

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

Fiscal Year 2025

Department of Citywide Administrative Services

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I. Annual Commitment, Accountability, and EEO Statement (EEO Policy Statement).

[This statement provides the Agency Head with an opportunity to articulate, in their own language, the agency's commitment to the values of diversity, equity, and inclusion (DEI), and equal employment opportunity (EEO). It should proclaim the assurance of a discrimination-free workplace, integration of this plan into the agency's strategic mission, and a declaration that all senior executives, managers, supervisors, and employees are accountable for upholding these values and are charged, within their scope of responsibility, to effectively implement the agency's DEI-EEO Plan. It must include the name and contact information of agency EEO Officer.]

New York City is one of the most culturally rich and diverse places in the world. Here, individuals from all walks of life bring a wealth of perspectives, cultures, and ideas to the city—making it a global hub for innovation and opportunity. Recognizing the invaluable contributions of our diverse population, it is critical that this city has a municipal workforce that reflects the identities of those we serve. As commissioner of DCAS, I am proud to be a part of the team that works to advance diversity in the City's workforce each and every day.

As the agency responsible for overseeing the City's human capital functions, we play a key role in promoting equity and inclusion throughout all city agencies, including our own. Through our work, we strive to maintain a culture of respect where employees feel welcomed, valued, and heard. Our mission is to ensure that all city employees can thrive in an inclusive environment, free from discrimination and equipped with support resources. To help realize this goal, we have designated personnel that can lend support, offer advice, and ensure privacy for sensitive matters related to employees.

Belinda French, our agency's Diversity and EEO Officer, serves as the primary resource for our employees on best practices and guidance for addressing EEO-related matters. Ms. French can be reached at 212-386-0297 or bfrench@dcas.nyc.gov.

Hortensia Richards, our agency's Director of Human Resources, serves as the primary resource for our employees on best practices and guidance related to personnel matters including recruiting, hiring, and employee retention. Ms. Richards can be reached at 212-386-0374 or hrichards@dcas.nyc.gov.

Shameka Blount, Executive Director of Administration, is also the agency's Career Counselor. She can provide employees with information on civil service career planning, approved job vacancies within the agency and how to apply for those positions, and recommendations for professional learning and development. Ms. Blount can be reached at 212-386-0232 or sblount@dcas.nyc.gov.

If you are on a City computer or connected to the Virtual Private Network (VPN), you can access the [City's EEO Policy](#), [Reasonable Accommodation Process](#), [Sexual Harassment Policy](#)

[Statement](#), and other EEO-related information on the [Diversity & EEO](#) page of DCAS Connect. These materials can also be requested directly from the Diversity and EEO office at diversityeoo@dcas.nyc.gov.

This statement is the same as last year.

NOTE: If this statement has been in use for more than **two** years the Agency Head should issue a revised statement.

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

II. Recognition and Accomplishments

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2024) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. If some of the accomplishments listed below are a continuation of what was included in previous Annual plans, you will need to provide a statement on how it has changed and/or developed in the past year. Add additional lines as needed.]

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

1. EEO, Diversity, and Inclusion Training: In FY24, agency records show that DCAS achieved a 99% completion rate in annual Sexual Harassment Prevention training among its active employees. DCAS's workforce also completed several mandatory and non-mandatory diversity and inclusion trainings throughout the year including Everybody Matters, IgbTq: Power of Inclusion, Disability Awareness and Etiquette, Structured Interviewing and Unconscious Bias, Bystander Intervention, and Microaggressions to Microaffirmations.

2. DCAS Celebrates Its Diversity: DCAS held several heritage month events to celebrate the diversity of our employees including: Black History, Women's History, Asian American Pacific Islander (AAPI) Heritage, Caribbean History, LGBTQ Pride, Hispanic Heritage, and Veterans. Employee committees were utilized in the planning stages of all heritage months events to ensure that these events are authentic and inclusive.

3. We Serve Wednesdays: DCAS launched, "We Serve Wednesdays", which highlights different DCAS employees on a weekly basis and gives them an opportunity to share what they do and why they do it for the City of New York. The stories that are shared emphasize the diversity of our workforce, covering employees of various job categories, tenures, ages, genders, and races.

