

The City of New York
Office of Management and Budget
255 Greenwich Street, 8th Floor, New York, NY 10007

OFFICE OF MANAGEMENT AND BUDGET
DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN
FISCAL YEAR 2020

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

The Mayor's Office of Management and Budget (OMB) is committed to recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. When we value our differences, we build stronger teams driving the best performance. We expect all managers and supervisors to promote a work environment that is fair and safe for all New York City employees and values equity, inclusion, and respect for all. I will hold the EEO Officer, all EEO professionals, human resources professionals, legal professionals, managers and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment and support the diversity and inclusion initiatives at the agency by observing EEO regulations and actively working toward attaining agency goals in this area. All agency staff are accountable for the effective implementation of the City's EEO Policy and the FY 2020 Diversity and EEO Plan (the "FY 2020 Plan").

In Q2 FY 2020, the Agency Head issued a statement that re-emphasized the commitment of agency administrators to the EEO program, including the prevention of sexual harassment, and informs employees of any changes to the agency's employment practices as a result of the EEOC's audit. OMB will continue tracking and assessing the implementation of the FY 2020 Plan throughout the year.

In addition, senior staff at OMB will help implement the EEO plan and will work to develop strategies to address equity and diversity in all aspects of our daily operations. At senior staff meetings, the Agency Head, or her representative, will remind those present that OMB fully supports the City's Diversity and EEO Policy and that they are responsible for implementing plan actions, such as expanding means of recruitment and ensuring that promotion opportunities are available equally.

OMB's EEO staff will continue to be trained to provide guidance and best practices regarding the City's EEO policy. The EEO Officer and Personnel Director will serve as a resource for OMB's Executive, senior staff and entry level managers on topics including employment decisions, recruitment, and overall best practices.

The names and contact information for each EEO representative will be made available to all employees, so they may advise staff on any EEO issues and can investigate any complaints.

The agency will report to DCAS on the steps undertaken to comply with Executive Order No. 16 of 2016 and the provisions of the various Executive Orders and laws (e.g. Local Law 92, Section 201g of the New York State Labor Law, Local Law 101 and Local Law 93) prohibiting employment discrimination in New York City. The agency will also disseminate and post policies and required posters.

The agency is committed to maintain a workplace free from all forms of harassment and discrimination prohibited by the City's EEO Policy. The Agency EEO Officer, Kathryn Johnson serves as a resource for agency managers and supervisors by providing us with best practices and providing direction in addressing any identified EEO issues. The agency EEO Officer's contact information will be prominently available to all employees. The agency EEO Officer should be contacted with any questions, inquiries, concerns or complaints you may have regarding your EEO rights and the New York City's efforts to protect them and any allegation of violation of the EEO Policy.

This statement is the same as last year.

II. Recognition and Accomplishments

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

1. Continued support of OMB's LGBTQ Employee Resource Group. Part of the group's mission is to contribute to the Agency Diversity/EEO goals regarding Workforce, Workplace, and Community. OMB hosted a Disability Etiquette Training at OMB on 11/22/19 with a guest speaker from the Mayor's Office for People with Disabilities.
2. Continued efforts to engage M/WBE vendors within the guidelines of Local Law 1; OMB attends M/WBE outreach events and procurement fairs hosted by various city agencies. In keeping with past precedent and dependent on available events, OMB plans to attend a minimum of four events this year while also fielding calls and conducting procurement-specific outreach to qualified M/WBE vendors.
3. Continued efforts to achieve 100% employee participation in the DCAS Computer Based Training modules including EEO Awareness, Diversity and Inclusion, lgbTq: The Power of Inclusion, Sexual Harassment Prevention, DOI Corruption Prevention Awareness, and Conflicts of Interest Prevention Training.
4. Trained 50 Senior OMB Staff on DCAS' full day class 'Everybody Matters' at OMB on 7/31/19.

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

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

**Please specify under "Additional Comments"*

- The agency will continue to recognize employees, supervisors, managers, and agency units demonstrating superior accomplishment in diversity and equal employment opportunity in FY 2020.

Additional Comments:

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 2020, 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

Additional Comments:

2. Describe the review process of 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. These reports must be reviewed regularly with the Agency Head.

- 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 includes an analysis of workforce composition by job title, job group, race/ethnicity and gender for all employees; new hires, promotions and separation data; and utilization analysis.

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

OMB spoke with Kadian Outar at DCAS on 8/2/19 to discuss strategies and best practices to increase recruitment outreach.

