

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

**Fiscal Year 2024**

**NYC Department of Health and Mental Hygiene**

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# I. Commitment and Accountability Statement by the Agency Head

On behalf of the New York City Department of Health and Mental Hygiene, 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, Sye-Eun Ahn, in critical human resources decisions, including recruitment and selection strategies, workforce projections, succession planning, promotion of training/career development opportunities, and strategic planning.

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

The Agency EEO Officer, Sye-Eun Ahn., will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Her contact information: sahn1@health.nyc.gov will be prominently available to all employees.

During this Fiscal Year 2023, 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. I will also integrate the plan detailed below into the agency's strategic mission.

This statement is the same as last year.

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

## II. Recognition and Accomplishments

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

1. The Bureau of Human Resources (HR Central), Office of Training and Professional Development (OTPD) offer trainings for all employees:
  - a. New Course: In June 2023, HR OTPD piloted Essentials of Supervision-Two day training. A total of 51 diverse group of supervisors were trained.
  - b. New Course: OTPD trained 54 staff in Customer Experience Principles/Labs Training.
  - c. OTPD offered monthly computer Microsoft Suite trainings for Access, Beginner, Intermediate and Advance Excel, Outlook, PowerPoint, Publisher Essentials, Visio, Teams, Microsoft Access Using SQL Level 1 and Level 2 and Word for over 600 employees.
2. Agency Distinguished Service Award: Honors employees who through their extraordinary performance contribute significantly to the agency's mission to protect and promote the health of all New Yorkers. This is an annual event and will continue in FY2024.
3. Hosted our Annual Holiday /Appreciation Party.
4. Collaboration with the Employee Resource Groups (ERGs) (Latino, African American Pacific Islander and LGBTQIA+).
  - a. ACHIEVE & LGBTQ+ ERGs Commemorate National Black HIV/AIDS Awareness February
  - b. Celebrated Black History Month with ERG ACHIEVE and hosted several activities through-out the month of February celebrating with staff.
  - c. February, Women's History month with an appreciation celebration called "Celebrating Women Who Tell Our Stories," an event at Gotham that honored women, nominated by their DOHMH staff, who "tell their and their communities' stories with style, influence, and passion".
  - d. June, Celebrated Pride month with a series of events with LGBTQIA+ ERG
  - e. Celebrated Asian American Pacific Islander Month with various events.
  - f. Filipino American History Month with the Asian American/Pacific Islander (AAPI) Employee Resource Group hosted several events in October.
    - I. Division of Administration Race to Justice Divisional Action Team, and Worksite Wellness to celebrate Filipino American History Month with a presentation on "The Filipino American Experience through a Public Health Lens." The AAPI ERG will present on the Filipino American Experience at the intersection of public health and racial equity, with a brief history of the Philippines, the Filipino diaspora, and Filipinos in the United States.
5. Increased partnerships with Community Based Organizations (CBOs), educational institutions, DCAS Office of Citywide Recruitment, MOPD, Mayor's Office of Appointments and Elected Officials.
6. Conducted Career Information Sessions and Resume Workshops for diverse colleges/universities in addition to our employees.

7. Hiring and Diversity fairs included the following:

01/17/23- 01/18/2023 1/26/23	Public Health Advisor Virtual Hiring Event - Career Series - NYC DOHMH and Emory School of Public Health Virtual Information Session, Equitable Health Systems and Bureau of Tuberculosis Control
2/3/2023 2/9/2023	Public Health Advisor Virtual Hiring Event - Public Health Clinic Career Series I - NYC DOHMH and Columbia University SPH - Information Session - hosted by Bureau of Equitable Health Systems, Bureau of Tuberculosis Control and Bureau of Communicable Disease
2/8/2023 2/9/2023 2/16/2023	Nurse Family Partnership Virtual Hiring Event, Day 1 Morning Session Nurse Family Partnership Virtual Hiring Event, Day 2, Afternoon Session Boston University School of Public Health (SPH) Career Fair - Spring 2023 (Virtual) registration 2/14/23
2/23/2023 3/2/2023	Rollins School of Public Health - Spring 2023 Career Fair Career Series - NYC DOHMH and Emory School of Public Health Virtual Information Session, World Trade Center and Vital Statistics (Division of Epidemiology), Bureau of Hepatitis, HIV, and STI
3/3/2023 3/8/2023 3/8/2023 3/9/2023 3/21/2023	Columbia University Spring 2023 Career Day (Virtual) Wednesday, - Hofstra Law Students for Summer/Post Graduate Hiring Event Hunter College Virtual Career Fair Hunter College Virtual Career Fair on Columbia University - Information Session for PhD Applicants - Bureau of Equitable Health Systems, World Trade Center Registry and Bureau of Communicable Disease
3/24/2023 3/25/2023 3/28/2023 3/29/2023	NYU Global Public Health Virtual Career Expo DCAS City Hall Hiring Event Employer Discovery Series: NYC DOHMH CUNY School of Public Health Career Series - NYC DOHMH and Emory School of Public Health Virtual Information Session, Division of Disease Control, Bureau of Hepatitis, HIV, and STI and Bureau of Division Management and Systems Coordination
4/11/2023 4/17/2023 4/21/2023 4/26/2023 4/28/2023	Fordham University - Career Information Session - Recruit Graduate Studies Applicants BTBC PHA Virtual Hiring Even Career Series II Fordham University Information Session Career Series - Brooklyn College Virtual Information Session Career Series - Hunter College Information Session CUNY Graduate School of Public Health & Health Policy's Spring 2023 Virtual Career Fair
5/1/2023 5/10/2023 5/16/2023 5/19/2023 6/2/2023 6/14/2023	CUNY SPH recruitment session for DOH employees May BTBC PHA Virtual Hiring Event NYS DOL - New York City Virtual Career Fair Syracuse University NYC career fair DOHMH Health Career Fair (50 identified candidates for hire) Nurses Information Session College of Mount Saint Vincent -

