



**Local Law 101 (2018):
Action Plans Report
from 2020 Workplace
Climate Survey**





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Section I: Local Law Overview

This report was prepared pursuant to Local Law 101 (LL 101) of 2018, the Stop Sexual Harassment in NYC Act, which mandates the Department of Citywide Administrative Services (DCAS) to “develop a climate survey to assess the general awareness and knowledge of the City’s Equal Employment Opportunity Policy (EEO Policy), including but not limited to sexual harassment policies and prevention [...]”

Since the enactment of LL 101, DCAS has completed the following:

- Administered a citywide survey in 2018 and circulated an enhanced survey in 2020.
- Submitted a report summarizing the 2018 Climate Survey results to the mayor and to the city council in February 2019.
- Prepared a citywide LL101 Action Plans report that summarized city agencies’ action plans, and which was submitted to the mayor and the city council in 2020.
- Submitted the summary report of the *2020 Workplace Climate Survey* results to the mayor and to the city council by December 31, 2021.

This report satisfies the LL 101 provision that mandates: “Department of Citywide Administrative Services (DCAS) shall work with each agency, no later than December 31, 2022, to update their action plans, to be incorporated into each agency’s annual EEO plan (i.e., FY 2023 Annual Diversity, Equity, Inclusion and EEO Plan) and to be reported to the mayor and the speaker of the city council on or before December 31, 2022.”

DCAS provided agency-specific results of the *2020 Workplace Climate Survey* to agencies’ EEO officers. The agencies were guided to develop customized action plans based on their review of their 2020 survey results. They were encouraged to consider their workforce size and workplace structure when tracking their agency’s performance against the 2018 benchmark survey findings as well as citywide results (provided by DCAS).

In addition to analyzing their overall survey results, agencies were directed to develop an action plan with specific strategies, initiatives, and programs to address key areas of concern identified in LL 101, including employee familiarity with the EEO Policy and the complaint process, workplace discrimination (experienced and/or witnessed), and supervisor/managerial knowledge of EEO Policy and procedures.

Section II: Executive Summary of Agency-specific Climate Survey Action Plans

Most agencies saw an improvement in awareness of the EEO Policy since the benchmark survey in 2018.¹ Based on the general positive findings, each agency's action plan includes a combination of tactics that have been proven successful along with a collection of innovative approaches to address six key objectives. This subsequent section features a selection of those tactics to provide an overview of the variety of strategies and programs that have been proposed across the City. A detailed overview of each action plan can be found in Section III.

Objective 1: Increase employees' familiarity with the EEO Policy.

Sample Agency Action Plan responses include:

- *The agency head will e-mail all staff annually an EEO Policy Statement, anti-sexual harassment statement, and a copy of the EEO Policy.*
- *The EEO Office will ensure all staff are trained on Equal Employment Opportunity policies and processes, including reasonable accommodation and complaint process, workplace discrimination, workplace protections, racial equity, and other information as it pertains to the Policy.*
- *Send all employees a link to the current Policy, which is also accessible on the agency's intranet site.*
- *The EEO Office will continue to implement mandatory EEO training for all staff throughout the fiscal year. The trainings will be computer-based for much of the department but targeted in-person trainings will be directed to managers and supervisors.*
- *All new employees, including directors, will be provided a copy of the EEO Policy at onboarding.*
- *The agency will send the EEO Commitment Statement and Sexual Harassment Prevention Statement by officewide email semi-annually and it will continue to be posted on the intranet and bulletin boards.*

Objective 2: Improve the EEO Office's visibility to the workforce.

Sample Agency Action Plan responses include:

- *The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to increase familiarity with the EEO Policy*

¹ Familiarity with the EEO Policy improved by nearly 4%, from 92.4% in 2018 to 96.1% in 2020.

in general, and to ensure that managers and supervisors are familiar with their obligations to 1) report all possible violations of the EEO Policy to the EEO Office, and to 2) refer all reasonable accommodation requests to the reasonable accommodation officer.

- *Circulate the Commissioner's EEO Policy Statements, which include EEO contact information, to all agency employees.*
- *Ensure that the Commissioner's Policy Statements are posted at all agency work locations.*
- *Since its return to office in September 2021, the EEO Office has continued its quarterly "in person" visits to the department's borough offices. This initiative was in place pre-COVID as a best practice to be more visible to workforce who are not at their central location. The EEO Office is also present at in-person meetings for field staff at the request of the division managers to give non-office staff an opportunity to engage with the EEO Office.*
- *All commands/offices are required to have information regarding EEO posted and available. Audits will be conducted to ensure that this information is present and made available to those who may be non-compliant. Follow-up visits will be made to ensure ongoing compliance.*
- *Develop "Meet the EEO officer", which would be done as a Lunch & Learn both in person and virtually, providing an opportunity for employees to learn more about the workings of the EEO Office and to ask questions in a safe space.*

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

Sample Agency Action Plan responses include:

- *Increase employee familiarity with the EEO complaint process at the start of their employment (i.e., onboarding) and throughout their tenure.*
- *Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site.*
- *Host Lunch & Learn sessions on the EEO investigative process.*
- *EEO Liaison Complaint Process Training – Liaisons will receive training on the complaint process and serve as a resource for employees with questions*

about filing a discrimination complaint. EEO liaisons will advertise this resource in a physical posting at their location.

- The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.*
- The EEO/DEI officer will create an annual training for EEO counselors to keep them refreshed on issues, including the EEO complaint process.*
- Once a quarter, the agency will distribute the toll-free Hotline to Report Sexual Harassment, 1-800-HARASS-3 (1-800-427-2773), via email agencywide. The information will also be posted on the agency's intranet and will be posted and visible as flyers on the agency's various bulletin boards.*
- The EEO complaint process is listed on all agency computers, visible in break rooms and posted on bulletin boards. Emails are also sent periodically reminding staff of these resources and where they can be found. To further educate staff, the agency plans to increase these notices via emails or memos to staff, reminding them of all resources available. Optional DCAS-led trainings will also be made available to staff should they wish to participate.*

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

Sample Agency Action Plan responses include:

- In at least one of the monthly emails sent to all staff by the EEO/DEI officer, there will be a reminder about the City's EEO Policy and employees' protected rights and the City's prohibition of discrimination each fiscal year.*
- Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site, with a list of the materials they will find: EEO Complaint Process at a Glance; EEO Discrimination Complaint Intake Form; EEO Policy and Procedures; Notice of Rights; Request for Reasonable Accommodation Form; Sexual Harassment Policy Statement; Stand Against Violence; and the 55-a Program.*
- Remind employees to take bi-annual mandatory EEO trainings.*
- Each year when the HR department reminds managers and supervisors that their annual employee performance evaluation submissions are due, the communication will also include a reminder that an annual EEO conversation needs to occur with their staff. This conversation includes reminding staff of*

how they can report an EEO violation. Managers and supervisors will also have to remind all temporary resources and consultants on a yearly basis that the same applies to them.

- *Coordinated outreach by EEO Office to make sure there is a 100% completion rate on all mandated EEO related trainings, including Sexual Harassment Prevention, Everybody Matters, LGBTQ, and Disability Etiquette and Awareness.*
- *Mandate racial equity training for all employees that addresses issues concerning implicit bias, microaggression, and privilege.*
- *Continuation and updating of the annual “[Agency] EDI [EEO, Diversity & Inclusion] Talk”. These are guided discussions the agency’s supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under the agency’s sexual harassment prevention policies and the EEO Policy’s protections from discrimination, retaliation, and harassment, with a focus on sexual harassment. The agency requires that all managers and supervisors present the agency’s EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk.*
- *Post sexual harassment prevention posters on all bulletin boards across borough offices.*

Objective 5: Improve managers’ and supervisors’ awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

Sample Agency Action Plan responses include:

- *Require all managers and supervisors to perform an EEO talk to their direct reports which includes providing them with contact information regarding the EEO Office.*
- *The EEO officer will present on the EEO Policy at a directors’ meeting semi-annually.*
- *Targeted training for managers and supervisors advising them of their obligations to help reinforce the EEO Policy and to reach out to the EEO Office if they become aware of a potential EEO inquiry.*

- *Ensure that all managers and supervisors complete all City-mandated trainings: Everybody Matters: EEO and Diversity & Inclusion, LGBTQ+: The Power of Inclusion, and Sexual Harassment Prevention.*
- *Develop “Meet the EEO officer”, which would be done as a Lunch & Learn both in-person and virtual providing an opportunity, especially for managers and supervisors, to learn more about the workings for the EEO Office and to ask questions in a safe space.*
- *EEO language regarding mandatory reporting is added to managerial evaluations.*

Objective 6: Improve managers’ and supervisors’ knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

Sample Agency Action Plan responses include:

- *The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to improve managers’ and supervisors’ knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.*
- *The EEO/DEI officer will work with the learning and development officer and the director of HR on how to better integrate where to direct employees who may want to discuss a potential violation of the EEO Policy into the new managers’ training process.*
- *The EEO Office will post on the agency’s intranet EEO resources, including the revised EEO Policy.*
- *EEO officer and/or counselors will make presentations at staff meetings.*
- *Once a quarter during FY 2023, the agency’s EEO Office may consider either: (i) scheduling a “Come Talk with EEO Day,” or (ii) do an email distribution to managers and supervisors called “Send us your Diversity, Equity & Inclusion Suggestions or Concerns.”*

Section III: Agencies' Climate Survey Action Plans

The following includes an aggregate list of agency Climate Survey Action Plans based on an analysis of the agency-specific results from the citywide *2020 Workplace Climate Survey*. Agencies submitted their action plan to DCAS in their Annual Diversity, Equity, Inclusion and EEO Plan. Agencies that do not appear in this report did not submit an action plan pursuant to LL 101.²

² Repeating language for objectives, intended reach, and office responsible in agency submitted Action Plans was replaced with references to the original objective, i.e., “same as objective [number].” In addition, selected statements were edited to address grammatical errors and for clarity.

Administration for Children's Services (ACS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- ACS includes links on its intranet site to access relevant EEO policies, useful information regarding employees' rights and responsibilities thereunder and available EEO trainings.
 - **Intended reach:** All staff.
 - **Office responsible:** EEO Office (the EEO officer/EEO Office staff), agency head's office and ACS Division on External Affairs.

Objective 2: Improve the EEO Office's visibility to the workforce

- Same as objective 1.
- The newly appointed EEO officer has held and continues to hold "Meet-and-Greet" meetings with ACS division leadership to disseminate information about the EEO Office and its mission to pass on to their staff members. The EEO officer also holds as needed meetings with ACS division managers and staff to explain EEO's function, discussions to target specific issues implicating EEO Policy when they arise and in-service EEO trainings to address situations and/or as requested to inform staff.
- All EEO staff members' email signature lines contain links to ask questions of the EEO Office, to make inquiries, and to file complaints and reasonable accommodation requests.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer/ EEO Office staff.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- ACS includes a link on its intranet site to the NYC EEO Policy, which includes the EEO complaint process and where and how to file a complaint.
- ACS provides EEO trainings to all new staff hired as a component of its new hire orientation program.
- The EEO Office plans to implement periodic EEO trainings to ACS staff on a rolling basis, which will include the EEO complaint process and where and

how to file a complaint, once the EEO Office staff has increased to make this initiative possible.

- **Intended reach:** Same as objective 1.
- **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- ACS includes links on its intranet site to the NYC EEO Policy, NYC Reasonable Accommodation Procedural Guidelines, ADA Procedure, Dating Policy and Sexual Harassment Policy.
- ACS provides EEO trainings to all new staff hired as a component of its new hire orientation program.
- ACS ensures that all its employees take all mandatory EEO-related trainings required and provided by DCAS, including Sexual Harassment Prevention and other anti-discrimination trainings.
- The EEO officer, agency head and Division of External Affairs sends periodic reminders to all staff to complete required EEO trainings by their due dates.
- The EEO Office will also provide in-service trainings on these topics as needed and/or requested by division leadership/managers.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- ACS ensures that all its employees take all mandatory EEO-related trainings required and provided by DCAS, including Sexual Harassment Prevention and other anti-discrimination trainings. The EEO Office will also provide in-service trainings on these topics as needed and/or requested by division leadership/managers.
 - **Intended reach:** ACS managers and supervisors.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Board of Education Retirement System (BERS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate an annual agency-wide email including EEO resources (e.g., the revised EEO Policy).
- EEO presentation at BERS town hall in FY 23.
 - **Intended reach:** All staff, including executive office, managers, interns, consultants, etc.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will inform staff on the EEO complaint process via an annual agencywide email.
- Inform staff on the role and responsibility of the EEO Office at the next town hall within FY23.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office will inform staff on the EEO complaint process via an annual agencywide email.
- EEO presentation at BERS town hall in FY 23.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Inform staff on the role and responsibility of the EEO Office at the next town hall within FY23.
- Provide presentation deck to all staff via email.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Inform managers of their role to report EEO violations via an All-Manager meeting within FY23.
- Provide training deck to managers via email.
 - **Intended reach:** Executive office, managers, and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Board of Standards and Appeals (BSA)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Board of Standards and Appeals has posted the City's EEO Policy on the website. All staff and commissioners were informed by email.
 - **Intended reach:** The intended target is all staff, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** Executive director, deputy director who is filling in as EEO officer, and EEO career counselor.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The staff and commissioners have been informed as to their rights via meetings and emails. Our goal is to make sure all employees are updated on all EEO rules, regulations and policies.
 - **Intended reach:** All staff and commissioners that have desktop computers and laptops.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The Board will redistribute the EEO Policy and Process and reach out to each employee to answer any questions they may have or require clarification they may need.
 - **Intended reach:** All staff and commissioners of the agency.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The Board already posts in several different areas of the office the rules and regulations for each and every employee to review.
 - **Intended reach:** All employees of the BSA who have desktops and laptops which enable them to access the information.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Provide training via videos and meetings to all managers and supervisors.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Borough President's Office – Bronx

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate agency-wide emails including EEO resources (e.g., Borough President's Commitment Statement, agency EEO Policy and NYC EEO Policy).
 - **Intended reach:** EEO resources, Borough President's Commitment Statement, agency EEO Policy as well as NYC EEO Policy are posted on employees' bulletin boards. In addition, there are designated computers for employees who do not have access to one so they can take EEO trainings and other trainings requested by the City of NY.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office shares constant communication with current staff regarding mandatory trainings, additional trainings and EEO resources.
- The EEO Office has an open-door policy and makes itself available in person, over the phone and/ or virtually for all staff members to reach out, as needed.
 - **Intended reach:** EEO resources and materials are posted on employees' bulletin boards and available upon request. Employees have been and will continue to be encouraged via email, to visit the EEO Office with concerns or questions.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office shares constant communication with current staff regarding mandatory trainings, additional trainings and EEO resources.
 - **Intended reach**
 - » EEO resources and materials are posted on employees' bulletin boards and available upon request.
 - » In addition to the email, employees are informed of where to find the information and encouraged to visit the EEO Office for any printed information needed.

- » The EEO Office does not have an intranet site therefore we rely heavily on EEO information posted on bulletin boards and sent via shared drive and email.

- **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Mandatory trainings, agency EEO Policy, NYC EEO Policy and additional appropriate literature is shared with staff on a regular basis.
 - **Intended reach:**
 - » Materials are posted on employees' bulletin boards and available upon request.
 - » Our EEO Policy is shared annually along with the Sexual Harassment Prevention (SHP) training schedule and during the onboarding process.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Mandatory trainings, agency EEO Policy, NYC EEO Policy and additional appropriate literature is shared with staff on a regular basis. Reminders regarding their responsibility to report any violations under the EEO Policy are also shared during staff meetings.
 - **Intended reach:**
 - » Materials are posted on employees' bulletin boards and available upon request.
 - » We will continue to remind managers of their continued responsibility to report EEO matters to the EEO officer.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Reminders during staff meetings of their responsibility to report any violations under the EEO Policy.

- **Intended reach:** Information to be shared in-person during staff meetings. Individual meetings with managers are supplemented with additional trainings, if needed.
- **Office responsible:** Same as objective 1.

Borough President's Office – Brooklyn

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office at the Brooklyn Borough President's Office has taken great strides to increase employee familiarity with the EEO Policy. This includes but is not limited to disseminating the agency EEO Policy to all staff each year and updating the agency SharePoint site with the most current information as it pertains to all EEO-related issues. Also, the EEO Office will continue to send out its monthly EEO newsletter agency-wide, which started in June 2022.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 2: Improve the EEO Office's visibility to the workforce.

- The agency EEO Office continues to announce to all staff any changes related to the EEO personnel. Currently the EEO Office has an open-door policy allowing all staff to come into the office regarding any issue they may be having. Moving forward, the EEO Office plans to rollout a more robust employee engagement initiative, incorporating ERGs from larger agencies and scaling them down to the size of the Brooklyn Borough President's Office.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Included within the agency's EEO Policy manual is a detailed guide of the EEO complaint process. This includes every detail from beginning to end. This information is also sent out separately six months after the policy manual is distributed to ensure that all employees have received it. The EEO Office will continue using this format to distribute this information as it has proven to be quite effective in reaching all employees. We will also include it in one of our monthly newsletters (three – four months after we send the six--month refresher).
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Included within the agency EEO Policy manual is a detailed guide of the EEO protected rights and categories. This includes every detail on how to begin filing for a reasonable accommodation. This information is also sent out separately six months after the policy manual is distributed every year to ensure that all employees have received it. The EEO Office will continue using this format to distribute this information as it has proven to be quite effective in reaching all employees. We have also included it in our July 2022 newsletter. Moving forward, we will continue to send out this information via our newsletter once yearly.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- In addition to the EEO Policy manual, managers are also sent a description of their duties as it pertains to EEO. This allows them to have a full understanding of the agency EEO Policy. Managers are allowed to communicate directly with the EEO officer if any portion of their function remains unclear to them. The EEO Office will continue using this format to distribute this information as it has proven to be quite effective in reaching all managers.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- In addition to the EEO Policy manual, managers are also sent a description of their duties as they pertain to EEO. This allows them to have a full understanding of the agency EEO Policy. Managers are allowed to communicate directly with the EEO officer if any portion of their function remains unclear to them. Within the description of their duties as they pertain to EEO, it is detailed to managers where they can direct employees regarding EEO matters. The EEO Office will continue using this format to distribute this information as it has proven to be quite effective in reaching all managers.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Borough President's Office – Manhattan

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officers will circulate a quarterly agency-wide email including EEO resources (e.g., the revised EEO Policy). The EEO Office will meet with all units on a quarterly basis, both with and without managers and supervisors, to increase familiarity with the EEO Policy in general, and to ensure that managers and supervisors are familiar with their obligations to 1) report all possible violations of the EEO Policy to the EEO officers, and to 2) refer all reasonable accommodation requests to the reasonable accommodation officer.
 - **Intended reach:** All staff (they all have access to computers).
 - **Office responsible:** The EEO officers.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to increase familiarity with the EEO Policy in general, and to ensure that managers and supervisors are familiar with their obligations to 1) report all possible violations of the EEO Policy to the EEO officers, and to 2) refer all reasonable accommodation requests to the reasonable accommodation officer.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to improve employee's knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO officers will meet with all units, both with and without managers and supervisors, on a quarterly basis to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Borough President's Office – Queens

Objective 1: Increase employees' familiarity with the EEO Policy.

