

DEPARTMENT OF DESIGN AND CONSTRUCTION

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

FISCAL YEAR 2022

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

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

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 the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City's population. I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion, and respect for all. All executives, managers and supervisors in our agency will be responsible for ensuring a safe, equitable and inclusive work environment for all our employees, and for delivering equitable, fair, and effective services to the public we serve.

I will hold the top leadership of our agency, as well as the EEO Officer, all EEO professionals, human resources professionals, legal professionals, managers and supervisors, accountable for ensuring that the agency does not discriminate against employees or applicants for employment. We shall support the diversity, equity and inclusion initiatives at the agency by observing EEO mandates and working with dedication to attain agency goals in this area. All agency staff must be compliant with the City's EEO Policy and the implementation of this Diversity and EEO Plan.

Our EEO Office will remain involved 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, Diversity and Inclusion Officer, Dalela Harrison will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. In addition, our Director of EEO, Craig Greene, will serve as a resource for agency managers and supervisors by providing us with best practices and providing direction in addressing any identified EEO issues. Contact information for the Office of EEO will be prominently available to all employees and employees will be reminded to contact the office of EEO regarding questions, inquiries, concerns or complaints regarding Equity, Inclusion, human rights, and the City's EEO Policy. During Fiscal Year 2022, 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.

II. Recognition and Accomplishments

Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2021) to advance Equal Employment Opportunity, Equity, Diversity, and Inclusion; for example, completing training goals, introducing new equity programs, or launching employee resource groups. Use the Additional Comments section to list more than five items.

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

1. **New Succession Program Was Launched: DDC's Leadership and Readiness Training Program for New and Emerging Leaders Began Successfully-** We began with four cohorts of employees (about 25 employees per cohort are participating in the program). The program consists of six training courses and three group meetings per cohort. The closing ceremony for this year's program will be held on August 31, 2021. We will begin again next fiscal year and choose hundred more employees to participate in this leadership and readiness program.
2. We presented employee driven virtual cultural events for International Women's Day, Lunar New Year displaying Asian culture, Black History, African Heritage displaying the cultural of various African Countries and Caribbean Heritage with PowerPoint presentations to encourage communication and understanding between our employees through our events.
3. DDC revised its Language Access Plan to ensure that all New Yorkers including those with limited English proficiency has access to any public information we share about construction and construction plans in the communities we serve.
4. DDC's Office of EEO prioritized employees physical and mental well-being by organizing various information sessions and employee roundtables to discuss mental health and anxiety concerns of staff, related to our impending return to office and the impacts of COVID.
5. Our Office of Diversity and Business Relations and Business Development unit is in an ongoing effort to increase outreach to M/WBE and small businesses in order to encourage and educate them about the process of doing business with DDC, with a goal of connecting these businesses to contract opportunities. Examples of this effort:
 - April 6, 2021: Design-Build Forum Series for M/WBE businesses
 - April 29, 2021: Eastside Coastal Resiliency – Community Workforce Session
 - May 6, 2021: DDC M/WBE Overview meeting w/Council Member Ampry Samuels (Brooklyn District)

- May 27, 2021: Shirley Chisom Rec Center and M/WBE presentation to Assembly Member Rodneyse Bichotte
- June 10, 2021: DDC M/WBE Overview meeting w/Council Member Adrienne Adams (Queens District)
- June 15, 2021: Black Business Enterprise – M/WBE Networking Event

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity, equity, 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 2022.

Additional Comments:

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2021

Total Headcount: 1208

Please provide the number of employees whose Race/Eth and/or Gender is 'Unknown'

Race/Ethnicity: 9 Gender: 0 Both R/E and Gender: 11

(These figures are available on the total line for your agency in the EBEPR210 CEEDS report)

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

In FY 2022, 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
- Newsletters and internal Agency Publications
- 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 2022, the agency will inform and remind employees of the option to add preferred name in ESS.

Additional Comments: This year, DDC's Human Resources and Staff Development division (HRSD) in conjunction with the Office of EEO will continue our ESS update efforts by leveraging quarterly reminders regarding ESS and also request That our HRSD data team conduct an audit of employees with key data missing in ESS so that we can do targeted outreach for updates.

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

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 to reduce/eliminate underutilization.

The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' 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
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input checked="" type="checkbox"/> Other
General Counsel	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (Chief of Staff)	<input checked="" 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: Our agency's EEO Officer reviews CEEDS workforce composition data quarterly with our recruitment and personnel professionals. Our agency's EEO Officer also briefs agency leadership on underutilization and monitors recruitment efforts, as well as applicant yield.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2022

1. Proactive Strategies to Enhance Diversity, Equity, Inclusion and EEO in areas of Workforce, Workplace, and Community.

State below the central goals of your strategy for FY 2022 focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted. Workforce goals are directed at the composition of your workforce, recruitment, retention, promotion, and professional development. Workplace goals have to do with inclusion, workplace culture, and employee activities. Community goals are directed at the external environment of your agency: the public and entities served by the agency. Describe special initiatives to enhance equity and focus on race relations in item 4.