4. Employee Wellness Programs: DCAS’s Employee Relations unit, in partnership with WorkWell NYC, actively coordinated several health and wellness events for our employees throughout the year. Notable programs have included fitness classes, self-care information sessions, retirement planning seminars, recognition of NYC Go Purple Day in honor of victims and survivors of domestic violence, “Compassionate Conversations” event to discuss the importance of mental health in the workplace, and fun-filled employee engagement events such as Spirit Week and the annual pumpkin-decorating contest.

4. Employee Resource Fairs: From October 2023 to May 2024, DCAS held Employee Resource Fairs in each of the five boroughs to provide an opportunity for our employees to get quick answers to questions regarding their health benefits, retirement, EAP, and other resources. In addition to our internal resources such as Human Resources, NYCAPS, and the Office of Citywide Recruitment, partners who tabled at these fairs included OLR, WorkWell NYC, MCU, DC37 and several other City resources.

5. “All Staff” Town Halls: DCAS conducted quarterly town halls to ensure that employees are informed of new and existing policies or programs within the agency and that they have an opportunity to engage in open dialogue, celebrate agency successes, and set new goals. Additionally, it is an opportunity to spotlight the important work in each of our lines of service. In October 2023, we highlighted our Citywide Procurement efforts for increasing contracting opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) and in June 2024, we highlighted the progress of our Energy Management team on their journey to reduce carbon emissions from city government operations.

6. DCAS’s Five-Year Accessibility Plan: In compliance with Local Law 12 (2023), DCAS published its Five-Year Accessibility Plan on March 29, 2024, that includes current and upcoming accessibility projects planned in DCAS-managed buildings within the next five years, as well as a continued focus on effective communication and workplace inclusion for employees and customers with disabilities that need to access our programs and services.

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2024

Total Headcount: 2,117

[This figure is available on the total line for your agency in the FY 2024 Q4 EBEPR210 CEEDS report]

[Pursuant to Local Law 27 (2023), provide an analysis of your agency’s compensation data and measures to address pay disparity and occupational segregation in FY 2024.

The term “occupational segregation” means a group’s under-representation or over-representation in certain jobs or fields of work, when such group is protected by the employment

related provisions of the city's human rights law and such group does not benefit from greater pay, responsibility, flexibility, stability, prestige, or other indicators of job desirability.

1. [While DCAS will engage an external vendor to conduct a pay equity analysis of the city government workforce, agencies must conduct their own analysis of compensation practices and measures to address pay disparity and occupational segregation with regard to the various titles they use.]

- Describe your agency's analysis of compensation data, including conformity with collective bargaining agreements and Mayor's Personnel Orders (MPO).
- Also describe possible indicators of occupational segregation such as significant over- or under-utilization of certain ethnic or gender categories in major Job Groups.
- If such analysis was conducted in previous years, describe actions undertaken to reduce occupational segregation.]

a. DCAS Human Resources regularly reviews the agency's headcount reports and current pay structures to ensure that employees are being paid according to their respective collective bargaining agreements, where applicable. If or when a salary adjustment is needed based on collective bargaining increases, changes to civil service title, pay differentials, and other personnel-related actions that may cause an employee's salary to change, Human Resources will make the necessary adjustments and notify affected employees accordingly.

b. To address occupational segregation and underutilization of women and minorities in certain job groups, the EEO Office first tracks job vacancies on a daily basis through NYCAPS to determine if vacant discretionary positions exist for titles in underutilized job groups. If so, the EEO Office will alert Human Resources and the hiring manager of the specific position and request to post the position in diverse recruitment sources. The EEO office measures the impact of this effort, if any, by subsequently monitoring the diversity of the applicant pool and in collaboration with HR, ensures that structured interviewing procedures are followed to prevent bias in the hiring process.

In FY23, DCAS saw a significant increase in the diversity of our applicant pools and hiring within our typically underutilized job groups, which can most likely be attributed to the NYC Government Hiring Halls and other recruitment efforts, held between February 2023 and June 2023. This led to a visible increase in the diversity of our new hires in FY24, especially in our "Craft" job group (which is typically underutilized in women and minorities). Of the 43 positions hired in the "Craft" job

group, 67% (29 positions) were filled by people of color. These positions included the civil service titles of Carpenter, Electrician, Plumber, Auto Mechanic, Stationary Engineer, Thermostat Repairer, Steamfitter and Elevator Mechanic.

