

## DCAS

### DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN FISCAL YEAR 2022

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

New York City is one of the most culturally, ethnically, and linguistically diverse cities in the world. The diversity of our people and their experiences is one of our greatest strengths. That's why it is critical that our city government reflects the people we serve. As commissioner of the NYC Department of Citywide Administrative Services (DCAS), I am proud to be part of the team that helps the City meet this goal.

At the heart of city government are nearly 400,000 public servants whose responsibilities run the gamut—protecting public health, educating our children, keeping our neighborhoods clean and our communities safe, and more. This makes New York City government one of the largest employers in the nation. And, as the City agency that oversees many of the City's human capital functions, DCAS is uniquely positioned to advance equity and inclusion.

At DCAS, we are not only committed to promoting equity in the way we serve other agencies, but also within our own agency. Our commitment to equity and inclusion reaches beyond myself, our leadership team, and our mission statement. All DCAS employees, regardless of title, position, or level, are charged with keeping our workplace inclusive and free from discrimination. As an agency, we strive to achieve the greatest possible diversity in our workforce, to maintain an open and inclusive culture, and to promote equity in all aspects of our agency's work. This is how we can best serve New Yorkers. A government that reflects the talents and diversity of its people is a government that can do its job in the most effective way possible.

Belinda French, our agency's Diversity and EEO Officer, serves as the primary resource for managers and supervisors on best practices and guidance for addressing EEO-related matters; she can be reached at 212-386-0297 or [bfrench@dcas.nyc.gov](mailto:bfrench@dcas.nyc.gov).

If you are on a City computer or connected to the Virtual Private Network (VPN), you can access the [City's EEO Policy](#), [Reasonable Accommodation Process](#), [Sexual Harassment Policy Statement](#), and other EEO-related information on the [Diversity & EEO](#) page of DCAS Connect. These materials can also be requested directly from the Diversity and EEO office at [diversityeoo@dcas.nyc.gov](mailto:diversityeoo@dcas.nyc.gov).

This statement is the same as last year.

## II. Recognition and Accomplishments

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

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

**Equal Employment Practices Commission (EEOC) Audit Compliance:** In December 2020, the EEOC completed its audit and evaluation of our agency's practices and procedures for compliance with city, state, and federal equal employment opportunity laws and regulations, as well our sexual harassment prevention and response practices for the period of January 1, 2018, through December 31, 2019. The EEOC's findings were overwhelmingly positive and reflective of this agency's commitment to ensuring equal employment opportunity and fostering a diverse and inclusive workplace. As recommended by the audit, we reiterated our commitment to sexual harassment prevention by issuing an agency-wide memorandum, ensured that we are maintaining the City's procedures for investigating complaints and that EEO staff receive appropriate training; ensured that managers and supervisors are held accountable for the responsibilities under the City's EEO Policy, and that HR, EEO, and the agency's general counsel meet on a quarterly basis to discuss EEO-related matters and trends.

**Remote Hiring and Virtual New Hire Orientation:** As a result of the pandemic, DCAS successfully transitioned to conducting its civil service lists calls as well as new hire orientation to a virtual format, which ensured the continuity of these important services. DCAS has since conducted 17 virtual orientation sessions servicing approximately 160 new hires, and over 45 virtual hiring pools.

**DCAS's Race Equity Initiative (REI):** In October 2020, DCAS successfully launched REI to build a more just and equitable workplace for our employees and to offer a safe space to discuss how we can all do our part to understand and address systematic racism in our society. The scope of the REI framework covered four main categories – education, engagement, assessment, and taking action. Through REI, we implemented a monthly learning series that contains literature on how to address racial bias, equity, and related issues in personal and professional settings, held lunch and learn sessions, roundtable discussions and focus groups for employees to engage in meaningful dialogue about race, and developed an equity dashboard for each line of service to examine data related to employee demographics by race, gender, age, and job group, representation in leadership, and underutilization, among other categories.

**DCAS Senior Management Forum:** DCAS holds a Senior Management Forum, which includes 352 managers and supervisors from various lines of service, to provide meaningful experiences through professional development, best practices, and networking for managers throughout the agency. These forums explore challenges that employees face every day at DCAS as senior managers/supervisors and identify the resources that are available to help them succeed not just today, but also throughout their careers in city government. During FY 2021, topics have included Budget 101, Conflict Resolution, and Anti-Corruption Awareness. We look forward to continuing these senior management forums in the coming fiscal year.