1. **Workforce:** 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). The review includes an analysis of workforce composition by job title, job group, race/ethnicity and gender for all employees. Our Goal is to leverage that data to recruit, develop and retain a diverse and inclusive workforce which reflects our City's communities. DDC will prioritize this by continuing to focus on addressing underutilization and increasing the number of women and people of color that are licensed Architects and Engineers within our workforce. DDC's Office of EEO will continue promoting Civil Service Career Mapping, and a lecture series on Professional licensure and Certification to help address underutilization in various other key agency titles in FY22, as well.

2. **Workplace:** Like most city agencies, our workplace was redefined during 2020 and most of 2021 due to the remote working arrangements born of the pandemic. As we prepare for and navigate this next phase of full reconstitution, we want to be proactive in addressing the subtle impacts of a disaggregated workplace and workforce during the return-to-work process. Our goal is to reacclimate our staff to the shared in-person work environment. We do this through ongoing staff support, proactive safety measures, information sharing campaigns; refresher work-place training, expanded infrastructure to address conflict resolution; staff development, employee engagement, and team building opportunities throughout this year.

3. **Community:** Our MWBE and Diversity Officer set a goal for us to continue outreach to those that seek to do business with the City of New York. We are continuing our role in helping with economic development and recovery through outreach to, utilization of and investment in our communities. Our Community Goals are an extension of our internal agency goals. We want to educate New Yorkers about the important and interesting work that we do as an agency. We are also committed to educating more NYC MWBE's on how to successfully do business with DDC. In addition, our EEO Officer has a goal of enhancing our outreach efforts by increasing community awareness of our language access efforts through our CCL program

4. **Equity and Race Relations Initiatives:** Our EEO Officer has set the goal to offer bystander training to agency management during this fiscal year, as well as to expand the equity and race conversation internally by leveraging our agency's equity data to drive our plans for the coming year.

5. The curriculum and content of the proposed training includes the following:

Develop cross-cultural courageous communication awareness and skills regarding interpersonal relations, while adapting to change. This curricula includes but is not limited to the following topics: 1. Understanding racism and anti-racism, anti-harassment, bystander intervention, and allyship 2. The Impact of Microaggressions: From Vicarious Trauma to Burnout Vicarious Trauma (Reaction to intergenerational trauma and COVID-19) Intersectional microaggressions, micro-inequities, and how to counteract with micro-affirmations and micro-resilience. 3. How to support marginalized people proactively? What is intersectionality? Understanding allyship and bystander action-steps that embody equity and allyship. How to foster cross-cultural communications.

2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2022, which are aimed toward 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 actions and initiatives 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 limited to the EEO Office.

The agency will address underutilization in FY 2022 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- 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:

- Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
- 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.
- Implement initiatives to improve the personal and professional development of employees.
- Conduct assessment to ensure pay and promotions are equitable.

Describe specific actions designed to enhance equity:

Members of the Human Resource and Equal Employment Opportunity will continue to actively participate in the review of applicant selection and interview process and sit in on all managerial and discretionary hire interviews including promotional opportunities to ensure equal opportunity in the applicant to hire and promotion process. This re-enforces DDC's commitment to accountability providing an employee process that is diverse, equitable and inclusive.

Additional Initiatives, Programs, or Comments:

In addition, we will continue with the following initiatives which were rolled out within the past two years.:

1. Web-based exit Interview process so that our separation data is quantifiable.
2. EEO and HRSD division dashboards and Attrition analysis
3. Improved web presences for EEO and Human Resources and Staff Development Divisions
4. Enhanced staff development efforts including the addition of webinars and video instruction
5. Additional workshops related to licensure and Information sessions regarding industry specific organizations and affinity groups.

B. WORKPLACE:

In addition to the strategic goals above, please indicate here specific actions and initiatives 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).

List below the names of existing ERGs:

- LGBTQ+ Pride ERG

- DDC-Vet Connect

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 actively inform employees of their rights and protections under the New York City EEO Policy.

Agency will keep employees informed of the EEO complaint and reasonable accommodation processes and circulates *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.

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

In FY 2021, 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

Other (specify): _____

The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):

1. DDC’s Office of EEO will encourage and facilitate the relaunching of our Women of DDC’s ERG this year to ensure support and mentoring for women throughout the agency serving in technical and non-technical positions.

2. DDC will aggregate data from our 3-month survey of new employees and share with division heads in order to self-assess and improve retention and address early workplace concerns. We also need to redesign our mentoring program so that it includes mentoring opportunities for current employees, not just new employees.