8. Spearhead Agency Branding Efforts: expand employer branding efforts and marketing strategies to build credibility with job applicants via social media promotion (LinkedIn, Facebook, Twitter); posting vacancies on professional job boards and New York State Public Health Association (NYSPHA) membership; cultivate external networking relationships with academic partners, community-based organizations, Mayor's Office of People With Disabilities and DCAS Office of Citywide Recruitment; host in-person and

- virtual career fairs that are tied to Targeted Diversity Recruitment Initiatives (i.e. Hispanics and Latinos, African-Americans, LGBTQIA+ Community, 55-A, Veterans).
9. Engage in Career Patterns Analysis: assess current workforce trends for hard-to-recruit titles; forecast hiring needs by number and occupation, including skillset and core job competencies; and develop strategies for a proactive approach to meeting projected vacancies; strengthen pre-existing recruitment collaboration with New York State department of Education/Office of the Professions to source Social Workers, Pharmacists, Clinical Laboratory Technologists, Registered Nurses, Nurse Practitioners, Pharmacy Technicians, Midwives. Additionally, we have forged collaborative partnerships with the New York State Bar Association and have been able to successfully obtain a comprehensive listserv of New York State Licensed Attorneys across the five boroughs of New York City and surrounding counties.
  10. Identify Agency-Specific Recruitment Initiatives: prioritize vacancies that are tied to mayoral public health initiatives such as Mental-Health, Homelessness, HIV, Sexually Transmitted Infections, Maternal and Reproductive Health, World Trade Center Health Registry as well as CDC and/or mayoral grant-funding. Align recruitment plan with the agency workforce plan, staffing acquisition plan, succession plan, affirmative employment plan, retention plan and other human capital initiatives. Set an overall recruitment vision for the agency and articulate goals, objectives, expectations and accountability.
  11. Data, Metrics, Impact Noted below are the people this initiative will impact, as well as any other intended metrics that will be measured
    - a. Internal Stakeholders: HR Business Partner Recruitment Team, Executive Leadership, Hiring Managers
    - b. Strong commitment and support from senior-level officials and hiring managers in the recruiting process at all levels
    - c. External Stakeholders: Potential Job Applicants, Community-Based Organizations, City Hall, New York State Department of Labor (one of our leading recruitment partners)
  12. Civil Service Modernization: Forging ongoing collaborative partnerships with DCAS Classification Unit by identifying strategic ways to modify the minimum qualification requirements by increasing the amount of acceptable professional work experience in conjunction with the academic requirements for hard-to-recruit titles including but not limited to Public Health Advisor, Public Health Nurse, Public Health Sanitarian, Quality Assurance Specialist, Clinical Laboratory Microbiologist and City Research Scientist in order to widen the recruitment net and leverage a lucrative pipeline of qualified candidates across multiple academic disciplines.

### III. Workforce Review and Analysis

**Please provide the total agency headcount as of 6/30/2023**

**Total Headcount:** 6,293 with OCME

**1. ] [Look at titles where pay disparity exists and salaries vary within the same title when compared by years of service. Also conduct a comparison of women and racial or ethnic minority group members.]**

The agency is reviewing and conducting an analysis of our titles where pay disparities and salaries exist within the same title. The analysis will focus on identifying areas where we can close the gap within these titles.

This type of effort is an ongoing initiative. The agency has a Race to Justice team for many years; Division Equity Staff and other agency members focus on this work. This work will apply the Racial, Gender and Social Justice Lens to agency-wide policy agendas, research projects and data collection. Bolstering the Workforce is an over-arching agency goal. The establishment of the Bolstering the Workforce strategic goal presents an opportunity for DOHMH to assess its current state of creative and equitable retention and recruitment methods, workplace wellness, pay equity, professional development and investment necessary to upgrade its capacity and capability, and scaffold Agency-wide efforts required to achieve sustainable NYC DOHMH workforce.

HR Recruitment Unit reviews monthly salary by title reports and compares proposed salaries on draft postings to average agency salaries to mitigate salary disparities amongst existing employees and incoming employees.

