

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

FY 2024 Agency Quarterly Diversity, Equity, Inclusion and EEO Report

Part I: Narrative Summary

Agency Name: NYC OFFICE OF MANAGEMENT AND BUDGET

☐ 1st Quarter (July -September), due November 17, 2023

☒ 2nd Quarter (October – December), due January 30, 2024

☐ 3rd Quarter (January -March), due April 30, 2024

☐ 4th Quarter (April -June), due July 30, 2024

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Date Submitted: _1/31/24_

FOR DCAS USE ONLY:

Date Received:

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

Instructions for Filling out Quarterly Reports FY 2024

[NOTE: These forms are cumulative and designed to retain and preserve information for the entire FY 2024.

For Q1 please copy the goals, programs, and initiatives from your draft of the FY 2024 DEI-EEO plan. Insert these statements in the corresponding sections of the Quarterly Report below, particularly sections IV, V, and VI.

For Q2, Q3 and Q4, use previous quarter's submission to update their status, retaining all information for the prior quarters. You should also add programs and initiatives begun in these quarters even if they were not mentioned in the Annual Plan]

1. Please save this file as **"XXXX Quarter X FY 2024 DEI-EEO Quarterly Report.Part I"**, where 'XXXX' is the commonly used acronym of your agency. You must submit this file in MS Word format. **Please do not convert it to PDF.**
2. Complete the "Diversity, Equity, Inclusion and EEO Training Summary" details in Part II – Training Summary [see the attached Excel file].

Core EEO Training: Copy the information from the Training Completion Report you receive quarterly from DCAS Learning & Development onto grey-shaded cells in rows 26, 30, 34, and 38. Include any of these trainings that were administrated by your agency in the rows immediately below (27, 35, 39).

Other Diversity, Equity, Inclusion and EEO Related Training: Beginning with row 45, include training classes co-organized or co-sponsored by your agency EEO and/or HR that are related to the development of the agency staff in the areas of equal employment, diversity, inclusion, civil rights, workplace culture and behavior, interpersonal relations, and community relations.

3. Mark progress in check boxes in the column for the current quarter. [Note: **Delayed** = behind schedule; **Deferred** = put off until later when better resources become available.]
4. Please save the Excel file as **"XXXX Quarter X FY 2024 DEI-EEO Report.Part II Training Summary"**, where 'XXXX' is the commonly used acronym of your agency. You must submit this file in MS Excel format. **Please do not convert it to PDF.**

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

I. Commitment and Accountability Statement by the Agency Head

Distributed to all agency employees? ☒ Yes, On (Date): 12/27/23 ☐ No
☒ By e-mail
☒ Posted on agency intranet and/or website
☐ Other _____

II. Recognition and Accomplishments

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

- ☐ Diversity, equity, inclusion and EEO Awards
- ☐ Diversity, equity, inclusion and EEO Appreciation Events
- ☐ Public Notices
- ☒ Positive Comments in Performance Appraisals
- ☒ Other (please specify): Agency-wide emails and posts to the agency's intranet to acknowledge staff who work on DEI-related events.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

III. Workforce Review and Analysis

I. Agency Headcount as of the last day of the quarter was:

Q1 (9/30/2023): 413 Q2 (12/31/2023): 452 Q3 (3/31/2024): _____ Q4 (6/30/2024): _____

II. Agency reminded employees to update self-ID information regarding race/ethnicity, gender, and veteran status.

☒ Yes On (Date): _____ ☒ Yes again on (Date): __12/15/23_____ ☐ No

☐ NYCAPS Employee Self Service (by email; strongly recommended every year)

☒ Agency's intranet site

☒ On-boarding of new employees

☒ Newsletters and internal Agency Publications

III. The agency conducted a review of the quarterly CEEDS reports and the dashboard sent by DCAS to the EEO Officer with demographic data and trends, including workforce composition by job title, job group, race/ethnicity and gender; new hires, promotions and separation data; and utilization analysis.

☒ Yes - on (Dates): Q1 Review Date: 12/6/23 Q2 Review Date: 1/16/23 Q3 Review date: _____ Q4 Review date: _____

The review was conducted with:

☐ Agency Head

☒ Human Resources

☐ General Counsel

☐ Other _____

☐ Not conducted

☐ Agency Head

☒ Human Resources

☐ General Counsel

☐ Other _____

☐ Not conducted

☐ Agency Head

☐ Human Resources

☐ General Counsel

☐ Other _____

☐ Not conducted

☐ Agency Head

☐ Human Resources

☐ General Counsel

☐ Other _____

☐ Not conducted

IV. EEO, Diversity, Inclusion and Equity Initiatives for FY 2024

Please describe your progress this quarter in implementing the primary goals in Section IV of your Agency Diversity, Equity, Inclusion and EEO Plan for FY 2024.

A. Workforce:

Please list the **Workforce Goal(s)** included in *Section IV: Diversity, Equity, Inclusion and EEO Initiatives for FY 2023*, which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan (e.g., underutilization, workforce planning, succession planning and diverse applicant pool, among others).

