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

Fiscal Year 2023

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I. Commitment and Accountability Statement by the Agency Head

The New York City Department for the Aging (NYC Aging) is committed to ensuring fair employment practices with the provisions of and the obligations set forth in New York City's Equal Employment Opportunity (EEO). As Commissioner, I am committed to supporting and safeguarding the rights and protections afforded by the City's EEO Policy, the City and State Human Rights Law and all other relevant laws, for all employees, applicants for employment, agency partners, and members of the public served by NYC Aging.

NYC Aging will include planning around diversity and inclusion in the workplace, workforce, and with our community partners, as we continue to provide vital services to older New Yorkers. Guiding this commitment is a focus on Justice, Diversity, Equity, and Inclusion (JDEI). JDEI acknowledges that removing barriers to access, engagement, and success is not possible without justice. Justice is the right to be treated with fairness and equity, and the responsibility to treat others in the same way. Furthermore, recognizing that NYC Aging employees are one of our greatest assets, we are committed to the recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. Our diverse staff is one of our unique strengths, and I expect all managers to promote and appreciate the cultural diversity of our teams, as well as in a work environment that values equity, inclusion, and respect for all.

I will hold accountable the EEO Officer, Agency (Chief) Diversity & Inclusion Officer, Chief Diversity Officer/Chief M/WBE Officer, EEO professionals, Human Resources professionals, and managers and supervisors for ensuring that NYC Aging does not discriminate against employees or applicants for employment, I will support the diversity and inclusion initiatives at NYC Aging by observing EEO regulations and actively working toward attaining agency goals in this area. All agency staff are accountable for the effective implementation of the City's EEO Policy, Agency Code of Conduct, and the FY 2023 Diversity and EEO Annual Plan, which will be posted on NYC Aging's intranet and accessible to all staff.

NYC Aging's intranet includes current equal employment information and identifies the EEO officer. The affirmative statement includes stressing my strong commitment to maintaining fair employment practices for all employees and to forging an environment which values diversity and promotes multi-cultural respect. In keeping with these obligations, I have reviewed NYC Aging's organizational profile, EEO complaints, requests for reasonable accommodations, and employment practices, policies, and programs during fiscal year 2022. I will drive accountability by involving the EEO Officer as NYC Aging makes critical human resources decisions, recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and strategic planning. I will also continue to work with the EEO Office and the Office of Human Resources to review the Citywide Equal Employment Database System reports and the Interview Log to determine if there are any adverse impacts on any underutilized job groups.

The Executive Leadership team will implement the objectives and actions of this plan, as well as work to create a diversity and inclusion strategy based upon guidance provided by the Department of Citywide Administrative Services (DCAS), Office of Citywide Equity and Inclusion (OCEI), and NYC Aging (Chief) Diversity & Inclusion Officer. We will continue to conduct discussions throughout the year coinciding with the issuance of our quarterly workforce reports, and we will review our achievements at the end of the fiscal year. NYC Aging 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. NYC Aging will also disseminate, and post legal notices and policies as required.

NYC Aging is committed to maintaining a workplace free from all forms of harassment and discrimination. NYC Aging's EEO Officer, Heava Lawrence-Challenger, Hlawrence@aging.nyc.gov, will serve as a resource for managers and supervisors by providing best practices and guidance in addressing EEO issues. Contact information for the EEO Officer and EEO Counselors/Investigators is available to all employees, and employees are encouraged to contact the EEO Officer and EEO Counselors/Investigators with any questions, inquiries, concerns, or complaints regarding the EEO Policy. All employees are directed to comply with both the letter and the spirit of these laws as outlined in the EEO Policy. All employees should work to maintain an atmosphere of appreciation of the diversity reflected in our staff, and to promote understanding among colleagues. Managers and supervisors are directed to make all employment decisions in accordance with City's EEO Policy, and to ensure compliance with this policy in their areas of responsibility. NYC Aging will continue to fulfill all EEO training mandates.

During the 2nd Quarter of this Fiscal Year, I will announce the Commitment Statement to our employees, to affirm the principles of justice, diversity, equity, and inclusion, and to communicate our dedication to all values that drive us toward these goals. With a team dedicated to the EEO principles at NYC Aging, we will uphold our responsibility to promote an environment in which all of us can thrive, as we continue our mission to improve the lives of older New Yorkers.

This statement is the same as last year.

This statement will be disseminated to all employees in the agency.

II. Recognition and Accomplishments

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2022) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. Add additional lines as needed.]

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

1. Adopt Justice, Diversity, Equity, and Inclusion framework - NYC Aging serves one of the most diverse cities in the world, and as such, the agency has always worked to build a community of inclusion and equity. As of 2018, nearly 60% of New Yorkers aged 65 and older identified as either Black, Latino, or Asian/Pacific Islander. The agency's commitment to Diversity, Equity, Inclusion, and Accessibility is most evident through its Justice, Diversity, Equity, and Inclusion (JDEI) Framework. The JDEI Committee is comprised of a cross-section of staff who are tasked with developing strategies to address and remove barriers to full inclusion and equity, particularly for underrepresented groups who have been unable to reach their full potential because of ingrained, structural inequality. The committee's work is championed and guided by the agency's Chief Diversity Officer & Inclusion Officer, an executive-level position.

