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**DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**  
**DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN**  
**FISCAL YEAR 2022**

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

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

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

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion, and respect for all. All executives, managers and supervisors in our agency will be responsible for ensuring a safe, equitable and inclusive work environment for all our employees, and for delivering equitable, fair and effective services to the public we serve.

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

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

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

**Lisa Thornton** DYCD's EEO Officer and Chief Diversity and Inclusion Officer will continue to serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Their contact information will be prominently available to all employees.

During this Fiscal Year 2022, I will announce this Commitment Statement to our employees, to affirm the principles of diversity, inclusion, and equal employment opportunity, and to communicate our dedication to equity and all values that drive us toward this goal.

**This statement is the same as last year.**

**II. Recognition and Accomplishments**

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

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

To continue to promote Equity, Diversity, and Inclusion, the Department of Youth and Community Development (DYCD) has made a commitment to proactively being an anti-racist city agency. Supported by our Executive team members, this commitment increase and diversity its recruitment efforts, has led to the adoption of goals related to increased professional development for internal staff, increased support for consultants of color, strengthened our Equity Statement by increasing its accessibility and applicability, and assessments of how our investments can greater serve our historically marginalized New York City neighborhoods.

1. DYCD invested in developing and implementing strategies to increase the pool of MWBE certified consultants of color and connecting them with project opportunities available through DYCD-funded nonprofits.
2. We made significant progress in FY 21 by investing \$175,000 in professional development in topics such as Anti-black Racism, Effective Allyship, and intensives in Results-based Accountability and Facilitation to enhance our ability to disaggregate data to determine disparate impact. Our workshops were facilitated by Community Resource Exchange (CRE), Awaken, Equity and Results, and Deep Outcomes. In one of our workshop sessions, CRE held race-based conversations with our individual bureaus to introduce their ECHO Framework, designed to help staff respond to racism and serve as allies in anti-racism work.
3. We also commemorated heritage month celebrations (Hispanic, African American, Asian American and Pacific Islander, along with Women's History, Juneteenth, and LGBT Pride) with learning conversations, hosted internal workshops on Implicit Bias, Micro/Macro Aggressions, Sexual Orientation and Gender Identities, and encouraged staff to disclose and ask for Pronouns.
4. Diverse staff across the agency attended at least one professional development opportunity or event in FY 21.
5. In addition to our internal efforts, DYCD is also part of the Mayor's Office for Economic Opportunity, Executive Order 45 and the Racial Justice Commission interagency workgroups. In these workgroups we serve as thought partners, provide resources, and advocate on behalf of the communities we serve.
6. The Racial Inclusion and Equity Taskforce was formed to identify opportunities to address race-based inequities and programs, policies and standard operating procedures within the City's purview that could be changed. The Vaccine Equity workgroup is a subset of TRIE focused on addressing the disparate COVID burden experienced communities of color, later quantified as TRIE neighborhoods and the city's need to prioritize them for access to the vaccines.
7. The EEO Office will continue to dissemination information using accessible formats to promote Diversity and Inclusion.

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

- Diversity & EEO Awards\*
- Diversity and EEO Appreciation Events\*
- Public Notices
- Positive Comments in Performance Appraisals
- Other: Town Halls and Community Forums including Barbershop Talks

\* Please specify under "Additional Comments"

- The agency will continue to recognize employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2022.

*Additional Comments:*

**III. Workforce Review and Analysis**

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

**Total Headcount: 526**

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

**Race/Ethnicity: Unknown 23 Gender: Both R/E and Gender: 0**

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

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

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In FY 2022, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- Newsletters and internal Agency Publications
- On-boarding of new employees
- Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.

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

*Additional Comments:* Emails were sent to all staff to update their race, gender, and professional credentials on 9/3/20, 10/29/20 and 5/14/2021.

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

**NOTE:** If necessary, the agency can reach out to DCAS OCEI for guidance on interpreting their underutilization reports. However, it is the agency's responsibility to use that data to inform the formulation of its recruitment plans and efforts to reduce/eliminate underutilization.

The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Office of Citywide Equity and Inclusion (OCEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity and gender for all employees; new hires, promotions and separation data; and utilization analysis.

Reviewed with	Frequency
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (Equity Workgroup)	<input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other Chief of Staff

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

The agency reaches out to DCAS to serve as a resource in identifying strategies and best practices to address barriers to entry as well as to receive guidance concerning the interpretation of underutilization reports.