- c. An evaluation of the DCAS Executive team that reports to the Commissioner and is comprised of 20 employees in the Deputy Commissioner, General Counsel and other comparable managerial titles, do not show any pay disparities, as all are within the same average salary range. As of September 2024, the gender and racial demographics of the DCAS Executive Team are as follows: 65% women; 35% men; 15% Asian; 35% Black, 15% Hispanic, and 35% White.
- d. An evaluation of the senior leadership within lines of service serving in the Assistant Commissioner, Executive Agency Counsel, Administrative Staff Analyst (M4 or higher); Administrative Engineer, and other comparable managerial titles across the agency showed no pay disparities and were within the same average salary range. This group, as of October 2024, comprises approximately 40 employees with gender and racial demographics as follows: 41% women; 59% men; 18% Asian, 21% Black, 31% Hispanic, 23% White. The analysis also revealed that the leadership at this level within each line of service were paid the same or similar salaries, regardless of gender or race.

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.]

In FY 2025, 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)*

***DCAS reminds and encourages its employees to update their self-ID information via NYCAPS Employee Self Services twice a year, in January and June.**

- 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 2025, the agency will inform and remind employees of the option to add preferred name in ESS.

Below please provide the number of employees in your agency whose demographic information is unknown (these numbers are available on the total line of CEEDS report EBEPR210).

Unknown Race/Ethnicity 91 Unknown Gender 9 Unknown Both 3

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

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

[Select the options that apply to your agency.]

Agency Head

- Quarterly Semi-Annually Annually Other _____

Human Resources

- Quarterly Semi-Annually Annually Other _____

General Counsel

- Quarterly Semi-Annually Annually Other _____

Other (Deputy Commissioners)

- 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 2025

[State below the goals of your strategy for FY 2025 and programs 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.]

A. WORKFORCE

State your Agency's general goals and strategies to enhance DEI and EEO aimed to enhance your agency workforce.

[Workforce goals should be directed at the composition of your workforce, recruitment, retention, promotion, and professional development.]

In FY 25, our goal is to analyze workforce data and employee feedback to inform our policies and procedures for recruitment, retention, promotion, and the professional development of our employees. This may include reviewing quantitative and qualitative data on employee demographics by race, gender, age, civil service titles utilized, representation in leadership, underutilization, training completion rates, and number and type of EEO complaints, among other categories.

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

Planned Programs, Initiatives, Actions aimed at Workforce:

[Describe how your agency will address underutilization in FY 2025. Please mention here major job groups experiencing underutilization of women and minorities in your agency, and how your agency plans to address the underutilization. This should also include details of how the quarterly reports and dashboards will be used, partnership with the human resources office, initiatives around targeted recruitment, professional development for existing employees, and focus on civil service exams.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

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

1. Structured Interviewing training and audit of structured interviewing procedures across the agency

In FY25, DCAS plans to launch Structured Interviewing training for its HR personnel and hiring managers through its Race Equity Initiative. In addition to educating hiring managers on structured interview procedures, the agency will update and distribute its Structured Interviewing guide and pilot a new interview evaluation form.

As part of this training launch, the EEO office will also monitor the agency's structured interviewing procedures for compliance and utilize the City's new Smart Recruiter system to review and analyze the demographics of the applicant data, including interview and

selection data. This effort will assist the agency in analyzing whether the diversity of the candidates selected for interview and/or hire match that of the diversity of the applicant pool. If the EEO office identifies trends or positions that require more diverse recruitment, it will notify HR and relevant hiring managers appropriately.

As of FY24, the major job groups experiencing underutilization of women and minorities at DCAS are: (1) “Craft”, which includes the various skilled trades civil services titles and (2) “Laborers”, which includes City Laborer title and other civil service titles that support the Craft job group.

To address this underutilization, the EEO Office tracks job vacancies on a daily basis through NYCAPS to determine if vacant discretionary positions exist for titles in underutilized job groups. If so, the EEO Office will alert Human Resources and the hiring manager of the specific position and request to post the position in diverse recruitment resources.

The EEO office will then measure the impact of this effort, if any, by subsequently monitoring the diversity of the applicant pool and in collaboration with Human Resources, ensure that hiring managers are following structured interviewing procedures to prevent bias during the interview and selection process.

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

B. WORKPLACE

State your Agency’s general goals and strategies to enhance DEI and EEO aimed to enhance your agency workplace and cultural environment.

[Workplace goals have to do with inclusion, workplace culture, and employee activities.]