Overarching agency strategies include supporting the execution of the NYC Aging's 5 year strategic Community Care Plan for an Age-Inclusive NYC to support the independence and well-being of older New Yorkers to age in their homes; raising awareness across the city on Aging as an opportunity through the Ageless New York media campaign and anti-ageism forums; and expanding the agency network of Minority and Women-owned Business Enterprises. The agency's work is amplified through the JDEI website, launched in January 2022, and has attracted over 3000 visitors.

2. Silver Stars Program - The Silver Stars program targets New York City public-sector retirees. The program is part of the agency's ongoing commitment to diversifying the workplace to be more age inclusive. Program participants support organizational growth by sharing knowledge acquired through their years of city service with less experienced employees. They also serve as ambassadors, increasing the community's understanding of the services NYC Aging provides.
3. Age Inclusive Initiative - The Office of Public-Private Partnerships provides online forums, engaging sister city agencies in discussions focused on Building an Age Inclusive NYC. By adopting and acting on holistic DEI approaches, City Agencies not only create a culture of change internally but also influences thousands of associated providers and vendors. Taking a systems change approach, we highlighted subject matter experts on ageism, advocated for and provided guidance on including ageless policies and practices targeting specific areas of agency DEI & EEO.
4. Mandated Trainings:

All mandated EEO trainings were conducted virtually or through eLearning trainings.

Sexual Harassment Prevention (SHP) Training: NYC Aging has reached compliance for e-Learning sexual harassment training for Managers, Supervisors, Line Staff (excluding staff on leave), College Aides, Interns, Community Service Aides, and Reservists at NYC Aging. Consultants rotate and The Department of Citywide Administrative Services is working with NYC Aging to accommodate those working remotely by creating accounts and deploying the SHP course outside of CityNet system. NYC Aging's Director of Learning and Staff Development is working to ensure all new staff and Consultants complete the mandated training as they are onboarded.

Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees - All NYC Aging staff continue to take and complete mandated trainings using the City's e-Learning Courses and will continue to do so as they come on board.

All City employees are required to complete mandated trainings upon hire and on an ongoing basis. When trainings are deployed, employees are alerted to complete the following required trainings:

- Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees
- Sexual Harassment Prevention
- lgbTq: The Power of Inclusion

- Disability Awareness and Etiquette

Additional Mandated Trainings:

- Conflict of Interest Board
- Department of Investigation

5. NYC Aging Sustainability Plan: Building upon past successes of recognizing diversity, the agency is committed to fostering an inclusive environment that empowers staff to excel, value strengths of all, promote professionalism, and ensure accountability. Agency goals include:
 - a. Establish an internal task force to conduct an agency-wide staff culture review to further understand culture/subcultures and foster equity, so staff at all levels are empowered and contributing.
 - b. Adopt a culture of collective communication, support, and appreciation by preparing staff to understand languages of appreciation, and the skills needed to offer and receive feedback.
 - c. Form a committee to ensure continued celebration and recognition of outstanding employees, including an agency-wide Recognition Event and Appreciation Days for staff and professionals, as well as celebrating diversity among our workforces.
 - d. Activate NYC Aging staff to practice the agency's mission through client engagement, provider visits, and agency-wide volunteer service opportunities.
6. Celebrating Diversity Events: The agency continues to have virtual cultural diversity events in celebration of the multi cultures within the organization including Black History Month, Asian American and Pacific Islander Heritage Month, LGBTQ+ Pride Month, Juneteenth Celebration, and Hispanic Heritage Month, among others. These events are memorialized on our intranet and shared by email to all staff.

The agency recognizes employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity, equity, and equal employment opportunity through Diversity and EEO Appreciation Events. In FY2023, the agency will be recognizing employees and units for their superior accomplishment in diversity, and equal employment opportunity.

III. Workforce Review and Analysis

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

Total Headcount: 501* [312]

[Please note that Community Service Aides and Foster Grandparents that inflates the agency headcount is no longer included in the agency's overall headcount as of August 2022.] *

[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 2023, the agency will continue to remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- On-boarding of new employees
- Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- In FY 2023, the agency will inform and remind employees of the option to add preferred name in ESS.

1. [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 CEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform 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' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis.

[Select the options that apply to your agency.]

Agency Head

- Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (___specify)

Quarterly Semi-Annually Annually Other: Agency (Chief) Diversity & Inclusion Officer and Chief Diversity Officer/Chief MWBE Officer.

- 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) and will reach out to DCAS if necessary for guidance.