*Additional Comments:* The agency reviews the CEEDS report to make informed decisions regarding our recruitment and promotional opportunities to ensure fair and equitable access.

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

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

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

**1. Workforce:** DYCD provides information on the 55a program in all job postings and disseminates to staff via email to ensure that people with disabilities are afforded an opportunity in the workplace. Jobs are posted on Linked in and minority and women forums to attract diverse candidates. The EEO Officer and Counselor also serves as the Disability Facilities to ensure equal access by members of the public with Disabilities. DYCD recently named a Veterans Liaison to ensure that the needs of our personnel who have served in the military are equally represented.

**2. Workplace: DYCD has an Anti-Racist City Agency Workgroup.** The workgroup is compressed of a Diverse member of staff cross the agency. One of its principal goals is overseeing the agency's efforts to proactively strategies to become anti-racist organization and foster an anti-discrimination environment. The workgroup has enhanced the Equity Statement. The workgroup and agency committed to evaluating internal and external DYCD policies and practices that have allowed structural inequities to persist, which can inform our goal of equitable implementation of operational, administrative, and programmatic functions, and distribution of financial resources.

**Community:** DYCD provides funding support to a myriad of providers to alleviate the effects of poverty on communities of color. The agency has begun a myriad of dialogues to address needs, such as: Barbershop Talks, The Youth Town Hall series which helps to inform policies and programs that support young people including civic engagement and systemic racism, etc. The Fatherhood initiative which provides program support to non-custodial fathers.

**4.3.**

**5.4.Equity and Race Relations Initiatives:** DYCD has made a commitment to proactively becoming an anti-racist city agency. This commitment increases and diversity its recruitment efforts, has led to the adoption of goals related to increased professional development for internal staff, increased support for consultants of color, strengthened our Equity Statement by increasing its accessibility and applicability, and assessments of how our investments can greater serve our historically marginalized New York City neighborhoods

2. Describe the ongoing and new programs, actions, and initiatives planned for FY 2022, which are aimed toward enhancement and expansion of the three foundations of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, and COMMUNITY.**

**A. WORKFORCE:**

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

**NOTE:** Please address the specific recruitment, selection and promotion strategies, sources and procedures in Sections V and VI, below.

The actions listed below require internal agency collaboration and are not limited to the EEO Office.

The agency will address underutilization in FY 2022 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- Using the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.
- The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent:
  - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
  - Encourage agency employees to take promotional civil service examinations.

The agency will implement the following initiatives to develop and retain employees:

- Identification of Ready Now & High Potential Talent.
- Institute coaching, mentoring and cross training programs.
- Implement initiatives to improve the personal and professional development of employees.
- Conduct assessment to ensure pay and promotions are equitable.

*Describe specific actions designed to enhance equity:*

DYCD ensures that the EEO Office reviews its recruitment and promotional efforts with an equity lens. DYCD disseminate information on rights and protections under the EEO Policy. We make a concerted effort to attain a high compliance rate on the mandated Diversity and Inclusion efforts.

DYCD had planned a Silos to Symphony conference for early next calendar year. During the conference a workshop will be held to address Mental Health and Equity.

*Additional Initiatives, Programs, or Comments:*

**B. WORKPLACE:**

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

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

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

List below the names of existing ERGs: None

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Agency will create a Diversity Council to leverage equity and inclusion programs.

Agency Diversity Council is in existence and active.

Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion.

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

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

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

In FY 2021, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention, and advancement of people in underrepresented groups:

Engagement /Job Satisfaction/ Employee Morale Survey(s)

Workplace Insight Survey for Exiting (WISE) Managers

Exit interview or surveys developed by the agency

Other (specify): \_\_\_\_\_

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

- 1.
- 2.

*Describe specific actions designed to enhance equity and initiatives to address race relations in the agency:*

- DYCD disseminates a quarterly EEO Diversity and Inclusion newsletter.
- DYCD hosts diversity initiatives and conducts outreach to members of other demographics to increase participation across dimensions of diversity.

*Additional Initiatives, Programs, or Comments:*

**C. COMMUNITY:**

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

In FY 2022, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services.
- Promote participation with minority and women owned business enterprises (MWBES).
- Conduct a customer satisfaction survey.
- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.
- Expand language services for the public.