In FY 25, our goal is to ensure that the work environment reflects a “People First” culture, which means, hearing what DCAS employees think and feel, and looking at DCAS’ employee’s workplaces. Employees are responsive to leadership visibility and our agency initiatives will focus on a range of efforts that create professional development opportunities, collaborative working spaces, and appreciation of employee contributions to DCAS’s mission – to make City government work for all New Yorkers.

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

Planned Programs, Initiatives, Actions aimed at Workplace:

[Describe specific actions designed to create inclusive workplace culture, enhance equity, and initiatives undertaken to address race relations in the agency. (e.g., modeling inclusive language such as preferred pronouns and age-inclusive language on job postings, celebrating heritage months, ensuring worksite and meetings are accessible, creating agency specific surveys or implementing initiatives based on previous agency specific surveys, etc.).]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

1. **EEO In Your Borough**

In 2019, the DCAS EEO office launched a program called “EEO In Your Borough” which was a three-month slate of meet and greet events for DCAS employees across the City’s five boroughs. This program provided employees with an overview of their rights and responsibilities under the EEO Policy, their right to request reasonable accommodations, if needed, the importance of reporting EEO-related matters and seeking assistance, and that the EEO Policy protects them from retaliation and harassment.

Although originally slated to be an annual engagement, the program was suspended in FY 2021 due to the COVID-19 pandemic. It is a goal of the EEO office to relaunch and enhance the program in FY25 by: (1) conducting regular site visits to ensure that informative notices and resources are posted in employee spaces, and (2) hosting “meet and greet” sessions virtually and in-person with our staff, especially outside of 1 Centre Street, to increase the visibility of and access to the EEO office.

[Please select below the options that apply to your agency.]

- Promote employee involvement by supporting Employee Resource Groups (ERGs). List below the names of existing ERGs:

1. **Race Equity Initiative (REI)**

- Agency does not presently have any ERGs.
- 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

Onboarding and Exit Surveys

*DCAS Employee Relations is responsible for administering onboarding surveys at the end of each bi-weekly New Hire Orientation session. Additionally, we check in with our new hires with a 30- and 90-Day New Hire Follow-Up survey to ensure they are successfully integrating into our DCAS community.

All employee's separating from the agency are provided with an Exit Survey prior to their last day of work. Exit Survey data is used to create quarterly Exit Reports that are shared with leadership. These reports are reviewed to identify any trends that should be addressed with individual LOS Executive Teams. This data is also shared with Human Capital's Office of Workforce Planning as per Local Law 130 requirements.

C. COMMUNITY and EQUITY, INCLUSION and RACE RELATIONS

State your Agency’s general goals and strategies to enhance DEI and EEO in areas of Community and Race Relations.

[Community goals should be directed at the external environment of your agency, that is the public, communities, organizations, and other entities served by your agency.]

DCAS provides effective shared services to support the operations of New York City government with a commitment to equity, effectiveness, and sustainability. Although the primary customers of our services are other City agencies, some of our services extend to the public, such as administering the City’s exams and providing facilities management to over 55 public buildings.

DCAS is uniquely positioned to advance equity and inclusion across the City by providing guidance and best practices to City agencies on hiring practices for a diverse workforce, creating an inclusive work environment, and procuring goods and services that will effectively serve all New Yorkers and visitors to the City.

Planned Programs, Initiatives, Actions aimed at Community, Equity and Race Relations:

[In addition to the strategic goals above, please describe in details specific initiatives, programs and policies planned with respect to your agency’s services to the community.]

This should include initiatives to enhance equity, improve community relations and increase awareness about services offered by your agency.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

1. **Five-Year Accessibility Plan**

Local Law 12 of 2023 codified as section 23-1004 of the NYC Administrative Code, requires City agencies to prepare and publish five-year accessibility plans describing the steps it is currently taking and will take over the next five years to ensure that the agency's workplace, services, programs, and activities are accessible to and accommodating and inclusive of persons with disabilities.

Through collaboration with the Mayor's Office for People with Disabilities (MOPD), the accessibility plans must address five areas: physical access, digital access, programmatic access, effective communication and workplace inclusion.

DCAS finalized and published its Five-Year Accessibility plan on March 29, 2024, which includes: (1) plans to conduct accessibility surveys for all of our court and non-court facilities, (2) planned construction projects in our DCAS-managed facilities to improve accessibility, (3) plans to review and improve accessibility within our digital assets, and (4) efforts to effectively communicate with and provide programmatic access to our employees and customers with disabilities through reasonable accommodations.