**DCAS HR and EEO Conference:** DCAS hosted its second citywide HR/EEO Conference from March 1 – March 5, 2021, and our REI taskforce gave a presentation on the strategy behind REI and its progress to date. Approximately 400 attendees representing HR/EEO teams across the City, including our HR and EEO teams at DCAS, joined this event virtually, to exchange best practices, network, and gain resources for inclusive workplace and workforce practices.

The focus of the conference, “The Transformative Workplace,” highlighted the unprecedented challenges and opportunities the country and the City of New York faced in 2020. Specifically, DCAS discussed how COVID-19 and race/social justice issues have transformed and/or impacted the way we work, engage, and connect. Besides providing a space for professional development, this conference also served to acknowledge and celebrate the great strides the HR/EEO teams make as a community to sustain citywide operations daily. To that end, DCAS hosted an awards segment to recognize agencies for their compliance and innovation efforts and shared a thank you video to showcase how the City mobilized to respond to COVID-19.

**DCAS “Inside Citywide” Podcast:** In April 2021, DCAS launched its first podcast to provide listeners with a behind-the-scenes look at New York City government, how it works, and the public servants who make it happen. To date, DCAS has completed six episodes and will create episodes throughout the fiscal year. The first four episodes focused on NYC’s COVID-19 response, NYC’s Electric Vehicle Future, NYC’s Return to Office, and Careers in City Government. The podcast has provided DCAS with an opportunity to showcase the diversity of talent within City government as well as our efforts to provide inclusive and equitable services across the City.

**EEO, Diversity, and Inclusion Training:** In addition to completion of mandated training (such as EEO, diversity and inclusion awareness, and sexual harassment prevention), DCAS employees participated in several new trainings this year. Approximately 457 managers and supervisors completed the “Unconscious Bias” training; over 150 employees completed the “Bystander Intervention” training. Several employees also participated in trainings related to communication across differences and managing a multi-generational workforce.

**DCAS Celebrates Its Diversity:** Like many City agencies, DCAS transitioned its annual heritage month events to a virtual format. As an agency, we celebrated the diversity of our employees by holding virtual events related to Black History, Women’s History, Asian American Pacific Islander (AAPI) Heritage, Caribbean History, LGBTQ Pride, Hispanic Heritage, and Veterans.

**Health and Wellness Initiatives:** DCAS actively partnered with Workwell NYC to provide DCAS employees with several health and wellness events during the fiscal year on topics such as work-life balance, equity and inclusion, financial literacy, and physical and mental health. We also partnered with the Office of Labor Relations and NYCERS to provide several sessions on health insurance and deferred compensation plans, as well as retirement seminars. These efforts ensured that we were meeting the diverse needs of our employees across the agency and providing equitable access to information.

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

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

*\* Please specify under "Additional Comments"*

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

**Additional Comments:** *To educate the agency on the various dimensions of diversity within our workforce, DCAS holds special events annually to celebrate and recognize our administrative professionals, Hispanic Heritage, Veterans, African American History, Women’s History, Asian Pacific American Heritage, Caribbean Heritage, and LGBTQ Pride. Employee participation is an integral part of our planning process for these events. We also have an employee newsletter and a new DCAS podcast, “Inside Citywide” that showcases the diversity of skill, talent, and experiences of our staff and the services we provide to the City.*

**III. Workforce Review and Analysis**

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

**Total Headcount:**   2,260  

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

**Race/Ethnicity:**   59   **Both R/E and Gender:**   0  

**(These figures are available on the total line for your agency in the EBEP210 CEEDS report)**

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

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

- NYCAPS Employee Self Service (by email; strongly recommended every year)
- Agency's intranet site
- Newsletters and internal Agency Publications
- On-boarding of new employees
- Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit paper form to the EEO Office.
- In FY 2022, the agency will inform and remind employees of the option to add preferred name in ESS.