Describe specific actions designed to enhance equity and initiatives to address race relations in the agency: DDC's EEO Office will be engaging vendors and rolling out by-stander training to help enhance equity and race relations. DDC will also leverage OATH and Judge Kramer of OATH to offer conflict resolution training for managers this fiscal year and later for our full staff.

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

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

In FY 2022, 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.
- Expand language services for the public.

Describe specific actions designed to enhance equity: DDC's EEO Office will partner with the Training and Staff Development Unit and our Intergovernmental affairs and Community outreach teams to offer training for our Community Construction liaisons (CCL) on language access offerings, as part of our communication and community outreach efforts.

In addition, DDC's EEO Office in conjunction with our HRSD division will invite OATH to discuss the city's New MEND NYC initiative which is a program geared towards Mediating Establishment and Neighborhood Disputes – We believe that this program may be helpful in resolving community concerns related to community construction- related concerns.

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 2022:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- 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 new diversity, inclusion, and equal opportunity employer messaging is included.
- 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
 - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

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Additional Strategies, Initiatives and Comments:

B. Recruitment Sources

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. Coroflot-Graphic and Design	1. We are expecting a talented, diverse applicant pool. <input checked="" type="checkbox"/> Previous hires from this source
2. Howard University Recruitment Fair (HBCU)	2. We are expecting a talented, diverse applicant pool. <input checked="" type="checkbox"/> Previous hires from this source
3. Design Jobs	3. We are expecting a talented, diverse applicant pool. <input checked="" type="checkbox"/> Previous hires from this source
4. Parson School of Architecture	4. We are expecting a talented, diverse applicant pool. <input checked="" type="checkbox"/> Previous hires from this source
5. The New York Times	5. We are expecting a talented, diverse applicant pool. <input checked="" type="checkbox"/> Previous hires from this source

C. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2021 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2022.

The agency provided the following internship opportunities in FY 2021:

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

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			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 __

* 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 2022.

Additional Comments:

Although we did not host interns last year, we met with DYCD and 4 Community-based Providers to recruit diverse candidates for the Agency's participation in the 6-week Summer Youth Employment Program which occurred in the early part of FY22. We posted a job for a legal intern on Brooklyn College's site and met with the Career Counselor at Brooklyn to discuss future opportunities. Pending fiscal resources and budgetary approval DDC' expects to resume its regular paid internship program in the summer of 2022.

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 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.

DDC actively post jobs that are eligible for the 55-a Program. We will continue to prioritize bringing applicants into our workforce and reaching out to employees that have identified themselves as eligible through the 55-a Program to fill positions.

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.

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. 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 2022.

Currently, there are 4 [number] 55-a participants.

There are 0 [number] participants who have been in the program less than 2 years.

Last year, a total of 0 [number] new applications for the program were received and 1 participants left the program due to **Retirement**.

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.

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 2022 are:

1. To increase awareness about the 55-a program, among employees and job candidates as part of our recruitment and retention efforts
2. Encourage 55-a program participants to take civil service examinations
3. Work collaboratively with DDC's career counselor and Citywide EEO on issues impacting 55-a participants
4. Leverage NYC: ATWORK to build partnerships and connect with candidates with disabilities who are unemployed or underemployed

These goals are the same as last year.

*Additional Goals, Initiatives, and Comments:***VI. Selection (Hiring and Promotion)****NOTE: This section must be prepared in consultation with the Agency Personnel Officer.****A. Career Counselors**

For FY 2022, 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 2022, 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:

B. New Hires and Promotions

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

In FY 2022, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
 - Promotion and salary increase protocol in existence.
 - Assess the criteria for selecting/promoting 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.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review and analyze the demographics race\ethnicity and gender for those who received the promotion\salary raises to ensure such practices are equitable.
- Review on a regular basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).
- 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:

C. Selection Process

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

During FY 2022, the agency will do the following:

- 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.
- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- 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.
- EEO Officer is asked to review the interview questions.

Additional Comments:

D. Review of Hiring, Promotion, and Selection Practices

For FY 2022, 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.
 - Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race and ethnicity).
- 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, assignment, 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:

E. EEO Role in Hiring and Selection Process

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

In FY 2022, 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.
- EEO reviews vacancy postings to ensure elimination of language that has the potential for gender stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns).
- Actively monitor agency job postings.
- Ensure all job postings include updated EEO Employer statement released in 2021.
- EEO is consulted 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.
- Advise Human Resources in the development of a comprehensive guide for hiring managers.
- 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.
- 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.

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- Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

Additional Comments:

F. Layoffs

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

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2022.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

Please refer to **Section IX** to ensure the agency complies with training requirements under local laws and Executive Orders.