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2020

1. Proactive Strategies to Enhance Diversity, EEO and Inclusion

State below the central goals of your strategy for FY 2020 focused on enhancing diversity, equal employment opportunity, and the overall value of inclusion at your agency. Include initiatives that your agency will implement in FY 2020.

1. Workforce:

1. OMB will continue to recruit from a diverse, qualified group of applicants to secure a high-performing workforce. OMB continues effort to develop and implement an effective recruitment and hiring system, which includes diversifying our pipeline, training hiring managers on best practices, and recommending any changes necessary to make our workplace more inclusive.
2. OMB will continue to cultivate an environment that encourages collaboration, flexibility and fairness. Our Mentorship Program pairs together senior managers and junior staff to share perspectives, values and experiences. It also provides an opportunity for staff to explore areas of interest outside their assigned portfolio. To allow for greater participation throughout the agency, each year preference is given to mentees who have not participated in program.
3. OMB will add a criteria to the managerial performance evaluation form which will rate a manager's ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner.

2. Workplace:

1. OMB utilizes an exit survey for all employees that are separating to measure and improve employee job satisfaction.
2. OMB will remain diligent with ensuring that all new employees complete all the City's required Computer Based Trainings.

3. In addition to trainings, all new employee packets include a copy of the City's EEO policy.

3. Community:

1. OMB will conduct in-house trainings that will benefit a cross-section of the Agency. This allows for staff to work with Divisions they may not interact with on a daily basis.
2. OMB will continue to work with the Mayor's Office of Immigrant Affairs to coordinate our agency's language access policy and implementation plan. Per the Mayor's executive order, the agency has and will continue to work with DOITT to make our website and its publications on the City's budget more accessible to all New Yorkers.

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**, and **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 2020 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.

- Evaluate best sources for diverse candidates
- 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): _____

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

- Institute coaching, mentoring and cross training programs.
- Identify best practices to retain mature employees.
- Implement initiatives to improve the development and training of employees.
- Promote employee involvement by supporting Employee Resource Groups
- Conduct Diversity and Inclusion Training

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 2019, 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 2020 the following initiatives based on the analysis of the results of the survey(s):

1. OMB will add a criteria to the managerial performance evaluation form which will rate a manager's ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner. This initiative will be implemented based on recommendations from the October 16, 2019 EEPC audit determination.

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

In FY 2020, the agency will:

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

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 2020:

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Review underutilization in job groups to inform recruitment efforts.
- 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. Currently in operation.
- 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.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov.
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - structured interviewing training
 - unconscious bias training
- Use the NYCAPS eHire Applicant Interview Log to determine whether recruitment efforts and recruitment sources yield a diverse pool of qualified candidates.
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

1. OMB notifies its employees of all discretionary vacancies within the agency, by emailing job notices agency-wide and requiring all hiring managers to interview any eligible internal candidates during the initial hiring period. All job notices are listed internally for 10 business days. All job notices are posted on the agency’s website and on E-Hire. In addition, OMB’s Office of Personnel Management will actively work with staff interested in expanding or changing their portfolio.
2. In an effort to identify a more diverse pool of candidates, OMB will continue to review and its recruiting efforts, particularly at CUNY and SUNY schools as well at HBCUs.
3. OMB is actively working with other partners in City government and in the non-profit sector, including the Mayor’s Office of Appointments, to help identify candidates for senior level vacancies.

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Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded increased and diverse applicant pool. Were there successful hires from this source?
<p>1. CUNY and SUNY</p> <p>2. Undergraduate/Graduate School Career Fairs throughout the metropolitan area and NYS.</p> <p>3. New York City’s E-Hire online website</p> <p>4. The Mayor’s Office of Appointments</p> <p>5. Advertisements in targeted papers and online sites such as Idealist.org and LinkedIn.</p>	<p>1. As many CUNY students are from the NYC metropolitan area, we would expect to receive a great deal of interest from current City and State residents that reflect the diversity of New York.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p> <p>2. Focus would be on schools that offer Public Administration programs to target applicants that have an interest in public service.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p> <p>3. Primarily targeting current City employees looking to continue their career path and growth with NYC. This has been the primary source of new hires over the past year.</p> <p><input checked="" type="checkbox"/> Previous hires from this source</p> <p>4. Resumes are collected from a diverse network from the Mayor’s Office of Appointments, and then screened and vetted to determine if a candidate is a suitable match for open positions, particularly senior staff openings.</p> <p><input type="checkbox"/> Previous hires from this source</p> <p>5. This source would be used primarily for positions that require specialized skills, knowledge and/or training.</p>

	<input type="checkbox"/> Previous hires from this source
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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 2019 and their demographic profiles. Indicate your plans to provide internship/fellowship opportunities in FY 2020.