Pay equity analysis have been conducted for top leadership positions within the agency comparing titles, job descriptions and compensation. The agency has taken steps to establish a pay equity benchmark for these leadership positions (DCs, ACs, Executive Directors...etc) and have addressed disparities in the pay structure.

**2. [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.]**

This type of effort is an ongoing initiative. The agency has a Race to Justice team for many years; Division Equity Staff and other agency members focus on this work. This work will apply the Racial, Gender and Social Justice Lens to agency-wide policy agendas, research projects and data collection. Bolstering the Workforce is an over-arching agency goal. The establishment of the Bolstering the Workforce strategic goal presents an opportunity for DOHMH to assess its current state of creative and equitable retention and recruitment methods, workplace wellness, pay equity, professional development and investment necessary to upgrade its capacity and capability, and scaffold Agency-wide efforts required to achieve sustainable NYC DOHMH workforce.

In FY 2024, 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
- 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 2024, the agency will inform and remind employees of the option to add preferred name in ESS.

3. EEO and HR Central will review CEEDS Quarterly Reports to strategize on the following:

- a) Determine which populations are impacted by underutilization.
  - b) Identify Divisions within the agency that may have a direct impact on reversing underutilization.
  - c) Develop recruitment strategies to address the underutilization. The agency head will be provided with relevant reports concerning this practice. EEO and HR Central will also work with DCAS to work on strategies on how to promote civil service opportunities to underutilized populations.
- 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 \_\_\_\_\_

- 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).

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

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



❖ **Workforce:**

- The agency's Workforce Development Program will continue to focus on our retention goals. We will continue to review exit interviews to capture critical information. We also will resume all our key initiatives and targeted training and education to our employees. For FY24, we will provide information on resources available to build the next level of qualified managers, directors and provide continued support to address specific employee development and support. The agency provides specialized professional development to all staff across the divisions through communities of practice, division equity liaison committees, division action teams, and core racial equity training relaunching, including a series on the six anti-racism public health principles. Currently we have assisted 648 employees and provided services in the various categories of Career counseling, mentoring, civil service overview and Retention /Engagement Sessions. In addition the Workforce Development team will provide DiSC Assessments to Leadership that and assist Divisions that are interested in creating mentorship programs.
- DOHMH is committed to Diversity Recruitment and Inclusion within agency's Talent Acquisition Process. For FY24, we will continue to work closely with our agency's Employee Resource Group (ERGs) to promote career opportunities for the LGBTQIA+ community that will enhance our Diversity Recruitment Goals.

❖ **Workplace:**

DOHMH will continue to expand our communication methods to ensure that new and current employees are aware of our agency's Workforce Development Programs and training opportunities that will assist them with information that can potentially help them qualify for career advancement opportunities. We will continue to tailor workshops and webinars to our audience's needs and expand on our eLearning virtual presentations. We will partner with our ERGs and ensure they are aware of events. At our New Hire Orientations, we will sharing the various ERGs that support our diverse population and announce them in the Commissioners Weekly Digest. Once of agency goals is to Bolster the Workplace . The agency Worksite Wellness programs will host various events to support staff social and professional well being.

The agency is currently developing a plan for staff to report experiences of bias and oppression in the workplace and monitor follow-up actions or changes in the workplace environment post-report for the employee who experienced the bias.

❖ **Community:**

DOHMH will continue to attend community events to network with M/WBEs and will hold targeted networking events.

- In FY 24, we are updating our policy for micro purchases to increase utilization of MWBEs.
- DOHMH will continue to prioritize the utilization of the MWBE Small Purchase Method and will continue to first reach out to MBEs.
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❖ **Equity, Inclusion and Race Relations Initiatives:**

- DOHMH will continue to prioritize doing business with M/WBEs and will specifically aim to increase utilization of Black and Latina WBEs.
- To increase BIPOC representation, we will strengthen our relationships with academic partners to encourage a steady pool of qualified applicants, target CUNY Colleges & HBCUs, and present at institutions for faculty & students about civil service process & employment opportunities.

**Accomplished in FY23:**

- First time compilation of all equity centered programs in the agency operating to advance the agency's internal equity goals. Agency is currently operating 60 projects.
- Launched the Practical Guide for Racial Equity and Social Justice Action Teams: The Practical Guide for Racial Equity and Social Justice Action Teams (RESJAT) support the agency's divisions to put the Anti-Racist Public Health Practices to work in very practical ways, making for a better workplace and more equitable health outcomes for all New Yorkers by focusing efforts on building alignment and capacity within the institutional systems, and policies.
- Launched the Public Health Capacity Building Lab: The Health Department is establishing the Public Health Capacity Building Lab—the agency's one-stop shop for continuous learning about anti-racism public health practice. Lab includes the Practical Guide for Racial Equity and Social Justice Action Teams and a listing of more than 60 resources categorized by the six anti-racism public health practices (see attached Exhibit A)
- Proposed for FY24 is a continuation of all of the projects above as well as: launch an Internal Transformation Research and Evaluation Agenda to better track the Health Department's work in addressing internal equity goals and contribute to literature on organizational change; conduct a Pay Equity Analysis and develop recommendations; and issue a report on the history of Race to Justice.

