

DCAS FY 2019 DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

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

DCAS is an equal opportunity employer and strictly prohibits discrimination and harassment based on age, gender, race, color, creed, national origin, disability, and any other characteristics protected by law. We are also committed to promoting an environment that is free from sexual harassment and have issued a Sexual Harassment Policy statement agency-wide.

DCAS takes pride in the diversity of its workforce. To provide the best possible services to other City agencies and the public, we recognize that we cannot do so without the hard work and dedication of our employees. We are committed to creating a workplace culture in which our employees are engaged and the diversity of thought, experience, and cultural backgrounds are respected and valued. We strive to purposefully embrace inclusion by ensuring our employees are recognized for their talent and innovative ideas, and are given opportunities to develop and advance in their careers.

As a customer-focused, service driven agency, our commitment to diversity and inclusion is integral to the sustainability of our business and goes beyond compliance. It extends to our inclusive recruitment efforts, our dedication to increasing City contracting to women and minority-owned businesses, ensuring the accessibility of our services to the public, and the constant training that we provide to each new staff member, manager, and supervisor. We strive to provide services in a manner that is inclusive and reflects the communities we serve.

During FY 2019, we will continue to affirm the principles of diversity, inclusion and equal employment opportunity and will issue our Diversity & Inclusion Commitment statement agency-wide. This effort will serve as guidance to managers and supervisors across all levels, as well as communicate to employees and interns our agency's commitment to these values. We will drive accountability by integrating the EEO Officer in critical human resources decisions specific to inclusive recruitment, selection and development of talent. We will also continue to hold the leadership team, managers, supervisors, EEO and human resources professionals accountable for the effective implementation of the City's EEO Policy and will report to the Office of Citywide Equity and Inclusion on the steps undertaken to comply with mandated policies and training as set forth by federal, state, and local laws.

This statement is the same as last year.

II. Recognition and Accomplishments

The agency's accomplishments in the past year in the area of EEO, Diversity and Inclusion are:

1. Completed a compliance audit by the Equal Employment Practices Commission (EEOC) and implemented all corrective actions including the expansion of our diversity recruitment outreach efforts, the creation of a structured interviewing guide for our hiring managers, ensuring that our EEO counselors are trained in current EEO laws and procedures, and maintaining appropriate documentation between the EEO Office and agency head regarding decisions that impact the EEO program.
2. Initiated a pilot Conversational Performance Review Program for managerial employees.
3. Attended a total of 119 career/job fairs across the City, and conducted 156 Civil Service Information Sessions for City employees and the public to learn about civil service employment, reaching over 12,000 participants.
4. Partnered with the Mayor's Office for People with Disabilities (MOPD) to host the first ever NYC Diversity Career Fair, which was tailored towards individuals with disabilities seeking employment with City.
5. Held agency-wide events to celebrate our administrative professionals, Hispanic Heritage, Veterans, African American History, Women's History, Asian Pacific American Heritage, Caribbean Heritage, and LGBTQ Pride. Employee committees were utilized to plan each event and showcase the diversity of our workforce.
6. Launched our first Employee Resource Group (ERG) for LGBTQ employees and straight allies.
7. Issued a Sexual Harassment Policy statement agency-wide and launched Sexual Harassment Prevention training, attaining a 94% completion rate within the first month of deployment.
8. Provided more than 2,500 employees with EEO, Diversity and Inclusion training in topics such as EEO Compliance, Diversity & Inclusion Awareness and Inclusive Leadership skills, Structured Interviewing and Unconscious Bias, Transgender Inclusion, and Sexual Harassment Prevention.
9. Participated in an interagency working group with the Mayor's Office for People with Disabilities (MOPD) and other City agencies on Accessible RFP and Contract Language.

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

- Diversity & EEO Awards*
- Public Notices
- Diversity and EEO Appreciation Events*
- Positive Comments in Performance Appraisals
- Other: _____

**Please specify under "Additional Comments"*

The agency will continue to recognize employees, supervisors, managers, and units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2019.

The agency will discontinue in FY 2019 the activities listed above.

Additional Comments: DCAS will consider developing initiatives to recognize employees, supervisors, managers, and units demonstrating superior accomplishment in diversity and equal employment opportunity in FY19.