- The agency head will e-mail all staff annually an EEO Policy Statement, anti-sexual harassment statement, and a copy of the EEO Policy.
- The EEO officer will circulate a reminder and overview of the EEO Policy on a quarterly basis.
- The EEO Policy will be posted and available in all common areas.
- The EEO officer will present at an all-staff meeting about the EEO Policy semi-annually.
- All new employees will be provided a copy of the EEO Policy at onboarding.
 - **Intended reach:** All staff, including the executive team, managers, staffers, and interns.
 - **Office responsible:** Agency head and EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- See as objective 1.
 - **Intended reach:** The executive team and managers.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 1.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Borough President's Office – Staten Island

Objective 1: Increase employees' familiarity with the EEO Policy.

- Based on the survey, 100% of respondents stated that they were familiar with the EEO Policy, and 95% stated that they had a good or better understanding of the policy. Based on these responses, the agency believes the current course of action is working and will therefore continue to send out periodic emails and postings to staff on all things related to the NYC EEO Policy.
 - **Intended reach:** All staff members.
 - **Office responsible:** The EEO Office..

Objective 2: Improve the EEO Office's visibility to the workforce.

- 90% of the agency's workforce surveyed indicated they were familiar with the agency EEO officer. At the time of dissemination of the survey, the agency was working remotely, which made EEO's visibility beyond emails a challenge. Even so, the familiarity was 90%. Since returning to the workplace, full time visibility has increased, as the EEO officers are able to have in-person discussions with staff. Therefore, the agency expects this number to further increase closer to 100%.
 - **Intended reach:** All staff members. Further, the EEO officers can be found making positive contact with agency employees throughout the day which may reach those who are less computer oriented.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO complaint process is listed on all agency computers, visible in break rooms and posted on bulletin boards. Emails are also sent periodically reminding staff of these resources and where they can be found. To further educate staff, the agency plans to increase these notices via emails or memos to staff, reminding them of all resources available. Optional DCAS-lead trainings will also be made available to staff should they wish to participate.
 - **Intended reach:** All staff. While all staff have access to computers, various EEO resources are posted in break rooms and bulletin boards to reach those staff members who may be less computer oriented.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The agency posts all notices of sexual harassment prevention and employees' rights under the EEO Policy on all agency computers and on bulletin boards across the office. Additionally, the agency disseminates EEO mandated trainings and ensures completion by each staff member. Reminders of the agency policy on EEO rights and responsibility are also sent periodically to staff via emails or memos.
 - **Intended reach:** All staff. While all staff have access to computers, various resources are posted in break rooms and bulletin boards to reach those staff members who may be less computer oriented.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Managers and supervisors are required to take the same DCAS mandated trainings as the rest of the office staff, and are held to the same, if not higher, standard of keeping up with the NYC EEO Policy guidelines. 100% of respondents who were supervisors or managers stated that they are aware of these policies and procedures.
 - **Intended reach:** Agency head, managers, and supervisors are the intended reach. The EEO officers may occasionally have in-person discussions with such personnel who may be less computer oriented.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- As a small agency with under 40 staff members, all managers and supervisors have knowledge of each staff member and their respective duties within the agency. All managers and supervisors therefore know the agency's EEO officers and their respective office locations, should they need to send an employee to an officer.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Business Integrity Commission (BIC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate a quarterly agency-wide email including EEO resources, including the revised EEO Policy.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Work to further the EEO message and promote diversity.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO officer & Chief Diversity Officer.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Send emails to staff regarding this process and post information in various areas of the agency.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Send emails to staff and post information in various areas of the agency.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Send emails to managers and supervisors and post information in various areas of the agency as well as offer courses on EEO & diversity provided by DCAS.
 - **Intended reach:** Managers and supervisors.

- **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Send emails to managers and supervisors and post information in various areas of the agency as well as the BIC Intranet.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Campaign Finance Board (CFB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate a quarterly agency-wide email including EEO resources, (e.g., the revised EEO Policy).
- The EEO officer will ensure employees can access the EEO Office and EEO officer to ask questions about the EEO Policy should they arise before, during and after all work hours.
- The EEO officer will post the EEO Policy to the intranet using links and PDFs.
- The Policy will be made available in print. Employees can request the Policy in accessible formats.
 - **Intended reach:** All staff will have access to the Policy. Few to no staff members operate without access to computers. Staff that don't have access to computers can request a printed copy of the EEO Policy. Unit heads will also be encouraged to access the Policy for their employees.
 - **Office responsible:** EEO Office, director of admin operations (posting of documents to intranet), Human Resources, and executive staff.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officer requested and received an updated intranet link and ensured that the EEO page was separate from the diversity and inclusion page so that all EEO documents are visible to staff. The EEO officer linked the human resources page to the EEO page so that employees are accurately routed to the EEO Office.
- The EEO officer sends all-staff emails regularly and has multiple physical bulletin boards across the office that contain updated contact information.
- The EEO officer also makes verbal announcements during team meetings ensuring accessibility to the EEO Office.
- EEO Counselors serve as liaisons to the EEO Office and can explain the function and existence of the EEO Office to colleagues.
 - **Intended reach:** The EEO Office should be visible to all staff. Few to no staff members operate without access to computers. Staff that don't have access to computers can contact the EEO Office using the contact information on the physical bulletin boards within the office space. The bulletin boards are in opposite spaces by exits so that all staff must

pass the information on their way in and out of the office. Staff can also contact Human Resources if they have an EEO related concern. Human Resources will refer the staff member to the EEO Office.

- **Office responsible:** EEO officer, EEO counselors, Human Resources, unit heads, and executive staff.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Employees are given information concerning the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed through the following actions, initiatives, programs and policies:
 - » New employee orientation
 - » EEO trainings given to all staff
 - » Visual material mapping out the course of an investigation posted on physical bulletin boards and CFB's intranet
 - » All-staff emails sent regularly
 - » Verbal discussions led by the EEO officer during all-staff meetings
- **Intended reach:**
 - » Same as objective 1.
 - » Staff that do not have access to computers can reach out to the EEO Office via telephone or in person during business hours.
 - » Staff members are also aware of their ability to book a floating computer desk to access a computer. No employee is denied this access.
- **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- An all-staff email will be sent out regularly with information in plain language communicating to staff their protected rights and prohibition of discrimination, including sexual harassment.
- The EEO Office will hold small group trainings explaining EEO protections to the entire workforce.

- The EEO intranet page will also be updated to ensure staff have access to information concerning their protected rights.
- Protected rights will be posted on physical bulletin boards within the office.
 - **Intended reach:** All staff. Given the nature of the work of this agency, few to no employees are left without computer access. Employees are always told during all-staff meetings that they are welcome to access the EEO Office, officer or counselors if they have any questions. Employees can also access floating desks if they need to reserve a computer for use. All employees are given computer credentials. Employees can also contact the EEO officer or counselors for more information on this.
 - **Office responsible:** EEO officer and EEO counselors.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO officer will hold EEO complaint and policy information sessions during unit head meetings to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- The CFB internal EEO Policy notes that employees can contact the EEO officer with any questions related to measures an employee may take to report any violations under the EEO Policy.
- The EEO officer holds one-on-one meetings with supervisors and managers to answer their respective questions and to inform them that they can come to the EEO officer with any questions or concerns.
- The EEO officer has posted and disseminated the *EEO Complaint Process at a Glance* document in addition to the City's EEO Policy to all staff via email. The EEO officer will regularly disseminate these documents so that the staff has up-to-date information.
 - **Intended reach:** Same as objective 4.
 - **Office responsible:** Same as objective 4.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The EEO officer is in constant communication with managers and supervisors and is frequently encouraging them to schedule one-on-one meetings so that they may review complaint procedures and learn more about whom and where to direct employees who may want to discuss a complaint under the EEO Policy.
- The EEO officer will also be developing an EEO training for managers and supervisors to address any questions they may have concerning whom and where to direct employees who may want to discuss a complaint under the EEO Policy.
- Announcements are also made during all-staff meetings so that managers and supervisors know who to contact.
 - **Intended reach:** CFB managers and supervisors. Few to no employees do not have computer access. They are also frequently made aware of their ability to contact the EEO officer in person should the need arise before, during and after work hours.
 - **Office responsible:** EEO officer, EEO counselors, and Human Resources.

Civil Service Commission (CSC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- In the past, the EEO officer circulated an annual agency-wide email containing EEO resources. The 2020 climate survey action plan includes an increase in this email's circulation from annual to quarterly.
 - **Intended reach:** All staff, supervisors, and commissioners.
 - **Office responsible:** The EEO officer will be responsible for implementing this action.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Increased frequency in the circulation of the EEO email containing EEO resources and the EEO officer's contact information will increase awareness of the EEO officer's function within the agency.
 - **Intended reach:** All staff and commissioners. All employees have access to computers.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The poster entitled *DCAS EEO Complaint Process at a Glance* will be posted conspicuously on notice boards. The posters will also be included in the quarterly EEO emails, which will contain agency specific EEO contact information.
 - **Intended reach:** All staff.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Computer-based training modules are excellent resources used to inform employees of the protected rights and prohibition of discrimination in the workplace. Additionally, the agency head issues an annual email regarding the intolerance of discrimination in the workplace.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- All supervisors and commissioners receive biannual EEO training and annual training in sexual harassment prevention. These trainings increase trainees' awareness of the measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
 - **Intended reach:** All supervisors and commissioners.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- All supervisors and commissioners receive biannual EEO training and annual training in sexual harassment prevention. These trainings include information on whom and where to direct employees who may want to discuss complaints under the EEO Policy.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Civilian Complaint Review Board (CCRB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will send the EEO Policy and procedures to all staff on a yearly basis.
- The EEO Policy is downloaded on all desktops.
- An overview of the EEO Policy and procedures will be provided to all new employees during the on-boarding process.
 - **Intended reach:** All employees.
 - **Office responsible:** Human Resources and EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- All staff will be made aware of the list of CCRB's affinity groups and how to join each group.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO Office.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Workshops will be scheduled to improve diversity and inclusion in the workplace included but not limited to best practices for creating an inclusive environment for LGBTQIA+ employees.
 - **Intended reach:** Managers.
 - **Office responsible:** Same as objective 3.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 1.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 3.

Commission on Human Rights (CCHR)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The agency head and general counsel (GC) will circulate periodic agency-wide emails including EEO resources (e.g., the revised EEO Policy).
- The revised EEO Policy and materials on reasonable accommodations and complaints are on the agency intranet.
- Periodic live EEO refresher sessions will be provided.
- GC open office hours.
 - **Intended reach:** All staff, interns, and consultants.
 - **Office responsible:** Acting Chief EEO officer, general counsel, HR, and the agency head.

Objective 2: Improve the EEO Office's visibility to the workforce.

- EEO refresher sessions by the EEO Office, including EEO team members.
- Periodic all-staff emails naming EEO team members and circulating relevant resources.
- Periodic EEO team meetings and planning for staff engagement events.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Acting EEO officer, EEO team, agency head.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 2.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Acting Chief EEO officer, EEO team, general counsel, HR, and the agency head.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Sexual Harassment Prevention (SHP) training is completed within thirty days of start date for new hires and offered periodically.

◇ Commission on Human Rights (CCHR)

- CCHR's website hosts a sexual harassment prevention training and provides multiple related materials.
- Protections related to gender-based harassment are included in staff trainings and discussions.
 - **Intended reach:** All staff, including central and borough offices.
 - **Office responsible:** EEO training liaison and general counsel.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Same as objective 1, 2 and 3.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Training is required for new staff within 30 days, and all staff on a periodic basis. CCHR provides multiple training reminders and opportunities for managers and supervisors.
- Reminders of duties and obligations are provided in writing and in meetings; they are also part of the discussions of the Human Rights Law protections.
 - **Intended reach:** Supervisors and managers in central and borough offices.
 - **Office responsible:** Acting chief EEO officer, EEO training liaison, general counsel, and HR.

Conflict of Interest Board (COIB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officer will send an annual email to all staff with COIB's EEO Policy Statement and EEO Policy, including links to access the City's EEO Policy and EEO Handbook. A copy of the policy will be posted on COIB's intranet and on the office bulletin board. The EEO officer will also send an annual email to all staff with the *DCAS EEO Complaint Procedural Guidelines*, *EEO Complaint Process at a Glance*, and *Reasonable Accommodations Procedural Guidelines*.
 - **Intended reach:** All staff.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- All staff are familiar with the EEO Office at COIB as it is a small agency with one physical work location. All staff have a work computer and email account. As part of the onboarding process, new hires meet the EEO officer and are given a copy of the EEO Policy. The EEO officer sends multiple emails to staff throughout the year.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- In addition to sending an annual email to all staff with COIB's EEO Policy, which outlines the EEO complaint process, the EEO officer will send an annual email to all staff with the *DCAS EEO Complaint Procedural Guidelines* and *EEO Complaint Process at a Glance*.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- COIB will aim for 100% compliance in the annual Sexual Harassment Prevention Training and the biennial *Everybody Matters: EEO and Diversity & Inclusion training*.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Based on the results of COIB's 2020 Climate Survey, all managers and supervisors are aware of measures that an employee may take to appropriately report any violations under the EEO Policy. The EEO officer will send an annual reminder to all managers and supervisors.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Based on the results of COIB's 2020 Climate Survey, all managers and supervisors know to whom and where to direct employees who may want to discuss a complaint. The EEO officer will send an annual reminder to all managers and supervisors.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department for the Aging (DFTA)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will ensure all staff are trained on EEO Policies and Processes, including reasonable accommodation, complaint process, workplace discrimination, workplace protections, racial equity, and other information as it pertains to the policy.
- The EEO Office will share quarterly emails with staff reminding them of the EEO policies and procedures.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- Information will be shared with employees at staff meetings.
 - **Intended reach:** All staff, including managers, supervisors, and senior leadership, who take the DCAS eLearning/CBT courses as scheduled. The EEO Office and/or DCAS will train all staff who do not have access to computers.
 - **Office responsible:** The EEO Office will be responsible for implementing the action.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will ensure all employees are trained and make announcements on the Employee Muster on services available through the EEO Office.
- The EEO Office will also share quarterly emails with staff reminding them of their rights and responsibilities and other help the EEO Office can provide.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO officer and/or counselors will attend staff meetings to enhance visibility.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office will ensure all staff are trained on equal employment opportunity policies and processes including where and how to file a formal complaint, and what happens after a complaint is filed.
- The EEO Office will share quarterly emails with staff reminding them of the EEO policies, procedures, complaint process, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO officer and/or counselors will make presentations at staff meetings.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Office will ensure all staff are trained on equal employment opportunity policies and processes, including understanding their protected rights and prohibition of discrimination, including sexual harassment) in the workplace.
- The EEO Office will share quarterly emails with staff reminding them of the EEO policies, procedures, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including information on protected rights and prohibiting discrimination, including sexual harassment, in the workplace. The revised EEO Policy will also be included.
- EEO officer and/or counselors will make presentations at staff meetings.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO Office will ensure all managers and supervisors are trained on equal employment opportunity policies and processes including measures

that an employee may take to report any violations under the EEO Policy, discrimination, and sexual harassment.

- The EEO Office will share quarterly emails with managers and supervisors reminding them of their responsibilities, the EEO policies, procedures, and other important information.
- The EEO Office will post on the agency's intranet EEO resources, including the revised EEO Policy.
- EEO officer and/or counselors will make presentations at staff meetings.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Department of Buildings (DOB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate biannual agency-wide emails including EEO resources, such as applicable updates to the EEO Policy and ongoing initiatives.
- Poster boards throughout the borough offices and central offices will be updated to reflect the most current federal, state and city provisions applicable to the City's EEO Policy. Poster boards have been updated every two years since 2018.
- The EEO Office will continue to implement mandatory EEO training for all staff throughout the fiscal year. The trainings will be computer-based for much of the department but targeted in-person trainings will be directed to managers and supervisors.
 - **Intended reach:** All staff including temporary, consultants and field staff will receive applicable information through an agency-wide email. All staff have access to computers, field staff are assigned tough books.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Since its return to office in September 2021, the EEO Office has continued its quarterly in-person visits to the DOB's borough offices. This initiative was in place pre-COVID as a best practice to be more visible to the workforce not at our central location. The EEO Office is also present at in-person meetings for field staff at the request of the division managers to give non-office staff an opportunity to engage the EEO Office.
 - **Intended reach:** All staff including temporary workers, consultants, and field staff. All staff have access to computers, field staff are assigned tough books.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- All new hires receive a digital copy and a paper copy [of the EEO Policy] within 30 days of hire. New hires are also given a copy of the EEO complaint process

and the complaint stages from beginning to end. Contact information from the EEO Office is also available for new employees to engage with the EEO Office as needed.