Pursuant to Local Law 12 (2023), City agencies, including DCAS, are expected to publish a progress report on achieving the goals set forth in their five-year accessibility plan by May 1, 2025, and annually thereafter.

2. **REI Champions Program and Membership Drive**

In October 2020, DCAS successfully launched its "Race Equity Initiative" (REI) to build a more just and equitable workplace for our employees and to offer a safe space to discuss how we can all do our part to understand and address systematic racism in our society. The scope of the REI framework covered four main categories – education, engagement, assessment, and taking action.

Through REI, we implemented a monthly learning series that contains literature on how to address racial bias, equity, and related issues in personal and professional settings,

held lunch and learn sessions, roundtable discussions and focus groups for employees to engage in meaningful dialogue about race, and developed an equity dashboard for each line of service to examine data related to employee demographics by race, gender, age, and job group, representation in leadership, and underutilization, among other categories.

In FY22, the REI taskforce created an employee resource group named, “REI Champions” to expand its outreach and education efforts. Initially, twenty (20) DCAS employees were selected for the program – eight (8) as learning series specialists that contribute resources for the monthly learning series and twelve (12) as trainers that facilitated Bystander Intervention training agency-wide.

By FY24, several employees in the REI Champions program have left DCAS, or advanced in their careers to new opportunities, leaving only a few members. In FY25, we plan on hosting an REI Champions membership drive for interested employees to join. Once selected, the first initiative for REI will be launching Structured Interviewing and Unconscious Bias training for our hiring managers, as well as relaunching agency-wide Bystander Intervention training and a “lunch and learn” education series.

[Please select below the options that apply to your agency.]

In FY 2025, 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)
- Expand language services for the public

V. Recruitment

A. Recruitment Efforts

[Summary of Recruitment Efforts – Include proactive strategies and practices your agency will use to build and retain a diverse and inclusive workforce. Strategies should include steps that will be taken to promote discretionary positions, use of underutilization reports to inform recruitment efforts, and review of current policies procedures and practices related to recruitment and training hiring managers and recruiters on DEI courses.]

NOTE: This section must be prepared jointly by Agency DEI-EEO and HR.

In FY25, the DCAS EEO and HR offices will collaborate on efforts to ensure that when discretionary positions are posted, we are conducting outreach and utilizing recruitment sources that will lead to diverse applicant pools of qualified candidates.

Whenever available, DCAS staff will continue to participate in the agency's hiring halls as well as OCR's "Citytalk" panel discussions and other recruitment related events that cater to diverse populations such as people with disabilities, veterans, and other gender-expansive or ethnic groups. DCAS Human Resources will also consider hosting its own recruitment events for internal vacancies and civil service titles that have the highest number of employees.

DCAS will continue to share available job opportunities on its LinkedIn site as well as in OCR's monthly newsletter that is sent to career services professionals at community-based organizations and educational institutions, as well as to diverse job seekers. DCAS's Employee Relations unit will continue to send agency-wide notices to our employees for internal vacancies.

Training

DCAS hiring managers will be trained in structured interviewing techniques to avoid intentional and unintentional biases in the hiring process. A mandatory structured interviewing workshop will be launched for our hiring managers this fiscal year. Hiring managers will also be encouraged to complete companion courses offered by the DCAS Citywide Training Center such as: *"Disability Awareness and Etiquette"*, and *"Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations."*

Underutilization

If or when underutilization exists for a discretionary position that has been posted, the EEO office will notify HR and the relevant hiring managers of the gender or racial groups that are underutilized and request that additional, targeted recruitment efforts are considered.

The EEO office will periodically review the structured interviewing process for such positions, as well examine the diversity of the applicant pool and the candidates that have been selected for interview. If or when the EEO office finds that a hiring manager or unit is not in compliance with the structured interviewing process or the diversity of the interviewed candidates are not representative of the diversity of the applicant pool, the EEO will notify DCAS Human Resources and the relevant hiring managers of its findings.

B. Recruitment for Civil Service Exams

[Summary of recruitment efforts that will be undertaken in FY 2025 to promote open competitive and promotion civil service exams.]