III. Workforce Review and Analysis

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

In FY 2019, 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 ESS (by email annually)
- Agency's intranet site
- Newsletters
- On-boarding
- Manager/supervisor observation, if employee refuses to self-ID

Employees have been informed that the self-ID form that the agency uses now includes:

- Two or More Races (Not Hispanic or Latino)**
- Hispanic** as an option based on ethnicity
- Asian** is now separate from **Native Hawaiian and Other/Pacific Islander**

Additional Comments:

2. Describe plans to review the CEEDS workforce composition, utilization, new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting. Describe how your agency's EEO Officer, Personnel Officer and General Counsel work together to review demographic trends? Are these reports reviewed regularly with the Agency Head? How often?

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

Reviewed with	Frequency
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> 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).

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

Additional Comments: For discretionary hiring in underutilized titles, the agency will advertise in diverse recruitment sources to diversify the applicant pool and analyze the demographics of the applicant pool to assess the effectiveness of those recruitment sources. The EEO Officer will also observe the interview and selection process. When exams are being given for underutilized titles, the Office of Citywide Recruitment will conduct targeted outreach to diverse recruitment sources.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2019

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

State below the central goals of your strategy for FY 2019 focused on enhancing diversity, equal employment opportunity, and the overall value of inclusion at your agency. Include initiatives identified under Managing Diversity Leadership Initiatives (MDLI) that your agency will implement in FY 2019.

1. Workforce:

Creating Apprenticeship Titles

In FY18, we began researching the utility and civil service implications of employing apprentices in underutilized job groups at DCAS, such as Craft, Operators, Science Professionals, Paraprofessionals, and Transportation. In FY19, we plan to continue our research and use our civil service functions to lay the groundwork for potential apprenticeship titles and/or programs at DCAS.

55-a Program

In FY19, for DCAS-specific 55-a recruitment, DCAS Human Resources will promote DCAS job opportunities on the MOPD NYC: ATWORK Job Board. MOPD will screen applicants that apply through the NYC: ATWORK Job Board and forward the resumes of qualified individuals to DCAS for review. DCAS will interview all qualified applicants.

Executive Development, Internship and Fellowship Programs

Within the past three years, DCAS, as an agency, typically submits fewer than four applications each year for the Leadership Institute, Management Academy, Urban Fellows, and Social Justice Fellows programs. In FY 19, DCAS will improve its participation in these programs by increasing the number of applications submitted for consideration to 5 or more. To achieve this goal, each line of service will consider its “ready now” and high-potential talent as well as special projects that can be considered for fellowships.

2. Workplace:

Employee Engagement Plan

DCAS has created a two-year Employee Engagement Plan for years 2018 - 2020. The Engagement Plan consists of such initiatives as an Employee Engagement Survey, new on-boarding procedures, Pop-Up Awards for employee recognition, Career Development workshops, Job Rotation Programs, Managerial reviews and training, and events that foster inclusivity, such as Cultural and Heritage month events, a Pumpkin Carving Contest, an ePerformance Challenge, End of Year Staff Appreciation, Customer Service Week, Workspace Decorating Contest, and Wellness Week.

Diversity and Inclusion Council

The DCAS Diversity & Inclusion Council, which is co-chaired by the agency’s Diversity & EEO Officer and Chief of Staff, comprises 15-20 members who have been appointed by senior leadership and represent each line of service. The D&I Council works to implement initiatives that are inclusive, collaborative, and recognize the diversity of our employees.

In FY19, the D&I Council will launch *DCAS Connect Live!*, a month-long series of events for DCAS employees to obtain essential information about agency operations, career pathways, and how to access employment resources. The program will begin with an informational DCAS Expo. Each DCAS Line of Service will plan its own career day, which will encompass trainings and site tours, on an assigned day during the month. Employees will also have access to career counseling, Civil Service 101 sessions, and networking opportunities.

Employee Resources Groups

Employee resource groups (also known as ERGs, affinity groups, or business network groups) are groups of employees who join together in their workplace based on shared characteristics or life experiences. ERG's are generally based on providing support, enhancing career development, and contributing to personal development in the work environment.

In FY18, DCAS launched its first LGBTQ + Employee Resource Group. In FY19, we will hold an ERG drive to educate employees on the value and importance of ERGs to our agency and to encourage the creation of more ERGs.