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

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

❖ Workforce:

- [Workforce goals should be directed at the composition of your workforce, recruitment, retention, promotion, and professional development.]
- Prioritize accessible and ambitious opportunities for staff to grow skills and optimize engagement.
- Align diversity recruiting, internal candidate development and equitable selection practices strategically with current employment needs, underutilization assessment and budget realities.
- Build action plan based upon the most relevant workforce key performance indicators such as: representation, retention, tenure, promotions, separation, and placement rates.
- Enhance intergenerational diversity at the agency. NYC Aging staff range from college aides to mature older workers. We look to shape programs to build a cohesive working environment.

❖ Workplace:

- The EEO Counselors/Investigators that were added to the team are currently completing the Diversity and Inclusion Certificate Program at Cornell University School of Industrial and Labor Relations.
- Foster an inclusive environment that empowers staff to excel, values strengths of all, promotes professionalism, and ensures accountability.
- In the Fall of FY23, the agency is planning a Recognition Event for all NYC Aging staff to honor their professional dedication to public service, accomplishments, and commitment to foster diversity and inclusiveness with our community partners.
- NYC Aging will continue in FY23 its successful in-house training Academies launched in 2020. The Admin Academy and Supervisor Learning Community, particularly designed to train administrative support staff and first-time supervisors. The Academies have been very successful in providing staff with confidence, professionalism, helped to connect with staff that work in different divisions, and creating a more collaborative work environment. It has created a community of inclusiveness and acceptance of differences
- NYC Aging continues its Wellness Wednesday's, the 30-minute Employee Assistance Program (EAP) workshops to provide a virtual group setting of support services, such as, coping with anxiety, stress, mental health, addiction, intimate partner violence, learning to self-care, caring for children and older adults.
- We continue to work with WorkWell NYC to link our staff to needed self-care, exercise, meditation, mental health care, and more. These continue to be offered through a virtual platform. In FY21, NYC Aging was approved for a WorkWell NYC Partner grant, which began in FY22 and will continue to enhance wellness programs at the agency. Programs will include nutrition counseling, mediation classes, and more. We will issue reports monthly to WorkWell NYC to indicate that we are achieving our grant goals and objectives.
- NYC Aging will continue to work with the Mayor's Office for People with Disabilities to provide information to people interested in NYC Aging services, mentoring, employment opportunities, including conflict and crisis resolution. Our Disability Service Facilitator has received numerous calls and email referral to connect to our agency services related to transportation, home care, health insurance, home repairs, and more
- We will continue to celebrate cultural diversity through heritage months at the agency as outlined in Section II.
- The agency has implemented voluntary alternative complaint resolution procedures, including EEO counseling, mediation, and investigation.

❖ **Community:**

- Recently, NYC Aging assigned a Chief Diversity Officer who, among many activities, oversees the agency's M/WBE activities. Through the promotion of the Officer, NYC Aging has contracted with more M/WBE's than in previous years.
- Continue to work with the Mayor's Office for People with Disabilities to provide information to people interested in NYC Aging services, mentoring, and employment opportunities.
- Engage and educate public officials on the Community Care Plan and other priorities, such as ageism and emerging aging issues to support NYC Aging agenda and priorities.
- NYC Aging's Office of Public-Private Partnerships continues its DEI strategy with other City agencies focused on combatting ageism and building an age-inclusive New York. By adopting the DEI approach, City agencies cannot only create a culture of change internally, but they also influence the thousands of providers and vendors with which they work.
- The agency's commitment to justice, diversity, equity, inclusion, and accessibility is most evident through its Justice, Diversity, Equity, and Inclusion (JDEI) Committee. Comprised of a cross-culture of staff, the committee was created to assess NYC Aging's workforce and develop the required strategies to address and remove barriers to full inclusion and equity, particularly for underrepresented groups who have been unable to reach their full potential because of ingrained, structural inequality. The committee's work is championed and guided by the agency's Chief Diversity & Inclusion Officer. Overarching agency strategies include building a community care plan for an age-inclusive NYC. to support the independence and well-being of older New Yorkers to age in their homes; raising awareness across the city on aging as an opportunity through the Ageless New York media campaign and anti-ageism forums; and expanding the agency network of Minority and Women-owned Business Enterprises.
- The Silver Stars program targets New York City public-sector retirees. The program offers New York City agencies the opportunity to meet business needs by matching experienced retired City employees to part-time, project-based assignments with a city agency. The program is part of the agency's ongoing commitment to diversifying the workplace to be more age inclusive.
- NYC Aging's RFPs and standards require programs to reflect the community they serve, including emerging populations in terms of language, ethnicity, and cultural background.