1. Workforce Goal 1: Improve Hiring, Promotion, and Retention Practices

A central workforce goal is for OMB to continue to secure, support, and maintain a high-performing and diverse workforce. OMB will do this by strengthening existing efforts to recruit from a diverse, qualified group of applicants. These efforts begin with the agency's consistent work on reviewing the data relating to job applicants, new employees, and all other employees (including issues relating to potential wage disparity, promotions, representation, etc.), to look for important patterns and shifts in numbers that may require that the agency engage in targeted efforts to obtain and maintain a diverse workforce.

This will also involve continuing efforts to develop and implement an effective recruitment and hiring system, including diversifying our pipeline, training hiring managers on best practices, and recommending any changes necessary to make our workplace more inclusive. In FY2023, the agency began thoroughly analyzing recruitment sources to begin tracking where applicants are making their initial connections with OMB and how we may tweak our use of various recruitment sources to yield strong results.

For FY2024, the EEO/DEI Officer will continue to partner with the HR Director and other agency leadership as necessary to implement DCAS's Diverse and Inclusive Recruitment Best Practices, as established by DCAS in FY2022 and add additional practices as necessary to help build a diverse and inclusive workforce. As part of efforts to enhance the hiring process at OMB, the agency created a list of new resources targeting women and racial minorities, and the agency will begin utilizing this list this fiscal year. Also, the agency began working with the Mayor's Office of Veteran's Services to participate in the VetConnect program in FY2022 and will solidify those efforts in FY2024.

OMB will also continue to support the promotion and retention of staff with diverse experience and attributes this fiscal year, including

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

any potential issues with underutilization. The agency will do this by regularly analyzing the composition of its workforce, as well as demographic information of job applicants and staff selected for promotion, to better understand how that information might influence certain practices and programs developed by the agency, by reviewing the dashboards and other reports on a quarterly basis. OMB will also continue to conduct its robust analysis of diversity-related data pertaining to job applicants and employees that the agency conducts, resulting in an annual report and presentation.

OMB will also continue to engage in efforts such as work with EquityNYC (including requirements under Executive Order 34) and performing additional analysis of workforce composition, including a review of promotion practices, professional development opportunities, and other issues relevant to this workforce goal.

The agency will also continue to inform and encourage OMB employees to prepare for and take civil service examinations, as it has done on a consistent basis. The agency will continue to integrate succession planning in agency activities to strengthen its existing pipeline, facilitate a seamless transition and continuity of service, especially for critical senior management positions.

The agency will re-visit whether any additional assessment is necessary to ensure fair and equitable pay and promotions.

Workforce Goal #1 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

2. Workforce Goal 2: Provide Strengthened Mentorship Opportunities

Another workforce goal is to cultivate an inclusive workplace that enables full participation encourages collaboration, flexibility, and fairness. As part of this effort, OMB's Mentorship Program pairs together senior managers and less experienced staff to share perspectives, values, and experiences. It also provides an opportunity for staff to explore areas of interest outside their assigned portfolio. Each month, mentors and mentees are provided with a theme to cover during each pairing's session, in addition to other topics that the group wants to discuss. Topics for the current cycle include "Growth in the Face of Adversity," "Managing Stress in the Workplace,"

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

“Reflecting on the Significance of Workforce Diversity,” and “Continuous Learning.”

The current cycle, which began in April 2023, has a total of 114 participants (53 mentors and 61 mentees, with some mentors taking on more than one mentee). The agency will continue with this Program during FY2024 and determine additional areas for growth.

Workforce Goal #2 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

3. Workforce Goal 3: Strengthen Professional Development Opportunities

OMB significantly expanded its professional development opportunities beginning in FY2022, and these robust efforts will continue in FY2024, as continuing to expand professional development opportunities through the agency’s Learning and Development program, is a key focus for this fiscal year as well.

In FY2023, OMB launched a new initiative for its managers, called OMB Catalyst. OMB Catalyst was developed by the agency’s Learning and Development Unit and is a comprehensive development program customized to help managers manage people, processes, and operations more effectively and achieve managerial excellence in their roles. The program runs on a year-long cycle and the first class of 30 Unit Heads and Deputy Assistant Directors began at the tail end of FY2023, on July 24, 2023, and will continue through FY2024. The first half of the program is titled “Foundations and Growth.” This half of the program focuses on mindset, relationships, culture, feedback, coaching, and performance. The second half of the program will focus on operations and strategy. Each month requires an average of two days of live workshops and approximately half a day of on-the-job application assignments, support circle meetings, and independent study.

Once participants complete the Foundations and Growth cohort and the required components of Operation and Strategy within the specified timeframe, they will receive program certification through the Learning and Development unit.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

The agency's professional development opportunities also include the OMB Institute, which is a speaker series designed to help educate employees about other groups within the agency, with presenters who are leaders of OMB divisions, taskforces, and units, along with OMB employees who are working on specific projects of interest, and external guests from other City agencies whose work is relevant to OMB. In FY2023, there were 13 separate sessions for the OMB Institute.

For FY 2024, there have already been eleven OMB Institute sessions that took place this quarter.

In addition to the Learning and Development team's efforts, OMB has its Data Science Huddle initiative, which seeks to empower employees to utilize data analysis in policy evaluation and decision making through partnership and training – all key to effectively performing work relevant to the mission of the agency.