**2. Planned Programs, Initiatives, Actions**

- In FY 24, we are updating our policy for micro purchases to increase utilization of MWBEs.
- DOHMH will continue to prioritize the utilization of the MWBE Small Purchase Method and will continue to first reach out to MBEs.

**A. Workforce**

Our Office of Training and Professional Development (OTPD) Workforce Development Program will continue to offer our employees career counseling, career development plans, Career Information workshops, Resume Writing workshops, New Hire Orientations and targeted training and education. For FY24, we will host virtual and classroom events about Civil Service to provide information on external resources to build the next level of qualified managers. The Workforce Development program will support our employees by creating mentoring programs to address specific employee development and support. The OTPD will provide an Essentials of Supervision two-day training to 75 supervisors. This training was developed to provide supervisors with the basic skills needed to function effectively in a supervisory role at DOHMH. The overall program design incorporates the areas of focus identified by DOHMH leadership and supervisors throughout the agency. Day 1 of the program will explore basic concepts for supervisors to interact effectively with their direct reports and their managers and will provide best practices to address some of the challenges that supervisors may be confronted with. The rudiments of maintaining proper boundaries, setting clear goals and expectations, interacting with subordinates professionally, and providing effective feedback will also be covered.

Day 2 offers a presentation by an HR Panel comprised of leadership from the Bureau of Human Resources and Labor Relations. The session includes a Q&A period for supervisors to ask questions pertaining to their role as supervisors and how to navigate HR resources and services. Day 2 also covers the DISC model of leadership and how to communicate effectively with differing communication styles.

In addition, the OTPD will provide a new Trauma-Informed Customer Experience lab Workshop. We plan to train 75 employees by end of FY24. This course is designed to deepen awareness of key trauma-related concepts and trauma's effect on behavior. Whether trauma is caused by a single event or by repeated or prolonged exposure, an individual's thoughts, feelings, and behaviors are filtered through their experience and perspective.

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

- The agency will use CEEDS reports and dashboard to inform recruitment efforts for the underutilized job categories of job groups experiencing underutilization for building services, craft, and guards. These job categories are recruited via civil service pools that the Civil Service Hiring Unit coordinates on behalf of the respective Division/Bureaus in the agency.
- Candidates that have successfully passed civil service exams for underutilized job titles such as Special Officer, Senior Stationary Engineer, and Motor Vehicle Operator are selected from Civil Service Lists that DCAS publishes. While this process limits our opportunity to have prior knowledge of how many women and minorities are on the actual civil service list, the agency is aware of the underutilization in these job categories. It will make every effort to ensure that appropriate candidates are chosen.
- The agency's Central HR's Recruitment Team circulates DCAS Notice of Exams for underutilized job titles to the faculty of our academic partners CUNY/SUNY/Private educational that have a student population consisting of women and minorities, community-based organizations, elected officials, and their constituents.

## **B. Workplace**

The agency will tailor workshops and webinars to our audience's needs and expand on our eLearning virtual presentations. We will partner with our ERGs and ensure they are aware of events. We plan to celebrate heritage months and will post events on our SharePoint pages and announce them in our Commissioners Weekly digest. We will continue hosting Town Hall meetings to inform all staff about the agency's initiatives.

[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. ACHIEVE-African American/Black ERG
2. AAPI- Asian American and Pacific Islander AAPI ERG
3. LGBTQ+ Lesbian, Gay, Bisexual Transgender Queer ERG
4. SALUD--the Latino/a ERG
5. DREAM-Disability, Resources, Empowerment, Access, Movement ERG

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**

In FY 2024, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services.
- o  Promote participation with minority and women owned business enterprises (MWBEs): DOHMH will develop a brochure for MWBEs aimed at increasing awareness of the goods and services the agency buys and how to do business with the Agency.
  - Conduct a customer satisfaction survey.

- In FY 24, we are updating our policy for micro purchases to increase utilization of MWBEs.
  - DOHMH will continue to prioritize the utilization of the MWBE Small Purchase Method and will continue to first reach out to MBEs.
- Expand language services for the public.