- NYC Aging resources are shared through meetings with the contracted programs and/or email, and social media sites.
- NYC Aging’s Health Insurance Information, Counseling & Assistance Program (HIICAP) Provide free, accurate & objective information on Medicare, private health insurance & related health coverage plans, including assistance with Medicare costs. The program primarily serves low-income, diverse, and underserved populations.
- NYC Aging continues to work to increase the capacity of smaller organizations to succeed in the RFP process.
- We continue to work to scale up virtual programming access for providers and older adults.
- NYC Aging’s Press and Public Information (PPI) Unit continues its aggressive approach to garnering earned media opportunities for NYC Aging to highlight key priorities and initiatives. These include (1) expanding older adult employment opportunities through our newly launched Silver Stars program, which creates job opportunities for City retirees; (2) raising public awareness about financial scams, online safety, and services available through our Bill Payer Program, and (3) reminders concerning best health practices in relation to COVID-19 vaccines and boosters. Recently, the PPI Unit also advanced NYC Aging’s important efforts in elder abuse and tablet distribution.
- The PPI Unit will continue to encourage a safe return to normalcy following the peak of the 2020 public health crisis through a paid media campaign promoting the many in-person services, programs, and benefits available at NYC Aging’s 300+ older adult centers across all five boroughs. This will be among a variety of forthcoming public service announcements that the PPI Unit will develop and launch.
- Aging Connect is an information and referral contact center connecting older adults, professionals, and caregivers to age-inclusive resources, services, and opportunities. To further streamline efforts, NYC Aging worked closely with the Mayor’s Office of Correspondence and 311 to improve data and information sharing processes and continued adherence to citywide response times. Additionally, Aging Connect oversees agency correspondence, volunteer opportunities as well as:
 - In FY2023, Aging Connect will continue its efforts to engage the private sector to offer meaningful volunteer opportunities for older New Yorkers of diverse background as well as create opportunities for Corporations,

including 'Adopt an Older Adult Center,' an endeavor currently under development.

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

- Engage and educate public officials on Community Care, ageism, and emerging aging issues to support NYC Aging agenda and priorities. We continue to engage city agencies in discussions focused on Building an Age Inclusive NYC. By adopting and acting on holistic DEI approaches, City Agencies not only create a culture of change internally but also influences thousands of associated providers and vendors.
- Continue the Staff Cultural Diversity Corner which provide staff with learning opportunities focused on diversity and inclusion.
- In Fall of FY23, the agency will continue with its Employee Assistance Program (EAP) support group to provide NYC AGING Social Workers and Direct Service Workers a safe space to share concerns regarding explicit/implicit bias from clients and/or from caregivers of these clients, and to gain coping skills and techniques. It is an opportunity to share experiences and a space for voicing feelings in the open with others who have experienced similar situations, and for other colleagues to show their support by standing with them.
- Continue to partner with the NYC Commission on Gender Equity to deliver trainings related to gender equity, diversity, implicit/explicit bias, and race.
- Continue to partner with Right to Be (formerly known as Hollaback!) to provide training for staff on bystander intervention and address gender-based harassment to become allies and help end street harassment.

2. Planned Programs, Initiatives, Actions

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 2023 by:

- Expanding internal and external applicant pools to address the underutilization through improved outreach strategies for broader recruitment.
- Launching outreach efforts to inform individuals and encourage them to apply 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.

B. Workplace

The agency will take initiative to create an inclusive work environment that values differences and maintains focus on retaining talent across all levels.

- The agency is committed to creating an inclusive workplace culture where we celebrate, acknowledge, and showcase our diverse workforce's strengths. As part of Asian American Pacific Islander Heritage Month, the agency sponsored a forum discussing the importance of diversity in the workforce. The agency has also sponsored a Lunch and Learn series covering the American Bar Association's 21-day Racial Equity Habit-Building curriculum and will continue to do so for different racial groups.
- Enhance the "NYC Aging Learning Academy" to train 30% of all staff each year in areas such as leadership, inclusivity, creativity, all elements of communication, task agility, and flexibility.

- Continue to work with the Wellness Committee and the Quality of Work Life Committee to enhance and tailor wellness offerings, including staff feedback, to a post-COVID environment.
- NYC Aging will promote resources to our staff from WorkWell NYC's B.U.I.L.D-- Building Understanding, Inclusion, Learning and Diversity program. As WorkWell NYC is the City's workplace wellness group, and believes that every person should have the opportunity to live their healthiest life, regardless of their age, race, ethnicity, gender identity, sexuality, or ability, NYC Aging will share B.U.I.L.D offerings with staff as this program is committed to addressing matters of inequity and providing platforms to educate and develop structural solutions to health and wellness in and out of the workplace, which will benefit staff as well as their families.

[Select the options that apply to your agency.]

- Promote employee involvement by supporting Employee Resource Groups (ERGs).

List below the names of existing ERGs:

1. Justice, Diversity, Equity, and Inclusion (JDEI) Council

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

C. Community

The agency works to:

- Continue providing technical assistance to small organizations and MWBEs to increase their capacity to access discretionary and other funding streams.