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)	All Staff	1200	June 30, 2022
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees	1200	June 30, 2022
4. Sexual Harassment Prevention (classroom/live webinar)			
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	200	
6. lgbTq – Power of Inclusion (classroom/live webinar)			June 30, 2022
7. Disability Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	TBD		
9. Other (specify) Bystander training	Managers	250	June 30, 2022
10. Other (specify)			

VIII. Reasonable Accommodation

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

- Managers, supervisors, human resources personnel and discipline personnel are **required** to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny the 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 : Chief of Staff , Dee Harris
 - The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- The agency analyzes the reasonable accommodation data and trends.
- The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

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.

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

Briefly 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?

DDC will continue to ensure that the reasonable accommodation process remains interactive and in compliance with the Citywide EEO policy. The agency will accomplish this by ensuring that agency staff, responsible for receiving and reviewing reasonable accommodation requests, is familiar with the revised Procedural Guidelines. DDC continues to make information regarding the reasonable accommodation procedure available through Employee Orientation sessions, EEO Training, Divisional Employee meetings (January and July), Agency Bulletin boards, our EEO Intranet page and through one-on-one counseling session with DDC's Office of EEO. We analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests on an on-going basis.

DDC's Reasonable Accommodation Appeal Protocol: DDC's EEO Office continues to monitor the implementation of reasonable accommodations.

Where a DDC applicant or employee has requested a reasonable accommodation and an agency representative has not provided the specific accommodation requested, has denied the request, or has failed to respond, an appeal may be made to my designee, DDC's Chief of Staff.

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 within the last two years.
- 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. Executive Order 59: Chief Diversity Officer/Chief MWBE Officer

Under Executive Order No. 59 of 2020, all agencies shall appoint a Chief Diversity Officer/Chief MWBE Officer, with the appropriate experience and knowledge to oversee the agency's MWBE program, to report directly to the agency head. Agency heads shall ensure internal candidates are considered for the Chief Diversity Officer/Chief MWBE Officer.

- The agency appointed a Chief Diversity Officer/ Chief MWBE Officer by August 28, 2020.

Provide the name and title of the Chief MWBE Officer: Wayne Lambert, Chief Diversity and Industry Relations Officer

Additional Comments:

C. 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 4 – September 1, 2021 – August 31, 2022) as indicated in the Section VII Training above.

Additional Comments:

D. Local Law 97 (2018): Annual Sexual Harassment and Complaint 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 sexual harassment complaints are closed within 90 days.
- The agency will ensure that all other complaints are closed within 90 days.

Additional Comments:

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, conducted a climate survey in FY 2021 and will proceed to do the following in FY 2022:

- 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.
- Analyze FY 2021 survey data once provided by DCAS.
- Develop an Action Plan to address concerns raised in the FY 2021 Climate Survey and submit it to DCAS by July 31, 2022. *[Further guidance will be provided to agency by DCAS in 2022.]*

Additional Comments:

X. Audits and Corrective Measures:

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

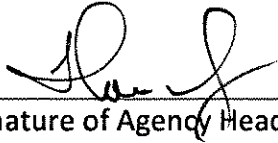
- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ [**another governmental agency – please specify**] specific to our EEO 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 2022 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.

Thomas Foley

Print Name of Agency Head



Signature of Agency Head

4/22/22

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 enter only the name in further entries. Insert table rows as needed.

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Dalela Harrison	HarrisonDa@ddc.nyc.gov	718-391-1776
2.	Director of EEO	Craig M. Greene	greenecr@ddc.nyc.gov	718-391-3131
3.	Agency Chief Diversity and Inclusion Officer	Dalela Harrison	HarrisonDa@ddc.nyc.gov	718-391-1776
4.	Agency Diversity & Inclusion Officer [if designated]	N/A		
5.	Chief MWBE Officer per E.O. 59	Wayne Lambert	LambertWa@ddc.nyc.gov	718-391-1652
6.	ADA Coordinator	Simone Campbell	campbelsi@ddc.nyc.gov	718-391-2815
7.	Disability Rights Coordinator	Craig M. Greene	greenecr@ddc.nyc.gov	718-391-3131
8.	Disability Services Facilitator	Craig M. Greene	greenecr@ddc.nyc.gov	718-391-3131
9.	55-a Coordinator	Craig M. Greene	greenecr@ddc.nyc.gov	718-391-3131
10.	Career Counselor(s)	Sue Wuest Keshawna Mcdonald	WuestS@ddc.nyc.gov McdonaldKe@ddc.nyc.gov	718-391-1603 718-391-1558
11.	(Interim) Training Liaison(s)	Nneka DeCaul	DecaulNn@ddc.nyc.gov	718-391-1090
12.	EEO Counselor(s)	Vilma Seemungal Malina Jaume	SeemungVi@ddc.nyc.gov jaumeMa@ddc.nyc.gov	718-391-1393 718-391-1833