List any planned recruitment events for FY 2025 that will be held by the agency to promote open-competitive civil service examinations. [This list should be updated in your quarterly reports]

*During the creation of this plan, the EEO office consulted with DCAS Human Resources and our Office of Citywide Recruitment. There are several recruitments events already planned and anticipated for FY25, which will be listed in our quarterly reports accordingly as they occur. These recruitment events, such as hiring halls, Civil Service 101 sessions, and targeted events in partnership with schools and/organizations, occur citywide, virtually and in-person.

Event Date	Event Name	Borough

List planned expenditures for FY 2025 related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$)
Bronx	
Brooklyn	
Manhattan	
Queens	
Staten Island	
Other (include online)	

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 diversity your workforce.]

1. Jobs NYC (including Indeed.com) to attract the general public more broadly
2. NYC ATWORK – specifically used to attract qualified applicants with disabilities

3. LinkedIn – subscription package allows for the following:

- Preferred placement on company page for custom content, Life and Jobs tab (this allows Comms to post videos and enhance the DCAS main page)
- Access to LinkedIn Recruiter (allows us to search resumes and engage potential candidates via LinkedIn)
- Job slots – allows us to post up to 11 positions per month
- Job wrapping – LinkedIn will post jobs directly from an external site on DCAS’s behalf
- Detailed Analytics on how many views a posting receives and who has selected our ‘to apply’ tab (this feature has been helpful in determining our need to reassess titles used/salary range).

4. OCR Newsletter

5. Citywide Hiring Halls and other recruitment events sponsored by DCAS

D. Internships/Fellowships

[Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2024 and their demographic profiles, based on self-ID data. Indicate your plans to provide internship/fellowship opportunities in FY 2025. What are the sources you plan to draw upon in recruiting and hiring interns? Are you providing opportunities for interns to advance to entry-level positions in your agency? Did the agency hire interns in the past? Explain the reason if your agency does not offer internship /fellowship opportunities.]

The agency provided the following internship opportunities in FY 2024:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Civil Service Pathways Fellows	14	Asian (5); Black (1); Hispanic (1); White (1); Two or More races (2); Unknown (4)	M _7_ F_7_ Non-Binary __ Other __ Unknown __
2. Public Service Corps	23	Asian (5); Black (8); Hispanic (4); White (1); Two or More races (1); Unknown (4)	M _2_ F_18_ Non-Binary _1_ Other __ Unknown _2_

3. Summer College Interns	18	Asian (6); Black (7); White (3); Unknown (2)	M _6_ F_12_ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	9	Asian (2) Black (2); White (3); Two or more races (1); Unknown (1)	M _5_ F_4_ Non-Binary __ Other __ Unknown __
5. Other (specify): Summer Youth Employment Program (SYEP)	23	Unknown/Not provided	M __ F__ Non-Binary __ Other __ Unknown X
6. Other (specify): Modern Youth Apprenticeship Program (DOE Highschool students)	8	Hispanic (2); Unknown (6)	M _4_ F_3_ Non-Binary __ Other __ Unknown _1_

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 5 [number] 55-a participants. [Enter '0' if none]
- There are 0 [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of 1 [number] new applications for the program were received and 0 participants left the program due to [state reasons] N/A.

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

In an effort to hire and retain qualified individuals with disabilities, DCAS will ensure that the 55-a Program is included in its recruitment strategies to hire for approved discretionary positions. DCAS Human Resources, along with our agency's 55-a Coordinator, will:

- Participate in career fairs hosted by the agency's Office of Citywide Recruitment.

- Partner with the MOPD to post job opportunities with NYC ATWORK and interview qualified applicants referred through the program.
- In order to obtain the necessary information and effectively process applications, ensure that the contact information of the agency's 55-a Coordinator is provided to applicants with disabilities who express an interest in working for DCAS and applying to the 55-a Program.
- Maintain an updated record of the agency's 55-a program participants.
- Notify 55-a participants when a civil service exam is given for which they are eligible and encourage them to apply.

Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.

Agency does not use the 55-a Program and has no participating employees.

VI. Selection (Hiring and Promotion)

NOTE: This section must be prepared jointly by Agency HR and DEI-EEO. HR must describe the activities and plans of Agency Career Counselors in A) below. EEO must respond to questions in C) below.

A. Career Counselors

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

The identity, services and contact information of DCAS's Career Counselor will be communicated agency-wide on an annual basis as part of the agency's commitment to equity and inclusion.