- Include participation by grassroots organizations with experience and knowledge of underserved and emerging immigrant populations in line with NYC Aging’s Community Care Vision in RFPs.
- NYC Aging will continue to work with the Mayor’s Office for People with Disabilities to provide information to people interested in NYC Aging services, mentoring, and employment opportunities. We will continue to assist through our Disability Service Facilitator to connect to our services, in particular Aging Connect, related to transportation, home care, health insurance, home repairs, conflict, and crisis resolution and more.
- Continue demonstrating strong community ties by maintaining an “A” rating for the level of advertising in the “Community and Ethnic Media Buy.”
- Conduct cross-learning opportunities and activities to enhance understanding of Community Care with an emphasis on Taskforce on Racial Inclusion & Equity (TRIE) neighborhoods beginning in the Fall of FY23 and beyond.
- NYC Aging community partners serve a very diverse population of older adults throughout the city. NYC Aging’s Home Delivered Meal Programs offer cultural meals based on the population in their catchment area which may include Kosher, Halal, Chinese, Korean, Russian, Polish, Caribbean, Latin, and Mediterranean meals. All congregate programs such as Older Adult Centers (OAC) and Naturally Occurring Retirement Communities (NORC) are required to have a language access plan which enables anyone to walk in and can communicate with staff in a multitude of languages through an interpreter over the telephone. NYC Aging continues to work with our providers to scale up virtual programming access for community partners and older adults.
- Through the Administration on Community Living’s Innovative Nutrition Grant (aka Virtual Smart Living), NYC Aging provides a wholistic approach to wellness by integrating nutrition and mental health services in our OAC and NORC programs.
- Through the Senior’s Health Improvement and Nutrition Education (SHINE) grant, NYC Aging provides nutrition education workshops to older adults in our OAC and NORC sites.
- The agency’s Social Services department focuses on Care Giving, Case Management, Geriatric Mental Health, Friendly Programs and Home Sharing. These programs increase awareness of services to the community at large by providing outreach to social service agencies, community boards, public libraries, other entities, digital ads, and television advertisement to ensure individuals are aware of the program and its service. NYC AGING contracts with 3 specialty caregiver programs to ensure that the diverse needs of caregivers are met. The 3 specialty caregiver programs include services for the LGBTQI, Asian communities, and those with Vision loss. NYC AGING’s Geriatric Mental Health program, which embeds mental health services in older adult centers throughout the 5 boroughs of NYC, is expanding to serve 40 more older adult centers that are in the

Taskforce on Racial Inclusion and Equity, TRIE, neighborhoods to ensure that those hardest hit by COVID and underrepresented receive additional access to mental health services. Its expansion is an initiative to enhance equity.

NYC AGING

- The Office of Elder Justice works to support older New Yorkers who have experienced crimes and abuse, helps victims of crimes address their safety, emotional and financial concerns. Help educate older adults about scams, consumer frauds, and other topics regarding financial security and support older adults who are facing evictions remain in their home. The Office of Elder Justice is made up of the Elderly Crime Victims Resource Center, Elder Abuse Intervention Services, the Bill Payer Program, Multidisciplinary Teams and the Tenancy and Eviction Support Services program.

In FY 2023, 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
- Expand language services for the public

V. Recruitment

A. Recruitment Efforts

The agency will continue the following recruitment strategies and initiatives in FY 2023:

We will review policies, procedures, and practices related to targeted outreach and recruitment. We will also utilize the 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.

We will 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.

Continue to reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov, 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 group.

When vacancies occur for discretionary positions, NYC Aging will continue to post and advertise the job posting as widely as possible and will document its search methods. NYC Aging will assess its recruitment efforts to determine whether it should engage in greater efforts to increase the diversity of the applicant pool for specific titles, occupations or units and identify relevant professional and community organizations serving a broad segment of potential applicants for City employment, utilize listings of diverse recruitment outreach sources, and contact such organizations when positions become available where the agency may use discretion in hiring. NYC Aging will advertise using online resources that reach a wide segment of the population and will include a statement that the City of New York and NYC Aging are equal employment opportunity employers.

The agency will reference the NYC Guide to Recruiting for City Agencies for pertinent information.

Additionally, NYC Aging has updated its Managerial and Non- Managerial Performance Evaluations to include a rating for EEO Responsibilities and Performance Expectations.

B. Recruitment Sources

NYC Aging uses diverse recruitment sources with the expectation of receiving a diverse applicant pool.

1. LinkedIn, NYC Aging's social media - NYC Aging will continue to use LinkedIn to advertise job openings in FY23 to attract a diverse pool of applicants.
2. New York Urban League - The agency will continue to engage the league in identifying qualified candidates to fill vacancies.
3. NYC: ATWORK - Share postings and use as a recruitment tool - NYC: ATWORK will identify, recruit and pre-screen eligible qualified candidates before we meet them; streamline the 55-a eligibility process through collaborative partnership with authorized entities, ACCESS-VR and NYSCB upon employment offer; will work with DCAS in following each candidate's status in the 55-a process and they have been hired.
4. Colleges and Universities - OHR partners with NYC colleges and universities and send job openings to be posted.