DCAS EEO Counselors

DCAS EEO Counselors play a vital role in the agency's EEO Program. The EEO Counselor is not a representative or advocate of either an aggrieved person or management, but acts as a neutral party whose function is to make inquiries to uncover the facts. EEO counseling begins when an employee or applicant comes to the counselor with a problem. The counselor's role is to establish an open, objective channel through which employees and applicants may raise questions, discuss issues, get answers, receive appropriate referrals (when an issue is not EEO-related), and file internal EEO complaints.

DCAS manages 55 buildings throughout the City. All EEO counselors are currently located at our headquarters, 1 Centre Street. In FY19, it is our goal to enhance the visibility of our EEO Counselors in both our main location and within our field sites through site visits and "EEO in your Borough" events. It is also our goal to offer interested DCAS employees the opportunity to become EEO counselors.

EEO, Diversity and Inclusion Training

DCAS offers EEO, Diversity & Inclusion training to enable City employees to understand, prevent and correct discrimination in the workplace. Training facilitates positive intergroup interaction, reduces prejudice and discrimination, and teaches people how to work effectively with others.

Beginning in FY19, all DCAS employees will be required to complete DCAS' four eLearning courses - EEO, Everybody Matters, Power of Inclusion, and Sexual Harassment Prevention. Additionally, all hiring managers will be required to take Structured Interviewing and Unconscious Bias training prior to conducting interviews.

Succession Planning

In FY18, DCAS initiated a succession planning program to: (1) Identify key leadership positions within the agency and define the core competencies and skills required for these roles, (2) identify agency employees who now have the required competencies and skills or a high potential to acquire them, and (3) evaluate and hone the skills and abilities of these employees to prepare them for advancement into positions that are key to the success of business operations and objectives.

In FY19, the focus of this program will be on “at-risk” positions and knowledge transfer management. An “at-risk” position is a linchpin position in which there is an imminent risk of the incumbent departing due to retirement within 1-5 years, attrition and voluntary/involuntary separation. Thirty-nine (39) “at-risk” positions have been identified and a knowledge transfer management toolkit/guide was developed. Each line of service will receive knowledge transfer management training during the fiscal year.

3. Community:

M/WBE Engagement

DCAS has a continued commitment to procure and promote minority and women-owned business for City government contracting and sub-contracting opportunities. The M/WBE program is vital for making economic opportunity in the City more inclusive.

In FY 18, DCAS awarded thirteen (13) M/WBE vendors contracts under the new micro-purchase discretionary spending limit (now up to \$150,000 per contract). In FY 19, to further expand the M/WBE program, DCAS will award contracts to M/WBEs that can provide goods and services under the new micro-purchase innovative method whenever possible, schedule bi-monthly M/WBE contract opportunity meetings, schedule one-on-one meetings with M/WBE vendors, and participate in upcoming M/WBE events hosted by other agencies. DCAS continuously encourages M/WBE vendors to attend pre-bid conferences, pre-proposal conferences, post-award debriefings, and public workshops. The DCAS M/WBE Team will be hosting the first DCAS M/WBE Networking Event during the first quarter of FY 19.

Accessibility

Pursuant to Local Law 27, DCAS appointed a Disability Services Facilitator to coordinate its efforts to comply with and carry out its responsibilities under the ADA and other federal, state, and local laws and regulations concerning accessibility for persons with disabilities.

In FY19, to improve upon these efforts, the Disability Services Facilitator will create an internal team with representatives from our Office of General Counsel, Facilities Management, and Construction and Technical Services lines of service to address accessibility concerns in an efficient and comprehensive manner. This internal team will develop and post an ADA Notice and grievance procedure for the public that will be accessible on our agency website and create a tracking procedure for incoming inquiries and complaints.

2. Describe the new and continuing initiatives devoted to innovative enhancement and expansion of the three strategic pillars of Diversity and EEO strategy: **WORKFORCE, WORKPLACE, & COMMUNITY.**

A. WORKFORCE:

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

The agency will address underutilization in FY 2019 by:

- Enhancing internal and external applicant pools to address the underutilization.
- Using the quarterly workforce dashboard and identifying specific job groups where underutilization exists to guide recruitment efforts.

The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent.