- The information provided to new hires is also available on the DOB's Intranet page and is available to all staff. Contact information from the EEO Office is also available for all employees to engage with the EEO Office as needed.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- DOB's EEO Policy will be issued at the beginning of the fiscal year and at the beginning of the calendar to help reinforce and increase employees' understanding of their rights under the City's EEO Policy.
- Mandatory compliance training for sexual harassment prevention and *Everybody Matters*. Training will be computer-based and in-person if needed.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Targeted training for managers and supervisors advising them of their obligations to help reinforce the EEO Policy and to reach out to the EEO Office if they become aware of a potential EEO inquiry.
 - **Intended reach:** Managers and supervisors within their respective divisions will receive targeted in-person trainings and emails. All staff have access to computers, field staff are assigned tough books.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Department of Citywide Planning (DCP)

Objective 1: Increase employees' familiarity with the EEO Policy.

- EEO Office will post on the agency intranet page and circulate the updated EEO Policy, EEO Complaint form, Reasonable Accommodation Guidelines and forms, the agency head Commitment Statement, and other EEO related resources.
- Update the bulletin boards in each borough office with posters and flyers about EEO, Sexual Harassment Prevention, and other EEO related information.
- Make sure that all restrooms within the agency have the single-sex facility poster posted as per Executive Order 16.
- Host *Lunch & Learn* sessions to discuss novel EEO related issues that could arise in the workplace.
- Implement training for managers and supervisors of their obligations under the EEO Policy.
 - **Intended reach:** Schedule DCP commissioners to attend virtual live DCAS trainings to fulfill the completion of their EEO mandated trainings.
 - **Office responsible:** The EEO officer, the human capital director, and other senior executives, will collectively be responsible for implementing these EEO/D&I initiatives.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Improve knowledge and awareness of reasonable accommodation process by hosting trainings and educational sessions for all staff.
- Improve knowledge and awareness of EEO investigatory process by hosting trainings and educational sessions.
- EEO Office will collaborate with agency ERGs on various initiatives.
 - **Intended reach:** All staff, including DCP commissioners. EEO Office will host in-person training sessions for all DCP commissioners who don't have access to an agency computer.
 - **Office responsible:** The EEO Office will be responsible for implementing these actions.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Host Lunch & Learn sessions on the EEO investigative process.
- Circulate EEO intranet page which will include the updated EEO Policy, investigation form, investigative guidelines and other EEO related resources.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Coordinated outreach by EEO Office to make sure there is a 100% completion rate on all mandated EEO related trainings, including Sexual Harassment Prevention Training, *Everybody Matters*, LGBTQ, and disability etiquette and awareness trainings.
- Post sexual harassment prevention posters on all bulletin boards across borough offices.
- Mandate racial equity training for all employees that addresses issues concerning implicit bias, microaggression, and privilege.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Host Lunch & Learn sessions for managers and supervisors to train them on their obligations under the EEO Policy concerning issues related to sexual harassment and disparate treatment in the workplace.
- Provide EEO related resources to managers and supervisors.
- Host coaching and training sessions.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Department of Citywide Administrative Services (DCAS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- According to the *2020 Workplace Climate Survey*, the majority of DCAS employees that responded to the survey (97.5%) appeared to be familiar with the EEO Policy and its procedures. The planned actions for this fiscal year to maintain and/or increase employees' familiarity with the EEO Policy are: (1) distribute an agency-wide communication on DCAS's commitment to diversity and inclusion that includes EEO-related resources, (2) ensure that the agency's website maintains the revised EEO Policy and companion documents such as the agency's reasonable accommodation brochure, *EEO Complaint Process at a Glance*, and sexual harassment prevention policy statement, and (3) continue to present an overview of the EEO Policy to all new employees upon hire.
 - **Intended reach:** Hard copy documents will be distributed to all work locations that contain employees whose essential duties are not performed on computers or in an office environment.
 - **Office responsible:** EEO Office, Employee Relations and DCAS Communications.

Objective 2: Improve the EEO Office's visibility to the workforce.

- According to the *2020 Workplace Climate Survey*, the majority of employees appeared to be familiar with who the EEO officer is at the agency. However, the EEO Office is located at 1 Centre Street and about 50% of the agency work outside of 1 Centre Street, in several facilities across the five boroughs. For this reason, it is important that the EEO Office create initiatives to improve its visibility to the larger workforce.
- The planned actions for this fiscal year to improve the EEO Office's visibility to the workforce will include conducting site visits at least once each quarter to ensure that employees know the EEO Office and the EEO staff. These site visits will also include responding to employee inquiries on EEO-related information and ensuring that EEO-related information and resources are posted in common areas.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO Office.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- According to the *2020 Workplace Climate Survey*, half of the respondents (52.9%) reported learning about the EEO complaint process through training provided by the agency, followed by reading City/DCAS publications about EEO and through the onboarding process. However, while about 70% or higher of the respondents reported that their rights are protected and discrimination is taken seriously and investigated, the percentage dips to 63% on those who agree that an adequate response is provided to those who submit claims of discrimination.
- The planned actions for this fiscal year to improve employees' knowledge of the EEO complaint process are to: (1) ensure that the agency's website maintains the revised EEO Policy, *EEO Complaint Process at a Glance* document, and EEO Complaint form, (2) continue to present an overview of the EEO Policy and how to file an EEO complaint to all new employees upon hire, (3) when EEO complaints are filed, inform the complainant verbally and through written documentation of next steps during the complaint investigation and (4) provide the complainant with an update on the progress of the investigation every 30 days until a determination is made.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- According to the *2020 Workplace Climate Survey*, the majority of respondents reported that they would like to see resources for open dialogue about race relations or systemic racism, transparency about the EEO complaint process, and mandatory diversity, equity, and inclusion training for supervisors and managers within the agency, as well as workshops on preventing systemic racism, civility and etiquette in the workplace, and microaggressions.
- The planned actions for this fiscal year to increase employees' understanding of protected rights and prohibition of discrimination in the workplace are to: (1) ensure that employees take the agency's required eLearning training including *Everybody Matters*, *Sexual Harassment Prevention and the Power of Inclusion*, (2) launch disability etiquette and awareness training, and (3) launch several new trainings including bystander intervention, structured interviewing and unconscious bias.

- **Intended reach:** Some trainings may be delivered in-person for those that do not have consistent access to computers or whose essential duties are not performed in an office environment.
- **Office responsible:** EEO Office and DCAS's Race Equity Initiative (REI) Champions.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- According to the *2020 Workplace Climate Survey*, a high percentage of respondents that have supervisory responsibilities (54% or higher) affirmed their awareness of how to report EEO violations.
- The planned actions for this fiscal year to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy will be to include this information in our monthly supervisor training that is held for new supervisors or supervisors that need a refresher. This supervisor training covers the City's EEO Policy as well as the agency's Code of Conduct, labor relations, and writing performance evaluations.
 - **Intended reach:** All supervisor and managers, including senior executives.
 - **Office responsible:** EEO Office, Office of Disciplinary Proceedings and Labor Relations, and Employee Relations.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- According to the *2020 Workplace Climate Survey*, the majority of employees appeared to be familiar with who the EEO officer is at the agency.
- The planned actions for this fiscal year to improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy will be to include this information in our monthly supervisor training that is held for new supervisors or supervisors that need a refresher. This supervisor training covers the City's EEO Policy and reminds supervisors of their responsibilities under the EEO Policy and that they are mandatory reporters should they observe that a violation of the City's EEO Policy has taken place.

◊ Department of Citywide Administrative Services (DCAS)

- **Intended reach:** Same as objective 5.
- **Office responsible:** Same as objective 5.

Department of Consumer and Worker Protection (DCWP)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Posting of EEO protected categories, Stop Sexual Harassment Act Notice, Notice of Rights posters and EEO contact information displayed throughout our three different agency sites. This information is also included in new hire folders, and available on the DCWP intranet.
 - **Intended reach:** All staff members.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- EEO Training during New Hire Orientation. This training goes over the main goals of our office, the protected categories, coverage of the EEO Policy, the reasonable accommodation and EEO complaint processes. During this presentation, staff members are shown where the EEO section of the intranet is located so that they know to visit this page for updates, newsletters, and forms.
 - **Intended reach:** All incoming staff members.
 - **Office responsible:** The EEO officer conducts all new hire orientations for employees and our recruitment team provides EEO training for incoming special program participants (interns, consultants, etc.).

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Included an overview of the EEO complaint process in a previous newsletter (July 2020). Copies of all newsletters are saved in the EEO section of the intranet page. The DCAS EEO Complaint Process at a Glance information sheet is also saved in the EEO section of our agency intranet for staff to access.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Policy and the DCAS *What You May Not Know About EEO* document is included in all new hire orientation folders. When there are changes to the Policy it is our commitment to always relay this information to our workforce. For example, our 5th Quarterly EEO Newsletter was distributed in March 2022 and focused on updates to both the EEO Policy and the Reasonable Accommodation Procedural Guidelines. All newsletters, the EEO Policy, and the Reasonable Accommodation Procedural Guidelines can be found on the intranet.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- In our EEO newsletters we provide relevant information for all of our audiences. In our newsletters we include a section titled "Our Responsibilities as Managers, Supervisors, and Human Capital" to remind managers of the appropriate steps to take when employees file a discrimination or sexual harassment complaint.
- This information will also be included in our upcoming supervisory bootcamp training which will emphasize the appropriate steps for handling EEO related questions/concerns.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** EEO officer, Human Capital.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- In our EEO newsletters we work to provide information for all of our audiences. In our newsletters we include a section titled "Our Responsibilities as Managers, Supervisors, and Human Capital" to serve as a reminder of what to do when employees want to discuss a complaint under the EEO Policy.
- This will be included in our upcoming supervisory bootcamp training to ensure that the process for dealing with EEO related questions/concerns are handled correctly.

- Launching additional supervisory training regarding EEO processes is something that can really help us ensure that supervisors feel confident in how to handle these situations.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department of Correction (DOC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Continue to train staff in all aspects of the EEO Policy, including the complaint process.
- Encourage staff to take supplementary EEO trainings at DCAS.
- Update EEO posters throughout the Department.
- Disseminate the EEO Policy to all managers on a yearly basis and ensure the managers disseminate the Policy to all staff members. Additionally, the Policy will be disseminated to all employees via email and Departmental teletype.
 - **Intended reach:** All staff, including managers and supervisors.
 - **Office responsible:** The Office of EEO will work with the training and development unit, the Correction Academy and the Department's Public Information Unit.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The Office of EEO will conduct facility tours and speak with staff members.
- Work to ensure EEO counselors are trained and assist staff members in all of the facilities. EEO counselors are the liaisons for the Office of EEO.
- Ensure the DOC's intranet page is properly updated with the Office of EEO's information.
- Update EEO posters and distribute to all facilities and divisions- the posters will include the contact information for the Office of EEO.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The Office of EEO.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- As stated previously, continue to train staff on the EEO Policy and the EEO complaint process.
- Ensure that all staff members receive a copy of the *EEO Complaint Process at a Glance* guide provided by DCAS.

- **Intended reach:** Insert the EEO Policy and EEO *Complaint Process at a Glance* version provided by DCAS into the memo books of uniformed staff in order for them to have easy access to the information.
- **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 3.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Targeted training for managers and supervisors.
- Bi-annual meetings with managers and supervisors to discuss their obligations under the EEO Policy.
 - **Intended reach:** Managers and supervisors will be met with in-person to discuss these matters.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Department of Cultural Affairs (DCLA)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officer will circulate quarterly agencywide emails including EEO resources (e.g., the revised EEO Policy).
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Agency head will include agency EEO officer's name, email address, and location in the annual EEO Commitment Statement.
- The agency EEO officer's name, email address, and location will be posted on Cultural Affairs intranet site and posted on bulletin board at other office locations.
- Provide employees with the EEO officer's name, email address, and location at the start of their employment (i.e., onboarding) and throughout their tenure.
- Provide employees with the EEO officer's name, email address, and location during training.
 - **Intended reach:** All employees.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The City's EEO Policy and EEO complaint process will continually be posted on the agency intranet site and distributed when employees start employment (i.e., onboarding) and throughout their tenure.
- Provide employees with the City's EEO Policy and EEO complaint process at the start of their employment (i.e., onboarding) and throughout their tenure to reduce the risk of experiencing any form of discrimination or sexual harassment.
- DCLA will provide employees with the EEO Policy and EEO complaint process during trainings.

- **Intended reach:** Same as objective 2.
- **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Cultural Affairs employees will take the mandated Sexual Harassment Prevention Training annually in accordance with Local Law 92 (2018).
- Cultural Affairs will provide employees with the City's EEO Policy and Sexual Harassment policy during trainings, at the start of their employment (i.e., onboarding) and throughout their tenure as this will reduce the risk of experiencing any form of discrimination and sexual harassment.
- The City's EEO Policy and EEO complaint process will continually be posted on the agency intranet site and distributed at the start of their employment (i.e., onboarding) and throughout their tenure.
- Provide EEO training on an ongoing basis and as needed.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Cultural Affairs will provide managers and supervisors with mandatory EEO training, including Sexual Harassment Prevention Training, and as needed.
- Provide managers with the City's EEO Policy and sexual harassment policy during trainings, at the start of their employment (i.e., onboarding) and throughout their tenure.
- Agency head will hold managers, and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Cultural Affairs will provide managers and supervisors with the EEO officer's name, email address, and location at the start of their employment (i.e., onboarding) and throughout their tenure, including during leadership meetings.
- The agency EEO officer's name, email address, and location will be posted on Cultural Affairs intranet site and posted on bulletin boards at all office locations.
 - **Intended reach:** All employees.
 - **Office responsible:** Same as objective 1.

Department of Design and Construction (DDC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- DDC's EEO Office will circulate quarterly agency-wide emails including EEO resources and guidelines as well as the revised EEO Policy.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, new employees, etc.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- DDC's EEO officer will be facilitating an EEO overview for each of the divisions within the agency so that staff members and leaders have the ability to get questions answered and they become familiar with the EEO Office and its offerings.
 - **Intended reach:** This presentation will be on Teams and it will be recorded for viewing after the fact. Field employees have access to log into Teams, as needed.
 - **Office responsible:** EEO Office and HRSD.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- DDC EEO posted the *EEO Complaint Process at a Glance* on our agency's intranet; however, the Office will disseminate agency-wide on a quarterly basis.
 - **Intended reach:** Entire agency workforce and our agency partners.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Increase training compliance and resume our bi-annual EEO division discussions related to employees' protections.
 - **Intended reach:** All staff. Field employees will be able to use a flex station to access this information.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- DDC's EEO officer will be facilitating an EEO forum for managers during a town hall session supported by our agency head.
 - **Intended reach:** It will be aired virtually so that managers and supervisors in the field have access to the information.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- DDC's EEO officer will be facilitating an EEO forum for managers during a town hall session supported by our agency head.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Department of Education (DOE)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Office of Diversity, Equity, Inclusion, and Belonging will provide notice of diversity, equity, inclusion, and belonging initiatives, programs, or policies in agencywide communications, including emails and newsletters.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc. Managers will communicate directly with staff who do not have access to computers.
 - **Office responsible:** The Office of Diversity, Equity, Inclusion, and Belonging.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The Office of Diversity, Equity, Inclusion, and Belonging will establish an internal webpage and send out emails, newsletters, and literature providing notice of the office and its underlying units.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The Office of Equal Opportunity & Diversity Management will distribute Chancellor's Regulations A-830 to all employees, which includes information on how to file a formal complaint and what happens after a complaint is filed.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The Office of Equal Opportunity & Diversity Management.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The Office of Diversity, Equity, Inclusion, and Belonging and the Office of Equal Opportunity & Diversity Management will provide notice of protected rights and the prohibition of discrimination, including sexual harassment, in the workplace in agencywide communications, including emails and newsletters.

- **Intended reach:** Same as objective 1.
- **Office responsible:** The Office of Diversity, Equity, Inclusion, and Belonging and the Office of Equal Opportunity & Diversity Management.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The Office of Equal Opportunity & Diversity Management will distribute Chancellor's Regulations A-830 to all managers and supervisors, along with their mandated reporting obligations.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** The Office of Equal Opportunity & Diversity Management.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The Office of Equal Opportunity & Diversity Management will distribute Chancellor's Regulations A-830 to all managers and supervisors, which advises as to whom and where to direct employees who may want to discuss a complaint of discrimination, retaliation, or sexual harassment.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department of Environmental Protection (DEP)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Office of EEO & Diversity (EEO & D) will circulate agencywide emails including EEO resources (e.g., the revised EEO Policy). This office will also include this information in trainings held bi-annually.
 - **Intended reach:**
 - » Agencywide, the Office of EEO & D will work with EEO liaisons to disseminate EEO resources, the EEO Policy and EEO personnel contact information. This office will also ensure that all employees receive EEO training along with EEO resources and Policy on the first day of employment. This office will also update and launch EEO Refresher Trainings for all employees.
 - » Furthermore, senior leaders will receive communication from the commissioner and/or EEO officer directly to advise of EEO Policy and resources.
 - » Roughly about 1/3 of our workforce, who are spread throughout the five boroughs and upstate, do not have computer access. As a result, the EEO Office has been working with division training liaisons to have impacted staff provide said information.
 - **Office responsible:** The Office of EEO & D.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The Office of EEO & D re-launched its EEO Liaison Program for further visibility in the agency. This office will also re-launch its diversity committee.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The Office of EEO & D will circulate agencywide emails including EEO resources (e.g., the revised EEO Policy). This office will also include this information in trainings held bi-annually.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The Office of EEO & D will circulate agencywide emails including EEO resources (e.g., the revised EEO Policy). This office will also include this information in trainings held bi-annually.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The Office of EEO & D is working with Workforce Training & Development to enhance trainings for supervisors and managers.
 - **Intended reach:**
 - » Agencywide, the Office of EEO & D will work with EEO liaisons to disseminate EEO resources, EEO Policy and EEO personnel contact information.
 - » The Office of EEO & D also provides managers and supervisors with EEO resources via training materials provided semi-annually.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Department of Finance (DOF)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy). EEO has created and launched a Share Point site, which is part of the Finance Net intranet site. This site contains current EEO policies, procedures, guidelines and fillable EEO forms. EEO continues to update and add to the site to provide employees an additional resource they can access for EEO related inquiries. The site is fully accessible to all Finance employees.
 - **Intended reach:** All staff, including senior staff, managers, and interns.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Encourage the continued use of our EEO Share Point site, which is part of the Finance Net intranet site. This site contains current EEO policies, procedures, guidelines and fillable EEO forms. EEO continues to update and add to the site to provide employees an additional resource they can access for EEO related inquiries. The site is fully accessible to all Finance employees.
 - **Intended reach:** All agency staff members.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Conduct bi-annual EEO town hall meetings to review complaint processing and procedural guidelines, in addition to encouraging employees to access the EEO Share Point site as a resource for EEO inquiries.
 - **Intended reach:** All non-managerial agency staff members.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Annual deployment of *Everybody Matters: EEO and Diversity & Inclusion* and *Sexual Harassment Prevention* Trainings. Discussion of sexual harassment

prevention during New Employee Orientation and proposed bi-annual EEO town hall meetings.