## V. Recruitment

### A. Recruitment Efforts

1. **Spearhead Agency Branding Efforts:** expand employer branding efforts and marketing strategies to build credibility with job applicants via social media promotion (LinkedIn, Facebook, Twitter); posting vacancies on professional job boards and New York State Public Health Association (NYSPHA) membership; cultivate external networking relationships with academic partners, community-based organizations, Mayor's Office of People With Disabilities and DCAS Office of Citywide Recruitment; host in-person and virtual career fairs that are tied to Targeted Diversity Recruitment Initiatives (i.e. Hispanic and Latino, African-American, LGBTQIA+ Communities, 55-A, Veterans).
2. **Engage in Career Patterns Analysis:** assess current workforce trends for hard-to-recruit titles; forecast hiring needs by number and occupation, including skillset and core job competencies; and develop strategies for a proactive approach to meeting projected vacancies; strengthen pre-existing recruitment collaboration with New York State department of Health/Office of the Professions to recruit licensed Social Workers, Pharmacists, Clinical Laboratory Technologists, Registered Nurses, Nurse Practitioners, Pharmacy Technicians, Midwives.
3. **Identify Agency-Specific Recruitment Initiatives:** prioritize vacancies that are tied to public health initiatives addressing Mental Health, Homelessness, HIV, Sexually Transmitted Infections, TB, Maternal and Reproductive Health, World Trade Center Health Registry as well as CDC and/or mayoral grant-funding. Align recruitment plan with the agency workforce plan, staffing acquisition plan, succession plan, affirmative employment plan, retention plan and other human capital initiatives. Set an overall recruitment vision for the agency and articulate goals, objectives, expectations, and accountability.
4. **Expanding our 55-a Diversity Recruitment Efforts for People with Disabilities:** Strengthen our partnership with the Mayor's Office of People with Disabilities and the NYC Veterans Association in order to expand our recruitment efforts for people with disabilities. This is in accordance with the mayor's initiative to support career advancement for people with disabilities and expand access to internships, training seminars, jobs, and future careers. [Mayor Adams Announces New Investment to Support Career Advancement for People With Disabilities | City of New York \(nyc.gov\)](#). [Working with MOPD, DCAS, Mayor's Office of Economic Development, and NYC Veterans Affairs to host a 55A and Veterans Diversity Career Fair on 12/11/23.](#)
5. **Fostering a Partnership with DCAS' Classification Unit to Modernize the Civil Service Titles:** In order to widen the recruitment net and increase the pool of applicants that can be qualified for hard-to-recruit civil service titles including but not limited to City Research Scientist, Public Health Sanitarian, Health Services Manager, Family Public Health Nurse, Administrative Public Health Nurse and Quality Assurance Specialist, we

are working closing with DCAS' Classification Team to reduce the number of titles that require a Bachelor's degree and substituting relevant work experience, creating more equal employment opportunities. In addition, we are also advocating that when a candidate meets NYS testing requirements, they won't have to retest with the City. We are asking to eliminate pre-employment drug testing for some titles.

**Data and Metrics Impacting Our Diversity Recruitment Initiatives**

1. Internal Stakeholders: DOHMH HR Recruitment unit, executive leadership, hiring managers.
2. Strong commitment and support from senior-level officials and hiring managers at all levels in the recruiting process.
3. External Stakeholders: academic institutions from which we recruit, potential job applicants, Community-Based Organizations, New York State Department of Labor (one of our leading recruitment partners).
4. Quality and effectiveness of recruiting materials and e-recruiting tools that reflect the agency brand.
5. Length of time to fill vacancies, including number of qualified applicants per vacancy, interview timeline (including first and second round), onboarding process, OMB approval.

**B. Recruitment for Civil Service Exams**

List any planned recruitment events for FY 2024 that will be held by the agency to promote open-competitive civil service examinations. [This list should be updated in your quarterly reports]

<b>Event Date</b>	<b>Event Name</b>	<b>Borough</b>
10/03/23	Nurses Job Fair / Hiring Event - NFP and School Health	Queens
10/10/23	Hispanic/Latino Career Fair	Queens
10/17/23	Social Worker Networking Event - Day 1	Queens
10/18/23	Social Worker Networking Event - Day 2	Queens
11/08/23	CUNY and SUNY Schools Diversity Career Fair	Queens
12/11/23	MOPD-DOHMH 55-a Career Fair in accordance with Mayor Adam's Investment to Support Career Advancement of People with Disabilities	Queens

List planned expenditures for FY 2024 related to recruiting candidates for open-competitive and promotion civil service exams.

<b>Borough</b>	<b>Approximate Dollar Amount (\$)</b>
Bronx	\$0
Brooklyn	\$0
Manhattan	\$0
Queens	\$0
Staten Island	\$0

**C. Recruitment Sources**

[List diverse recruitment sources, the target population your agency hopes to reach through these resources and whether the use of these sources resulted in previous hires. Recruitment sources should reflect your agency's effort to reduce underutilization in specific job groups and to otherwise diversify your workforce.]

DOHMH diversity recruitment efforts are contingent on the programmatic need of each Division and the clients they are trying to serve.

1. Promote positions on Handshake – Early talent recruiting platform connecting over 12 million students and alumni. Reaching CUNY, SUNY and Private Colleges diverse population.
2. Promote positions on the DCAS Newsletter and participate in DCAS Hiring Halls reaching thousands of diverse New Yorkers.
3. Utilize DOHMH's Partners Connect system to message community-based organizations and elected officials.
4. Schedule Resume Workshops with CUNY and SUNY to discuss city hiring practices, civil service process and promote positions and/or career hiring events.
6. Promote positions to Historically Black Colleges and Universities.
7. YC Advertising Media Contract Graystone including Blackjobs.com, Diversityinc.com, Latinos in Higher Ed.com, Pink Jobs
8. NYS Public Health Association and American Society of Clinical Pathology.
9. NYS Department of Labor to promote jobs and participate in virtual and in-person career fairs.
10. Other sources: HBCUConnect.com, Ihispano.com, Diversityjobs.monter.com, Vetjobs.com and Careercenter.SACNAS.org