The Data Science Huddle provides presentations on work being carried out by data professionals within and beyond OMB, providing opportunities for employees to learn data science programming languages and skills through bi-weekly presentations, connections to new data analysis software, and external classes and trainings. Everyone is welcome at these sessions, from beginners seeing to learn how to use data science in their work to fluent data science users.

In FY2023, the Data Science Huddle put on sessions including, but not limited to, "Beginner-Friendly Data Wrangling," "A Gentle Intro to Programming with Python," "Using Data to Advance Equity in NYC Government," "An Introduction to the Department of Finance's Data," and "Visualizing Performance Data with Python."

Workforce Goal #3 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

B. Workplace:

Please list the Workplace Goal(s) included in Section IV: Diversity, Equity, Inclusion and EEO Initiatives for FY 2024, which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan (e.g., job satisfaction/engagement surveys, exit interviews/surveys, and onboarding surveys).

1. Workplace Goal 1: Provide Meaningful Cultural/DEI-Related Events and Activities

OMB will continue to employ several strategies to achieve its goals focused on inclusion, workplace culture, and employee activities. OMB began to significantly grow its Workplace programming by beginning to host monthly DEI-related events for all staff in FY2022. These efforts grew in FY2023.

In FY 2022, OMB formed a committee to plan events and activities focused on cultural and diversity, equity, and inclusion. These efforts grew and during CY2023, OMB hosted events centered on the following DEI-related areas: Black History Month, Women's History Month, Earth Day, Asian American Pacific Islander Heritage Month, Pride Month, Caribbean American Heritage Month, BIPOC Mental Health Awareness Month, and Hispanic Heritage Month. Each of these events were popular with all staff, reaching maximum capacity based on available venue size. Each event included extensive planning to provide a mix of educational, community building, and celebratory opportunities for all staff.

The events will continue in FY2024, albeit with a restricted budget due to Citywide constraints. The tentative list of in-person events planned for CY2024 are as follows:

February: Black History Month

March: Women's History Month/International Women's Day

April: Earth Day

May: Asian American and Pacific Islander Heritage Month: Tentative Date

June: Pride Month, Caribbean American Heritage Month

July: National Disability Independence Day, BIPOC Mental Health Awareness Month

August: Team/Community Building Events – HR

September – October: Hispanic Heritage Month

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

October: World Mental Health Day

November: National Native American, American Indian, and Alaskan Native Heritage Month

December: Staff Recognition Party

Putting on these events value the different cultures and backgrounds of staff and contributes positively to the overall culture of the agency. The effectiveness of these events will be evaluated through the attendance numbers, as well as an annual survey.

Workplace Goal #1 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

2. Workplace Goal 2: Grow the Employee Equity Group Program

OMB began revitalizing its Employee Resource Group program in FY2022 by expanding and redefining its Employee Equity Groups (EEGs) program and starting its first EEG in FY2023. EEGs are groups of employees – specifically focused on groups that have historically been underrepresented in the workplace, such as the protected groups under the City’s EEO Policy – who are connected in the workplace based on shared characteristics or life experiences, and are intended to provide support, enhance career development, improve personal development at the agency and the overall agency work environment. The purpose of EEGs is for employees to have the space to show up as their full selves and be heard, valued, and engaged. Anyone is invited to participate in EEGs. As part of the EEG/EC process, the EEO/DEI Officer created a toolkit and other information to help interested employees form these new groups and support them as they develop. The materials were finalized and distributed in FY2023, officially launching this program.

The first EEG to form was the Pride EEG, which focuses on the agency’s LGBTQIA+ employees and allies. Since forming in FY2023, the group has held monthly meetings, and paired with the DEI EEG to host a Pride Celebration in June 2023. The Pride Celebration was set up as a gallery, where employees could visit individual exhibits that focused on different topics centered on the queer community. For example, the exhibits featured the Stonewall Riots and the related events leading to that time, HIV/AIDS activists, disco, banned books, queer books, LGBTQIA+ legislation and activists, “coming out” stories, LGBTQIA+ couples through the ages, the LGBTQIA+ terminology tutorial, and queer

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

nightlife in NYC and beyond.

This quarter, the EEO Officer began working with a colleague who indicated interested in starting a Black Employees Equity Group and provided input and advice to assist with some preliminary planning. The first Black Employees EEG meeting took place in Q1.

There is a general DEI EEG, which covers all the other groups until employees express interest in taking on leadership roles with additional specialized EEGs.

Workplace Goal #2 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

3. Workplace Goal 3: Create and Distribute a DEI Survey

OMB intended to create a DEI survey in FY2023, however this goal shifted to this fiscal year. This survey will be a tool to help the agency benchmark the status of DEI within the organization and build a strategic plan of measurable, tangible actions that can be implemented to improve the agency.

OMB will also continue to utilize an exit survey for all employees that are separating from the agency to measure, evaluate, and improve employee job satisfaction, including two questions that address issues relevant to EEO and DEI. In FY2022, the agency reviewed and updated the exit survey, including questions relating to EEO and DEI.

Workplace Goal #3 Updates:

Q1 Update:	☒ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☒ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

C. Community:

Please list the Community Goal(s) included in Section IV: Diversity, Equity, Inclusion and EEO Initiatives for FY 2024, which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan (e.g., community outreach and engagement, M/WBE participation and customer satisfaction surveys).