- **Intended reach:** Same as objective 2.
- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Annual Sexual Harassment Prevention Training and continue to encourage employees to access and use the EEO Share Point site as a resource for EEO information. Discussion of sexual harassment prevention during new employee orientation and proposed bi-annual EEO town hall meetings.
 - **Intended reach:** All agency managers and agency staff.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Bi-annual Manager/Supervisor EEO town halls to address complaint process and procedural guidelines.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** Same as objective 1.

Department of Health and Mental Hygiene (DOHMH)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Add EEO contact information to all agencywide return to work policies and postings.
- Circulate the Commissioner's EEO Policy Statements to all agency employees, which include EEO contact information.
- Ensure that the Commissioner's Policy Statements are posted at all agency work locations.
- Require all managers and supervisors to perform an EEO talk to their direct reports, which includes providing them with contact information regarding the EEO Office
- Circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
 - **Intended reach:** Managers and supervisors of employees at work locations that may not have access to computers will be provided with EEO related materials, including Commissioner's EEO Policy Statements and return to work policies that include EEO contact information for posting at their work sites.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Collaborate with the agency's HR Office, including Employee Engagement, to ensure that onboarding procedures include material covering the EEO Office and EEO related policies. Send email notices to staff regarding EEO policies and reasonable accommodation application procedures that contain the name of the EEO director along with contact information.
- Revise future Commissioner's EEO Statements to include EEO director's name and contact information for the EEO Office.
 - **Intended reach:** Information regarding the EEO Office and its director will be posted on work locations where staff do not have access to computers. The EEO Office also plans to conduct refresher training via remote methods to reach staff at work locations beyond agency headquarters, as needed, based on the EEO Office's analysis of complaint driven data.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Circulate the DCAS *Complaint Process at a Glance* infographic widely to employees on multiple platforms, including the intranet, employee handbook, workplace bulletin boards, and agency newsletters.
- Provide consistent and frequent communications to involved parties during the investigation process.
- Continue to streamline and standardize the EEO complaint process in accordance with EEO Complaint Guidelines and DCAS Citywide Equity and Inclusion best practices to ensure employees are/remain aware of this process.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Distribute the Commissioner's Policy Statements addressing sexual harassment, protected rights, and the prohibition of discrimination.
- Require agency supervisors and managers to conduct biennial EEO talks to their direct reports addressing the agency's sexual harassment and EEO related policies.
 - **Intended reach:** The commissioner's EEO and sexual harassment policies are required to be posted on all agency worksites, including those where employees do not have access to computers. In addition, all agency supervisors and managers are required to conduct biennial EEO talks to their direct reports regardless of where they are situated.
 - **Office responsible:** The EEO Office, managers, and supervisors.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Ensure that all managers and supervisors are current and compliant with mandatory EEO and diversity and inclusion training.

- Provide refresher EEO training to managers and supervisors in targeted programs and bureaus at the agency as needed, based on complaint driven trends that EEO analyzes.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Require agency supervisors and managers to conduct biennial EEO talks to their direct reports addressing the agency's sexual harassment and EEO related policies. EEO provides managers with a script that they can use when speaking with their direct reports and when directing employees who may want to discuss a complaint under the EEO Policy.
- Provide EEO refresher training to managers and supervisors as needed based on EEO analysis of complaint driven data.
- Ensure that all managers and supervisors are compliant with EEO and sexual harassment prevention training.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Department of Housing Preservation and Development (HPD)

Objective 1: Increase employees' familiarity with the EEO Policy.

- HPD's Office of Diversity, Equity and Inclusion/Equal Employment Opportunity ("ODEI/EEO") has posted the updated EEO Policy on HPD's intranet. We also post the Annual EEO Policy Statement and Sexual Harassment Statement on our intranet as well as the electronic bulletin boards in our elevator banks.
- ODEI/EEO is currently working with HPD Tech to create an ODEI/EEO page on our intranet that will provide staff with easy access to the NYC EEO and reasonable accommodation (RA) policies.
- Our office will also distribute hard copies of ODEI/EEO's visual org chart, EEO Complaint Forms and RA request forms to our site offices quarterly.
 - **Intended reach:** Our target is all HPD staff. For staff that spend the majority of their time in the field, we are working with the site offices and the operations directors to ensure these staff members have access to the information on their in-office days.
 - **Office responsible:** Office of Diversity, Equity and Inclusion/Equal Employment Opportunity ("ODEI/EEO").

Objective 2: Improve the EEO Office's visibility to the workforce.

- ODEI/EEO includes a slide with the title and picture of each member of the ODEI/EEO Team in all of our trainings.
- ODEI/EEO is also going to create a detailed visual org chart, of our unit, that will include pictures of ODEI/EEO Staff, a description of what we do, and a list of our office's emails for inquiries. The org chart will be distributed to all staff electronically and it will also live on ODEI/EEO's intranet page.
 - **Intended reach:**
 - » Staff at HPD have access to Outlook, HPD intranet and the internet via desktop, laptop, remote access and/or smartphone. Our outreach strategy will be consistent throughout the agency and ODEI/EEO will work with HPD Tech to identify and assist our site offices, divisions and units where technical issues become a concern. ODEI/EEO is also available to provide training to units and divisions that prefer in-person training.
 - » To ensure that staff can also reach out to the ODEI/EEO team with general inquiries, we will make sure to send these communications

and reminders from the ODEI/EEO general email box. This way staff can reply directly to a message if they have questions or concerns.

- Office responsible: Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Since 2021, ODEI/EEO has been working closely with HPD Tech to develop a system that allows staff, applicants and members of the public to file complaints and request reasonable accommodations electronically. Once the system is rolled out, staff will have increased access to reporting violations.
- The EEO complaint process is currently included in our EEO trainings and on HPD's intranet.
- ODEI/EEO is also working with HPD Tech to enhance access to our office through HPD's intranet.
 - **Intended reach:** The new EEO/RA system and the HPD ODEI/EEO intranet Page will be accessible to all staff via HPD issued desktops, laptops and smartphones.
 - **Office responsible:** ODEI/EEO and HPD Tech.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- ODEI/EEO will continue to provide monthly, in-person EEO Trainings for New Hires that 1) explains the protected rights of each employee, 2) lists the protected categories and activities under the NYC EEO Policy, 3) explains the responsibilities of managers and supervisors under the NYC EEO Policy, and 4) explains how to file a complaint and request a reasonable accommodation.
- We will also continue to remind staff to complete the DCAS CBT "*Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees*" which is required every two years to fulfill the requirements of Local Law 121.
 - **Intended reach:** Staff at HPD have access to our Outlook, HPD Intranet and the internet via desktop, laptop, remote access and/ or smartphone. Our outreach strategy will be consistent throughout the agency and ODEI/EEO will work with HPD Tech to identify and assist our site offices, divisions and units where technical issues become a concern. ODEI/EEO is also available to provide training to units and divisions that prefer in-person training.

- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- ODEI/EEO will send our contact information, a visual org chart and the sections of ODEI/EEO's EEO Training that detail how employees can file an EEO complaint, to our managers and supervisors semi-annually.
 - **Intended reach:** All managers and supervisors. To ensure outreach to staff with limited access to computers, ODEI/EEO will mail all relevant materials to managers and supervisors at the site offices, semi-annually.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Semi-annually, ODEI/EEO will remind managers and supervisors that they are mandated reporters and under the NYC EEO Policy, they are required to direct employees to our office when they want to discuss potential EEO violations.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Department of Homeless Services (DHS)

- Reported along with Human Resources Administration/Department of Social Services.

Department of Investigations (DOI)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officer will circulate a quarterly agency-wide email including EEO resources (e.g., the revised EEO Policy).
- The Training Division will include an EEO overview during new employee orientation.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** EEO officer and the Training Division.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officer will circulate a quarterly agency-wide email including EEO resources and reminding staff of the EEO officer's role and availability.
- The EEO officer, or a member of the EEO staff, will present the EEO overview program during new employee orientation.
 - **Intended reach:** All staff.
 - **Office responsible:** EEO officer and the Training Division.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- EEO materials such as the EEO Policy, *EEO Complaint Process at a Glance*, and EEO Complaint Form will be posted to DOI's Intranet.
- The EEO officer will circulate a quarterly agency-wide email including EEO resources (e.g., link to the EEO page on DOI's Intranet).
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** EEO officer and Director of Communications and Information Technology.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Ensure completion of mandatory trainings.
- Provide new employees with an EEO overview at orientation.

- Provide all employees with an “EEO Refresher” course every 2 years.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers’ and supervisors’ awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Remind all managers and supervisors of their obligation to report any known or suspected violation of the EEO Policy to the EEO Office.
- Provide a manager-specific “EEO Refresher” on an annual basis.
 - **Intended reach:** Executive staff, managers, supervisors, unit heads.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers’ and supervisors’ knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Department of Parks & Recreation (DPR)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Diversity, Equity, Inclusion and Belonging Office (DEIB Office) will circulate a revised EEO Policy on the intranet as well as on bulletin boards throughout the agency.
- The DEIB Office will ensure that the agency consistently conducts EEO related trainings so that employees' knowledge of the EEO Policy is augmented.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** DEIB Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The DEIB Office will conduct in-person meetings in the fall to discuss next steps in the "Reflections On" platform and to increase the office's visibility to the workforce.
 - **Intended reach:** All staff, but a focus will be placed on Maintenance & Operations and Public Programs employees given their limited access to computers.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Aside from conducting EEO trainings and circulating the revised EEO Policy as mentioned above, the agency will revive its Parkies Advocating for Real Change Program (PARC). The purpose of PARC is to promote involvement in creating positive culture change around harassment, as well as increase procedural awareness for reporting incidents of harassment. PARC participants deliver talking points concerning sexual harassment, among other duties which includes informing employees where and how to file an EEO complaint.
- In addition, the agency plans on holding an in-person summit sponsored by the PARC program during the fiscal year. During the summit, topics which

will be discussed include how to file a complaint and what happens after a complaint is filed.

- The agency will ensure that its anti-sexual harassment marketing campaign, which primarily consists of posters, is visible throughout the agency. Those posters also provide DEIB's contact information.
- The agency will create a marketing campaign to highlight its EEO counselors, who are responsible for intaking EEO complaints, among other duties.
 - **Intended reach:** All staff, but particularly those who do not have access to a computer.
 - **Office responsible:** DEIB Office along with the PARC participants.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- As previously mentioned, the agency will revive the PARC (Parkies Advocating for Real Change) program in which employees will lead discussions concerning EEO and other topics, including sexual harassment.
- The agency will have at least one program (summit) focusing on sexual harassment.
- The agency will ensure that its anti-sexual harassment marketing campaign, which primarily consists of posters, is visible throughout the agency.
 - **Intended reach:** All staff.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- As previously mentioned, the agency plans on hosting a summit, which will address measures that an employee may take to report EEO violations.
- Online EEO training will still be required for all agency's employees, including its managers. The training is also geared towards augmenting supervisors' awareness of their responsibilities under the EEO Policy.
 - **Intended reach:** Managers and supervisors who primarily have limited access to a computer.
 - **Office responsible:** DEIB Office.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department of Probation (DOP)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources, including the revised EEO Policy. The agency will continue to share events and opportunities that further diversity, equity, and inclusion.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** EEO officer, Human Resources, and senior leadership.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The agency will continue to issue quarterly announcements of DCAS's and other EEO related training opportunities.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The agency will update and announce the EEO intranet resources to improve employee's knowledge of the EEO complaint process. The agency will also issue quarterly announcements of DCAS's training opportunities.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The agency will update and announce the EEO intranet resources to improve employees' knowledge of the EEO complaint process. The agency will also invite OATH and other agencies to share resources related to protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The agency will ensure that all managers and supervisors have a copy of DCAS's training materials related to reporting any violations under the EEO Policy, including discrimination and sexual harassment.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The agency will ensure that all managers and supervisors review and share the agency's EEO Office page including information on whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Department of Sanitation (DSNY)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The City's 2021 EEO Policy will be placed on DSNY's intranet and made available to all employees who have access to a work computer.
- DSNY will send, via email, every quarter a Department Message to all employees reminding them of their rights and responsibilities under the City's EEO Policy and provide the contact information for the Office of Equity, Diversity & Inclusion (OEDI).
- For uniformed employees who do not have access to a work computer, department messages will be read at roll call by the district superintendent and posted at the worksite.
- DSNY will include an EEO section biannually in its electronic newsletter, Trashtalk.
- OEDI will provide EEO training to all new uniformed employees within 30 days of appointment.
- OEDI will provide EEO training to all new civilian employees within 30 days of appointment.
 - **Intended reach:** All staff, including senior executives, supervisors, managers, interns, and consultants.
 - **Office responsible:** Commissioner's Office, First Deputy Commissioner's Office, Office of Equity, Diversity & Inclusion, Bureau of Cleaning and Collection, Internal Communications, and the Bureau of Information Technology.

Objective 2: Improve the EEO Office's visibility to the workforce.

- OEDI will conduct outreach at field district garages to meet uniformed employees – to improve the office's visibility, establish work relationships, and foster a diverse and inclusive work environment.
- OEDI will host numerous events throughout the fiscal year to raise awareness and educate employees on equity, diversity, and inclusion issues.
- OEDI will attend employee resource group meetings to improve the office's visibility and provide EEO awareness.
- OEDI will attend all appropriate DSNY sanctioned events.

- The Bureau of Public Affairs will document efforts by OEDI to promote equity, diversity, and inclusion on DSNY's social media accounts.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** First Deputy Commissioner's Office, Bureau of Cleaning & Collection, Office of Equity, Diversity & Inclusion, Bureau of Public Affairs, and Internal Communications.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- OEDI will create a DSNY Policy and Procedure ("PAP") describing in detail the EEO complaint process.
- DSNY will post at all work locations the *EEO Complaint Process at a Glance* flowchart.
- DSNY will send every quarter a Department Message to all employees providing an overview of the EEO complaint process – including where and how to file a formal complaint, and what happens after a complaint is filed.
- OEDI will dedicate a section in all agency led EEO trainings describing the EEO complaint process.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Commissioner's Office, First Deputy Commissioner, Bureau of Cleaning & Collection, and the Office of Equity, Diversity & Inclusion.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- OEDI will provide in its EEO Complaint PAP an overview of the protected classes and define what constitutes unlawful discrimination and harassment.
- DSNY will send quarterly department messages to all employees reaffirming its commitment to equal employment opportunity, provide a list of protected classes and include where and how to file a complaint.
- OEDI will define and include numerous scenarios and examples of what constitutes prohibited discrimination in all Instructor led EEO trainings.
 - **Intended reach:** Same as objective 1.

- **Office responsible:** Commissioner's Office, First Deputy Commissioner and the Office of Equity, Diversity & Inclusion.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- On an annual basis, the EEO Office will continue to remind managers and supervisors of their responsibilities under the EEO Policy.
- Managers and supervisors are reminded to contact the EEO Office when they receive a complaint or become aware of any EEO violations, including sexual harassment.
 - **Intended reach:** Managers and Supervisors. In the event that a computer terminal may not be available to an employee, the EEO Policy and all additional resources are available in hard copy at the EEO Office.
 - **Office responsible:** The EEO officer.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- On an annual basis, the EEO Office will continue to remind managers and supervisors of their responsibilities under the EEO Policy.
- The agency head's Commitment and Accountability Statement, which is disseminated annually to all staff, specifically highlights managers' and supervisors' responsibilities under the EEO Policy and advises them to contact the EEO officer with any questions relating to the Policy.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department of Small Business Services (SBS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Incorporate leadership's buy-in to ensure that the EEO Policy and procedures are shared with all employees.
- The EEO Office will circulate EEO Policy and procedures via email, intranet, staff meetings, or signage throughout the agency.
- Collaborate with Human Resources, the General Counsel Office, and SBS' IDEA Council to maintain agency-wide presence.
- The EEO Office will use inclusive communication strategies such as the intranet, bulletin, posters, EEO on-boarding, and the agency newsletter.
 - **Intended reach:** All staff were issued agency laptops, and cellphones during COVID-19 teleworking to ensure accessibility and connectivity. All equipment is currently available for employee communication.
 - **Office responsible:** The EEO Office in collaboration with Human Resources and the General Counsel Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officer will attend leadership and IDEA Council meetings to share information and guidance received from oversight agencies.
- Sharing information about EEO during new hire orientation and onboarding process.
- Arrange and schedule in-person training for employees who work in the field.
- Recurring EEO training for new hired managers and employees, as well as instituting train-the-trainer sessions to ensure continued knowledge sharing.
 - **Intended reach:** All SBS employees have access to computers for work usage and as such can participate in SHP trainings and receive EEO Policy and procedures updates and notifications.
 - **Office responsible:** EEO Professionals, Human Resources Executive Director, and Chief of Staff.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Post EEO complaint procedures signage in common areas visible to all staff (e.g., lunch area) and on the intranet and newsletter.
- Provide online and in-person EEO training as warranted.
- Meet with senior managers of different divisions to inform and educate them about the EEO Policy and ensure they can relay accurate information to their staff about EEO matters.
 - **Intended reach:** All staff were issued agency laptops and cellphones to ensure accessibility and connectivity.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Post signage throughout the agency.
- Provide online and in-person EEO training.
- Meet with senior managers of functional subdivisions to ensure they are aware of the EEO Policy, their role(s), and responsibilities under the law.
 - **Intended reach:** All employees have individual access to agency laptops and cellphones which are used for D&I and EEO training and to share the EEO complaint process.
 - **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Conducting online and in-person EEO training as warranted.
- EEO professionals will attend senior staff and leadership meetings to reinforce the need to adhere to and implement the EEO complaint process.
- Reinforce managers' accountability by adding language in task and standards to ensure EEO Policy and complaint procedures are enforced.
 - **Intended reach:** All managers, supervisors, and senior leadership.