*Describe specific actions designed to enhance equity:*

DYCD Office of Strategic Communications and Stakeholder engagement is able to respond to calls through their hotline services in over 80 languages

*Additional Initiatives, Programs or Comments:*

**V. Recruitment**

**A. Recruitment Efforts**

1. Summary of Recruitment Efforts – Include steps that will be taken to give notice to all employees of discretionary job postings within the agency as well as proactive efforts/strategies planned to market positions externally.

The agency will implement the following recruitment strategies and initiatives in FY 2022:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
  - Currently in operation.



- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor's Office for People with Disabilities at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto:Maureen.Anderson@nysed.gov) (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at [citywiderecruitment@dcas.nyc.gov](mailto:citywiderecruitment@dcas.nyc.gov)
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
  - Structured Interviewing training
  - Unconscious Bias training
  - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

*Additional Strategies, Initiatives and Comments:*

DYCD has mandated that all hiring managers participate in Structured Interviewing and Unconscious Bias training every two years

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**B. Recruitment Sources**

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. Ethnic newspapers	1. <input type="checkbox"/> Previous hires from this source
2. College Campus and student body organization	2. <input type="checkbox"/> Previous hires from this source
3. Mayor's Office of people with Disabilities	3. <input type="checkbox"/> Previous hires from this source
4. Mayor's Office of Veteran Affairs	4. <input type="checkbox"/> Previous hires from this source
5. Mayor's Office to Combat Domestic Violence	5. <input type="checkbox"/> Previous hires from this source

**C. Internships/Fellowships**

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

The agency provided the following internship opportunities in FY 2021:

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 __ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):			M __ F__ Non-Binary __ Other __ Unknown __

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

The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.

The agency has hired former interns/fellows.

The agency plans to provide internship/fellowship opportunities in FY 2022.

*Additional Comments:*

**D. 55-a Program**

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

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. Disseminate information on program to staff via email. Utilize the Mayor's office of People with Disabilities as a recruitment source.
  - Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
  - Agency does not use the 55-a Program and has no participating employees.
2. Indicate the goals of your 55-a Program Coordinator for FY 2022. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2022.

Currently, there are 2 55-a participants.

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

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

If there have been no new participants in the program for less than two years, please indicate initiatives taken to hire new 55-a employees. Information is sent via email to all employees and included on job announcements.

The agency will actively educate hiring managers about the 55-a program and the benefits of hiring individuals with disabilities.

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

The agency plans to participate in career and job fairs and use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants.

The goals of the 55-a Coordinator for FY 2022 are:

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1. Include information on 55 program on all postings
2. Disseminate information to Staff via newsletter and email
3. Include information on program in new hire package
4. Address in new employee orientation sessions and trainings

These goals are the same as last year.

*Additional Goals, Initiatives, and Comments:*

**VI. Selection (Hiring and Promotion)**

**NOTE: This section must be prepared in consultation with the Agency Personnel Officer.**

**A. Career Counselors**

For FY 2022, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties of the agency Career Counselor(s) with regard to advising employees of opportunities for promotion as well as overall career development.

The goals of the Career Counselor for FY 2022 are:

1. Disseminate via email information on the availability of the program
2. Include program in training initiatives
3. Post information on our intranet regarding the availability of the program
4. add to all posting and job announcements

These goals are the same as last year.

In FY 2022, the agency's Career Counselor will perform the following tasks:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Arrange for agency wide notification of promotional and transfer opportunities.
- Encourage the use of training and development programs to improve skills, performance and career opportunities.
  - Provide information to staff on both internal and external Professional Development training sources.
  - Explain the civil service process to staff and what it means to become a permanent civil servant.
  - Provide technical assistance in applying for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Assist employees and Job Training Program participants in assessing and planning to develop career paths.
- Provide resources and support for:
  - Targeted job searches
  - Development job search strategies
  - Resume preparation
  - Review of effective interview techniques
  - Review of techniques to promote career growth and deal with change
  - Internship exploration

*Additional Initiatives and Comments:*

**B. New Hires and Promotions**

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

In FY 2022, the agency will do the following:

- Review, revise and/or develop a protocol for in-title promotions and salary increases.
  - Promotion and salary increase protocol in existence.
  - Assess the criteria for selecting/promoting persons for mid-level to high level positions.
- Publicly post announcements for all positions, including senior level positions.
- Actively reach out to networks of underrepresented groups as part of its outreach.
- Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.
- Compare the demographics of current employees to the placements.
- Ensure promotion justification is included in all promotion requests.
- Review and analyze the demographics race\ethnicity and gender for those who received the promotion\salary raises to ensure such practices are equitable.
- Review on a regular basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).
- Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

*Additional Comments:*

**C. Selection Process**

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

During FY 2022, the agency will do the following:

- Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- Assess the way candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- If adverse impact is discovered, determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- Engage in a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.
- Use a diverse panel of interviewers to conduct the interview.
- EEO Officer is asked to review the interview questions.