- Job analysis and skills audit.
- Conduct workforce planning and forecasting.
 - Use the DCAS Retirement Predictor Tools to address the impending retirement of employees and possible loss or gap in talent.
 - Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service.
 - Ensure that there will be a diverse applicant pool for the anticipated vacancies.
 - Encourage agency employees to take promotional civil service examinations by:
 - Sending e-mails with schedule of exams
 - Providing link to specific DCAS exams
 - Posting schedules and exam announcements at the agency intranet
 - Other (specify): _____

- Institute coaching, mentoring and cross training programs.
- Identify best practices to retain mature employees.
- Implement initiatives to improve the development and training of underrepresented employees.

Additional Initiatives, Programs, or Comments:

B. WORKPLACE:

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

- In FY 2018, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:
 - Engagement /Job Satisfaction/ Employee Morale Survey(s)
 - Citywide Onboarding survey
 - Citywide Exit Survey for Non-Represented Employees
 - Exit interview or surveys developed by the agency
- The agency will adopt in FY 2019 the following initiatives based on the analysis of the results of the survey(s):
 1. Career Development Workshops
 2. Job Rotation Pilot Program
 3. Managerial Training Program

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

In FY 2019, the agency will:

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

Additional Initiatives, Programs or Comments:

V. Recruitment

A. Recruitment Efforts

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

The agency will implement the following recruitment strategies and initiatives in FY 2019:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Direct resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to careers.
- Assess agency job postings to ensure appropriate diversity, inclusion, and equal opportunity employer messaging.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov, (212) 630-2329 so they can share it with their clients.

<input checked="" type="checkbox"/> Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov . <input checked="" type="checkbox"/> If your agency is an eHire agency, post ALL vacancies on NYC Careers. <input checked="" type="checkbox"/> Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received: <input checked="" type="checkbox"/> structured interviewing training <input checked="" type="checkbox"/> unconscious bias training <input checked="" type="checkbox"/> Use the NYCAPS eHire Applicant Interview Log to determine whether recruitment efforts and recruitment sources yield a diverse pool of qualified candidates. <input checked="" type="checkbox"/> Assess recruitment efforts to determine whether such efforts adversely impact any particular group.
<i>Additional Strategies, Initiatives and Comments:</i>

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Were there successful hires from this source?
<ul style="list-style-type: none"> - National Society of Black Engineers - Society of Hispanic Professional Engineers - American Society of Civil Engineers – Metropolitan Section - Society of Women Engineers - American Engineering Alliance Inc. - National Association of Minority Architects - National Association of Women in Construction - Black Data Processing Associates - Black Data Processing Association of NY - Women in Technology International - Women in Technology - ACCES-VR 	<p>These organizations were carefully selected to increase the access of women, racial/ethnic communities and persons with disabilities to the occupations at DCAS where they have historically been underutilized.</p>

B. Internships/Fellowships

Indicate the type of internship/fellowship opportunities available at your agency. Please provide the number of student interns/fellows employed in FY 2018 and their demographic profiles. Indicate your plans to provide internship/fellowship opportunities in FY 2019.

The agency provided the following internship opportunities in FY 2018:

Type of Internship\Fellowship	Total	Race/Ethnicity [#s]	Gender [#s]
1. Urban Fellows	N/A		Male: ___ Female: ___
2. Public Service Corps	35		Male: ___ Female: ___
3. Summer College Interns	14	4) Asian; (1) Hispanic; (4) Black; (1) White; (4) Unknown or blank	Male: <u>4</u> Female: <u>8</u>
4. Summer Graduate Interns	7	3) Asian; (2) White; (1) Black	Male: <u>5</u> Female: <u>1</u>
5. Other (specify): Social Justice Fellow	1	(1) White	Male: ___ Female: <u>1</u>

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

The agency has hired former interns/fellows.

The agency plans to provide internship/fellowship opportunities in FY 2019.

Additional Comments:

C. 55-a Program

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities. Indicate the goals of your 55-a Program Coordinator for FY 2019. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.

The agency uses the 55-a Program to hire and retain qualified individuals with disabilities and plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities in FY 2019. Currently, there are nine (9) 55-a participants. There are 4 participants who have

been in the program less than 2 years. Last year, only one new application for the program was received and no participants left the program due to appointment.

The agency will review and process new applications for the 55-a program in light of DCAS' policy guidance which states that decisions on 55-a program admissions should take into account the following three criteria:

- a) the severity of the candidate's physical and/or mental disability;
- b) the candidate's previous and/or current encounter with significant barriers to finding employment due to the disability;
- c) the candidate's encounter of obstacles that can prevent him/her from taking civil service examinations due to the disability.