C. Internships/Fellowships

The agency provided the following internship opportunities in FY 2022:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns			M __ F__ Non-Binary __ Other College Aide__ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):		Hispanic - 1 African American - 1 White - 3 Asian -1	M __ F_6_ Non-Binary __ Other College Aide__ Unknown __

The agency will continue to 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 and plans to continue providing internship/fellowship opportunities in FY 2023.

NYC Aging plans to continue participating in the DCAS Summer Intern Program and partnering with the NYC Department of Youth & Community Development for internships during FY 2023 and beyond.

D. 55-a Program

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

- Presently, the agency employs __2__ [number] 55-a participants.
- There are __0__ [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of _0_ [number] new applications for the program were received and _0_ participants left the program due to [state reasons] __N/A__.

[Describe your agency’s plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. This should include the goals for the Program, strategies your agency will use to educate hiring managers and those involved in the recruitment process, any challenges your agency has or foresee in recruiting and hiring 55-a candidates. If your agency hires for competitive titles and does not use the program, please explain why.]

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 2023.

Human Resources distributes quarterly emails to all NYC Aging staff and Hiring Managers informing them of the 55-a program and encourages Hiring Managers to utilize the 55-a program.

NYC Aging will continue educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities.

NYC Aging 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 2023 are:

1. Partnering with NYC: ATWORK, DCAS, and MOPD.
2. NYC Aging's employment unit will send and share job vacancies with NYC: ATWORK, and utilize them as a recruitment tool for 55-a.
3. The Career Counselor will also promote the 55-a program by sending quarterly emails to all staff and hiring managers informing them of the 55-a program.

Additional Goals, Initiatives, and Comments:

Where agency needs and availability permit, the agency will utilize the 55-a Program to hire and retain employees with disabilities, participate in career and job fairs, and use internship, work-study, co-op, and other programs to attract a pool of diverse applicants, and to develop and hire 55-a qualified candidates. The agency periodically distributes, via an all staff e-mail and posting on bulletin boards, a description of the 55-a Program and encourages staff, who are eligible, to apply.

We review and process new applications for the 55-a program in light of DCAS policy guidance that decisions on admission to the 55-a program should take into account the following three criteria: a) the severity of the candidate's physical and/or mental disability; b) that the candidate previously and/or currently encountered significant barriers to finding employment that were due to the disability; c) that the candidate faces obstacles or is prevented from taking civil service examinations due to disability.

When an outside applicant requests consideration under the 55-a Program, the applicant's resume is forwarded for consideration to fill appropriate vacancies.

The goals of the 55-a Program Coordinator are to respond to inquiries regarding program eligibility requirements and the application process; promote the program through the distribution of brochures and related material; identify vacant positions which may be filled by 55-a applicants; serve as liaison with NYC Aging hiring managers, as well as Citywide EEO regarding vacancies and applicants; communicate with applicants regarding the status of their application. The potential candidate receives literature and meets with the 55-a Coordinator to discuss the criteria of the program. 55-a Program participants are notified of examinations for which they are qualified to participate. NYC Aging has two (2) 55-a participants. Applicants are provided with Notices of Examinations and filing materials. The agency Career Counselor is available to discuss with program participants the examination and resulting list appointment protocols and processes.

These goals are the same as last year.

- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
- Agency does not use the 55-a Program and has no participating employees.

VI. Selection (Hiring and Promotion)

[Note: This section must be prepared in consultation with the Agency Personnel Officer.]

A. Career Counselors

[Describe the plans of the agency Career Counselor(s) to promote advancement and transfers within the agency, advise employees of opportunities for promotion, availability of civil service exams, and provide resources to help employees grow and develop future careers.]

In FY 2023, the agency's Career Counselor will 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, and assist employees and Job Training Program participants in assessing and planning to develop career paths.

Additionally, we will 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 include:

If fiscally able to hire new employees and/or backfill open positions, the Career Counselor will provide employees with information, advice and counseling on promotional opportunities, transfers, civil service examinations and career development. We will also provide guidance to employees regarding protocols for applying for job vacancies. We will advise employees of scheduled examinations, protocols for examination filing and follow-up with employees regarding list appointment procedures. In addition, we would meet with employees to assess their skills, education, experience, and career goals to ensure that these are paired with the best opportunities available.

During FY 2023 and going forward, NYC Aging will send semiannual communication to employees on the identity/type of guidance available from the Career Counselor. Notification will be made via all staff emails and posting on bulletin boards and agency Intranet. NYC Aging’s Career Counseling is available through the agency’s Human Resources Unit to assist employees in making informed decisions regarding their professional development. NYC AGING’s career counselor information and contact information are available on the agency intranet. The intranet provides all the topics covered by the career counselor during the counseling sessions. The career counselor planned duties for FY2023, and going forward will be to inform employees of the following:

- Civil Service
- Examination Process
- Hiring Process
- Promotion Opportunities
- Education / Training Opportunities

The career counselor will provide tailored and specific information for the overall employee career development and discuss in detail the following:

- Ensuring employees have access to information regarding their Job Responsibilities – Tasks & Standards, and Performance Evaluation Standards
- Civil Service Examinations
- Training Opportunities
- Job Postings
- EEO policies
- 55-a Program
- Recruitment
- Career Plans
- Job Position Classification
- Employment Programs
- Employment Initiatives

During FY2022, the career counselor has completed 10 counseling sessions and have plans to increase the counseling sessions for FY 2023 to incorporate an in-depth overview of Civil Service “101.” Additionally, NYC Aging will facilitate Civil Service sessions for all employees.