## D. Internships/Fellowships

The agency provided the following internship opportunities in FY 2023:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	3	Black__1__ Hispanic__ Asian/Pacific Islander__ Native American__0__	M__2__ F__ __ N-B__1__

		White __2 Two or more Races__ Choose not to disclose	
5. Other (specify): College Aides	100	Black_19 Hispanic_18 Asian/Pacific Islander_27 Native American_1__ White_20_ Two or more Races_4__ Chose not to disclose_11	M_27_ F_67_ N-B __O_6_U__
6. Other: SYEP	67	Unknown  Black_ Hispanic_ Asian/Pacific Islander_ Native American____ White_ Two or more Races__ Chose not to disclose	Unknown  M__ F__ N-B__ O __U__

### E. 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 \_\_24\_\_ [number] 55-a participants. [Enter '0' if none]
- There are \_\_\_\_ [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of \_\_\_\_ [number] new applications for the program were received and \_2\_ participants left the program due to [state reasons] **VOLUNTARY RETIREMENT AND RESIGNATION.**

DOHMH plan to continue to partner with MOPD and DCAS to increase inclusion and awareness through training and hiring events.

The agency will continue to provide guidance to hiring managers on the hiring and onboarding of 55-a candidates. We will also promote the 55a program with a MOPD event including veterans with disabilities scout for opportunities to present at various other jobs fairs to increase recruitment opportunities.



- 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)

### A. Career Counselors

Our Training and Professional Development (OTPD) - Workforce Development Unit provides our employees with ongoing career counseling, specific Trainings and coaching support.

When appropriate, we have partnered with our agency ERGs to host a series of career development boot camps.

We also do this with our internal Division Administrative teams offering virtual sessions addressing topics such as civil service info process and exams, resume-building workshops, personal branding, and networking. In addition, they will work with leadership to identify learning and development gaps to help optimize employee performance.

The DOHMH Recruitment unit continues to support recruitment and career mobility for DOHMH historically underrepresented groups.

We also post these services on our agency SharePoint page for all staff to access.

### B. New Hires and Promotions

- Recruitment and talent acquisition is decentralized agency-wide across all divisions.
- OTPD Workforce Training and Development Unit conducts Structured Interview Training Sessions for our internal hiring managers and employees in order to increase their knowledge about the importance of diversity recruitment, fair and equitable hiring practices via a structured, systematic, and standardized hiring process during the interview, selection, and onboarding process that eliminates opportunities for preconceived and unconscious biases.
- DOHMH's Recruitment unit provides recruitment support to hiring managers agency-wide by proactively engaging in diversity recruitment activities via social media, academic partners, career information sessions, and career fairs to attract qualified candidates across multiple academic disciplines, contingent upon the operational needs of each program.

### C. EEO Role in Hiring and Selection Process

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

In FY 2024, 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 Director of Human Resources, 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?

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2024.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in

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

## 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 2 must be completed by March 31, 2025.)	>5000	3/31/25
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	n/a	
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	>5000	8/31/2024
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	n/a	
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)	200	03/30/24
	All other employees	5000	06/30/24
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)	See Gender Identity and Awareness Training information below.	
	All other employees		
7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		~1400	6/30/2024
		~5000	
9. Other (specify)			
10. Gender Identity and Awareness Training	Managers, Supervisors and Front-Line Employees	~200	03/30/24
	All other employees	~5000	06/30/24

## VIII. Reasonable Accommodation

Employees are required to submit requests for accommodations using our EEO RA Portal. Once we receive the requests, we review to ensure the documentation is sufficient to process. The program is then contacted with the request and barring an undue hardship, it may be granted. If there is an undue hardship, we engage in the cooperative dialogue. After that process, the request is either granted or denied, if denied the employee is sent information on how to appeal.

Every month we report the numbers of RAs received as well as the timeframe for processing in order to ensure we are processing in a timely manner.

- 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 designee<sup>1</sup> : Jenna Mandel-Ricci, Chief of Staff
- 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.

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

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

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<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.

- 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 6 – September 1, 2023 – August 31, 2024) 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 2: April 1, 2023 – March 31, 2025) as indicated in the Section VII Training above.

**D. Local Law 27 (2023): Access to Workplace Facilities**

- Employees have access to gender appropriate bathrooms and lactation rooms.
- Employees are provided with information on how to request workplace accommodations and has access to respective facilities, including access for individuals with disabilities.

[Local Law 27 requires listing a summary of schedule and workplace accommodations that are provided by your agency]. Select the types of accommodations that your agency has provided to your workforce in FY 2023.

- Reassignment
- Modification of Work Schedule
- Flexible leave
- Modification or Purchase of Furniture and Equipment
- Modification of Workplace Practice, Policy and/or Procedure
- Grooming/Attire

### **E. Local Law 27 (2023): Diversity and Inclusion Training for FY 2024**

List of diversity and inclusion training for FY 2024 is included in section VII of this annual plan.