*Additional Comments:*

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

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

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

Reviewed with	Frequency
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (Deputy Commissioners)	<input checked="" 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: In addition to conducting quarterly reviews of the CEEDS workforce data and sharing the information with the Commissioner, the EEO Office also holds a quarterly meeting with the agency's HR Director and General Counsel to review existing EEO-related agency trends and associated policies, programs, and practices as recommended by the EEPC. In FY22, the EEO office will utilize the agency's newly created equity dashboard to discuss workforce trends with senior leadership on a quarterly basis. The dashboard will provide data from CEEDS enhanced by additional indicators such as line of service (LOS), average salary, EEO complaint trends and training completions. The fact that DCAS lost almost 9% of its staff during the pandemic makes workforce analysis and trends especially important in recruiting and retaining talent.*

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

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

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

1. **Workforce:** Through its Race Equity Initiative (REI), DCAS created an equity dashboard that contains indicators for diversity, equity, and inclusion, such as employee demographics by race, gender, age, and job group, representation in leadership, underutilization, training completion rates, and number of EEO complaints, among other categories. On a quarterly basis, equity dashboards will be shared with leadership and meetings will be scheduled to discuss the content. Agency leadership will be asked to create action plans for addressing underutilization and/or underrepresentation in the job groups where they can do so – either through discretionary hiring/diverse recruitment strategies or career development/advancement of existing employees.

2. **Workplace:** DCAS will continue its annual heritage month events as well as partner with Workwell NYC to provide DCAS employees with access to health and wellness activities throughout the year. In addition to these efforts, we will conduct “EEO In Your Borough” presentations for our field staff and launch a new “REI Champions” Program.

- a. The “EEO In Your Borough” program was launched in 2019 to provide field staff an overview of their rights and responsibilities under the EEO Policy, their right to request reasonable accommodations, if needed; the importance of reporting EEO-related matters and seeking assistance, and that the EEO Policy protects them from retaliation and harassment. Although originally slated to be an annual engagement, the program was suspended in FY 2021 due to the COVID-19 pandemic. It is our goal to relaunch and enhance the program by holding our “meet and greet” sessions virtually and in-person in FY 2022, as well as ensure that our field supervisors are equipped with information and resources to effectively carry out their responsibilities within the City’s EEO Policy.

b. To expand our outreach and create sustainability for the REI program, the “REI Champions” program will be open to all DCAS employees that have an interest and personal commitment to achieving an equitable work environment. As an REI Champion, an employee will receive "train-the-trainer" courses on unconscious bias, structured interviewing, and bystander intervention and will assist in the facilitation of these courses along with the REI taskforce, HR and EEO. REI Champions will also have quarterly roundtable discussions with the REI taskforce on topics from our learning series and have a chance to contribute to the programming of REI events for DCAS employees.

**3. Community:** DCAS provides effective shared services to support the operations of New York City government with a commitment to equity, effectiveness, and sustainability. Although our main customers are other City agencies, some of our services extend to the public, such as providing the City’s exams, providing facilities management to 55 public buildings, and citywide procurement of goods and services.

To provide services in an inclusive and equitable manner, the agency will utilize the functions of its Office of Citywide Recruitment (OCR) to conduct outreach and promote civil service jobs to diverse communities across the City; ensure that people with disabilities have an equal opportunity to enjoy all of the agency’s programs, services, and activities; and engage in procurement from and the promotion of minority and women-owned business for City government contracting and sub-contracting opportunities.

**4. Equity and Race Relations Initiatives:** DCAS’s Race Equity Initiative (REI) was created in October 2020 to help build the most equitable workplace for our employees and to provide a safe space for employees to discuss topics related to race and what we can do as a community to understand and address racism in our society. In FY 2022, we will continue to offer our monthly learning series and implement our equity dashboard discussions with leadership on a quarterly basis. Our new initiatives will include a "Back to Equity" speaker series in partnership with the Mayor's Office of Appointments' "LEADNYC" initiative and the launch of our "REI Champions" Program. These new initiatives will not only enable us to reach a broader audience, but we also expect to build a community of employees and internal talent that: (1) are interested in and committed to equity work and (2) will lessen our dependency on external consultants in the future, thus making REI more cost effective.