B. New Hires and Promotions

In FY 2023, the agency will continue to:

- 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.
- After review by the agency Chief Human Resources Officer and EEO Officer to determine any underutilization of a specific job group, the vacant position is posted once oversight agency approves in eHire (OMB).
- Recruitment efforts are targeted to reach a broad segment of applicants in any identified underutilized. Resumes are received and reviewed to determine if applicants meet qualification requirements. Qualified resumes are forwarded for interview. After the selection is made, the resume of the selected candidate, as well as the Interview Log is sent to Human Resources. The Interview Log no longer include ethnicity/gender of the selected candidate, and candidates not hired or not selected is recorded on the log. The Commissioner is aware of the demographics, she receives updates from the EEO Officer. The demographic profile of the applicant is captured through e-Hire. Currently, we review the demographics using the CEEDS Report. Chief Human Resources Officer and EEO Officer review the CEEDS reports and the Interview Log to determine if there is any adverse impact on any underutilized job groups. The new hire is then processed for on-boarding.

C. EEO Role in Hiring and Selection Process

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

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

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).
- Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Chief Human Resources Officer, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

D. Layoffs

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 2023.

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

VII. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	312	December 31, 2022
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	312	January 31, 2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	312	Every 2 years
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette		312	September 30, 2022
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		Hiring Managers	Year-round
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

Describe your agency's practices for analyzing statistics regarding volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

- 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 of any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head.
Provide the name and title of the designee¹ : _____
- The designee reports directly to the Agency Head.
- 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 has posted/will circulate the Reasonable Accommodations at a Glance sheet for the workforce.

Following guidance from the Reasonable Accommodation Procedural Guidelines, the EEO Office speaks to person requesting a reasonable accommodation (RA) to discuss the nature of the RA request. These are confidential conversations as well as any documentation provided, and the RA requestor is informed of this in the very beginning. The necessary documentation is requested (i.e., a letter from their medical provider) to support the person's RA request. The EEO Officer, staff member, and direct supervisor participate in cooperative dialogue to reach

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

the best accommodation possible. The EEO Office initiates the cooperative dialogue within 10 days of notice of an accommodation need or request.

After reviewing the RA Form and medical documentation, the EEO Officer makes a final determination, in writing, that the request should be approved, modified, or denied, all of which is outlined in the final determination letter, which is provided to the requestor and their direct supervisor. A copy is filed, under lock and key, in the EEO Office.

The EEO Office issues a written notice of the decision granting or denying an accommodation, and all appeal rights within 30 days of the conclusion of the cooperative dialogue.

(Note: We follow the City's guidelines for RAs for individuals who are seeking employment, college/interns, and others who work in our office and require a RA.)

Protocol for Appeals:

The Agency Head reviews and grant or deny the appeal fifteen (15) days after submission of appeal.

The agency analyzes all the above to evaluate its practices and procedures. We also want to be able to provide necessary training for our managers/supervisors and line staff, where necessary, based on these factors.

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

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

- The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 5 – September 1, 2022 – August 31, 2023) as indicated in the Section VII Training above.

B. Local Law 97 (2018): Annual Sexual Harassment and Complaint Reporting

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

C. Local Law 121 (2020): Age Discrimination Training

- The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

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

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

- The agency trains all new employees within 30 days of start date using DCAS eLearning.
- All managers, supervisors, and front-line employees are 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 are 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.

E. Local Law 101 (2018): Climate Survey

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

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

X. Audits and Corrective Measures

- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ [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 2023 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify] _____. [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 corrective actions during the year that this plan is in effect [please attach a copy of the audit findings.]
- The agency received a Certificate of Compliance from the auditing agency. [Please attach a copy of the Certificate of Compliance from the auditing agency.]