Note that OMB is not a public-facing agency and therefore this community goal is different than most other City agencies, which will be more focused on providing direct services to the people of NYC, focused on diversity, equity, and inclusion.

1. Community Goal 1: Ensure Accessibility of Public Materials and Spaces

In FY2024, OMB will continue to work with the Mayor's Office of Immigrant Affairs to coordinate the agency's language access policy and implementation plan. Per the Mayor's Executive Order, the agency has and will continue to work with DOITT to make our website and its publications on the City's budget more accessible to all New Yorkers. In FY2023, the EEO/DEI Officer worked with the agency's ACCO to ensure that accessibility issues were addressed in its contract with the vendor who will be updating the agency's website.

The agency also began its work with the Mayor's Office for People with Disabilities to ensure compliance with Executive Order 85, focused on both digital accessibility and accessibility of OMB's office space that is open to the public.

Community Goal #1 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☒ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

2. Community Goal 2: Continue Procurement-Specific Outreach to Qualified M/WBE Vendors

This fiscal year, the agency will attend a minimum of two events while also fielding calls and conducting procurement-specific outreach to qualified M/WBE vendors. These efforts will be led by the agency's ACCO LacyAnn Dunkley and Chief M/WBE Officer, Latonia McKinney.

Community Goal #2 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

D. Equity, Inclusion and Race Relations Initiatives:

Please list the Equity, Inclusion and Race Relations initiatives included in Section IV: Diversity, Equity, Inclusion and EEO Initiatives for FY 2024, which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan.

1. Create a Diversity, Equity, and Inclusion Strategic Plan

Like every other City agency, OMB continues to experience this pivotal time in history, set off in 2020 with the start of the coronavirus pandemic (along with acts of unfairly associated acts of violence and discrimination against members of the Asian American Pacific Islander (AAPI) community), as well as specific acts of violence against Black people that revealed the dramatic impacts of systemic racism and other acts of inequity to many people who did not already have a deep awareness of or experience with discussing these issues, and continuing through recent turmoil in the Middle East. These difficult situations impacted many people on a personal level, including OMB's own employees, and caused some to question how institutions, including City agencies, might perpetuate systemic racism and other inequities – even if unintentional.

During FY 2020-2021, the agency began addressing equity, inclusion, and race relations issues directly by hosting online community events for staff to process these issues as a community, as well as provided resources to staff including training opportunities, mental health, and

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

other support options through various City services.

In FY 2022, OMB began growing in terms of how the agency addresses issues of equity and race relations. The EEO/DEI Officer began formulating a diversity, equity, and inclusion strategic plan for the agency as part of this goal in FY2023 and expects to complete this process in FY2024. This will include taking a step back and re-visiting some foundational issues: creating a DEI mission and vision statement, creating a better framework for the agency's DEI work (including identifying clear metrics, objectives, and tasks for measuring progress), defining specific strategic DEI initiatives and creating timelines for those initiatives – all with an eye toward improving workforce, workplace, community, and equity/race relations; an essential way for the agency to strategically address matters involving equity and race relations.

OMB acknowledges that it has a responsibility to address issues of equity and race relations, is committed to ensuring that the agency make improvements, and looks forward to working with others, including DCAS, on how to make these positive changes as City agencies.

Equity, Inclusion and Race Relations Initiative #1 Updates:

Q1 Update:	☒ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☒ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

V. Recruitment

A. Recruitment Efforts

Please list **Recruitment Initiatives and Strategies** which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan (e.g., targeted outreach and outreach, diversity recruitment, social media presence, where jobs are posted, EEO and APO collaboration, evaluation of best recruitment sources, structured interview training and unconscious bias training).

1. Recruitment Initiative/Strategy 1: Continue Outreach for Discretionary Vacancies

This quarter, OMB adhered to its strategy to conduct employee outreach for discretionary vacancies by notifying its employees of the discretionary vacancies within the agency, specifically by emailing job notices agency-wide and requiring all hiring managers to interview any eligible internal candidates during the initial hiring period. All job notices are listed internally for 10 business days. All job notices are posted on the agency's website and on E-Hire. In addition, OMB's Office of Personnel Management and Administration will actively work with staff interested in expanding or changing their portfolio, when possible.

Recruitment Initiatives/Strategies #1 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

2. Recruitment Initiative/Strategy 2: Continue Review of Policies Relating to Discretionary Positions

The agency will continue its annual review of policies relating to promotion of discretionary positions to determine whether any changes may be possible to improve that process to better build and retain a diverse and inclusive workforce. In addition to the quarterly review of CEEDS data to review underutilization and related issues, OMB will continue to conduct its extensive analysis of demographic data as it applies to job applicants, employees, promotions, and separating employees, on an annual basis, with a specific focus on underutilized

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

groups to help inform recruitment, hiring, promotion, and retention efforts.

Recruitment Initiatives/Strategies #2 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

3. Recruitment Initiative/Strategy 3: Continue Review of Recruitment Efforts

To identify a more diverse pool of candidates, OMB will continue its annual review of recruiting efforts. In FY2023, OMB expanded its list of potential recruitment sources, including affinity groups, including at colleges and universities, in our recruitment efforts. This fiscal year, OMB will begin actively using these new resources.