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

**A. WORKFORCE:**

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

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

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

The agency will address underutilization in FY 2022 by:

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

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

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

**Describe specific actions designed to enhance equity:**

To inform our employees of various careers and encourage staff to take civil service exams, DCAS Human Resources and several lines of service partner with the DCAS Office of Citywide Recruitment (OCR) to provide Civil Service 101 sessions to our new hires and our seasonal and/or temporary employees, such as Job Training Participants, Urban Fellows, and summer interns. Although hiring has been limited due to the COVID-19 pandemic, our EEO and HR offices continue to maintain an updated list of vacancies and job titles which show underutilization and warrant diverse recruitment efforts. This information will also be shared with hiring managers that have approved discretionary positions and have the opportunity to conduct targeted recruitment.

**Additional Initiatives, Programs, or Comments:**

The identification of high potential talent as well as coaching, mentoring, and cross-training programs are typically created and implemented at the line of service level. During this fiscal year, DCAS Human Resources, Employee Relations, and EEO will encourage the lines of service to integrate the agency's succession planning program into their plans for staff development. DCAS Human Resources created a Knowledge Transfer Plan (KTP) template that lines of service can use for this purpose. We will also continue to hold our Senior Management forums where we will reiterate this message and encourage our senior managers to create professional development opportunities for their staff.

**B. WORKPLACE:**

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

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

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

List below the names of existing ERGs:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

Agency Diversity Council is in existence and active.

Agency will sponsor focus groups, town halls, and learning events on race, equity, and inclusion.

- Agency will actively inform employees of their rights and protections under the New York City EEO Policy.
- Agency will keep employees informed of the EEO complaint and reasonable accommodation processes and circulates *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.
- Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.
- In FY 2021, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention, and advancement of people in underrepresented groups:
  - Engagement /Job Satisfaction/ Employee Morale Survey(s)
  - Workplace Insight Survey for Exiting (WISE) Managers
  - Exit interview or surveys developed by the agency
  - Other (specify): \_\_\_\_\_
- The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):
  1. Training for supervisors and managers.
  2. Creating more professional development and/or advancement opportunities for employees.

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

Through its Race Equity Initiative (REI), DCAS ensures that our employees have resources to educate themselves on racial diversity and inclusion, offers safe spaces to engage in meaningful dialogue about race, and provides an assessment tool for leadership to achieve a more equitable workplace. DCAS had a previous employee resource group that ceased activity in 2020. In many aspects, REI operates as an Employee Resource Group (ERG) and Diversity Council for the agency.

**Additional Initiatives, Programs, or Comments:**

DCAS’s Employee Relations unit conducts a 30-day and 90-day check-in with new hires to the agency after orientation.

Our Human Capital division partners with our Office of Citywide Recruitment (OCR) to provide Civil Service 101 sessions to the public and to recruit for underutilized or hard-to-recruit titles.

**C. COMMUNITY:**

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

In FY 2022, the agency will:

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

**Describe specific actions designed to enhance equity:**

In FY 2022, DCAS staff will continue to participate in OCR’s “CityTalk” panel discussions and recruitment volunteer program which allows DCAS staff to represent the agency at career fairs and other recruitment related events that cater to diverse populations such as youth, people with disabilities, veterans, and other ethnic demographics. We will also continue to share open opportunities in OCR’s monthly newsletter that is sent to career services professionals at community-based organizations and educational institutions, as well as to diverse job seekers.

DCAS will continue to identify and encourage the utilization of MWBE vendors in the procurement of its goods and services.

DCAS will ensure that accessibility services and the process for requesting accommodations are clearly identified on the agency’s website, including the contact information for the agency’s Disability Services Facilitator.

Additional Initiatives, Programs or Comments:

**V. Recruitment**

**A. Recruitment Efforts**

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

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

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize the Inclusive Recruitment Guide issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
  - Currently in operation.
- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities (MOPD) at [nycatwork@mopd.nyc.gov](mailto:nycatwork@mopd.nyc.gov), (212) 788-2830, and ACCES VR by sending the job vacancy notices to Maureen Anderson at [Maureen.Anderson@nysed.gov](mailto:Maureen.Anderson@nysed.gov) or (212) 630-2329, so they can be shared with MOPD clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at [citywiderecruitment@dcas.nyc.gov](mailto:citywiderecruitment@dcas.nyc.gov).
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
  - Structured Interviewing training
  - Unconscious Bias training
  - Everybody Matters EEO and Diversity and Inclusion Training

Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

*Additional Strategies, Initiatives and Comments:*

**B. Recruitment Sources**

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. NYC ATWORK	1. Qualified applicants with disabilities <input checked="" type="checkbox"/> Previous hires from this source
2. Recruitment events sponsored by DCAS's Office of Citywide Recruitment (OCR)	2. Diverse applicant pools by race/ethnicity, gender and skill set <input checked="" type="checkbox"/> Previous hires from this source

**C. Internships/Fellowships**

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

The agency provided the following internship opportunities in FY 2021:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F __ Non-Binary __  Other __ Unknown __
2. Public Service Corps	12	(2) Black; (1) Hispanic; (1) Asian/Pacific Islander; (1) Native American; (5) White; (2) Did not disclose	M _4_ F _6_ Non-Binary __  Other __ Unknown _2_
3. Summer College Interns	14	(4) Asian/Pacific Islander; (3) Black; (3) Hispanic; (1) Native American; (1) Two or more races; (2) Did not disclose	M _8_ F _5_ Non-Binary 1__ Other __ Unknown __
4. Summer Graduate Interns	3	(1) Asian/Pacific Islander; (1) White; (1) Did not disclose	M _0_ F _3_ Non-Binary __  Other __

			Unknown __
<p><b>* Self-ID data is obtained by EEO Office from NYCAPS.</b></p>			
<p><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.</p> <p><input checked="" type="checkbox"/> The agency has hired former interns/fellows.</p> <p><input checked="" type="checkbox"/> The agency plans to provide internship/fellowship opportunities in FY 2022.</p>			
<p><i>Additional Comments:</i></p>			

**D. 55-a Program**

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

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

DCAS utilizes the 55-a Program to hire and retain qualified individuals with disabilities by participating in Diversity Career Fairs hosted by the agency’s Office of Citywide Recruitment and by posting our job opportunities with NYC ATWORK. We will interview all qualified applicants referred by the MOPD through their NYC ATWORK program

- Agency uses mostly non-competitive titles which are not eligible for the 55-a Program.
- Agency does not use the 55-a Program and has no participating employees.

2. Indicate the goals of your 55-a Program Coordinator for FY 2022. Also include your agency plans to do the following: participate in career and job fairs; use internship, work-study, co-op, and other programs to attract a pool of diverse 55-a program applicants; and promote and encourage 55-a program participants to take civil service examinations.



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

Currently, there are   9   [number] 55-a participants.

There is   1   [number] participant who has been in the program less than 2 years.

Last year, a total of   0   [number] new applications for the program were received and   1   participants left the program due to [state reasons]   retirement  .

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

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

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

The goals of the 55-a Coordinator for FY 2021 are:

1. Serve as an information resource for the agency on the 55-a program application process.
2. Ensure the 55-a program is included in the agency’s recruitment strategies by including DCAS’s job opportunities in diversity career fairs and the NYC ATWORK program.
3. Maintain an updated record of the agency’s 55-a Program participants.

These goals are the same as last year.

***Additional Goals, Initiatives, and Comments:***

The contact information for the agency’s 55-a Coordinator will be listed on the DCAS website so that people with disabilities who are interested in working for DCAS and applying to the 55-a Program can obtain the necessary information.

Human Resources will notify 55-a participants when a promotional exam is given for which they are eligible and encourage them to apply.

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

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

**A. Career Counselors**

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

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

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

*Additional Initiatives and Comments:*

**B. New Hires and Promotions**

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

In FY 2022, the agency will do the following:

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

*Additional Comments:*

**C. Selection Process**

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

During FY 2022, the agency will do the following:

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

*Additional Comments:*

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

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

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

*Additional Comments:*

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

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

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

**PRE-SELECTION:**

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

**POST-SELECTION:**

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

*Additional Comments:*

**F. Layoffs**

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

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2021.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO officer and general counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contract (for non-competitive and labor class titles).