- **Office responsible:** The EEO professionals, chief of staff, and commissioner.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Educate and inform senior staff on the EEO Policy during leadership meetings, including whom their direct reports should go to with a complaint and the process for filing a complaint.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Department of Transportation (DOT)

Objective 1: Increase employees' familiarity with the EEO Policy.

- DOT will annually conduct its own Climate Survey in alignment with Local Law 101 and utilize the format of the 2020 survey to allow for continued, but internal, assessment of employees' general awareness and knowledge of the City's Equal Employment Opportunity (EEO) Policy, including but not limited to sexual harassment policies and prevention at city agencies, especially the DOT, and employee experience with and knowledge of reporting prohibited acts. Data gleaned from these annual surveys will inform future Climate Survey Action Plans.
- Every year, EEO, Diversity & Inclusion (EDI) will circulate an agency-wide email that will include, among other EEO resources, electronic copies of the revised EEO Policy.
- Every six months, EDI will post on DOT's SharePoint homepage a description of the agency's EEO Office and its contact information, with links to relevant intranet sites and resources. It will also highlight the revised EEO Policy and provide a direct link to it. These posts will include either a refresher of current EEO protections or raise awareness to recent EEO developments.
- EEO liaisons will ensure that the revised EEO Policy is posted in their locations and provide hard copies of the same to staff upon request. EDI will ensure that liaisons have sufficient supply of hard copies of the revised EEO Policy.
- Annually, EDI will review, and update accordingly, the EEO training provided to new hires, and ensure all new hires are adequately trained on and provided a copy of the revised EEO Policy.
 - **Intended reach**
 - » All agency staff. Staff without computer access will be provided physical copies of the survey to complete anonymously.
 - » Divisions/units identified as having employees without regular access to a computer will be provided physical copies of the revised EEO Policy to provide to those employees.
 - » Physical copies of the same information will be posted throughout the agency for those staff without computer access.
 - » As noted above, EEO liaisons, positioned throughout the agency, will maintain on hand physical copies of the aforementioned documents

which they will distribute to employees who do not have computer access.

- » All new hires will be trained in person or via zoom and provided a physical copy of the revised EEO Policy.
- **Office responsible:** EDI, HR; Performance and Asset Management Unit, EDI/EEO liaisons.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Every six months, EDI will circulate an agency-wide email that will include, among other resources, contact information for the EDI office and respective staff.
- Twice every quarter, an EDI representative will visit a separate DOT location for an hour long “meet and greet” with supervisors, managers, and staff, during which time the EDI representative will provide the EEO Office and staff contact information, and also provide information and answer general questions about the EDI Office, the EEO Policy, reporting complaints, and requesting reasonable accommodations. An emphasis will be placed on visiting the most isolated staff and locations ahead of those with more ready access to EDI.
- Introduction of returning and new EEO liaisons to their respective areas. The EEO Liaison Program launched in 2018, with 28 liaisons dispersed across the agency. In July 2022, and in collaboration with the DOT's Human Resources Division, Performance Analytics Unit, and Division Personnel Coordinators, EDI has expanded the liaison pool to 45, who will be strategically placed throughout the agency and provided with updated training and data collection/reporting tools. EDI expects to begin accepting EEO liaison applications in December 2022, and complete selection and their introductions in early 2023.
 - **Intended reach:**
 - » All agency staff. For staff without computer access, the semi-annual email from EDI and related resources will be posted and physically available throughout the agency.
 - » A “meet and greet” event will be held at every DOT location with sufficient staff and space to warrant the event.
 - » EEO liaisons will be announced via an agency-wide email. Liaisons will be required to post the email announcement in their respective areas. EDI's SharePoint page will maintain EEO liaison location and contact information, and flyers with the same information will be posted throughout the agency.

- **Office responsible:** EDI/EEO Liaisons, EDI, HR, Division Personnel Coordinators, managers and supervisors, and division deputy commissioners.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- EEO Liaison Complaint Process Training – Liaisons will receive training on the complaint process and serve as a resource for employees with questions about filing a discrimination complaint. EEO liaisons will advertise this resource in a physical posting at their location. EDI will provide the posting for them to do so.
- Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under the EEO Policy from discrimination, harassment, and retaliation because of their actual or perceived membership in a protected category, and the EEO complaint process. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. The June 2023 talk will be updated to include greater detail about the EEO Complaint Process.
- Every six months, EDI will circulate an agency-wide email that will include, among other resources, the *Complaint Process at a Glance* sheet.
- DOT is now in the early stages of creating an EEO dashboard/visualization platform that will, among other things, provide DOT complaint data and trend analysis available for agency staff consumption. This data and trend analysis will include information of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed. We expect this new tool to be operational by December of 2022.
 - **Intended reach:**
 - » All agency staff. EEO liaisons, positioned throughout the agency, will maintain on hand physical copies of the *Complaint Process at a Glance* sheet which they will post and distribute to employees upon request. Additionally, after completion of their training, an agency-wide email will remind employees of their ability to reach out to

their respective EEO liaison for any questions they have about the complaint process in particular.

- » The talks are conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff will conduct the talk with their subordinates. The assistant commissioner of EDI will conduct the talk for the commissioner and senior executive staff.
- » Physical copies of the *Complaint Process at a Glance* sheet will be posted throughout the agency for those staff without computer access, and physical copies provided to EEO liaisons to distribute to staff upon request.
- » For those staff without computer access, quarterly and annual reports generated by the dashboard will be posted agency-wide.
- Office responsible: EDI/EEO Liaisons and EDI, Performance and Asset Management Unit, IT & Telecom Division, division deputy commissioners, respective managers, and supervisors.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. The June 2023 talk will be updated to include greater detail about employees' protected rights and the prohibition of discrimination, including sexual harassment, in the workplace.
- Annually, EDI will review, and update accordingly, the EEO training provided to new hires, and ensure all new hires are adequately trained on employee protections under DOT's sexual harassment prevention policies and the EEO Policy's protections from discrimination, retaliation, and harassment, with a focus on sexual harassment.

- **Intended reach:**

- » All agency staff. The talks are conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff will conduct the talk with their subordinates. The assistant commissioner of EDI will conduct the talk for the commissioner and senior executive staff.
- » All new hires will be trained in person or via Zoom and provided a physical copy of the revised EEO Policy.

- **Office responsible:**

- » EDI, HR, Performance and Asset Management Unit, IT & Telecom Division, division deputy commissioners, respective managers, and supervisors.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Continuation and updating of the annual DOT EDI Talk. These are guided discussions DOT supervisors and managers are required to lead annually with their subordinates about, among other things, measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment. DOT requires that all managers and supervisors present the DOT EDI Talks to their direct reports orally during meetings, at least once each year using a script provided by EDI, and employees are required to acknowledge having received the talk. DOT's second annual DOT EDI Talks launched in June 2022, and the third iteration is planned for June 2023. The June 2023 talk will be updated to include greater detail about the measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- EEO Training for Managers & Supervisors – Similar to the DOT EDI Talk given to subordinates, EDI will create and conduct an EEO training for managers and supervisors, that will include, among other EEO-related matters, the measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment. EDI expects this new training to launch by January of 2023.

- **Intended reach:**

- » All agency staff. The talks are conducted in person, except for employees who are teleworking on an approved reasonable

accommodation, in which case it is conducted over Zoom/video chat, or over the phone. All executive staff will conduct the talk with their subordinates. The assistant commissioner of EDI will conduct the talk for the commissioner and senior executive staff.

- » All managers and supervisors. The talks will be conducted in person, except for staff who are teleworking on an approved reasonable accommodation, in which case it is conducted over Zoom/video chat, or over the phone. EDI's lead trainer will conduct in-person and zoom trainings for all DOT managers and supervisors.
- **Office responsible:** EDI, Performance and Asset Management Unit, IT & Telecom Division, division deputy commissioners, respective managers, and supervisors.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Additional objective: Reduce the incidents of workplace discrimination personally experienced and/or witnessed by employees.

- Expanded use of structured hiring beyond titles of interest, into titles to monitor with the goal of subjecting all hiring to structured hiring guidelines and requirements.
- Targeted and focused EEO training and interventions where high rates of discrimination are being reported, specifically on the bases of age, sexual harassment, color, national origin/ethnicity, pay/salary history, and race.
- Enforcing and enacting the DOT's DE&I and EEO FY2023 Plan, to include the Climate Survey Action Plan.
 - **Intended reach:** All agency staff with a focus on staff in specific divisions, units, etc. where high rates of discrimination are reported.
 - **Office responsible:** EDI, HR, Performance and Asset Management Unit, all staff involved in hiring, agency head, executive and senior staff, all managers, and supervisors.

Additional objective: Improve employee reporting of discrimination experienced to the agency EEO Office.

- Expand visibility of EEO Office through aforementioned semi-annual EDI agency-wide email, EDI representative site visits, and the continuation and expansion of the EEO Liaison Program.
- Improve employees' knowledge of the EEO complaint process through aforementioned EEO liaison complaint process training, continuation of the DOT EDI Talk, semi-annual agency-wide circulation of the *Complaint Process at a Glance* sheet, and creation of the EEO dashboard/visualization tool to provide transparency in hopes of building employee confidence in complaint reporting.
 - **Intended reach:** All agency staff.
 - **Office responsible:** EDI and Performance and Asset Management Unit.

Additional objective: Improve employees' perceptions of workplace protections from EEO Violations.

- Improve transparency and accountability to foster improved experience and perception of workplace protections from EEO violations agency-wide. This will be accomplished through the application of this annual plan and accompanying Climate Survey Action Plan.
- Ensure the workforce is current and compliant with mandatory EEO and D&I trainings.
 - **Intended reach:** All agency staff. Staff without computer access will be provided access, or else provided in-person trainings.
 - **Office responsible:** Agency head, executive and senior staff, all managers and supervisors. EDI and HR.

Additional objective: Improve employees' perceptions of racial equity in the workplace.

- Sponsor town halls on race, equity, and inclusion, where employees have the opportunity and are encouraged to pose questions, raise issues, voice their concerns about internal racial dynamics at DOT, and provide suggestions for improving those dynamics – suggestions that will then, upon consideration, be put into action.
- Annual agency-wide dissemination of DOT's Workforce Profile Report documenting, in part, racial equity in the workforce over time.

- **Intended reach:** All agency staff. The town halls will be conducted over Zoom and, for those employees without computer access, in-person group participation room(s) will be provided. For staff without computer access, physical copies of the Workforce Profile Report will be posted agency-wide and available upon request to EDI.
- **Office responsible:** Agency head, executive and senior staff, all managers and supervisors, EDI, Performance and Asset Management Unit.

Additional objective: Address employees' training needs and desires.

- Encourage, and make available to all agency staff on an ongoing basis, trainings on EEO-related matters, with a focus on racial, cultural, and interpersonal competency trainings.
 - **Intended reach:** All agency staff.
 - **Office responsible:** EDI and HR.

Department of Veterans' Services (DVS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will continue to circulate quarterly agency-wide emails including links to all EEO resources.
 - **Intended reach:** All staff, including, senior executives, managers, interns, and consultants will be notified in writing and during meetings.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Engage in a collaborative effort between HR and managers and perform advisory role to Human Resources in the selection process.
 - **Intended reach:** Senior executives and managers.
 - **Office responsible:** EEO Office and HR.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office will continue to circulate quarterly agency-wide emails including links to all EEO resources.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- We will continue to have all employees attend the SHP course and circulate the EEO Policy via emails.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Same as objective 4.
 - **Intended reach:** Same as objective 1.

- **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- We have and will continue to circulate informative emails and discuss in meetings whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 2.

Department of Youth and Community Development (DYCD)

Objective 1: Increase employees' familiarity with the EEO Policy.

- In response to Local Law 101 of 2018, DYCD increased its efforts to inform staff of EEO personnel, their rights and protections under the law, sexual harassment policy and prevention through the dissemination of EEO contact information/resources materials with photos, quarterly EEO newsletter on rights and protections and creation of an EEO intranet page in agency's SharePoint Portal.
 - **Intended reach:** All DYCD staff have access to computers and/or tablets.
 - **Office responsible:** The EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- EEO newsletter with photos of the EEO personnel, dissemination of information on how to access the EEO Policy and dissemination of EEO Policy statement.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer, EEO counselor and managers/supervisors.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Allow staff to know their rights and protections and prohibited activities under the EEO Policy and Human Rights law.
- Allow staff to understand the complaint process.
- Increase cultural competencies through workshops, seminars, and newsletters.
- Maintain regular communication with all staff via quarterly newsletters to ensure that employees are aware of the EEO Policy.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer, EEO personnel, managers, and supervisors.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Disseminate the EEO Policy, post information on rights and protections and cultural activities on the agency intranet and provide more training opportunities.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- All managers and supervisors participate in “Everybody Matters: EEO and Diversity & Inclusion Training”. This training has resources and materials on how managers and supervisors need to follow the EEO Policy and procedures if an employee reports any violations.
- The agency EEO officer maintains communication with the management team on a regular basis by distributing emails on the EEO Policy and information on rights and protections.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO personnel and EEO officer.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The EEO officer and EEO Counselors ensure that the EEO Policy, standards, and procedures are posted at the agency site and available in alternative formats for accessibility for all staff, including managers and supervisors.
- Complete EEO training as required.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 5.

Department of Records and Information Systems (DORIS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officer will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
- The EEO officer and director of administrative operations will host a question-and-answer session to provide general information on the reasonable accommodation and EEO complaint processes, as well as answer staff questions. Staff will be encouraged to schedule one-on-one meetings for any personal or specific inquiries. The event will be recorded and posted to the intranet.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** The EEO officer and director of administrative operations will coordinate this process.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Supervisors/directors will follow up with staff after an agency-wide email is shared regarding EEO-related information by sending an email to their unit or direct reports and discussing it at unit meetings.
- The EEO officer or EEO counselor will attend unit meetings in each department on a quarterly basis.
- The agency will hold a contest where employees can win a \$5 gift card if they send an email with the answer to the following question within a specific timeframe (i.e., 2 days): Who is the EEO officer and who are the EEO counselors at DORIS?
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** All senior staff members, including the EEO officer.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO officer will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
- The EEO officer and director of administrative operations will host a question-and-answer session to provide general information on the reasonable

accommodation and EEO complaint processes, as well as answer staff questions. Staff will be encouraged to schedule one-on-one meetings for any personal or specific inquiries. The event will be recorded and posted to the intranet.

- **Intended reach:** Same as objective 1.
- **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO officer works closely with the administrative unit to ensure that all staff members are trained annually in sexual harassment prevention. In addition, the EEO officer has uploaded resources to the intranet on this subject. The EEO officer will work with the Administrative Unit to make sure that new staff, interns, or consultants are trained within 30 days of starting their employment. The EEO officer will also periodically include information on sexual harassment prevention in the quarterly emails to all staff.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- 100% of managers and supervisors reported that they knew who the agency's EEO officer was and whom to report EEO complaints to in the survey. The EEO officer will continue to work very closely with all senior staff and supervisors across the agency to ensure that they have information about EEO-related policies and resources.
 - **Intended reach:** All senior staff and supervisors.
 - **Office responsible:** All senior staff members, including the EEO officer.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 5.

District Attorney's Office – Bronx County

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Bronx District Attorney will send the EEO Commitment Statement and Sexual Harassment Prevention Statement via an office-wide email semi-annually and it will continue to be accessible on their intranet and bulletin boards.
- Develop “Meet the EEO officer”, which would be done as a *Lunch & Learn* both in-person and virtual providing an opportunity for employees to learn more about the workings of the EEO Office and to ask questions in a safe space.
- The EEO Office will circulate quarterly agency-wide emails including EEO resources and the City's EEO Policy.
- The EEO Office will circulate regularly Reasonable Accommodation Guidelines and continue to have them on the DA's Office website and bulletin boards.
- The EEO Office will continue to conduct trainings to new hires as needed and refreshers for employees annually.
- The EEO Office will continue to ensure that all new hires and employees are in compliance with the City's mandated trainings. New hires will continue to be informed that they are required to complete, within 30 days of being hired, the following EEO City-mandated trainings: *Everybody Matters: EEO and Diversity & Inclusion*, *LGBTQ+: The Power of Inclusion*, and *Sexual Harassment Prevention*.
- All employees are provided contact information for the EEO officer.
 - **Intended reach:**
 - » All staff. Staff who may not have access to computers are provided access to the training rooms to complete City-mandated trainings; their supervisors will inform them of this resource.
 - » Bulletin boards are used to provide information to employees regarding EEO Policies.
 - » The DA will continue to have live town hall meetings for all employees. Managers/Supervisors will inform their staff.
 - **Office responsible:** DA Clark, EEO Office, DEI Office, Executive Leadership, Managers/Supervisors, Training Unit and IT.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officer will present to various divisions of the office on the work of the EEO Office. This will include the executive team, trial divisions, HR, legal and professional training divisions, operations, finance, etc.
- The EEO Office will continue to conduct trainings for new hires as needed and refreshers for employees annually.
- Partner with Chief DEI Officer on programs regarding diversity and inclusion.
- See above, objective 1 regarding "Meet the EEO officer" program.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- EEO officer to develop specific trainings on the EEO complaint process, including how to file a formal complaint.
- Develop "Meet the EEO officer", which would be done as a *Lunch & Learn* both in-person and virtual providing an opportunity for employees to learn more about the workings for the EEO Office and to ask questions in a safe space.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Develop "Meet the EEO officer", which would be done as a *Lunch & Learn* both in-person and virtual providing an opportunity for employees to learn more about the workings for the EEO Office and to ask questions in a safe space.
- The EEO Office will circulate quarterly agency-wide emails including EEO resources and the City's EEO Policy.
- The EEO Office will circulate regularly Reasonable Accommodation Guidelines and continue to have them on the DA's Office website and bulletin boards.
- The EEO Office will continue to conduct trainings to new hires as needed and refreshers for employees annually.