OMB is actively working with other partners in City government and in the non-profit sector to help identify candidates for senior level vacancies.

Recruitment Initiatives/Strategies #3 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

4. Recruitment Initiative/Strategy 4: Strengthen Training for Employees Involved in Recruitment

This fiscal year, the EEO/DEI Officer is coordinating with the Learning and Development Officer to identify ways to better train managers and others involved in the recruitment process on DEI-related topics. Already, the agency requires that all employees involved in the hiring process must take the structured interviewing and unconscious bias courses offered by DCAS.

Recruitment Initiatives/Strategies #4 Updates:

Q1 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q2 Update:	☐ Planned	☐ Not started	☒ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q3 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed
Q4 Update:	☐ Planned	☐ Not started	☐ Ongoing	☐ Delayed	☐ Deferred	☐ Completed

B. Recruitment Efforts for Civil Service Exams

Please note that OMB does not fill open positions through a civil service list. Due to the unique nature of the agency's work, vacancies are filled using the non-competitive/discretionary processes. OMB currently has a minimal number of staff members with competitive titles (fewer than 5), but these are underlying titles now – these individuals converted their civil service titles to non-competitive job titles for their current positions at the agency.

However, all current employees are encouraged to take relevant civil service exams, including through agency-wide emails.

List all recruitment events that were held by the agency to promote open-competitive civil service examinations.

Quarter #	Event Date	Event Name	Borough
1	N/A	N/A	N/A

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

List actual expenditures related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$) in Q1	Approximate Dollar Amount (\$) in Q2	Approximate Dollar Amount (\$) in Q3	Approximate Dollar Amount (\$) in Q4
Bronx	N/A	N/A		
Brooklyn	N/A	N/A		
Manhattan	N/A	N/A		
Queens	N/A	N/A		
Staten Island	N/A	N/A		

C. Recruitment Sources

List recruitment sources used for filling vacancies in the current Quarter (include Q#)

1. *NYC Jobs/Careers Website*: Primarily targeting current City employees and other City residents who seek to continue their career path with the City or are seeking to join City service. This has been the primary source of new hires in recent years.
2. *LinkedIn*: OMB's HR department has been actively using LinkedIn as a recruitment tool for several years now and the efforts have yielded the most applicants from an online job search source.
3. *Referrals* (current and former employees, word of mouth): Referrals can be a useful recruitment source and OMB continues to use this method to help bring in applicants for open positions.
4. *Other Job Website* (e.g., Indeed, Handshake, AmeriCorps, FEMA, Glassdoor, Idealist, OMB Website, USA Jobs): Online job search resources continue to gain in popularity and OMB has shifted its recruitment sources to include more of these websites to attract more qualified applicants. In FY2023, OMB added HBCUs (Historically Black Colleges and Universities) to its job notice distribution list via Handshake and will continue to add additional sources.
5. *Schools*: OMB targets CUNY and SUNY schools since many of these students are from the NYC/NY State area, the agency expects that these students may have personal interests in joining City service and would help reflect the diversity of New York if they were to join OMB.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

Additionally, in FY2023, OMB developed an extensive list of contacts for affinity groups within local colleges and universities and will begin using this list in FY2024 to help with its recruitment efforts.

6. *Internal Vacancy Announcement*: The intention behind providing internal vacancy announcements is to provide our employees with information about opportunities for advancement and/or shifts in career interests as part of our retention efforts.
7. *Career Fairs*: These take place throughout the NYC area, and OMB increased its participation in career fairs in FY2023 and, once the hiring freeze is lifted, will continue its involvement in FY2024.

D. Internships/Fellowships

The agency is providing the following internship opportunities in FY 2024. [**Note:** Please update this information every quarter.]

Race/Ethnicity* [#s] * Use self-ID data obtained from NYCAPS; **Gender* [#s]** [N-B=Non-Binary; O=Other; U=Unknown] * Use self-ID data

1. Urban Fellows Total: 0

Race/Ethnicity* [#s]: Black___ Hispanic___ Asian/Pacific Islander___ Native American___ White___ Two or more Races___

Gender* [#s]: M ___ F ___ N-B ___ O ___ U ___

2. Public Service Corps Total: 0

Race/Ethnicity* [#s]: Black___ Hispanic___ Asian/Pacific Islander___ Native American___ White___ Two or more Races___

Gender* [#s]: M ___ F ___ N-B ___ O ___ U ___

3. College Interns Total: 7

Race/Ethnicity* [#s]: Black: 1 Hispanic: 1 Asian/Pacific Islander: 3 Native American: 0 White: 2 Two or more Races: 0

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

Gender* [#s]: M: 4 F: 3 N-B: 0 O: 0 U: 0

4. Graduate Interns Total: 2

Race/Ethnicity* [#s]: Black: 0 Hispanic: 0 Asian/Pacific Islander: 1 Native American: 0 White: 1 Two or more Races: 0

Gender* [#s]: M: 2 F: 0 N-B: 0 O: 0 U: 0

5. Other (specify) Total:

Race/Ethnicity* [#s]: Black___ Hispanic___ Asian/Pacific Islander___ Native American___ White___ Two or more Races___

Gender* [#s]: M ___ F ___ N-B ___ O ___ U ___

Additional comments:

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

E. 55-A Program

The agency uses the 55-a Program to hire and retain qualified individuals with disabilities.