### **F. 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 current Cycle 4 runs from April 1, 2022, to March 31, 2024.

- The agency plans to train all new employees within 30 days of start date.
- 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.

## 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 2024 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.]

ASHWIN VASAN  
Print Name of Agency Head

  
Signature of Agency Head

04/08/2024  
Date

## Appendix A: Contact Information for Agency EEO Personnel

**Agency EEO Office mailing address:**

	<b>Title/Function</b>	<b>Name</b>	<b>Email</b>	<b>Telephone</b>
1.	<b>Agency EEO Officer Acting</b>	Sye-Eun Ahn	sahn1@health.nyc.gov	
2.	<b>Agency Deputy EEO Officer [if appointed]</b>	June Bridgemohan	Jbridgemohan@health.nyc.gov	347-396-6508
3.	<b>Agency (Chief) Diversity &amp; Inclusion Officer [if appointed]</b>			
4.	<b>Chief Diversity Officer/Chief MWBE Officer per E.O. 59</b>	Aaron Anderson	aanderson5@health.nyc.gov	347-396-6242
5.	<b>ADA Coordinator</b>	June Bridgemohan	Jbridgemohan@health.nyc.gov	347-396-6508
6.	<b>Disability Rights Coordinator</b>	Anastacio Ortiz	aortiz5@health.nyc.gov	347-396-6443
7.	<b>ERServices Facilitator</b>	June Bridgemohan	Jbridgemohan@health.nyc.gov	347-396-6508
8.	<b>55-a Coordinator</b>	Carol Pope	<a href="mailto:cpoppe@health.nyc.gov">cpope@health.nyc.gov</a>	347-396-2111
9.	<b>EEO Investigator(s)</b>	George Poubouridis Jay Brodska Terry Ravenel	<a href="mailto:gpoubouridis@health.nyc.gov">gpoubouridis@health.nyc.gov</a> <a href="mailto:jbrodska@health.nyc.gov">jbrodska@health.nyc.gov</a> <a href="mailto:travenel1@health.nyc.gov">travenel1@health.nyc.gov</a>	347-396-6491 347-396-6449 347-396-6558
10.	<b>Career Counselor(s)</b>	Georges Precil	<a href="mailto:gprecil@health.nyc.gov">gprecil@health.nyc.gov</a>	347-396-6103
11.	<b>EEO Training Liaison(s)</b>	George Poubouridis Jay Brodska Terry Ravenel	<a href="mailto:gpoubouridis@health.nyc.gov">gpoubouridis@health.nyc.gov</a> <a href="mailto:jbrodska@health.nyc.gov">jbrodska@health.nyc.gov</a> <a href="mailto:travenel1@health.nyc.gov">travenel1@health.nyc.gov</a>	347-396-6491 347-396-6449 347-396-6558
12.	<b>EEO Counselor(s)</b>			
13.	<b>Other (specify)</b>			

## Appendix B: Local Law 28 (2023) – Diverse Recruitment and Retention

**Agency Name:**

**Local Law 28 of (2023) is a Local Law to amend the New York City charter and the administrative code of the City of New York, in relation to the evaluation and expansion of diverse recruitment and retention within the municipal government.**

Pursuant to Local Law 28 (2023), each agency shall collect and submit the following information for the prior fiscal year to the Department of Citywide Administrative Services by **August 31, 2023**, and annually thereafter.

For each agency-specific training program your agency has that is required for, or relevant to, an applicant's appointment to a position based on an open-competitive civil service examination or a promotion civil service examination, list the following [Include this information for each individual training program within your agency that was completed in FY2023. The table below can be duplicated. If your agency does not have a training program, write "N/A"]:

<b>[Insert name of the Training Program]</b>	<b>Totals</b>
# of applicants enrolled in such program	
# of applicants who completed the program	
# of applicants who passed and graduated from the program	
# of applicants who passed but did not graduate from the program	
# of applicants who did not pass or graduate from the program	
# of applicants who accepted any appointment offered based on graduation from the program	

List all expenditures related to recruiting candidates for open-competitive civil service examinations and promotion civil service examinations in FY 2023.

<b>Borough</b>	<b>Approximate Dollar Amount Spent (\$)</b>
Bronx	
Brooklyn	
Manhattan	
Queens	
Staten Island	

Provide a list of recruiting events, including location, held, or attended by your agency to promote open-competitive civil service examination in FY2023.