- **Intended reach:** Same as objective 1.
- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Conduct training on EEO Policy for new managers and supervisors.
- Conduct refresher trainings on EEO Policy for all managers and supervisors.
- Develop “Meet the EEO officer”, which would be done as a Lunch & Learn both in-person and virtual providing an opportunity specially for managers and supervisors to learn more about the workings for the EEO Office and to ask questions in a safe space.
- Ensure that all managers and supervisors complete all City-mandated trainings: *Everybody Matters: EEO and Diversity & Inclusion, LGBTQ+: The Power of Inclusion, and Sexual Harassment Prevention.*
 - **Intended reach:**
 - » Staff who may not have access to computers are provided access to the training rooms to complete City-mandated trainings; their supervisors will inform them of this resource.
 - » Bulletin boards are used to provide information to employees regarding EEO policies, EAP services, and other resources.
 - » The DA will continue to have live town hall meetings for all employees. managers/supervisors will inform their staff.
 - **Office responsible:** DA Clark, EEO Office, DEI Office, HR, executive leadership, managers/supervisors and training unit.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

District Attorney's Office – Queens County

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate EEO resources during employee onboarding and during Sexual Harassment Prevention training and Bias training.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** Chief EEO officer and Human Resources.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will circulate EEO resources, during employee onboarding and during Sexual Harassment Prevention Training, bias training, and during employee evaluations.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Chief EEO officer.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office will circulate EEO resources, including the revised EEO Policy, during each training for Managing Unconscious Bias, Diversity & Inclusion, EEO in the Workplace, and Disability Protections in the Workplace.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- EEO Policy will be distributed during each annual cycle of Sexual Harassment Prevention Training.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Follow a yearly training plan for a well-rounded compliance and culture training plan. A continuous learning plan will help drive ethical business practices and create a healthier workplace culture.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The EEO Office will circulate EEO resources, including the revised EEO Policy during the training of EEO in the workplace.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

District Attorney's Office – Richmond County

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will give training to new hires during onboarding.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
- EEO language regarding mandatory reporting is added to managerial evaluations
 - **Intended reach:** Same as objective 1.

- **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Equal Employment Practices Commission (EEPC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officer will circulate quarterly agencywide emails including EEO resources (e.g., the revised EEO and reasonable accommodation Policies, Reasonable Accommodation Request Form, and Complaint Discrimination Form) in January, April, August, and December 2023.
- The EEO officer will plan two activities each quarter, beginning in February 2023, to engage all staff with better understanding the EEO Policy.
 - **Intended reach:** All staff, including, senior executives, managers, interns, commissioners, etc.
 - **Office responsible:** EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO officer will provide EEO updates to all staff monthly at the EEPC's First Friday Meetings.
- The EEO officer will conduct exercises with all staff to encourage team building and understanding of the EEPC's EEO Policy. These exercises will take place at least once a quarter beginning in February 2023.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Conduct a complete overview of the EEPC's complaint process during the EEPC's First Friday Meeting in January 2023.
- Remind all staff of location of EEPC's EEO Policy and Complaint Discrimination Form on EEPC Shared Drive in January 2023.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Enroll all staff in DCAS's EEO: Diversity & Inclusion, Sexual Harassment Prevention, Disability Awareness, lgbTq – the Power of Inclusion, and Unconscious Bias trainings for Q2 and Q3 of FY2023.
- Have discussions and show videos related to protected rights and prohibition of discrimination to all staff during the EEPC's monthly First Friday Meeting.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO officer and HR.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Conduct semi-annual meetings to remind managers and supervisors of their roles and responsibilities under EEPC EEO Policy in March and August of 2023.
- Emphasize the role of managers and supervisors in revised EEO and reasonable accommodation policies.
- Conduct game/team-building exercises during First Friday meeting that will provide examples of violations and engage all staff with the roles and responsibilities of managers and supervisors beginning in January 2023.
 - **Intended reach:** Managers, supervisors, senior executives, agency head, all staff.
 - **Office responsible:** Same as objective 4.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Distribute revised EEO and reasonable accommodation policies that include a detailed description of whom and where to direct employees who may want to discuss a complaint under the EEO Policy by December 2022.
- Conduct game/team-building exercises during First Friday meeting that will provide examples of whom and where to direct employees who may want to discuss a complaint under the EEO Policy beginning in January 2023.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 4.

Financial Information Services Agency/Office of Payroll Administration (FISA/OPA)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The City's EEO Policy, including the agency head's EEO Policy Commitment Statement, the City's Anti-Discrimination Protection Policy and all EEO-related information and resources will continue to be distributed agency-wide via email, also re-targeted for Q2 FY 2023 and Q4 FY 2023.
- The City's EEO Policy, including the agency head's EEO Policy Commitment Statement, the City's Anti-Discrimination Protection Policy and all EEO-related information and resources are available and will continue to be posted on the agency's intranet (SharePoint) and will also be provided as part of FISA-OPA's onboarding activities to all new hires.
- Instructions on where to find and how to obtain the City's EEO Policy, including the agency head's EEO Policy Commitment Statement, the City's Anti-Discrimination Protection Policy and all EEO-related information and resources will be posted and visible on FISA-OPA's intranet (SharePoint), and on various bulletin boards, agency-wide.
 - **Intended reach:** All FISA-OPA staff, including senior executives, managers, supervisors, interns, temporary workers and consultants. All staff members currently have access to devices and resources where they can read correspondence, complete eLearning courses, and/or attend virtual sessions. The information can also be provided via regular USPS mail, and via TTY: (212) 857-1780.
 - **Office responsible:** FISA-OPA's EEO Office, FISA-OPA's Human Resources Unit, and FISA-OPA's Communications Unit.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Throughout FY 2023, FISA-OPA's EEO Office resources, including the names and contact information of all EEO Office staff members, will continue to be distributed as part of any EEO-related correspondence that is sent agency-wide, via email.
- FISA-OPA's EEO Office, including the names and contact information of all EEO Office staff members, will continue to be posted on FISA-OPA's intranet (SharePoint), as well as posted and visible on FISA-OPA's various bulletin boards.

- Once a quarter effective Q2 - Q4 FY 2023, FISA-OPA's EEO Office may consider either: (i) scheduling a "Come Talk with EEO Day," or (ii) doing an agency-wide email distribution called "Send us your Diversity, Equity & Inclusion Suggestions or Concerns".
- In Q3 FY 2023, FISA-OPA will aim to deploy an Employee Engagement Survey to anonymously collect and assess workplace and job satisfaction feedback, agency-wide.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The City's EEO Complaint Process, including the contact information of Federal, State and City EEO agencies, as well as the chart called *EEO Complaint Process at a Glance*, will continue to be posted on FISA-OPA's intranet (SharePoint).
- In Q2 FY 2023 and Q4 FY 2023, the City's EEO Complaint Process, including the contact information of Federal, State and City EEO agencies, as well as the chart called *EEO Complaint Process at a Glance*, will be distributed via email, agency-wide.
- Once a quarter, effective Q2- Q4 of FY 2023, FISA-OPA will distribute the toll-free Hotline to Report Sexual Harassment, 1-800-HARASS-3 (1-800-427-2773), via email agency-wide. The information will also be posted on the agency's Intranet (SharePoint) and will be posted and visible as flyers on the agency's various bulletin boards.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- In Q4 FY 2023, FISA-OPA in coordination with DCAS's Citywide Compliance Training Division will target scheduled deployment of the annual, mandatory Sexual Harassment Prevention Training, agency-wide.

- Throughout FY 2023, FISA-OPA will continue to provide EEO-related eLearning/training web links via the agency's intranet (SharePoint).
- Once a quarter, effective Q2- Q4 of FY 2023, FISA-OPA will provide EEO-related information such as CCHR's Notice of Rights Fact Sheet and CCHR's Protected Classes Fact Sheet, via email agency-wide. Also, the information currently is and will continue to be posted on the agency's intranet (SharePoint), as well as flyers posted and visible on the agency's various bulletin boards.
- During FY 2023, FISA-OPA will continue to provide consultation sessions and New Hire Orientation Training (which addresses the above target area and objective) to all new staff members, as part of the agency's onboarding activities.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- In Q2 FY 2023 and Q4 FY 2023, FISA-OPA's EEO Office will announce via email, that all levels of FISA-OPA leadership, managers and supervisors must conduct mandatory EEO Policy review meetings with their respective staff members. The EEO Office's contact information will be provided as part of each email.
- Once a quarter during FY 2023, FISA-OPA may consider distributing email reminders to managers and supervisors about EEO awareness, including how to explain to employees which measures the latter can take to report any potential violations under the EEO Policy, including discrimination and sexual harassment that they saw or heard themselves, or that another staff member brought to the attention of either that employee's manager or supervisor.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** FISA-OPA's EEO Office.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Once a quarter during FY 2023, FISA-OPA may consider distributing email reminders to managers and supervisors regarding to whom and where to

direct employees that may want to discuss an EEO complaint. The EEO Office's contact information can be provided as part of each email reminder.

- Once a quarter during FY 2023, FISA-OPA's EEO Office may consider either:
(i) scheduling a "Come Talk with EEO Day," or (ii) doing an email distribution to managers and supervisors called "Send us your Diversity, Equity & Inclusion Suggestions or Concerns".
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 5.

Human Resource Administration/Department of Social Services (HRA/DSS)³

Objective 1: Increase employees' familiarity with the EEO Policy.

- In April 2022, Commissioner Jenkins issued the annual EEO Commitment Statement via email. The email also contained the contact information for the EEO Office. The agency will send periodic emails to remind staff that the agency's and the citywide EEO Policy are available on the intranet site. In addition, the EEO Office will conduct trainings to help employees get familiarized with the EEO Policy.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc.
 - **Office responsible:** The Equity & Inclusion and EEO Offices.

Objective 2: Improve the EEO Office's visibility to the workforce.

- In April 2022, an agency wide e-mail was issued providing employees with the names and contact information of the EEO Office staff. The EEO contact information is also available on the agency's intranet site.
 - **Intended reach:** All employees.
 - **Office responsible:** EEO Office.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The DCAS complaint procedure is posted on the intranet page, and it is distributed to employees during new employee orientation. The EEO Office will also provide trainings to employees on the complaint and investigation process.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 2.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Office will continue to encourage staff to enroll in the trainings conducted by DCAS that increase employees' understanding of protected

³ Includes Action Plan for Department of Homeless Services.

rights and prohibition of discrimination, including sexual harassment, in the workplace. The EEO Office will also provide trainings on these topics.

- **Intended reach:** Same as objective 2.
- **Office responsible:** Same as objective 2.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO Office will be providing EEO training for supervisors and managers designed to improve their knowledge of the EEO complaint process and the measures that an employee may take to report violations of the EEO Policy.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The EEO Office will be providing EEO training for supervisors and managers designed to improve their knowledge of the EEO complaint process and improve their knowledge of whom and where to direct employees who may want to discuss possible violations of the EEO Policy.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 2.

Independent Budget Office (IBO)

Objective 1: Increase employees' familiarity with the EEO Policy.

- IBO had a 100 percent response rate to its 2020 survey. 86 percent of IBO staff responded that they had good or excellent knowledge of the NYC EEO Policy, slightly above the citywide response of 81 percent.
- We will continue to inform new hires of the EEO process through their introductory EEO Awareness Training within their first 90 days. We will continue to remind new and existing employees to review the citywide EEO Policy, available on our intranet site.
- We will continue to post EEO policies and procedures in designated areas in the office.
- We will continue to achieve high completion rates for all mandatory trainings and offer additional training opportunities throughout the year when possible.
- We will continue to meet with individuals one-on-one to explain EEO Policies and Procedures as needed.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc. Everyone at IBO has access to computers.
 - **Office responsible:** EEO officers.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Again, IBO staff responded positively to this set of climate survey questions. 97 percent of IBO staff know who the EEO officer is (compared to 62 percent citywide), and 51% of respondents listed EEO officers themselves as a source from which they learned about the EEO complaint process (compared to 13% citywide). This indicates that EEO officers at the agency already have high visibility in our office.
- To maintain this visibility, we will continue to make sure we introduce EEO officers through the introductory EEO Awareness Training for new hires. We will also maintain frequent direct correspondence from EEO officers to staff on various topics, including emails regarding mandatory training, upcoming events such as history months and important dates, and training opportunities through DCAS.
- We will continue to post EEO policies and procedures in designated areas in the office.

- **Intended reach:** All staff.
- **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- IBO staff demonstrated high knowledge of how and where to file a formal complaint (95 percent) compared to the citywide response (81 percent). 19 percent responded they did not know what happens to a complaint after it has been filed; however, comparatively, this was lower than the 34 percent of respondents citywide who did not know what happens to a complaint after it has been filed.
- IBO will ensure that in our introductory EEO Awareness Training for new hires that we provide the At a Glance handout to all new staff and discuss the process with an emphasis on what happens after a complaint is filed.
- IBO will continue to post EEO policies and procedures in designated areas in the office.
- IBO will send a reminder email bi-annually to all staff that the At a Glance handout, which contains the entire process for filing a complaint, is located on the intranet.
 - **Intended reach:** All new hires; all staff.
 - **Office responsible:** EEO officers and managers.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The survey indicated that many IBO employees learn about protected rights and prohibition of discrimination from (in descending order): trainings provided by the agency or DCAS; the agency EEO officer; the agency onboarding process; and/or reading city publications and the intranet. We will therefore continue to use these means to inform employees of their protected rights in the workplace.
- One area to target for improvement could be communication between supervisors and employees about their protected rights in the workplace. The survey shows learning about protected rights from a supervisor was much less common compared to the other methods cited above (~3% compared to >45%). Although results show supervisors and managers are highly aware of

EEO Policy, we could encourage them to proactively share such information with employees directly on a regular basis.

- **Intended reach:** All agency staff. Targeting supervisors and managers to also help disseminate this information.
- **Office responsible:** EEO officers, supervisors and managers.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The survey indicated 100% of managers were aware of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment, and we will continue to ensure managers are aware through agency and citywide trainings, posting information on the intranet, and posting information in designated areas in the office.
- As stated above, although results show supervisors and managers are highly aware of EEO Policy, we could encourage them to proactively share such information with employees directly on a regular basis.
 - **Intended reach:** Supervisors.
 - **Office responsible:** EEO officers and supervisors.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The survey indicated 100% of managers had knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy, and we will continue to ensure managers are aware through agency and citywide trainings, posting information on the intranet, and posting information in designated areas in the office.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** EEO officers.

Landmarks Preservation Commission (LPC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources (e.g., the revised EEO Policy).
- On October 24, the agency head circulated a memo to all staff at LPC which included attachments of the EEO Policy, reasonable accommodations procedures and complaint procedure and sample form.
- The EEO officer reminds staff at the beginning of each month to complete the training required for each cycle of training.
- New employees are introduced to the EEO officer, and they have a brief conversation about EEO training and resources that can be found on the P: drive (public drive).
 - **Intended reach:** All staff, including senior executives and managers. All staff have access to computers.
 - **Office responsible:** EEO officer and administration staff – they work together to ensure that new employees are on boarded and receive all EEO training, as required per the training cycle.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will circulate quarterly agency-wide emails including updates on training.
- The EEO personnel have been identified in the agency head's memo to staff on October 24, 2022. Personnel and roles have been identified and contact information have also been provided.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO officer and administration staff have been working together to coordinate. New employees are added to the LPC roster by contacting EIO staff. Training is required of all new staff.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office will circulate quarterly agency-wide emails including reminders about the complaint process.

- On October 24, the agency head circulated a memo to all staff at LPC which included attachments of the EEO Policy, reasonable accommodations procedures and complaint procedure and sample form.
- Same as objective 2.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** EEO officer and administration staff.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Office will circulate quarterly agency-wide emails including reminders about training.
- LPC had a very high sexual harassment prevention training completion rate.
- LPC is currently training staff on the four new modules for the EEO, Equity and Inclusion course.
- New employees are introduced to the EEO officer. A brief conversation about EEO training and resources can be found on the P: drive (public drive).
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO Office will circulate quarterly agency-wide emails including reminders to the supervisors and managers about ensuring they provide EEO information in their staff meetings.
- An agency head memo is sent to the managers and supervisors at least once a year to remind them that their monthly meetings should include information regarding any EEO policies, complaints, and accommodation procedures.
 - **Intended reach:** All managers and supervisors. All staff have computer access.
 - **Office responsible:** Same as objective 3.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including reminders to the supervisors and managers about instructions concerning complaints.
- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** EEO officer.

Law Department (LAW)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Diversity & EEO Office will circulate an agency wide email semi-annually which will include the EEO Policy and links to resources.
- The Diversity & EEO Office will conduct periodic information sessions covering the EEO Policy with a Q&A component.
- Training on the EEO Policy will be included in all onboarding and orientation programming.
 - **Intended reach:** All staff, including, senior executives, managers, interns, and consultants.
 - **Office responsible:** Executives, division & deputy chiefs, the Diversity & EEO Office, the Professional & Organizational Development Office, agency career counselors, and division coaches.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The Diversity & EEO Office will host agency-wide virtual information sessions to increase visibility and awareness of the office's services and responsibilities.
- The Diversity & EEO Office will host division-specific meetings to increase visibility and awareness of the office's services and responsibilities.
- The Diversity & EEO Office will maintain an up-to-date website, with information and resources such as the DCAS's Guidance publications and information sheets.
- The executives will include EEO information and links in the agency's periodic newsletter "SideBar".
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Executives, division & deputy chiefs, and the Diversity & EEO Office.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The Diversity & EEO Office will conduct periodic training to improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The Diversity & EEO Office will host information sessions covering the complaint process offered to borough locations.
- The Diversity & EEO Office will maintain information on its intranet and internet sites to improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.
- The Diversity & EEO Office will send out periodic emails advising employees of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Executives, division & deputy chiefs, the Diversity & EEO officers, EEO counselors, and the Professional & Organizational Development Office.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The Diversity & EEO Office will provide training to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
- The Diversity & EEO Office will host information sessions to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
- The Diversity & EEO Office will post information on electronic and physical bulletin boards to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Executives, division & deputy chiefs, the Diversity & EEO officers, and EEO counselors.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The Diversity & EEO Office will provide mandatory supervisory training to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The Diversity & EEO Office will provide consultation to divisions to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- Managers and supervisors will be assessed on their awareness of measures that an employee may take to report EEO violations during the annual performance evaluation process.
 - **Intended reach:** All senior executives, managers and supervisors and staff in training capacities
 - **Office responsible:** Same as objective 3.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 3.