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

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

The goals of the 55-a Coordinator for FY 2019 are:

1. To be an information resources for the agency on the 55-a program application process
2. Maintain an updated record of the agency's 55-a Program participants
3. Serve as the main agency liaison to the Office of Citywide Equity and Inclusion for any updates concerning the 55-a program

Additional Goals, Initiatives, and Comments:

The contact information for the agency's 55-a Coordinator, Monique Knoll, will be listed on the DCAS website for people with disabilities who are interested in working for DCAS and applying to the 55-a Program.

Human Resources will notify 55-a participants when a promotional exam is being given for which the civil service title is eligible and encourage them to apply.

VI. Selection (Hiring and Promotion)

1. For FY 2019, if your agency is fiscally able to hire new employees and/or backfill open positions, please discuss the planned duties for your career counselor specific to advising employees of opportunities for promotion as well as overall career development.

In FY 2019, the agency's Career Counselor will perform the following tasks:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Inform employees on promotional and transfer opportunities.
- Arrange agency wide notification of promotional and transfer opportunities.
- Encourage the use of training and development programs to improve skills, performance and career opportunities.
 - Provide information to staff on both internal and external Professional Development training sources.
 - Explain the civil service process to staff and what it means to become a permanent civil servant.
 - Provide technical assistance in filing for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Continue to facilitate the use of training to improve skills and access to career opportunities of all employees in its Leadership Program and via referrals to DCAS.
- Assist employees and Job Training Program participants (if applicable) assess and develop career paths.
- Provide resources and support for:
 - Targeted job searches
 - Development job search strategies
 - Resume preparation

- Review of effective interview techniques
- Review of techniques to promote career growth and deal with change
- Internship exploration

Additional Initiatives and Comments:

2. What are your current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions?

In FY 2019, the agency will do the following:

- Review and develop a protocol for in-title promotions and salary increases.
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Assess the criteria for selecting persons for mid-level to high level positions.
- Publicly post announcements for all senior staff positions.
- Actively reach out to networks of underrepresented groups as part of its outreach.
- Reach out to the Mayor's Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.
- Ensure that hiring managers are trained in structured interviewing techniques to avoid unintentional biases in the hiring process.
- Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group.
- If adverse impact is discovered, the agency head will determine whether the criteria being utilized are job-related. If the criteria are not job-related, the agency will discontinue using that method.
- Compare the demographics of current employees to the placements.
- Revise the promotion request form to include the various reasons why a promotion

may be necessary.

- Review the demographics race\ethnicity and gender for those who received the promotion\salary raises.
- Submit the resumes for the second- and third-choices for the position.
- Review the demographics of the senior leadership regularly (by Agency Head).
- Review on a quarterly basis the demographics of those who received promotion and share the information with the Commissioner and Human Resources (by EEO Officer).

Additional Comments:

3. For FY 2019, indicate how your agency will review the methods by which candidates are selected for new hiring and promotion. Identify the steps that are taken to ensure that selection process is objective and job related. For instance, have you explored/implemented structured interviewing and/or training, panel interviews, etc.?

During FY 2019, the agency will do the following:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations for possible barriers that have a negative impact on minority employees and applicants.
- Use a collaborative effort between EEO, HR and managers where necessary, develop action plans to eliminate identified barriers.
- Develop specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination. Make sure these standards are consistently applied when choosing among candidates.
- Establish written objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In conducting job interviews, ensure nondiscriminatory treatment by conducting a structured interview, where the same questions are asked of all applicants for a

particular job or category of job and inquiring about matters directly related to the position in question.

- Use a diverse panel of interviewers to conduct the interview.
- Have the EEO Officer review the interview questions.
- Have the EEO Officer sit in on interviews, where possible.
- Use the NYCAPS eHire applicant tracking system for external and internal applicants.
- Make adjustments to agency outreach and recruitment efforts where necessary.
- Monitor the results of action plans for any changes in the agency workforce including increases or decreases in applications of qualified applicants and selection rates.

Additional Comments:

4. For FY 2019, what steps will your agency take to review the positions filled through a civil service list?

A. Detail planned actions specific to review of title specification, job description, interview procedures, and selection procedures.