XI. Agency Head Signature

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

Lorraine Cortés-Vázquez
Print Name of Agency Head

Lorraine Cortés-Vázquez
Signature of Agency Head

1/20/2023
Date

Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Heava Lawrence-Challenger	Hlawrence@aging.nyc.gov	212-602-6926
2.	Agency Deputy EEO Officer			
3.	Agency (Chief) Diversity & Inclusion Officer	Eric Rivera	Eriviera@aging.nyc.gov	212-602-7760
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Eric Rivera	Eriviera@aging.nyc.gov	212-602-7760
5.	ADA Coordinator	Heava Lawrence-Challenger	Hlawrence@aging.nyc.gov	212-602-6926
6.	Disability Rights Coordinator	Heava Lawrence-Challenger	Hlawrence@aging.nyc.gov	212-602-6926
7.	Disability Services Facilitator	Heava Lawrence-Challenger	Hlawrence@aging.nyc.gov	212-602-6926
8.	55-a Coordinator			
9.	EEO Investigator(s)	Eric Rivera Dianna Maus Abubaker Daud Yvette Santiago	eriviera@aging.nyc.gov dmaus@aging.nyc.gov ADaud@aging.nyc.gov YSantiago@aging.nyc.gov	212-602-7760 212-602-7759 212-602-4488 212-602-6930
10.	Career Counselor(s)	Sade McIntosh	SMcIntosh@aging.nyc.gov	
11.	EEO Training Liaison(s)	Heava Lawrence-Challenger	Hlawrence@aging.nyc.gov	212-602-6926
12.	EEO Counselor(s)	Eric Rivera Dianna Maus Abubaker Daud Yvette Santiago	eriviera@aging.nyc.gov dmaus@aging.nyc.gov ADaud@aging.nyc.gov YSantiago@aging.nyc.gov	212-602-7760 212-602-7759 212-602-4488 212-602-6930

Appendix B: 2020 Climate Survey Action Plan

1. Target area and objective: Increase employees' familiarity with the EEO Policy.

➤ Planned actions, initiatives, programs, or policies:

- The EEO Office will provide training for all staff on Equal Employment Opportunity Policies and Processes, including Reasonable Accommodation, Complaint Process, Workplace Discrimination, Workplace Protections, and Racial Equity, and other information as it pertains to the policy.
- The EEO Office will share quarterly emails with staff reminding them of the EEO Policies and Procedures.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- Information will be shared with staff at staff meetings.

➤ Intended reach:

- The EEO Office and or DCAS will train all staff who do not have access to computers.

➤ Who will be responsible for implementing the action?

- The EEO Office will be responsible for implementing the action.

2. Target area and objective: Improve the EEO Office's visibility to the workforce.

➤ Planned actions, initiatives, programs, or policies:

- The EEO Office will provide training and make announcements on the Employee Muster on services available through the EEO Office.
- The EEO Office will also share quarterly emails with staff reminding them of their rights and responsibilities and other help the EEO Office can provide.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO Officer and or counselors will attend staff meetings to enhance visibility.

➤ Intended reach

- The EEO Office or DCAS will provide training for staff who do not have access to computers.

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

- The EEO Office will be responsible for implementing the action.

3. Target area and objective: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

➤ **Planned actions, initiatives, programs, or policies:**

- The EEO Office will provide training for all staff on Equal Employment Opportunity Policies and Processes including where and how to file a formal complaint, and what happens after a complaint is filed.
- The EEO Office will share quarterly emails with staff reminding them of the EEO Policies, Procedures, Complaint Process, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO Officer and or counselors will make presentations at staff meetings.

➤ **Intended reach:**

- The EEO Office or DCAS will provide training for staff who do not have access to computers.

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

- The EEO Office will be responsible for implementing the action.

4. Target area and objective: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

➤ **Planned actions, initiatives, programs, or policies:**

- The EEO Office will train all staff on Equal Employment Opportunity Policies and Processes including the understanding their protected rights, prohibition of discrimination, including sexual harassment in the workplace.
- The EEO Office will share quarterly emails with staff reminding them of the EEO Policies, Procedures, and other important information.

- The EEO Office will post on the agency's intranet EEO resources, protected rights and prohibiting discrimination, including sexual harassment, in the workplace, including the revised EEO Policy.
- EEO Officer and or counselors will make presentations at staff meetings.

➤ **Intended reach:**

- The EEO Office and or DCAS will train all staff who do not have access to computers.

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

- The EEO Office will be responsible for implementing the action.

5. Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

➤ **Planned actions, initiatives, programs, or policies:**

- The EEO Office will train all managers and supervisors on Equal Employment Opportunity Policies and Processes including measures that an employee may take to report any violations under the EEO Policy, discrimination, and sexual harassment.,
- The EEO Office will share quarterly emails with managers and supervisors reminding them of their responsibilities, the EEO Policies, Procedures, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO Officer and or counselors will make presentations at staff meetings.

➤ **Intended reach:**

- The EEO Office and or DCAS will train all staff who do not have access to computers.

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

- The EEO Office will be responsible for implementing the action.

6. Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.

➤ **Planned actions, initiatives, programs, or policies:**

- The EEO Office will train all managers and supervisors to increase their knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.
- The EEO Office will share quarterly emails with staff reminding them of the EEO Policies, Procedures, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO Officer and or counselors will make presentations at staff meetings.

➤ **Intended reach:**

- The EEO Office and or DCAS will train all staff who do not have access to computers.

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

- The EEO Office will be responsible for implementing the action.