*Additional Comments:*



**D. Review of Hiring, Promotion, and Selection Practices**

For FY 2022, what steps will your agency take to review the positions filled during the year?

- A. Discuss your current practice in utilizing the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.
  - The agency will use the NYCAPS Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
  - The agency does not use the NYCAPS Applicant Interview Log Report.
  - The agency will schedule orientation with NYCAPS Central.
  
- B. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.
  - Identify at least two or three people from diverse gender and racial/ethnic backgrounds to review received applications.
  - Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race and ethnicity).
  
- C. When identifying groups of subject matter experts to assist the DCAS test development team in creating civil service exams, please describe efforts that will be taken to select a diverse and inclusive group of individuals in the test development process:
  - The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
  - The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
  - The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

*Additional Comments:*

**E. EEO Role in Hiring and Selection Process**

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

In FY 2022, the agency EEO Officer will do the following:

**PRE-SELECTION:**

- Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.
- EEO reviews vacancy postings to ensure elimination of language that has the potential for gender stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns).
- Actively monitor agency job postings.
- Ensure all job postings include updated EEO Employer statement released in 2021.
- EEO is consulted regarding creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.
- Advise Human Resources in the development of a comprehensive guide for hiring managers.
- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Other: DYCD conducted reasonable accommodations training for Directors and Deputy Directors in anticipation of the Mayor's Return to Work Order

**POST-SELECTION:**

- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: \_\_\_\_\_

*Additional Comments:*

**F. Layoffs**

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

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

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**VII. Training**

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

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)	All staff	500	
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees	500	
4. Sexual Harassment Prevention (classroom/live webinar)	All employees		
5. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees  All other employees	500	
6. lgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees  All other employees		
7. Disability Etiquette	Hiring managers/supervisors	100	
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Hiring managers	100	
9. Other (specify)			
10. Other (specify)			

**VIII: Reasonable Accommodation**

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

- Managers, supervisors, human resources personnel and discipline personnel are **required** to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- The agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny the appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head:  
Provide the name and title of the designee<sup>1</sup> : \_\_\_\_\_  
 The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- The agency analyzes the reasonable accommodation data and trends.
- The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

Briefly describe procedures and speed of resolution, including the protocol for deciding appeals of Reasonable Accommodation decisions. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals? Reasonable accommodations are submitted to the EEO Officer and/or Disability Rights Coordinator dependent upon the type of accommodation sought. The office engages in the interactive process and arrives at an effective accommodation. All accommodation requests are responded to within the prescribed deadlines. If the applicant or employee is not satisfied with the proposed accommodation or if an accommodation is denied, they may appeal to the Chief of Staff to review

\_\_\_\_\_

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

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

**Compliance and Implementation of Requirements Under Executive Orders and Local Laws**

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

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

- The agency plans to train all new employees within 30 days of start date.
- All the managers, supervisors, and front-line employees were re-trained within the last two years.
- All managers, supervisors, and front-line employees will be re-trained every two years, no later than the third quarter of the Fiscal Year, as indicated in Section VII Training above.
- In addition, all other employees will be trained or re-trained every two years, as indicated in Section VII Training above.
- The agency will ensure that the Transgender Restroom Access notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

*Additional Comments:*

**B. Executive Order 59: Chief Diversity Officer/Chief MWBE Officer**

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

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

Provide the name and title of the Chief MWBE Officer: Anthony Ng, Chief Diversity Officer

*Additional Comments:*

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

- The agency plans to train all new employees on Sexual Harassment Prevention within 30 days of start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 4 – September 1, 2021 – August 31, 2022) as indicated in the Section VII Training above.