- Reach out to DCAS' Classification at 212-386-0344 to ensure that the job description and specification is current.
- Review and develop specific, job-related qualification standards for each position that reflect the duties, functions, and competencies of the position and minimize the potential for gender stereotyping and other unlawful discrimination.
- Use structured interview, where the same questions are asked of all applicants for a particular job or category of job and inquiring about matters directly related to the position in question.
- Identify at least two or three people to conduct the interview.

B. Discuss your current protocol for use of the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.

- The agency does not use the NYCAPS Applicant Interview Log Report.

The agency will schedule orientation with NYCAPS Central.

The agency will use the Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.

C. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.

Identify at least two or three people from diverse gender and racial\ethnic backgrounds to conduct the interview.

D. When identifying groups of subject matter experts to assist the DCAS test development team, please describe efforts that will be taken to select a diverse and inclusive group of individuals.

The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.

The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.

The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

Additional Comments:

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

In FY 2019, the agency EEO Officer will do the following:

PRE-SELECTION:

Collaborate with the Director of Human Resources to ensure that an updated listing of sources for diverse applicants, including schools and professional organizations, is maintained.

Actively monitor agency job postings.

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.

Provide feedback to the hiring manager after the EEO Officer's assessment.

- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- May observe interviews when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Other: _____

POST-SELECTION:

- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns.
- Review hiring package for review and approval.
- Other: _____

Additional Comments:

(2) 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 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 2019.
- The agency will analyze the impact of layoffs or terminations on racial, gender and age groups.
- 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. Front-Line Staff, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Structured Interviewing and Unconscious Bias (classroom)	Supervisors and Hiring Managers	200	September 2018 – June 2019
2. Everybody Matters (D&I) (classroom or e-learning)	All Employees	2,300	September 2018 – June 2019
3. EEO (e-learning)	All Employees	2,300	September 2018 – June 2019

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.

<input checked="" type="checkbox"/> The agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition. <input checked="" type="checkbox"/> The agency grants or denies request 30 days after submission or as soon as possible. <input checked="" type="checkbox"/> The agency head or designee ¹ must review and grant or deny the appeal fifteen (15) days after submission of appeal.

¹ EEO Officer and General Counsel should **NOT** be appointed as agency head designee. Note conflict of interest, i.e., that in the case of an external challenge to the denial of a reasonable accommodation, the agency's GC would be tasked with defending the agency against a decision in which that office was a decision maker on appeal. Refer to the revised Guidelines indicating that neither the EEO Officer nor GC may serve as the agency head's designee found at: <http://extranet.dcas.nycnet/eoo/diversityeoo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

- The agency follows the City’s Reasonable Accommodation Procedure.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation Tracking System and update the information as they occur.
- The agency analyzes the reasonable accommodation data made at the agency.

Describe procedures and speed of resolution. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

The EEO Officer ensures that the appropriate agency personnel engage in the interactive process with the applicant or employee making the request within ten business days as required. The EEO Officer will also discuss the request with the supervisor and/or manager and 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 Fiscal and Business Management (FBM); the EEO Officer will facilitate those discussions. Also, if an alternative accommodation may be required, the EEO Officer 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.

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 he/she may appeal the decision, if he/she chooses to do so, within 15 business days. The Commissioner or her designee, Chief of Staff, Quintin Haynes, will review the applicant’s/employee’s appeal of the denied reasonable accommodation request. The Commissioner or Designee will issue a decision within 15 days of receipt of the appeal. The EEO Officer reviews the number of reasonable accommodation requests received and tracks each request by basis, type of request, cost (if applicable), and number of days from inception to resolution. This information is provided to the Commissioner on a monthly basis.

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

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

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to

Executive Order No. 16, the training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

- The agency plans to train all new employees within 30 days of start date. All the front-line supervisors, managers and employees will be re-trained during FY 2019. All managers\supervisors will be trained by March 7, 2019. All front-line employees will be trained by March 7, 2020.

Training Topic	Type of Audience	Target Number of Participants	Targeted Dates
lgbTq – Power of Inclusion (classroom or e-learning)	All Employees	2,300	September 2018 – June 2019

- The agency will ensure that the Executive Order 16 notice/poster is posted where required, e.g., on bulletin boards, near restrooms and, in digital form, where other EEO notices and announcements can be found.

Additional Comments:

B. Executive Order 21: Prohibition on Inquiry regarding Job Applicant’s Pay History

- The agency will review its practices (including application and interview forms) with regards to prohibition on inquiry regarding pay history. All personnel involved in job interviews will be required to go through Structured Interview Training.