The agency provided the following internship opportunities in FY 2019:			
Type of Internship\Fellowship	Total	Race/Ethnicity [#s]	Gender [#s]
1. Urban Fellows	0		Male: ___ Female: ___
2. Public Service Corps	0		Male: ___ Female: ___
3. Summer College Undergrad Interns	11	1 AI 2 B 4 A 2 H 2 W	Male: __2_ Female: 9__
4. Summer Graduate Interns	3	3 A	Male: __0_ Female: 3__
5. College Aide	6	1 AI 2 B 2 A 1 W	Male: __1_ Female: 5__
* Self-ID data is obtained by EEO Office from NYCAPS.			
<input checked="" type="checkbox"/> 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.			
<input checked="" type="checkbox"/> The agency has hired former interns/fellows.			
<input checked="" type="checkbox"/> The agency plans to provide internship/fellowship opportunities in FY 2020.			
Additional Comments: In Summer 2019, OMB participated in a Summer Internship Program which consisted of 11 undergraduate and 3 graduate students. Those 14 interns were made up of 12 females and 2 males; 2 White, 7 Asian, 2 Black, 1 American Indian and 2 Hispanic. As the Summer Internship program has been quite successful for OMB in the past in terms of hiring full-time employees, the agency plans to coordinate an internship program for Summer 2020. OMB			

will begin recruiting for summer interns early in the spring and target schools with a high percentage of minority students. In addition, the agency will collaborate with the Director of CUNY’s Internship Programs for fall internships.

C. 55-a Program

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

1. Please discuss plans to utilize the 55-a Program to hire and retain qualified individuals with disabilities.

N/A Refer to end of 55-a Program section Most of our employees are in non-competitive titles which are not suitable for 55-A titles. We are aware of the program and make our best efforts to recruit 55-A candidates to existing competitive civil servicetitles. _____

2. Indicate the goals of your 55-a Program Coordinator for FY 2020. 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 2020.
Currently, there are 0 [number] 55-a participants.
There are [number] participants who have been in the program less than 2 years.
Last year, a total of [number] new applications for the program were received and participants left the program due to [state reasons] _____.

If there have been no new participants in the program for less than two years, please indicate initiatives taken to hire new 55-a employees.

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 2020 are:

- 1.
- 2.
- 3.
- 4.

These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

The 55-a Program Coordinator will attend training sessions, seminars and/or work-shops offered by DCAS's Citywide and Diversity Equal Employment Opportunity Office which pertain to the program. As with all civil service exams, employees are encouraged to review the Notice of Exam for eligibility for open-competitive exams.

OMB currently does not employ any 55-a program participants. Based on the June 7, 2016 -55-a memorandum, issued by DCAS, OMB 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, OMB will reiterate to provisional staff that 55-a certification should not be used as a substitute for passing a civil service exam.

VI. Selection (Hiring and Promotion)

1. For FY 2020, 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 2020, 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
 - Provide technical assistance in filing for upcoming civil service exams.
- Provide agency staff with 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:

All OMB employees are advised of current openings within the Agency as they become available. Staff is notified via an email sent to all employees; all employees are located at one facility and have access to a computer and email. Each position is posted internally for a minimum of 10 business days and all hiring managers are required to interview any eligible internal candidates during that time period. In addition, hiring managers are strongly encouraged to interview approximately 5 – 10 candidates. Job notices are also posted on the agency’s website and on E-Hire. Resumes received via outside sources are screened for education and experience minimum qualification requirements prior to being posted for hiring managers to review.

In addition, OMB’s Office of Personnel Management and Administration will actively work with any staff interested in expanding or changing their portfolio.

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

In FY 2020, 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 positions, including senior level positions.
- Actively reach out to networks of underrepresented groups as part of its outreach.
- Reach out to the Mayor’s Office of Appointments for help to identify diverse pools of talent and additional networks for finding qualified candidates.

- 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:

As with all vacancies, employees are advised of current openings. Internal applicants that meet the minimum requirements for a position are eligible to apply. External candidates that meet the qualifications may apply through email or E-Hire. Applicants for mid and high-level discretionary positions are often interviewed by senior staff members and sometimes by the Executive staff. Once a candidate has been chosen, the hiring manager submits a personnel action request packet to OMB's Office of Personnel Management and Administration who must approve the request before it goes on to the Budget Director or her designee for final approval.