DCAS' Career Counselor also promotes private career counseling sessions upon request. Employees that are interested in this service would contact our Career Counselor to schedule and complete a preliminary questionnaire and submit a copy of their resume prior to the session.

The role of the Career Counselor includes the following:

- Maintain knowledge of the civil service system and respond to inquiries regarding how to apply for civil service exams and/or positions in civil service titles that relate to the employee's intended career path.

- Maintain knowledge of training and professional development programs offered by the agency to encourage the use of these programs to improve skills, performance, and career opportunities.
- Maintain knowledge of approved job vacancies within the agency and navigate inquiries from employees on how to apply for these positions.
- Actively review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).

B. New Hires and Promotions

[Describe planned actions to review and assess the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions. Actions may include monitoring the representativeness and fairness of the selection and appointment process, vacancy posting protocols, training of hiring managers, procedures for interviewing applicants, the role of the EEO Officer in the selection and promotion actions, the use of the NYCAPS Applicant Interview Log Report, and efforts to identify and eliminate structural barriers to employment.]

The EEO and HR offices play an active role in the review of interview questions prior to interviews being conducted and keeps track of interview panels. The EEO Office also reviews the demographics of applicant pools and selected candidates; and advises hiring managers to use diverse recruitment methods.

On October 31, 2024, DCAS provided its hiring managers, HR, and EEO personnel with an updated Structured Interviewing guide, Interview evaluation form, and reference guide for the City's Smart Recruiter system to ensure that all employees participating in the agency's hiring process are knowledgeable on the steps involved in planning and conducting effective structured interviews, as well as how to minimize and/or eliminate the risks of unconscious bias and discrimination during the hiring process. These resources have also been placed on the agency's intranet, DCAS Connect, for easy access.

As part of our workforce goals for FY25, DCAS's EEO officer, Belinda French, and Director of Human Resources, Hortensia Richards, will be facilitating Structured Interviewing training for all of the agency's hiring managers, HR, and EEO personnel, starting in November 2024.

C. EEO Role in Hiring and Selection Process

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

In FY 2025, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO 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 for an interview.
- 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 and/or SmartRecruiter reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

D. Layoffs

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

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2025.
- The agency will analyze the impact of layoffs or terminations on racial, ethnic, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.

- ☒ The Agency Personnel Officer, EEO Officer and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

VII. Training

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

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	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.)	973 employees trained* Approx. 1,000 employees pending* <i>(numbers based on agency headcount as of October 2024)</i>	Ongoing until deadline 3/31/25 (New hires are advised that mandated training must be completed within 30 days of their start date.)
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.)	As Needed (for employees unable to complete e-Learning course)	
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	40 employees trained* Approx. 1,900 employees pending* <i>(numbers based on agency headcount as of October 2024)</i>	Ongoing until deadline 8/31/25. (New hires are advised that mandated training must be completed within 30 days of their start date.) (Enhanced promotion of

			training will occur from March 2025 to August 2025)
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	As Needed (for employees unable to complete e-Learning course)	
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	107 employees trained* Approx. 1,900 employees pending* <i>(numbers based on agency headcount as of October 2024)</i>	Ongoing until deadline 3/31/26 (New hires are advised that mandated training must be completed within 30 days of their start date.)
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026) All other employees	As Needed (for employees unable to complete e-Learning course)	
7. Disability Awareness and Etiquette	Hiring Managers, EEO and HR Personnel, Security, and Events staff	Approx. 500+	November 2025 to June 2025
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Hiring Managers, EEO and HR personnel	430	November 2025 to Mar 2025
9. Other (Bystander Intervention – classroom/facilitated by DCAS REI)	Optional for all employees	100+	March 2025 to June 2025
10. Other (Supervisor Training – virtual / facilitated by offices of EEO/Discipline/Labor Relations/Employee Relations)	Managers, Supervisors	400+	July 2024 to June 2025 (This training is conducted on a quarterly basis)

			and is required for new supervisors or existing supervisors as a refresher)
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VIII. Reasonable Accommodation

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

- Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent 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 implemented the modifications of Reasonable Accommodation Procedure announced in May 2024.
- The agency initiates the cooperative dialogue within 10 days from the request for Reasonable Accommodation.
- The agency grants or denies request within 15 days after from the conclusion of cooperative dialogue.
- When necessary, in certain time-sensitive circumstances the agency conducts and expedited review and grants or denies request in less than 15 days.
- The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head.
Provide the name and title of the designee¹ : Lynn Grubiak, 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.