Additional Comments:

C. Local Law 92: Annual Sexual Harassment Prevention training

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

Training Topic	Type of Audience	Target # of participants	Targeted Dates
1. Sexual Harassment Prevention	All Employees	2,300	May 2018 – June 2019

DCAS FY 2019 DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

(classroom and/or e-learning)			
-------------------------------	--	--	--

Additional Comments: DCAS launched the Sexual Harassment Prevention training agency-wide in May 2018. As of Q1 FY2019, DCAS is at 99% compliance.

D. Local Law 93: Risk Assessment Survey

The agency conducted a risk assessment survey that identified the following risk areas and initiatives to address the risk:

	Initiative(s)	Who is Responsible for implementing the initiative(s)?	Timeframe\Timeline
Risk 1 Homogenous Workplace	<ol style="list-style-type: none"> Increase diversity within the underrepresented job groups above by establishing targeted recruitment efforts to make our hiring practices more inclusive. Train managers and supervisors on how to monitor and prevent inappropriate fraternization of employees in homogenous work groups and report inappropriate behavior as per the City's EEO Policy and the agency's Code of Conduct. 	<u>EEO Officer, Director of Human Resources, Hiring Managers and Supervisors</u>	<u>November 2018 – June 2019</u>

<p>Risk 2 Cultural and Language Differences in the workplace</p>	<ol style="list-style-type: none"> 1. Increase employee awareness of rights and responsibilities under the City’s EEO Policy and federal, state, and local human rights laws, by providing appropriate training and counseling. Employees must also be made aware that filing a complaint will not result in unlawful retaliation. 2. In order to ensure that employees are aware of their rights and responsibilities under the City’s EEO Policy, the DCAS takes following actions: <ol style="list-style-type: none"> (1) makes a fact sheet on the EEO Policy and the EEO Policy available at every DCAS location; (2) ensures that the EEO Officer and EEO Counselors are accessible to employees by having contact information on the agency’s website and making regular site visits; (3) ensures that EEO staff and representatives, such as the EEO counselors, are as diverse as the agency’s workforce, (4) trains managers and supervisors on how to monitor and prevent 	<p><u>EEO Officer, EEO Counselors, Hiring Managers and Supervisors</u></p>	<p><u>November 2018 – June 2019</u></p>
---	---	--	---

	<p>inappropriate fraternization of employees in work groups with cultural and language differences, and report inappropriate behavior as per the City's EEO Policy.</p>		
<p>Risk 3 Workplaces with Significant Power Disparities</p>	<ol style="list-style-type: none"> 1. All employees, regardless of rank, must be held to the same standard and workplace policies must be applied uniformly across the agency. Managers and supervisors will be regularly advised, through training and other means, that discrimination, including sexual harassment, will not be tolerated by the agency and those found to have engaged in harassment or failed to report harassing behavior, will be subjected to discipline. 2. All employees, especially low-ranking employees across the agency, should have access to information on their rights and responsibilities under the City's EEO Policy and know when and 	<p><u>EEO Officer, EEO Counselors, Hiring Managers and Supervisors, Director of Discipline</u></p>	<p><u>November 2018 – June 2019</u></p>

	<p>how to file an EEO complaint. That can be accomplished through agency-wide messaging, and by providing employees adequate access to EEO Officer and EEO Counselors by publishing contact information on the agency’s website and scheduling regular site visits.</p>		
<p>Risk 4 Isolated Workplaces</p>	<p>Ensure each location has proper on-site supervision at all times and that employees in those workplaces know whom to contact in the event that they experience or observe inappropriate behavior and/or harassment. Management for these isolated workplaces may also want to consider restructuring staff or schedules to eliminate isolated workplace conditions.</p>	<p><u>Managers & Supervisors</u></p>	<p><u>November 2018 – June 2019</u></p>
<p>Risk 5 Decentralized Workplaces</p>	<p>(1) Ensure that a fact sheet on the EEO Policy and the EEO Policy are made available at every DCAS location; (2) the EEO Officer and EEO Counselors must make themselves accessible to employees by having contact information on the agency’s website and making regular site visits; (3) train managers and supervisors on how to</p>	<p><u>EEO Officer, EEO Counselors, Hiring Managers and Supervisors, Director of Discipline</u></p>	<p><u>November 2018 – June 2019</u></p>

