov

Training Liaison:

Gillian Coutain, Citywide Training Center
 1 Centre Street, 24th Floor
 New York, NY 10007
 Tel: (212) 386-6435
gcoutain@dcas.nyc.gov