3. For FY 2020, 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 2020, 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 observe 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:

OMB will continue to develop and implement an effective recruitment and hiring system, which includes diversifying our pipeline, training hiring managers on best practices, and recommending any changes necessary to make our workplace more inclusive. OMB is currently using e-hire with much success. In the event a diverse pool of candidates has

not been considered, hiring managers will be asked to revisit the applicant pool for additional eligible candidates.

OMB utilizes an Applicant Interview Form for all internal and external candidates. The form gives the Personnel Director and Chief of Staff insight into some of the questions and methods used to identify the best candidate for a position. In addition, each interview candidate completes a job application that requests demographic information (optional) that will allow the EEO Officer, Chief of Staff, and the Counsel to further analyze our recruitment efforts.

Throughout FY20, OMB will offer in-house Structured Interviewing/Unconscious Bias training to Hiring Managers. As staff is hired or promoted to supervisory positions, OMB will require Hiring Managers to attend a Structured Interviewing/Unconscious Bias offered through DCAS's Citywide Training Center.

4. For FY 2020, 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.

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 review received applications and conduct the interviews.
- 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:

OMB does not fill positions through a Civil Service list, however all employees are encouraged to take relevant Civil Service exams. OMB places employees in competitive titles on leave on secondary line. In FY20, it is expected that a number of staff members will continue to be assigned to a permanent Civil Service title and/or an underlying Civil Service title.

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

In FY 2020, 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:

Currently, OMB's Chief of Staff reviews all requests for promotion and hiring before approval. Personnel Action Request packets submitted include a detailed explanation for the request along with interviewer's supporting documentation, which include an interviewer's report and each candidate's resume. Each candidate selected for an interview is asked to submit an Applicant Interview Form on which they can self-identity.

EEO personnel are not involved in the interviewing process and do not observe interviews that are conducted. The agency will incorporate an analysis of the source of final candidates selected and will compare the demographics of those hires to current staffing levels to determine if the agency is reaching a diverse pool of candidates.

6. 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 2020.

- 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).

In OMB's new employee packet, the agency requests demographic information from every new employee and uses that to help track our efforts to recruit and promote a diverse workforce.

In the event of layoffs or terminations, the agency will select titles based on legitimate business reasons. OMB will analyze the impact of layoffs or terminations on racial, gender and age groups. Where they would have a disproportionate impact on any of these groups, OMB will document that the targeted titles were selected based on and justified by business necessity. The EEO Officer and General Counsel will be included in these decisions.

VII. Training

Training Topic	Type of Audience (e.g. Front-Line Staff, Managers, Supervisors, etc.)	Target Number of Participants	FY Targeted Dates
1. EEO Awareness (e-learning)	Supervisors, Managers	75	July - June
2. EEO Awareness (classroom)			
3. Everybody Matters (D&I) (classroom)	Supervisors, Managers	15	July - June
4. Everybody Matters (D&I) (e-learning)	Supervisors, Managers	75	July - June
5. Sexual Harassment Prevention (e-learning)	Supervisors, Managers	400	July - June
6. Sexual Harassment Prevention (classroom)			
7. Disability Etiquette	Supervisors, Managers	20	July - June

8. Structured Interviewing and Unconscious Bias (classroom)	Supervisors, Managers	75	July - June
9. Conflict Resolution Strategies for the Culturally Diverse Workplace (DCAS classroom)	Supervisors, Managers	25	July - June

VIII. Reasonable Accommodation

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

- Managers, supervisors, human resources personnel and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- The agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The agency head or designee¹ must review and grant or deny the appeal fifteen (15) days after submission of appeal. If NOT the agency head, please provide the name and title of the designee: _____
- 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.

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/eo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

Describe procedures and speed of resolution, including the protocol for deciding appeals of Reasonable Accommodation decisions. Does the agency analyze statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals?

OMB’s Director of Personnel Management and Chief of Staff will review any requests for reasonable accommodations on the basis of disability, religion, status as victim of domestic violence, sex offense and stalking, pregnancy, childbirth and related medical conditions. OMB will make every effort to ensure that a request for any Reasonable Accommodation remains a flexible and interactive process. All requests will be responded to within 10 business days. Should any concerns arise during the process, OMB will consult with OCEI and/or the Mayor’s Office for People with Disabilities (MOPD) for guidance.