*Additional Comments:*

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

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

*Additional Comments:*

**E. Local Law 101 (2018): Climate Survey**

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

- Continue to implement initiatives identified in the 2018 Climate Survey Action Plan which was submitted to DCAS and reported to City Council Speaker in 2020.
- Analyze FY 2021 survey data once provided by DCAS.
- Develop an Action Plan to address concerns raised in the FY 2021 Climate Survey and submit it to DCAS by July 31, 2022. *[Further guidance will be provided to agency by DCAS in 2022.]*

*Additional Comments:*

**X. Audits and Corrective Measures:**

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

- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or \_\_\_\_\_ **[another governmental agency – please specify]** specific to our EEO practices. **Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2022 to include and implement EEPC recommendations that will be implemented during the fiscal year.**
- The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify \_\_\_\_\_]. **Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.**
- Within the last two years the agency was involved in an audit conducted by the EEPC or \_\_\_\_\_ **[another governmental agency – please specify]** specific to our EEO practices.
- The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
- The agency received a Certificate of Compliance from the auditing agency. **Please attach a copy of the Certificate of Compliance from the auditing agency.**



XI. Agency Head Signature

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

Bill Chong

Print Name of Agency Head

Bill Chong

Signature of Agency Head

11/22/21

Date

## DYCD FY 2022 DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

### APPENDIX

#### Contact Information for Agency EEO Personnel

Please provide contact information (name, title, e-mail, telephone number and full office address) for the following EEO roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert table rows as needed.

<u>EEO Diversity Role</u>	<u>Name</u>	<u>Civil Service Title</u>	<u>Office E-mail Address</u>	<u>Telephone #</u>
<b><u>EEO Officer/Director</u></b>	Lisa Thornton	<b><u>Administrative Staff Analyst</u></b>	<a href="mailto:lthornton@dycd.nyc.gov">lthornton@dycd.nyc.gov</a>	(646)343-6782
<b><u>Deputy EEO Officer OR Co-EEO Officer</u></b>				
<b><u>Chief Diversity &amp; Inclusion Officer</u></b>	<b><u>Anthony Ng</u></b>	<u>Administrative Community Relations Specialist</u>	<a href="mailto:ang@dycd.nyc.gov">ang@dycd.nyc.gov</a>	(646) 343-6732
<b><u>Diversity &amp; Inclusion Officer</u></b>				
Chief Diversity Officer/Chief MWBE Officer per E.O. 59	<b><u>Maria Osorio</u></b>	<u>Administrative Contract Specialist</u>	<a href="mailto:maosorio@dycd.nyc.gov">maosorio@dycd.nyc.gov</a>	(646)343-6730
ADA Coordinator	Lisa Thornton	<b><u>Administrative Staff Analyst</u></b>	<a href="mailto:lthornton@dycd.nyc.gov">lthornton@dycd.nyc.gov</a>	(646)343-6782
Disability Rights Coordinator	<u>Timothy Johnson</u>	<u>Administrative community Relations Specialist</u>	<a href="mailto:TJohnson@dycd.nyc.gov">TJohnson@dycd.nyc.gov</a>	(646)343-6365
Disability Services Facilitator	<u>Lisa Thornton and Ruma Debi</u>	<u>Administrative Labor Relations</u>	<a href="mailto:rdebi@dycd.nyc.gov">rdebi@dycd.nyc.gov</a>	(646)343-6722
55-a Coordinator	<u>Lisa Thornton</u>	<u>Administrative Staff Analyst</u>	<a href="mailto:lthornton@dycd.nyc.gov">lthornton@dycd.nyc.gov</a>	(646)343-6782
Career Counselor	<u>Vacant -</u>			
EEO Counselor	<u>Ruma Debi</u>	<u>Administrative Labor Relations</u>	<a href="mailto:rdebi@dycd.nyc.gov">rdebi@dycd.nyc.gov</a>	(646)343-6722
EEO Investigator				
EEO Counselor/ Investigator	<b><u>Andrew Miller</u></b>	<u>Administrative Staff Analyst</u>	<a href="mailto:Amiller@dycd.nyc.gov">Amiller@dycd.nyc.gov</a>	(646)343-6738
Investigator/Trainer				
EEO Training Liaison	<b><u>Tim Johnson</u></b>	<u>Administrative Community Relations</u>	<a href="mailto:Tjohnson@dycd.nyc.gov">Tjohnson@dycd.nyc.gov</a>	(646)343-6365
Other (specify)				