	<p>monitor and prevent inappropriate fraternization of employees and report inappropriate behavior as per the City's EEO Policy and the agency's Code of Conduct; and (4) hold managers and supervisors accountable through discipline and other means for failing to report inappropriate employee behavior.</p>		
<p>Other Findings</p> <ul style="list-style-type: none"> • The current political climate and its link to human rights, along with the increase of social media, present daily opportunities for coarsened social discourse in the workplace. • The nature of the work at DCAS, which is mostly administrative, follows various guidelines and procedures causing the tasks in certain jobs (such as clerical support, custodial 	<p>Enforce the agency's commitment to diversity and inclusion by: (1) conducting annual diversity and inclusion training, (2) ensuring that managers and supervisors remind employees of behaviors that may be considered as inappropriate and may violate the City's EEO Policy and/or the agency's Code of Conduct; (3) ensuring that employees have access to the City's EEO Policy and know how and where to file a complaint; and (4) whenever possible, limit employee downtime by varying or restructuring duties to break the monotony of routine or low-intensity tasks.</p>	<p><u>EEO Officer, EEO Counselors, Hiring Managers and Supervisors</u></p>	<p><u>November 2018 – June 2019</u></p>

<p>services, security) to be routine, monotonous and low-intensity. At times, employees who have monotonous and/or low-intensity work, may also have more downtime to fraternize with other co-workers and possibly engage in inappropriate fraternization.</p>			
---	--	--	--

E. Local Law 97: Annual Sexual Harassment Reporting

<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The agency will input the sexual harassment Complaint Data on the DCAS Citywide Complaint Tracking System and update the information as they occur. <input checked="" type="checkbox"/> The agency will input all types of complaints in the Complaint Data on the DCAS Citywide Complaint Tracking System and update the information as they occur. <input checked="" type="checkbox"/> The agency will ensure that complaints are closed within 90 days.
<p><i>Additional Comments:</i></p>

F. Local Law 101: Climate Survey

Describe how additional insights gained from the analysis of the citywide Climate Survey will influence your agency workforce/workplace/community initiatives.

The agency, in collaboration with DCAS, will conduct a climate survey by proceeding to do the following:

- distribute questionnaire electronically to agency employees.
- designate computers with internet/intranet access to enable employees without computers or internet/intranet access to complete survey during work hours.
- analyze results of the response data sent by DCAS.
- implement the following initiatives to address concerns raised in the Climate Survey:

Raise awareness of the City's EEO Policy and procedures by ensuring that all employees receive EEO, Diversity & Inclusion, and Sexual Harassment Training annually, as well as communication on how and where to file an EEO complaint.

Ensure that all managers and supervisors attend DCAS' Supervisor training, which covers their rights and responsibilities under the City's EEO Policy, as well as the City and agency policies on Discipline, Labor Relations, and Performance Evaluations.

Additional Comments:

X. Audits and Corrective Measures:

Please choose the statement that applies 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 **[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 2019 to include and implement EEPC recommendations that will be implemented during the fiscal year.

agency is subject to any other oversight or review by a federal, state or city civil rights agency. Attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.

The agency was involved in an audit conducted by **[another governmental agency – please specify]** specific to our EEO practices. This agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)

NOTE: Final Agency Head's signature and date should be set only after you receive DCAS' approval of the plan.

Lisette Camilo

Print Name of Agency Head



Signature of Agency Head

5/3/19

Date

APPENDIX
Contact Information

Please provide contact information (name, title, office address, telephone number and e-mail address) for the following individuals at your agency:

EEO/Diversity Officer/Disability Rights Coordinator/ADA Coordinator/Disability Service Facilitator:

Belinda French
1 Centre Street, 17th Floor
New York, NY 10007
Tel: (212) 386-0297
Fax: (212) 313-3297
bfrench@dcas.nyc.gov

Career Counselor/55-A Coordinator:

Monique Knoll, Director of Human Resources
1 Centre Street, 17th Floor
New York, NY 10007
Tel: (212)386-0388
Fax: (212)313-3243
mknoll@dcas.nyc.gov

Training Liaison:

Gillian Coutain, Citywide Training Center
1 Centre Street, 24th Floor
New York, NY 10007
Tel: (212) 386-6435
gcoutain@dcas.nyc.gov