Mayor's Office of Contract Services (MOCS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Update MOCS' intranet with accessible information pertaining to the reporting of discrimination and harassment, the EEO investigation process, EEO staff contact information, and resources.
- Implement targeted communication to enhance employees' knowledge or familiarity with the EEO Policy and complaint process (e.g., including EEO resources and the most recent EEO Policy in our Weekly Minute newsletter and in a quarterly agency-wide email).
- MOCS also recently hired a new chief diversity officer, who is helping to brainstorm on how to incorporate different surveys for employees to address their feelings about certain issues, including diversity and inclusion.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc. All staff have access to computers.
 - **Office responsible:** EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Periodic agency-wide presentations on EEO rights and aspects of EEO work, such as the reasonable accommodation process.
- EEO presentation outlining EEO Policy, complaint process, reasonable accommodations, and other core aspects of the EEO Office to new hires.
- EEO roadshows for managers to be planned.
 - **Intended reach:** Entire agency with a focus on new hires and managers.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Continue to have orientation training to go into specifics.
- Provide ongoing education that ensures employees' understanding of reporting procedures at MOCS and the City's EEO Policy (via Lunch & Learn, trainings and roadshows).
 - **Intended reach:** All staff.

- **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Ensure posters are prominently displayed.
- Continue to have orientation training where specific information related to sexual harassment and discrimination is provided.
- Provide ongoing education that ensures employees' understanding of reporting procedures at MOCS and the City's EEO Policy (via Lunch & Learn, trainings and roadshows).
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Provide ongoing education that ensures employees' understanding of reporting procedures at MOCS and the City's EEO Policy for managers and supervisors specifically (via Lunch & Learn, trainings and roadshows).
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

New York City Employees' Retirement Systems (NYCERS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- Based on the Climate Survey administered by DCAS, 96% of NYCERS employees reported familiarity with the EEO policies. Employees receive EEO training as part of the on boarding process and EEO policies are included in New Employee Orientation (NEO). This information is also included in the employee handbook, which all employees have access to. Additionally, the agency head sends EEO messages to employees at least twice a year.
 - **Intended reach:** All employees have been provided access to NYCERS' portal, which includes access to all trainings. All employees have access to computers.
 - **Office responsible:** Organizational Development & Training Division (ODT) (ensures that training is assigned), Compliance Division (monitors training completion), Human Resources (responsible for on boarding of employees), Executive director and principal EEO officer/EEO officers.

Objective 2: Improve the EEO Office's visibility to the workforce.

- NYCERS has four EEO officers that are available to assist employees. The identity of the EEO officers are included in the employee handbook and in the messages sent by the agency head at least twice a year. The principal EEO officer also identifies the additional EEO officers during new employee orientation. EEO was recently discussed at a town hall, which was in addition to the agency head messages and the training.
 - **Intended reach:** All staff have access to computers.
 - **Office responsible:** All employees and consultants.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- EEO policies, including the complaint and investigative process, EEO services & toll-free hotline are posted throughout the agency in all common area bulletin boards. Employees also receive this information during orientation and the new hire on boarding process. The process is also outlined in the employee handbook. Information is reinforced in the agency head messages.
 - **Intended reach:** All employees and consultants.

- **Office responsible:** The principal EEO officer discusses the EEO process during NEO training. ODT tracks agency EEO training and collaborates with DCAS to ensure all NYCERS employees can access the DCAS EEO Training Database.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Policy and Commission of Human Rights Notice of Rights are posted throughout the agency. 97% of NYCERS employees have completed mandatory Sexual Harassment Training.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Principal EEO officer and Organizational Development and Training Division.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- According to the survey, 93.8% of managers and supervisors stated they understood the reporting process. Since the survey, all new supervisors & managers have received EEO training.
- NYCERS ensures the workforce is current and compliant with mandatory EEO and D&I trainings.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** ODT tracks and ensures employees & consultants complete EEO & mandatory trainings. The goal is to have 100% compliance.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- According to the survey, 95% of managers and supervisors reported they were aware of the EEO complaint process. NYCERS will continue to identify any employee who has not received training to ensure they are familiar with the complaint reporting policies. NYCERS will also discuss the EEO process in NYCERS' Leadership Academy (for supervisors and managers).
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 5.

New York City Fire Department (FDNY)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The FDNY EEO Office is currently developing and updating content concerning the role, function and mission of the FDNY EEO Office. While the content, which is delivered via posters, the internal EEO webpage (Diamondplate), and messaging will include information on how to file a complaint, it will also cover functions that address all aspects of the EEO Policy, such as providing pro-active advice, counsel, and training on workplace conflicts and issues, the role of EEO counselors [uniformed members who remain in the field but have undergone extensive EEO training and act as liaisons on behalf of the EEO Office], and the opportunity to seek alternative dispute resolutions to address workplace conflicts.
 - **Intended reach:** All staff, including senior executives, managers, line employees and interns. The EEO Office conducts inspections of all FDNY facilities two to three times a week. For those members that do not have access to a computer, the EEO Office will target those areas for inspection and use the opportunity to provide the information and resources.
 - **Office responsible:** The EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The FDNY EEO Office is updating all posters and policy statements for all facilities. In addition, the FDNY EEO Office has recommenced in-person training for all uniformed members. Utilizing attorneys, firefighters and EMTs, the FDNY EEO Office will utilize those training sessions to increase visibility and rapport with members.
- The assistant commissioner of EEO is also working with Operations to facilitate in-person meetings and discussions with deputy chiefs and battalion chiefs at the regular division / battalion chief meetings. These meetings will provide an opportunity for deputy and battalion chiefs to have direct conversations with the assistant commissioner of EEO concerning EEO related topics and issues of importance to their commands.
 - **Intended reach:** All staff, including, senior executives, managers, line employees and interns. For those members that do not have access to a computer, the EEO Office provides in-person training.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Office is developing content that lends transparency to the EEO complaint process. The EEO Office maintains an investigations manual concerning each step of the EEO investigations process. Portions of the manual will be repurposed for publication on the EEO Office Diamond plate page, which is available to all FDNY employees.
- The EEO Office will also insert slides and information on the EEO complaint process in the training module delivered to Fire Operations and Emergency Medical Services members during their daily in-person training.
- Finally, the EEO Office has worked with Operations to utilize officers and supervisors to deliver EEO related messaging to members within their command and can utilize this method of delivery to improve the understanding of the EEO Office for both officers and line employees.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO Office is training each employee on their rights under the City's sexual harassment policies on an annual basis. The EEO Office will also continue to message the FDNY's strong position against sexual harassment in the workplace. The FDNY recently issued an anti-sexual harassment policy statement via Department Order by the fire commissioner and the chief of department. The anti-sexual harassment policy statement set forth the policy on sexual harassment and included examples of prohibited conduct and information on disciplinary penalties that have been issued for the conduct. FDNY intends on issuing similar statements every year.
- The EEO Office also maintains an internal complaint database that permits EEO personnel to record and filter EEO complaint data by workplace, bureau, titles, etc. This data capture and filtering capability allows the EEO Office to identify trends in sexual harassment complaints. The EEO Office will review the database on a bi-annual basis to identify any areas, bureaus or titles that indicate a need for sexual harassment training and counseling.
- As noted above, the EEO Office has worked with Operations to utilize officers to deliver EEO related messaging to members within their command and can

utilize this resource to improve the understanding of employees' rights under the EEO Policy.

- **Intended reach:** Same as objective 2.
- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The FDNY will provide separate annual training to fire operations managers and supervisors so that greater emphasis may be placed on managerial responsibilities under the EEO Policy, including their mandatory reporter responsibilities. This was the practice prior to the pandemic.
 - Further, in reference to the Anti-Sexual Harassment Policy Statement that is issued via Department Order, FDNY includes a statement reminding managers and supervisors of their mandatory reporter responsibilities:
 - » *Officers and supervisors are responsible for ensuring that the area under their command fosters a professional climate that is free of harassment. Managers who knew or should have known of sexually improper conduct and fail to properly address it will be held accountable. Managers are also reminded that they are mandatory reporters who are required to immediately report all incidents of sexual harassment to the Department's Equal Employment Opportunity Office.*
- **Intended reach:** All uniformed managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- In addition to the answer provided in Objective (5) above, the FDNY EEO Office ensures that all newly promoted officers are trained separately on their obligations to provide a mechanism to employees to seek assistance under the EEO Policy. This training initiative focuses on not only how to address immediate issues within the workplace, but how to guide and address employees who are seeking to discuss a complaint under the EEO Policy, including the EEO counselors, or members of the EEO Office.

◇ New York City Fire Department (FDNY)

- The EEO Office will also update content on the website and posters concerning the EEO counselor program to reflect the resources that they provide and the ability to confidentially discuss workplace issues with the counselors.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** Same as objective 1.

New York City Police Pension Fund (NYC PPF)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The agency will circulate a biennial agency-wide email including EEO resources (e.g., the revised EEO Policy).
- The *EEO Complaint Process at-a-Glance* has been posted on agency bulletin boards and the agency intranet to ensure that employees are aware of this procedure.
 - **Intended reach:** All staff, including senior executives, managers, front-line staff, and interns.
 - **Office responsible:** The EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Collaborate with the agency's Human Resources Office and senior executive staff to maintain agency-wide presence and draw positive awareness of the EEO Office.
- Ensure the EEO Office uses inclusive and multi-channel communication strategies, including new hires onboarding, bulletin boards, and the intranet.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Circulate the *DCAS EEO Complaint Process at a Glance* infographic to employees on multiple platforms, including the intranet and bulletin boards.
- Provide consistent and frequent communications to involved parties during the investigation process.
- Continue to streamline and standardize the EEO complaint process in accordance with EEO Complaint Guidelines and DCAS's Citywide Equity and Inclusion best practices to ensure employees are/remain aware of this process.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The workforce is current and compliant with all mandatory EEO and D&I trainings.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO training liaison.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Managers and supervisors are current and compliant with all mandatory EEO and D&I trainings and understand their role about reporting EEO violations to the EEO officer.
- The Commitment and Accountability Statement by the agency head indicates where an employee should go if they have any questions, inquiries, concerns, or complaints they may have regarding their EEO rights and any allegation of violation of the EEO Policy and that the EEO officer will serve as a resource for managers and supervisors.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 4.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Managers and supervisors are current and compliant with all mandatory EEO and D&I trainings and understand their role about where to direct employees who may want to discuss an EEO complaint.
- The Commitment and Accountability Statement by the agency head indicates where an employee should go if they have any questions, inquiries, concerns, or complaints they may have regarding their EEO rights and any allegation of violation of the EEO Policy and that the EEO officer will serve as a resource for managers and supervisors.
- Posters of the EEO officers' name and contact information are prominently displayed in common areas throughout the facility.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** The EEO officer and the EEO training liaison.

Office of the Actuary

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate quarterly agency-wide emails including EEO resources and the revised EEO Policy.
- Approximately two times within the fiscal year at the agency's monthly staff meetings, the OA's EEO officer will remind staff of the EEO Policy and its importance.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc., have computers to receive EEO information. None of our employees work in positions that are considered "in the field" positions, and without computer access.
 - **Office responsible:** The EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Through constant reminders (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), the EEO Office will be visible to the OA's workforce.
 - **Intended reach:** All staff, including, senior executives, managers, interns, consultants, etc. All staff is at one location, and they all have computers to receive EEO information electronically.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Through constant reminders (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), employees will be knowledgeable of the EEO complaint process (i.e., where, and how to file a complaint and what happens after filing a complaint).
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Through constant reminders by the EEO Office (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace, will increase.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO Office will interact with the managers separately to reinforce this information after it is presented at monthly staff meetings.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Office of Administrative Trials and Hearings (OATH)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will continue to circulate agency-wide emails that include the revised EEO Policy, EEO resources, and the *Reasonable Accommodation Procedural Guidelines*. New employees receive this information at the start of their employment.
 - **Intended reach:** All staff, including senior executives, managers, interns, and consultants. The EEO Policy and other related resources are also available in the EEO Office and on bulletin boards.
 - **Office responsible:** The EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO Office will continue to have an open-door policy, disseminate agency-wide emails with EEO information, resources, and mandatory training information.
- The EEO Office will continue to include EEO and diversity related content in our employee newsletter.
 - **Intended reach:** All staff, including senior executives, managers, interns, and consultants.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO Policy along with the *EEO Complaint Process at a Glance*, is disseminated to all new employees during their onboarding process and to all other employees annually via an agency-wide email.
 - **Intended reach:** All staff, including senior executives, managers, interns, and consultants. In the event that a computer terminal may not be available to an employee, the EEO Policy and all additional resources are available in hard copy at the EEO Office.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- OATH's Anti-Sexual Harassment policy and the EEO Policy are disseminated to all staff via an agency-wide email on an annual basis.
- On a yearly basis, all staff must complete the mandatory Sexual Harassment Prevention e-training provided by DCAS. During the current cycle, employees are reminded weekly to complete the mandatory training and to reach out to the EEO officer with any concerns.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- On an annual basis, the EEO Office will continue to remind managers and supervisors of their responsibilities under the EEO Policy.
- Managers and Supervisors are reminded to contact the EEO Office when they receive a complaint or become aware of any EEO violations, including sexual harassment.
 - **Intended reach:** Managers and supervisors. In the event that a computer terminal may not be available to an employee, the EEO Policy and all additional resources are available in hard copy at the EEO Office.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- On an annual basis, the EEO Office will continue to remind managers and supervisors of their responsibilities under the EEO Policy.
- The agency head's Commitment and Accountability Statement, which is disseminated annually to all staff, specifically highlights managers' and supervisors' responsibility under the EEO Policy and advises them to contact the EEO officer with any questions relating to the Policy.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Office of Collective Bargaining (OCB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- OCB's two EEO officers will continue to circulate an annual agency-wide email including EEO resources (e.g., the most current City's EEO Policy and agency EEO Contacts) to its 16 employees.
- OCB EEO staff will announce at its weekly all -staff meetings (attended by all 16 OCB staff) the location of the City's EEO Policy on OCB Share (the agency intranet), and the names of staff involved with EEO issues.
- OCB will continue to provide to new employees during the onboarding process the current City's EEO Policy, agency EEO contacts, and other pertinent EEO information.
- In addition to any mandatory training, EEO staff will circulate EEO training opportunities to staff as they arise, and as applicable to the staff grouping.
 - **Intended reach:** All OCB staff have access to computers, the City networks, and OCB Share.
 - **Office responsible:** OCB's two EEO officers.

Objective 2: Improve the EEO Office's visibility to the workforce.

- As a small agency of only 16 active heads (all occupy one office of less than 10,000 square feet), OCB's EEO Office, which consists primarily of its two EEO officers, has extraordinary visibility already.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 1.

- **Intended reach:** Same as objective 1.
- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Same as objective 1.
- OCB is a small agency of only 16 heads, including managerial and supervisory staff.
- OCB EEO staff will identify training opportunities to improve managers'/supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- OCB EEO staff will also check in on a regular basis to increase this awareness.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Objective 1: Increase employees' familiarity with the EEO Policy.

The latest survey indicates that 96.3% of employees are familiar with the EEO Policy (greater than the citywide rate of 96.1%). To increase familiarity, the EEO Office will:

- Release an updated EEO complaint form.
- Send all employees a link to the current Policy, which is always accessible on the agency's intranet site.
- Remind employees to take bi-annual EEO training in September (deadline: October 2022).
- Increase employee familiarity with the EEO complaint process at the start of their employment (i.e., onboarding) and throughout their tenure.
 - **Intended reach:** All staff -- the 710 employees in the headcount provided by DCAS, including full-time, part-time and interns (the EEO officer will ensure managers share this info with any staff who may not have access to computers.)
 - **Office responsible:** The EEO Office will provide updated forms and send correspondence and reminders. Learning and Development offers onboarding training.

Objective 2: Improve the EEO Office's visibility to the workforce.

The latest survey indicates that 73.6% of employees know who the EEO officer is (greater than the citywide rate of 61.5%). To increase the Office's visibility, the agency will:

- Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site. All notifications will include the EEO officer's contact information.
- Send the annual Comptroller's Accountability Statement (last sent March 2022).
- Increase employees' familiarity with the EEO complaint process at the start of their employment (i.e., onboarding) and throughout their tenure.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

The latest survey indicates that 76.7% of employees know how and where to file a complaint and 62.2% know what happens to a complaint after it has been filed (less than the citywide rate of 81.3% who know how and where and the citywide rate of 65.8% who know what happens). To increase this knowledge, the agency will:

- Release an updated EEO complaint form.
- Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site.
- Send all employees a link to the current Policy, which is always accessible on the agency's intranet site.
- Remind employees to take bi-annual EEO training in September (deadline: October 2022).
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO Office will send correspondence and reminders.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

In the past, survey results have helped us to assess employees' knowledge and to better tailor subsequent employee training. In the past, employees have requested additional training, specifically addressing the areas of reporting and education on sexual harassment and related topics and, in response, the agency scheduled in-person training sessions for all. The agency will:

- Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site, with a list of the materials they will find: *EEO Complaint Process at a Glance*; EEO Discrimination Complaint Intake Form; EEO Policy and Procedures; Notice of Rights; Request for Reasonable Accommodation Form; Sexual Harassment Policy Statement; Stand Against Violence; The 55-a Program.
- Remind employees to take bi-annual EEO training in September (deadline October 2022).
 - **Intended reach:** Same as objective 1.