☐ Yes

☒ No

Nearly all of OMB's employees are in non-competitive titles which are not suitable for 55-A titles. We are aware of the program and make our best efforts to recruit 55-A candidates to the small number of competitive civil service titles that the agency has available.

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

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

Currently, the agency employs the following number of 55-a participants:

Q1 (9/30/2023): 0

Q2 (12/31/2023): 0

Q3 (3/31/2024): _____

Q4 (6/30/2024): _____

During the 1st Quarter, a total of 0 new applications for the program were received.

During the 1st Quarter 0 participants left the program due to [state reasons] _____.

During the 2nd Quarter, a total of 0 new applications for the program were received.

During the 2nd Quarter 0 participants left the program due to [state reasons] _____.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

During the 3rd Quarter, a total of ____ [number] new applications for the program were received.

During the 3rd Quarter ____ participants left the program due to [state reasons] _____.

During the 4th Quarter, a total of ____ [number] new applications for the program were received.

During the 4th Quarter ____ participants left the program due to [state reasons] _____.

The 55-a Coordinator has achieved the following goals:

1. Disseminated 55-a information –

by e-mail: ☐ Yes ☒ No

in training sessions: ☐ Yes ☒ No

on the agency website: ☐ Yes ☒ No

through an agency newsletter: ☐ Yes ☒ No

Other: _____

VI. Selection (Hiring and Promotion)

Please review Section VI of your FY 2024 Diversity, Equity, Inclusion and EEO Plan and describe your activities for this quarter below:

Please list additional **Selection Strategies and Initiatives** which you set/declared in your FY 2024 Diversity, Equity, Inclusion and EEO Plan (*e.g., use of structured interview, EEO or APO representatives observing interviews, review of placements, review of e-hire applicant data*). Please describe the steps that your agency has taken to meet these objectives.

1. Career Counseling: Advising employees of opportunities for promotion and career development; Notification of promotion/transfer opportunities.

OMB's Career Counselors promote advancement and transfers within the agency, advise employees of opportunities for promotion, the availability of service exams, and provide resources to help employees grow and develop future careers by:

- Reviewing policies, procedures, and practices related to hiring (e.g., vacancy announcements sent to all staff).

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

- Promote opportunities for promotion and transfer within the agency to all employees, including by arranging for agency-wide notification of these opportunities.
- Work with the agency's Learning and Development Officer to encourage the use of training and development to improve skills, performance, and career opportunities.
- Explain and provide information about the civil service process to staff and providing technical assistance in applying for civil service exams as necessary.
- Provide employees with citywide vacancy announcements, civil service exam notices, and other career development information as applicable.
- Assist employees in assessing and developing plans for their career paths.
- Provide resources and support for targeted job searches, review of effective interview and career growth techniques, and internship exploration.

2. Reviewing the methods by which candidates are selected for appointment, promotion, or to fill vacancies (new hires), especially for mid- and high-level discretionary positions.

The agency reviews the methods by which candidates are selected for appointment, promotion, or to fill vacancies on an annual basis by the EEO Officer, HR, and Chief of Staff.

3. Describe the role of agency EEO Officer and other EEO staff in the selection of candidates for appointment or promotion (pre- and post-appointment).

The EEO Officer does not have a role in the selection of candidates for appointment or promotion, unless a specific issue arises that requires her consultation. OMB's Chief of Staff and HR Director review all requests for promotion and hiring before approval. Personnel Action Request packets submitted include a detailed explanation for the request along with interviewer's supporting documentation, which include an interviewer's report and each candidate's resume. Each candidate selected for an interview is asked to submit an Applicant Interview Form on which they can self-identify.

EEO personnel are not involved in the interviewing process and do not observe interviews that are conducted. The agency conducts various analysis of hiring/promotion data to determine if the agency is reaching a diverse pool of candidates and will consider additional ways of incorporating the EEO Officer into the hiring process as appropriate.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

4. Analyzing the impact of layoffs or terminations on racial, gender and age groups.

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 2024. 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).

During this Quarter the Agency activities included:	# of Vacancies	# of New Hires	# of New Promotions
Q1	# 16	# 23	# 63
Q2	# 11	# 34	# 10
Q3	# _____	# _____	# _____
Q4	# _____	# _____	# _____

VII. Training

Please provide your training information in Part II of the report “DEI-EEO Training Summary” (in MS Excel).

VIII. Reasonable Accommodation

Please report all reasonable accommodation requests and their disposition in the DCAS Citywide Complaint/Reasonable Accommodation Tracking System by logging into your CICS Account at: <https://mspwwa-dcslnx01.csc.nycnet/Login.aspx>

The agency did input full Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database:

Q1: ☒ Yes ☐ No

Q2: ☒ Yes ☐ No

Q3: ☐ Yes ☐ No

Q4: ☐ Yes ☐ No

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

A. Local Law 92: Annual Sexual Harassment Prevention training

Please provide Sexual Harassment Prevention Training Information in Part II of the report “DEI-EEO Training Summary” (in MS Excel).

B. Local Law 97: Annual Sexual Harassment Reporting

☒ The agency has entered the sexual harassment Complaint Data in the DCAS Citywide Complaint Tracking System and updates the information as they occur.