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

DCAS Procedure and Best Practices for processing reasonable accommodation requests

Upon receipt of a reasonable accommodation request, the EEO office ensures that a cooperative dialogue with the applicant or employee making the request is initiated within ten business days as required. The EEO office will also discuss the request with the supervisor and/or manager of the requestor, if applicable, and determine whether there are any impediments to granting the request.

When there is a need for additional information or interactive discussions with the employee, supervisor and/or manager, HR, general counsel, or other offices that are relevant to the request, the EEO office will facilitate those discussions. Also, if an alternative accommodation may be required, the EEO office will assist in identifying an appropriate alternative through research, discussions with the employee and the supervisor or manager, general counsel's office or Human Resources. A determination on the request will be made within 15 days or less from the conclusion of the cooperative dialogue.

In the event an accommodation request is denied, the EEO officer will notify the applicant or employee of the decision and inform the applicant/employee that they may appeal the decision, if they choose to do so, within 10 days of the determination date. The commissioner, Louis A. Molina or his designee, Lynn Grubiak, Chief of Staff, will review the applicant's/employee's appeal of the denied reasonable accommodation request. The commissioner or his designee will issue a decision within 15 business days of receipt of the appeal.

The EEO office ensures the timely and efficient processing of reasonable accommodation requests by keeping a tracking sheet that records the basis and types of requests, as well as the timeframe of receipt to determination. This information is also entered contemporaneously into the DCAS Citywide Complaint and Reasonable Accommodation Database (CAD) and regularly analyzed to determine trends regarding types and volume of requests, as well as speed of disposition.

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

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

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

- The agency will train all current employees on Sexual Harassment Prevention (Cycle 7 – September 1, 2024 – August 31, 2025) 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 2024.

- 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 2025

- List of diversity and inclusion training for FY 2025 is included in section VII of this annual plan.

F. Local Law 27 (2023): Workforce Information Report for FY 2024

- The agency will submit the mandated annual report with workforce information to the Mayor, the Speaker of the Council, the Department of Citywide Administrative Services, and the Equal Employment Practices Commission by September 30, 2024.

G. Local Law 28 of (2023): Diverse Recruitment and Retention in City Government

Under LL 28 (2023), agencies must provide information about agency-specific training programs that are required for, or relevant to, an applicant's appointment to a position based on an open-competitive or promotional civil service examination. Additionally, agencies must provide information on expenditures related to recruiting candidates for open competitive and promotional civil service examinations, a list of recruiting events to promote open-competitive civil service examination and a list of any preparatory materials developed for applicants or potential applicants for open-competitive and promotional civil service examinations.

- The agency submitted all information required by LL 28 for FY 2024 using the form and templates provided.

H. 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 5 runs from April 1, 2024, to March 31, 2026.

- 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.]

Louis A. Molina

Print Name of Agency Head



Signature of Agency Head

2/18/2025

Date

FINAL

Appendix A: Contact Information for Agency EEO Personnel and Career Counselors *

Agency EEO Office mailing address:

David N Dinkins Manhattan Municipal Building
1 Centre Street, 17th Floor North
New York, NY 10007

[Please provide contact information (name, title, e-mail, telephone number and **full office address** if different from the main address above, for the following EEO and HR roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert additional rows as needed. **NOTE:** Include staff performing any of EEO or HR-related roles in this listing even if they work in another part of the agency and not in the Office of DEI-EEO.]

*To prevent potential conflicts, the Career Counselor should not be within the EEO Office]

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer / Disability Services Facilitator	Belinda French	bfrench@dcas.nyc.gov	212-386-0297
2.	EEO Administrative Assistant	Ashley Miller	axmiller@dcas.nyc.gov	212-386-6399
3.	EEO Investigator	VACANT		
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Roman Gofman	rgofman@dcas.nyc.gov	212-386-6283
5.	Agency Personnel Officer	Hortensia Richards	hrichards@dcas.nyc.gov	212-386-0374
6.	55-a Coordinator	Damarys Diaz	dmdiaz@dcas.nyc.gov	212-386-0388
7.	Career Counselor(s)	Shameka Blount	sblount@dcas.nyc.gov	212-386-0232