**VII. Training**

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

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning/or classroom/webinar as needed)	All new hires and employees that have not completed this training within the last two years	300+	July 2021 – June 2022
2. Sexual Harassment Prevention (e-learning)	All employees	2,400	March 2022 – June 2022
3. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees	300+	January 2022 – June 2022
4. Disability Etiquette	Hiring Managers and employees that interact with the public ( <i>that have not already completed training</i> )	50+	January 2022 – June 2022
5. Structured Interviewing and Unconscious Bias (classroom/live webinar)	Hiring managers, HR and EEO personnel ( <i>that have not already completed training or need a refresher</i> )	100+	January 2022 – June 2022
6. Unconscious Bias	Managers, Supervisors	85+	January 2022 – June 2022
7. Bystander Intervention	Open to all employees	100+	March 2022 – June 2022



**VIII. Reasonable Accommodation**

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

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

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

<http://extranet.dcas.nycnet/eo/diversityeeo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (page 17)

- The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

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

The EEO officer ensures that the appropriate agency personnel engage in a cooperative dialogue 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 other offices that are relevant to the request, 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. A determination on the request will be made within 30 days or less, unless additional information is required. Should a determination take longer than 30 days, the requestor will be notified of the delay and given an estimated timeframe for when a determination can be expected.

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 their designee, Crystal Monge, Chief Engagement Officer, will review the applicant's/employee's appeal of the denied reasonable accommodation request. The commissioner or their 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.

**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, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

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

*Additional Comments:*

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

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

- The agency appointed a chief diversity officer/chief MWBE officer by August 28, 2020.

Provide the name and title of the chief MWBE officer: Adam Buchanan, Acting Deputy Commissioner for the Office of Citywide Procurement

*Additional Comments:*

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

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

*Additional Comments:*

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

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

*Additional Comments:*

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

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

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

*Additional Comments:*

**X. Audits and Corrective Measures:**

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

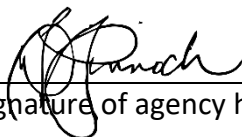
- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
  
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or \_\_\_\_\_ [**another governmental agency – please specify**] specific to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

XI. Agency Head Signature

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

**Dawn M. Pinnock**

\_\_\_\_\_  
Print name of agency head



\_\_\_\_\_  
Signature of agency head

**April 13, 2022**

\_\_\_\_\_  
Date

**APPENDIX**

Contact Information for Agency EEO Personnel

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

	<b>Title/Function</b>	<b>Name</b>	<b>Email</b>	<b>Telephone</b>
1.	<b>Agency Diversity &amp; EEO Officer</b>	Belinda French	bfrench@dcas.nyc.gov	212-386-0297
2.	<b>EEO Investigator</b>	Milangely Lopez	millopez@dcas.nyc.gov	212-386-0261
3.	<b>EEO Administrative Assistant</b>	Ashley Miller	axmiller@dcas.nyc.gov	212-386-6399
4.	<b>Agency Deputy EEO Officer</b>	N/A		
5.	<b>Agency Chief Diversity and Inclusion Officer</b>	N/A		
6.	<b>Agency Diversity &amp; Inclusion Officer [if designated]</b>	N/A		
7.	<b>Chief Diversity Officer/Chief MWBE Officer per E.O. 59</b>	Adam Buchanan (Acting)	abuchanan@dcas.nyc.gov	212-386-6333
8.	<b>ADA Coordinator</b>	Belinda French		
9.	<b>Disability Rights Coordinator</b>	Belinda French		
10.	<b>Disability Services Facilitator</b>	Belinda French		
11.	<b>55-a Coordinator</b>	Shameka Blount	sblount@dcas.nyc.gov	212-386-0232
12.	<b>Career Counselor(s)</b>	Shameka Blount	sblount@dcas.nyc.gov	212-386-0232
13.	<b>Training Liaison(s)</b>	Gillian Coutain	gcoutain@dcas.nyc.gov	(212) 386-6435



14.	<b>EEO Counselor(s)</b>	Althea Edwards Carmen Bello Phillip Boyce Latesha Parks Raymond Vinueza Tanya Hall	aedwards@dcas.nyc.gov cbello@dcas.nyc.gov pboyce@dcas.nyc.gov lparks@dcas.nyc.gov rvinueza@dcas.nyc.gov thall@dcas.nyc.gov	<a href="tel:212-386-0563">212-386-0563</a> <a href="tel:212-386-0364">212-386-0364</a> <a href="tel:212-386-0329">212-386-0329</a> <a href="tel:212-386-6313">212-386-6313</a> <a href="tel:212-386-6287">212-386-6287</a> <a href="tel:212-386-1702">212-386-1702</a>
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