Q1 ☒

Q2 ☒

Q3 ☐

Q4 ☐

☒ The agency has entered **all types of complaints** in the DCAS Citywide Complaint Tracking System and updates the information as they occur.

☒ The agency ensures that complaints are closed within 90 days.

Report all complaints and their disposition in the DCAS Citywide Complaint/Reasonable Accommodation Tracking System by logging into your CICS Account at: <https://mspwwa-ctwapx02.csc.nycnet/Login.aspx>

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

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

Please provide E.O. 16 Training Information in Part II of the report “DEI-EEO Training Summary” (in MS Excel).

IX. Audits and Corrective Measures

Please choose the statement that applies to your agency.

- ☐ The agency is NOT involved in an audit conducted by NYC Equal Employment Practice Commission (EEPC) or another governmental agency specific to our EEO practices.
- ☐ The agency is involved in an audit; please specify who is conducting the audit: _____.
- ☐ Attach the audit recommendations by EEPC or the other auditing agency.
- ☐ The agency has submitted or will submit to DCAS Citywide Equity and Inclusion an amendment letter, which shall amend the agency plan for FY 2023.
- ☒ The agency received a Certificate of Compliance from the auditing agency in 2022 or 2023.

Please attach a copy of the Certificate of Compliance from the auditing agency.

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

Appendix A: EEO Personnel Details

EEO Personnel For 2nd Quarter, FY 2024

Personnel Changes

Personnel Changes this Quarter: ☐ No Changes		Number of Additions: 1	Number of Deletions: 1
Employee's Name & Title	1. Danica You (EEO & DEI Officer)	2. Stephanie Baril (Interim EEO Officer)	3.
Nature of change	☐ Addition ☒ Deletion	☒ Addition ☐ Deletion	☐ Addition ☐ Deletion
Date of Change in EEO Role	Start Date or Termination Date: 12/8/2023	Start Date or Termination Date: 12/21/2023	Start Date or Termination Date:
Employee's Name & Title	4.		
Nature of change	☐ Addition ☐ Deletion	☐ Addition ☐ Deletion	☐ Addition ☐ Deletion
Date of Change in EEO Role	Start Date or Termination Date:	Start Date or Termination Date:	Start Date or Termination Date:
For New EEO Professionals:			
Name & Title	1. Stephanie Baril (Interim EEO Officer)		
EEO Function	☒ EEO Officer ☐ EEO Counselor ☐ EEO Trainer ☐ EEO Investigator ☐ 55-a Coordinator ☐ Other: (specify) (Reasonable Accommodations Assistant)	☐ EEO Officer ☐ EEO Counselor ☐ EEO Trainer ☐ EEO Investigator ☐ 55-a Coordinator ☐ Other: (specify) (Chief Diversity/MWBE Officer)	☐ EEO Officer ☐ EEO Counselor ☐ EEO Trainer ☐ EEO Investigator ☐ 55-a Coordinator ☐ Other: (specify)
Percent of Time Devoted to EEO	☐ 100% ☒ Other: (specify %): 50%	☐ 100% ☐ Other: (specify %):	☐ 100% ☐ Other: (specify %):

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

EEO Training Completed within the Last two years, including the current quarter (EEO and D&I Officers, Deputies, and all new EEO Professionals):

Name & EEO Role	1. Stephanie Baril, Interim EEO Officer	2. Latonia McKinney, Chief Diversity/MWBE Officer	
Completed EEO Trainings:			
1. Everybody Matters-EEO and D&I	☒ Yes ☐ No	☒ Yes ☐ No	
2. Sexual Harassment Prevention	☒ Yes ☐ No	☒ Yes ☐ No	
3. IgBTq: The Power of Inclusion	☒ Yes ☐ No	☒ Yes ☐ No	
4. Disability Awareness & Etiquette	☐ Yes ☒ No	☐ Yes ☒ No	
5. Unconscious Bias	☐ Yes ☒ No	☐ Yes ☒ No	
6. Microaggressions	☒ Yes ☐ No	☐ Yes ☒ No	
7. EEO Officer Essentials: Complaint/Investigative Processes	☐ Yes ☒ No	☐ Yes ☒ No	
8. EEO Officer Essentials: Reasonable Accommodation	☐ Yes ☒ No	☐ Yes ☒ No	
9. Essential Overview Training for New EEO Officers	☐ Yes ☒ No	☐ Yes ☒ No	
10. Understanding CEEDS Reports	☐ Yes ☒ No	☐ Yes ☒ No	
	Other EEO/DEI-related trainings from the past two years include Diverse and Inclusive Recruitment and Conflict Competency Workshop. Stephanie is registered for the next Reasonable Accommodations training, in January 2024.		