Any employee or applicant that is denied a Reasonable Accommodation will be advised of the appeal process. Appeals will be reviewed within 10 business days by the Agency Head. Determinations will be made within 15 business days. In the event the Agency Head is not available, any appeal to a determination on accommodation would then be directed to the First Deputy Director and/or Chief of Staff and would be handled as expeditiously as possible. The Agency Head will be advised of any findings.

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 were re-trained during FY 2019.
- All employees will be re-trained by March 31, 2020, as directed by DCAS. OMB’s current training cycle is 4/1/2018 – 3/31/2020.
- All front-line employees will be re-trained by March 7, 2020.

Training Topic	Type of Audience	Target Number of Participants	Targeted Dates
lgbTq – Power of Inclusion (classroom)	Supervisors		
	Front Line Staff		

lgbTq – Power of Inclusion (e-learning)	All Staff	300	July - June

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

Additional Comments:

B. Executive Order 21 (2016): Prohibition on Inquiry regarding Job Applicant’s Pay History

The agency has reviewed 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 Interviewing and Unconscious Bias Training.

Additional Comments:

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

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

Training Topic	Type of Audience	Target # of participants	Targeted Dates
1. Sexual Harassment Prevention (classroom)			
2. Sexual Harassment Prevention (e-learning)	Supervisors, Managers	400	July - June

Additional Comments:

D. Local Law 93 (2018): Risk Assessment Survey & Initiatives to reduce/minimize risk of sexual harassment.

Please provide a summary of agency initiatives to address the risk of sexual harassment and devise responsive strategies to minimize such risk. Please refer to the risk assessment survey conducted in 2018 and indicate if the initiatives were completed or are continuing.

OMB did not identify any risks or additional strategies regarding risk of sexual harassment.

	Initiative(s)	Who is Responsible for implementing the initiative(s)?	Timeframe\Timeline
Risk 1 Homogenous Workplace			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>
Risk 2 Cultural and Language Differences in the workplace			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>
Risk 3 Workplaces with Significant Power Disparities			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>
Risk 4 Isolated Workplaces			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>
Risk 5 Decentralized Workplaces			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>
Other Findings			<u>Ongoing</u> <input type="checkbox"/> <u>Completed</u> <input type="checkbox"/>

OMB submitted the Risk Assessment Survey 10/30/18 and indicated no risks for our agency.

E. Local Law 97 (2018): Annual Sexual Harassment Reporting

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

Additional Comments:

F. Local Law 101 (2018): 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, has conducted a climate survey and:

- analyzed results of the response data sent by DCAS.
- implemented the following initiatives to address concerns raised in the Climate Survey:
OMB will continue to disseminate information about Citywide EEO policies and trainings to increase awareness as well as provide additional training during new employee orientation.

- The agency will provide a report to DCAS on the above initiatives by January 31, 2020.

[NOTE: DCAS is mandated to submit a report on Action Plan to the Mayor and the Speaker of the Council].

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 the EEPC 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 2020 to include and implement EEPC recommendations that will be implemented during the fiscal year.

OMB Note: OMB has already included EEPC’s recommendations in this FY 2020 Diversity and Equal Employment Opportunity Plan.

The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify _____].

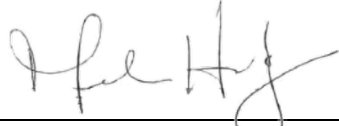
Attach a copy of the document setting out the oversight parameters and the agency’s most recent report to the oversight agency.

The agency was involved in an audit conducted by the EEPC or [_____ **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.

Melanie Hartzog

Print Name of Agency Head



Signature of Agency Head

08/07/2020

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:

1. Agency EEO Officer:

Kathryn Johnson
255 Greenwich Street, 6th Floor
New York, NY 10007
P: 212-788-6432
E: JohnsonK@omb.nyc.gov

2. Agency EEO Counselor:

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E: OlsonJ@omb.nyc.gov

Agency EEO Counselor:

Angel Acevedo
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Agency EEO Counselor:

Donna Brathwaite
255 Greenwich Street, 8th Floor
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Agency EEO Counselor:

Kara Kirchhoff
255 Greenwich Street, 7th Floor
New York, NY 10007
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E: KirchhoffK@omb.nyc.gov

3. Personnel Management Director, ADA Coordinator, Disability Rights Coordinator, Disability Services Facilitator, 55-a Coordinator, Career Counselor:
Lauren Wittels
255 Greenwich Street, 6th Floor
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4. Training Liaison(s) – CBT and In-house
Nicole DellaCorte
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5. Training Liaison(s) – DCAS Training
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