Event Date	Event Name	Borough

Provide a list of any preparatory materials developed for applicants or potential applicants for open-competitive civil service examinations or promotion civil service examinations, if applicable. [Include as attachments]



# EXHIBIT A

## Chief Equity and Strategy Office

### Equity Resources

#### Direct Tailored and Prioritized Investment

- M/WBE Resources - Agency Chief Contracting Officer (ACCO)
- M/WBE Non-Competitive Method for Purchases - ACCO
- M/WBE Procedures for Micro-Purchases - ACCO
- M/WBE Online Directory - NYC Small Business Services
- M/WBE Search Form for Micro Purchases - ACCO
- Contracting for Equity: Best Local Government Practices that Advance Racial Equity in Government Contracting and Procurement - GARE

#### Change the Narrative

- Race to Justice Language Use Guide
- Race to Justice Glossary
- Race to Justice Communications Tips
- Talking About Race Toolkit - CSI
- Core Concepts - Race Forward
- Key Concepts & Interventions: Our Brains on Race - Perception Institute
- Scenarios on Key Concepts - Perception Institute
- Disrupting Automatic Stereotyping Worksheet - Perception Institute
- Spheres of Influence: Racial Anxiety, Automatic Stereotyping & Stereotype Threat Worksheet - Perception Institute
- Levels of Racism: A Theoretic Framework and a Gardener's Tale - Camara Phyllis Jones, MD, MPH, PhD (Article)
- What is Health Equity: And How Does a Life-Course Approach Take Us Further Toward It? - Paula Braveman (Article)
- Microaggressions Storytelling Platform - Unpack It
- Microaggressions Guide - CUNY Forum
- Responding to Microaggressions and Bias - Diane J. Goodman, Ed.D.
- Compassionate Dialogue Journey - Dr. Nancy Dome
- Compassionate Dialogue Journey Guide Sheet - Dr. Nancy Dome
- PHAB Glossary of Terms: Inclusions, Diversity, Equity and Antiracism - Public Health Accreditation Board
- Responding to Racism Video - WorkWell NYC
- Allyship in the Workplace Video - WorkWell NYC
- Implicit Bias: Part 1 Video - WorkWell NYC
- Implicit Bias: Part 2 Video - WorkWell NYC
- Intent vs. Impact Video - WorkWell NYC
- Outside the Binary Video - WorkWell NYC
- What is Colorism? Video - WorkWell NYC
- Project B.U.I.L.D. (Bridge Understanding, Inclusion, Learning and Diversity) Webinars - WorkWell NYC
- Project B.U.I.L.D. Community Resource Library - WorkWell NYC
- White Supremacy Culture - Learning for Action
- Racial Microaggressions Against Black American: Implications for Counseling - Learning for Action

#### Create an Equitable Workplace

- Professional Development Process Template - Bureau of Equitable Health Systems
- Line Manager Transition Guidance - Bureau of Equitable Health Systems
- Line Management Goal Setting Agenda - Bureau of Equitable Health Systems
- Equitable Hiring Tool - City of Madison, WI
- Employee Resource Group Toolkit - NYC DOHMH
- Supporting Individuals Who Identify as Deaf, Hard of Hearing and Deafblind - NYC DOHMH
- Addressing Bias in Hiring & Retention: Workplace Best Practices - Perception Institute
- Work Equity Toolkits - Center for Social Innovation at Boston College

#### Foster Transparent and Accountable Partnerships

- A Guide to Using the Community Engagement Framework - Race to Justice
- Race to Justice Community Engagement Framework
- Partnership Assessment Tool for Health - Center for Health Care Strategies
- Partnership Self-Assessment Tool - Center for the Advancement of Collaborative Strategies in Health
- Fundamentals of Evaluating Partnerships - CDC Division of Heart Disease and Stroke Prevention

#### Embed Health Equity in All Policies

- Epi Equity Project Review Tool (EERPT) - NYC DOHMH
- Internal Policy "Equity Lens" Assessment Tool - Kitsap Public Health District
- Race Equity and Inclusion Action Guide: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization - The Annie E. Casey Foundation
- Racial Equity Impact Assessment - Race Forward
- Health in All Policies - APHA
- Racial Equity Toolkit - City of Portland
- Racial Equity Toolkit - Seattle Race & Social Justice Initiative
- Organizational Race Equity Toolkit - Washington Race Equity & Justice Initiative
- Racial Equity Toolkit - Housing Development Consortium
- Racial Equity Impact Analysis: Assessing Policies, Programs, and Practices - The Annie E. Casey Foundation
- Advancing the Mission: Tools for Equity, Diversity, and Inclusion - The Annie E. Casey Foundation
- Awake To Woke To Work: Building A Race Equity Culture - ProInspire

#### Use Data for Equity

- Guidance on Equitable Data Practices for Small Group Sizes and Disaggregation - Data for Equity Workgroup

- Guide to creating equity-centered publications (EPI) - NYC DOHMH
- COVID-19 Demographic Data Collection Guidance - Data for Equity Workgroup
- Data Jargon Decoder - We All Count
- Methodology Matrix - We All Count
- Data Biography Template - We All Count
- Talk to Your Boss Sheets - We All Count
- Equity Checklists: Tools For Designing And Implementing Culturally Responsive And Inclusive Evaluations - Learning for Action
- Project Design
- Evaluation Project Launch
- Evaluation Plan & Timeline Development
- Evaluation Project Mid-Point Check-In
- Theory of Change & Logic Model Development
- Instrument Development & Data Collection
- Data Interpretation & Analysis
- Reporting & Presenting Findings