EEO Personnel Training Continued:

EEO Training completed within the last two years, including the current quarter (EEO and D&I Officers, Deputies, and all new EEO Professionals):

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

Name & EEO Role	3. Angel Acevedo, EEO Counselor	4. Donna Braithwaite, EEO Counselor	5. Kara Kirchhoff, EEO Counselor
Completed EEO Trainings:			
1. Everybody Matters-EEO and D&I	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
2. Sexual Harassment Prevention	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
3. IgBTq: The Power of Inclusion	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
4. Disability Awareness & Etiquette	☐ Yes ☒ No	☐ Yes ☒ No	☒ Yes ☐ No
5. Unconscious Bias	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
6. Microaggressions	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No
7. EEO Officer Essentials: Complaint/Investigative Processes	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No
8. EEO Officer Essentials: Reasonable Accommodation	☒ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☒ No
9. Essential Overview Training for New EEO Officers	☐ Yes ☒ No	☐ Yes ☒ No	☒ Yes ☐ No
10. Understanding CEEDS Reports	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No
	Other EEO/DEI-related trainings from the past two years include Conflict Resolution Strategies for the Culturally Diverse Workplace, Conflict Competency Workshop for OMB Managers and Supervisors, Building Relationships & Expanding Your Conflict Toolkit.	Other EEO/DEI-related trainings from the past two years include Conflict Resolution, Managing a Multi-Generational Workshop, and Building Relationships & Expanding Your Conflict Toolkit.	Other EEO/DEI-related trainings from the past two years include Conflict Resolution Strategies for the Culturally Diverse Workplace, Conflict Competency Workshop for OMB Managers and Supervisors, Building Relationships & Expanding Your Conflict Toolkit, Leading with Radical Candor.

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NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

EEO Training completed within the last <u>two</u> years, including the current quarter (EEO and D&I Officers, Deputies, and all new EEO Professionals):				
Name & EEO Role	6. Kathryn Johnson, EEO Counselor		8.	9.
Completed EEO Trainings:				
1. Everybody Matters-EEO and D&I	☒ Yes	☐ No	☐ Yes ☐ No	☐ Yes ☐ No
2. Sexual Harassment Prevention	☒ Yes	☐ No	☐ Yes ☐ No	☐ Yes ☐ No
3. lgbTq: The Power of Inclusion	☒ Yes	☐ No	☐ Yes ☐ No	☐ Yes ☐ No
4. Disability Awareness & Etiquette	☐ Yes	☒ No	☐ Yes ☐ No	☐ Yes ☐ No
5. Unconscious Bias	☒ Yes	☐ No	☐ Yes ☐ No	☐ Yes ☐ No
6. Microaggressions	☐ Yes	☒ No	☐ Yes ☐ No	☐ Yes ☐ No
7. EEO Officer Essentials: Complaint/Investigative Processes	☐ Yes	☒ No	☐ Yes ☐ No	☐ Yes ☐ No
8. EEO Officer Essentials: Reasonable Accommodation	☒ Yes	☐ No	☐ Yes ☐ No	☐ Yes ☐ No
9. Essential Overview Training for New EEO Officers	☐ Yes	☒ No	☐ Yes ☐ No	☐ Yes ☐ No
10. Understanding CEEDS Reports	☐ Yes	☒ No	☐ Yes ☐ No	☐ Yes ☐ No

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

EEO Personnel Contact Information (Please list all current EEO professionals)

Please provide full mailing address of the principal Agency EEO Office:

MAILING ADDRESS: 255 Greenwich Street, 8th Floor, New York, New York 10007

Diversity and EEO Staffing as of 1st Quarter FY 2024*

<u>EEO\ Diversity Role</u>	<u>Name</u>	<u>Civil Service Title</u>	<u>% of Time Devoted to EEO & Diversity Functions</u>	<u>Office E-mail Address</u>	<u>Telephone #</u>
Interim EEO Officer	Stephanie Baril			barils@omb.nyc.gov	212-788-6096
Deputy EEO Officer OR Co-EEO Officer	N/A			N/A	N/A
Chief Diversity, Equity & Inclusion Officer	N/A			N/A	N/A
Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Latonia McKinney			mckinneyl@omb.nyc.gov	212-788-6002
ADA Coordinator	Lauren Wittels			wittelsl@omb.nyc.gov	212-788-6371
Disability Rights Coordinator	Spiros Rally			rallys@omb.nyc.gov	212-788-6112
Disability Services Facilitator	Spiros Rally			rallys@omb.nyc.gov	212-788-6112

NYC Office of Management and Budget FY 2024 Diversity, Equity, Inclusion and Equal Employment Quarterly Report

55-a Coordinator	Lauren Wittels			wittelsl@omb.nyc.gov	212-788-6371
Career Counselor	Lauren Wittels Spiros Rally			wittelsl@omb.nyc.gov rallys@omb.nyc.gov	
EEO Counselor	Angel Acevedo Donna Brathwaite Kara Kirchhoff Kathryn Johnson			acevedoa@omb.nyc.gov brathwaited@omb.nyc.gov kirchhoffk@omb.nyc.gov johnsonk@omb.nyc.gov	
EEO Investigator	N/A			N/A	N/A
EEO Counselor\ Investigator	N/A			N/A	N/A
Investigator/Trainer	N/A			N/A	N/A
EEO Training Liaison	Jeffrey Bigelow			bigelowj@omb.nyc.gov	212-788-6308
Other (specify)					
Other (specify)					

* Please note changes (new personnel filling the specified role). You may insert additional entries as needed. Title refers to the civil service title. If there is an EEO\ Diversity role that your staff performs that is not on the list above, you may indicate it on the chart. You may provide full contact information once if several roles are performed by the same person.