- **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

In the latest survey, 31.8% surveyed were managers and 90.4% of them were aware of measures employees may take to report violations. To increase this awareness, the agency will:

- Send all employees an email reminding them of the EEO resources, process posters, and notice of rights available on the agency's intranet site, with a list of the materials they will find: *EEO Complaint Process at a Glance*; EEO Discrimination Complaint Intake Form; EEO Policy and Procedures; Notice of Rights; Request for Reasonable Accommodation Form; Sexual Harassment Policy Statement; Stand Against Violence; The 55-a Program.
- Page 7 of the agency's EEO Policy details the role managers and supervisors must play if violations are suspected, witnessed, or reported.
- Remind employees – including managers -- to take bi-annual EEO training in September (deadline: October 2022).
- Send the annual Comptroller's Accountability Statement (last sent March 2022).
 - **Intended reach:** All staff -- including managers and supervisors -- the 710 employees in the headcount provided by DCAS, including full-time, part-time and interns. The EEO officer will ensure managers share this info with any staff who may not have access to a computer.)
 - **Office responsible:** The EEO Office will send correspondence and reminders. The Executive Deputy Comptroller will send the annual Comptroller's Accountability Statement.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

In the latest survey, 31.8% surveyed were managers and 89.4% of them knew to whom and where to direct employees with a complaint.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Office of Emergency Management (NYCEM)

Objective 1: Increase employees' familiarity with the EEO Policy.

- NYCEM will share information about EEO policies at quarterly all-hands meetings both in person and via Teams.
- NYCEM will distribute updates on EEO policies via all-staff email.
 - **Intended reach:** All staff, including staff with reasonable accommodations (RAs) for remote work who are not present for in-person meetings.
 - **Office responsible:** EEO Office, Equity & Diversity Council, and HCM.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Create a full-time EEO officer/Equity/Diversity position.
- Hire chief equity and diversity officer: position posted and active recruiting began in late summer 2022.
 - **Intended reach:** A full-time EEO officer will have in-person presence and an in-person office to further outreach to staff.
 - **Office responsible:** HCM, executive leadership.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- NYCEM will share information about the EEO complaint process at quarterly all-hands meetings both in person and via Teams.
- NYCEM will distribute information on EEO policies and processes via all staff emails and via the intranet.
- NYCEM will train all new employees on EEO policies, the complaint process, and how to file EEO complaints.
 - **Intended reach:** All staff, new hires.
 - **Office responsible:** EEO Office, Equity & Diversity Council, HCM, training.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- NYCEM will share information about EEO policies at quarterly all-hands meetings both in person and via Teams.

- NYCEM will ensure staff are up-to-date on required EEO trainings, including Sexual Harassment Prevention Training.
 - **Intended reach:** All staff, new hires – in person and remote strategies are included.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Ensure managers are up-to-date on required EEO and Sexual Harassment Prevention Training.
- Continue development and implementation of equity and diversity tasks and standards for all staff, including specific metrics for supervisors and managers.
 - **Intended reach:** All supervisors and managers.
 - **Office responsible:** Same as objective 3.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- EEO Policy reminders and refreshers to be provided to managers and supervisors at executive and senior staff meetings.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** EEO Office.

Office of Labor Relations (OLR)

Objective 1: Increase employees' familiarity with the EEO Policy.

- OLR increased EEO training in 2022 and all employees have received the training in the following topics: *Everybody Matters*, *Sexual Harassment Prevention and lgbTq*. OLR will continue that trend. The EEO officer has circulated DCAS's *Complaint Process at a Glance* and a similar document relative to the reasonable accommodation (RA) process to all managers to increase understanding of the EEO/RA process and emphasize the importance of EEO at OLR. The EEO officer will continue to circulate quarterly agency-wide emails including EEO training and resources and the revised EEO Policy.
 - **Intended reach:** All staff have access to computers, including senior executives, managers, interns, consultants, etc.
 - **Office responsible:** The EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- OLR has increased the EEO Office's visibility through increased training this year and increased outreach to managers. The agency held its first Diversity and EEO Appreciation event and will aim to continue this practice. It has circulated the DCAS's *Complaint Process at a Glance* and a similar document relative to the reasonable accommodation process to managers to increase understanding of the EEO/RA process and emphasize the importance of EEO at OLR.
 - **Intended reach:** Not applicable.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO officer will circulate DCAS's *Complaint Process at a Glance* and a similar document relative to the reasonable accommodation process to all employees.
 - **Intended reach:** All employees.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- OLR will continue providing Sexual Harassment Prevention Training to ensure that all managers and employees are trained on this topic, in addition to the complaint and investigation procedures. The EEO Policy is readily accessible to all staff on OLR's intranet and posted on OLR's bulletin boards. Supervisors receive guidance and are held accountable: any allegations of sexual harassment received will be promptly reported and investigated. Disability Etiquette and Awareness Training will be required for all employees.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Training and quarterly emails to managers and supervisors relative to procedures and their obligations.
 - **Intended reach:** All managers and supervisors.
 - **Office responsible:** All unit heads.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Training, emails relative to obligations under the Policy and circulation of the *EEO Complaint Process at a Glance*.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Office of Management and Budget (OMB)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO/DEI officer will continue to provide all new employees with the EEO Policy and other EEO and DEI-related policies within their first two weeks at the agency.
- The EEO/DEI officer will continue to circulate monthly emails to all staff including EEO resources.
- The EEO/DEI officer will continue to present at new employee trainings about EEO and DEI-related issues.
- The EEO/DEI officer will continue to remind all staff who attend DEI-related events about EEO-related resources, including the EEO Policy where relevant.
 - **Intended reach:** All staff, including senior executives, managers, interns, consultants, etc. All of OMB staff have access to computers.
 - **Office responsible:** EEO/DEI officer and EEO counselors in partnership with Personnel Management and Administration and applicable agency leadership.

Objective 2: Improve the EEO Office's visibility to the workforce.

- The EEO/DEI officer will continue to provide an introductory email to all new employees, and inform them not only about the EEO Policy, but about the other EEO-related resources available to them (programming, other staff, etc.).
- The EEO/DEI officer will continue to present at new employee trainings, raising the EEO Office's visibility to the workforce.
- The EEO/DEI officer will continue to circulate monthly emails to all staff about cultural celebrations, training reminders, and other matters that improve the EEO Office's visibility to the workforce.
- The EEO/DEI officer will continue to remind all staff who attend DEI-related events about the various services the EEO Office provides.
- The EEO Office will have staff in addition to the EEO officer, such as college and graduate interns, who will work on DEI and EEO matters that will help increase the Office's visibility to the workforce.
 - **Intended reach:** Same as objective 1.

- **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The EEO/DEI officer will continue to provide an introductory email to all new employees, and inform them not only about the EEO Policy, but about the EEO complaint process specifically.
- The EEO/DEI officer will continue to present at new employee trainings, including a section focusing on the EEO complaint process.
- In at least one of the monthly emails sent to all staff by the EEO/DEI Officer, there will be a reminder about the City's EEO complaint process each fiscal year.
- The EEO/DEI officer will create an annual training for EEO counselors to keep them refreshed on issues including the EEO complaint process.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO/DEI officer and EEO counselors.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- The EEO/DEI officer will continue to provide an introductory email to all new employees about EEO-related issues, including notification of their protected rights and prohibition of discrimination in the workplace.
- The EEO/DEI officer will continue to present at new employee trainings about employees' protected rights and the City's prohibition of discrimination.
- In at least one of the monthly emails sent to all staff by the EEO/DEI Officer, there will be a reminder about the City's EEO Policy and employees' protected rights and the City's prohibition of discrimination each fiscal year.
- The EEO/DEI officer will continue to remind all staff who attend DEI-related events about the various services the EEO Office provides, including those to help employees understand their protected rights and the prohibition of discrimination in the workplace.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- The EEO/DEI officer will continue to provide an introductory email to all new employees (which includes new managers and supervisors) and inform them of measures an employee may take to report potential EEO violations and their role in the process.
- The EEO/DEI officer will continue to present at new employee trainings (which includes new managers and supervisors), including a section on measures that an employee may take to report EEO violations and the specific role of managers and supervisors in this process.
- The EEO/DEI officer will work with the learning and development officer and the director of HR on how to better integrate the measures and employee may take to report potential EEO violations and their role in the EEO process into management trainings.
 - **Intended reach:** Managers and supervisors.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Office of the Mayor (OOM)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The Mayor's EEO Office will email the Mayor's Commitment and Accountability Statement (Mayor's Message) to all staff, including managers and supervisors, which provides an introduction to the EEO officer and their contact information.
- The Mayor's EEO Office will circulate quarterly agency-wide emails including an EEO newsletter with EEO resources, and the *EEO Complaint Process at a Glance*.
- The Mayor's EEO Office circulates semi-annually, agency-wide emails including the Mayor's EEO Message/Commitment Statement, EEO Policy, Reasonable Accommodation (RA) Procedural Guidelines, RA at a Glance, and RA Brochure & posts on bulletin boards at all Mayor's Office locations.
- The Mayor's EEO Office emails Mayor's EEO Message/Commitment Statement, EEO Policy, RA Procedural Guidelines, RA at a Glance, & RA Brochure to all New Hires including managers and supervisors.
- The Mayor's EEO Office created an updated EEO, Diversity and Inclusion (D&I) flyer with EEO Policy introduction, EEO Office and EEO hotline contact information to distribute to all team members, including managers and supervisors.
- Posted EEO, D&I flyer with EEO Office contact information on agency intranet.
- Updated EEO, D&I flyer will be posted on bulletin boards at all Mayor's Office locations.
- Planned meet and greet with all units within the Mayor's Office to inform them of the EEO, Diversity and Inclusion unit, EEO Policy, EEO protected categories, EEO complaint process, & the variety of resources available to all team members.
- Mayor Adams and EEO officer partnering with DCAS to meet with deputy mayors and agency heads and to review EEO Policy and EEO processes.
- Mandated EEO trainings are monitored by the EEO Office, and email reminders are sent to team members who have not completed the trainings.

- Follow ups are conducted until trainings are completed in accordance with mandates.
 - **Intended reach:**
 - » All Mayor's Office team members including, managers, supervisors, interns, consultants, agency partners, on assignment team members, fellows, volunteers, and SYEP team members will be provided access to desktops or laptops to complete mandated trainings.
 - » The Mayor's EEO Office posted the Mayor's EEO Message/ Commitment Statement, RA Procedural Guidelines, EEO Policy, RA at a Glance, & RA Brochure on bulletin boards at all Mayor's Office locations for all team members including those without access to computers.
 - » Planned meet and greet with all units/team members within the Mayor's Office to inform them of the EEO, Diversity and Inclusion unit, EEO Policy, EEO protected categories, EEO complaint process, & the variety of resources available.
 - » Deputy Mayors and agency heads – Desktops or laptops can be made available for team members without computer access.
 - » Desktops or laptops can be made available for team members without computer access. Some team members are provided with agency phones that can access emails, the agency intranet, EEO resources, and computer-based meetings and trainings. DCAS training center information is provided to team members without computer access. Some trainings are requested as webinars for team members to access on personal or agency devices. Team members will be provided with laptops to complete mandated trainings, as needed.
 - **Office responsible:** The EEO Office and MIS department.

Objective 2: Improve the EEO Office's visibility to the workforce.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 1.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Office of Technology & Innovation (OTI)

Objective 1: Increase employees' familiarity with the EEO Policy.

- According to the survey, 98% of the respondents indicated that they are familiar with the EEO Policy. Therefore, we will continue to provide training and awareness.
 - **Intended reach:** Not applicable.
 - **Office responsible:** The Office of EEO & Diversity Management.

Objective 2: Improve the EEO Office's visibility to the workforce.

- 75% of survey respondents indicated they knew who the EEO officer was. The Office will continue to distribute agency-wide emails related to the programming and initiatives of the EEO Office.
 - **Intended reach:** All employees.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- 90% of survey respondents indicated they had knowledge of the complaint process but only 75% indicated they know what happens after a complaint is filed. OTI conducted a "Meet the Division" presentation where the staff of the Office of EEO & Diversity Management addressed the complaint process and the various functions of the Office. Additionally, information about the complaint process and the EEO Policy are posted on the agency's intranet.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- No entry.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Each year, managers and supervisors are required to affirm their commitment to EEO & Diversity during a regularly scheduled meeting. EEO staff maintains those documents and monitors that every manager who supervises others, completes the affirmation.
 - **Intended reach:** Managers and supervisors
 - **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.

- Same as objective 5.
- Additionally, the Chief EEO officer conducted an EEO presentation to all managers and supervisors. The presentation included the EEO Policy, complaint process and reasonable accommodation process.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 1.

Police Department (NYPD)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The deputy commissioner of equity and inclusion (DCEI) will increase the frequency of administrative bulletin emails to all NYPD employees regarding the NYC and NYPD EEO policies, as well as the availability of resources offered for EEO related issues. These emails will be sent out quarterly.
- Additionally, social media and video media will be created/amended to ensure that all employees are made aware of current EEO policies.
 - **Intended reach:** All staff, including executive, supervisory, and non-supervisory. All NYPD employees have email, however, in order to reach employees who do not have regular access to computers, bureaus will be contacted, and commanding officers/supervisory heads will be tasked with ensuring that computers are made available to all those who need them for this purpose.
 - **Office responsible:** DCEI and the DCEI Training and Awareness Unit.

Objective 2: Improve the EEO Office's visibility to the workforce.

- All NYPD commands/offices are required to have information regarding EEO posted and available. Audits will be conducted to ensure that this information is present and made available to those who may be non-compliant. Follow-up visits will be made to ensure ongoing compliance.
- Additionally, the role of the EEO liaison, a mandated non-supervisory employee in each command, will be accentuated and reinforced.
- Additional roll-call training will be conducted to ensure that the information and the identity of the EEO liaison is more visible.
 - **Intended reach:** All staff.
 - **Office responsible:** Command level staff, including Training Sergeants/ personnel and the DCEI Training and Awareness Unit.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Current DCEI Training and Awareness materials will be augmented to include information on the EEO complaint process, including where and how to file a formal complaint, and what happens when a complaint is filed.

- Video media and social media content will be created to include additional information on the EEO complaint process.
 - **Intended reach:** All staff. The DCEI Training and Awareness Unit will begin to include the aforementioned information to all incoming recruit classes, as well as to command level training.
 - **Office responsible:** NYPD DCEI Training and Awareness Unit, NYPD command level training personnel.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Additional communications via email and Finest messages will be transmitted quarterly containing information on protected rights and prohibition of discrimination, including sexual harassment.
 - **Intended reach:** All staff. In addition to email communications, in-person roll call training will be conducted as well.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Specialized communications tailored to supervisory staff will be included in existing EEO training that is conducted during supervisor trainings and orientations.
 - **Intended reach:** All NYPD uniformed and civilian supervisors (including managers).
 - **Office responsible:** DCEI Training and Awareness Unit.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** Same as objective 5.
 - **Office responsible:** Same as objective 5.

Public Administrator - New York County (PA NY)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO officers and agency heads will continue to provide copies of the EEO Policy to employees consistently and encourage them to review their rights.
 - **Intended reach:** Printed copies of the EEO Policy are given to staff members that do not have access to computers.
 - **Office responsible:** The EEO officers and agency heads will be responsible for implementing the action.

Objective 2: Improve the EEO Office's visibility to the workforce.

- EEO officers are readily available to all employees and have access to their contact information.
- Employees are encouraged to communicate with the EEO officers and to request information.
 - **Intended reach:** EEO officers provide written information to employees who do not have access to computers.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Information on filing EEO complaints is posted throughout the office bulletin boards.
- Employees are encouraged to contact the EEO officers to file complaints and are provided with contact information for the EEO officers.
 - **Intended reach:** Written and verbal information is provided to employees who do not have access to computers.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Employees are provided with copies of the City's EEO Policy and encouraged to review their rights.

- **Intended reach:** All staff. Employees are provided with copies of the City's EEO Policy.
- **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- EEO officers and agency heads will continue to meet regularly to discuss and update any measures that an employee may take to report violations.
 - **Intended reach:** All managers and supervisors have access to computers.
 - **Office responsible:** EEO officers.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- No entry.

Tax Commission (OATA)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate an agency-wide email at least quarterly, linking to EEO resources, including the revised EEO Policy, and reminding staff of agency EEO personnel and their contact information.
 - **Intended reach:** All staff have access to email and so will be reached by those emails. All staff have access to the agency's intranet site.
 - **Office responsible:** The EEO staff.

Objective 2: Improve the EEO Office's visibility to the workforce.

- None planned beyond the emails and posting of up-to-date information; OATA is a small agency, and all staff know the EEO staff personally.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- The emails referenced under Objective 1 will improve the knowledge of the complaint process, by providing multiple opportunities per year to access information about it via a reminder email.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Same as objective 3.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Managers will be sent tailored quarterly emails to remind them of the measures an employee may take to report any EEO violation.

- **Intended reach:** All managers and supervisors (all have email access).
- **Office responsible:** Same as objective 1.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- Same as objective 5.
 - **Intended reach:** N/A
 - **Office responsible:** N/A

Taxi Limousine Commission (TLC)

Objective 1: Increase employees' familiarity with the EEO Policy.

- TLC increased its efforts to inform staff of their rights and protections under the law through training. TLC's EEO and sexual harassment policies are emailed to staff annually, and the EEO newsletter is distributed quarterly which includes diversity and inclusion activities and holidays.
 - **Intended reach:** All TLC staff have access to computers and laptops. All new hires are provided with hard copies of the policies.
 - **Office responsible:** The EEO Office.

Objective 2: Improve the EEO Office's visibility to the workforce.

- EEO Trainer provides in-class EEO training to all new hires.
 - **Intended reach:** All new hires.
 - **Office responsible:** The EEO officer and managers/supervisors.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- Ensure staff know their rights and protections and prohibited activities under the EEO Policy and Human Rights law.
- Ensure staff are aware and understand the complaint process.
 - **Intended reach:** All staff have access to computers and/or laptops. In-house training is provided to all new hires.
 - **Office responsible:** The EEO officer, EEO training liaison, managers, and supervisors.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- Distribute the EEO Policy, post information on rights and protections and provide more leadership training opportunities.
 - **Intended reach:** Same as objective 3.
 - **Office responsible:** Same as objective 3.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- One of the key responsibilities included in the managers' evaluation form, which managers are rated on, is their efforts to engage and promote a workplace and division free from discrimination in compliance with sound and effective citywide and agency-specific EEO policies, practices, and procedures.
 - **Intended reach:** All staff have access to a computer and/or laptop.
 - **Office responsible:** Same as objective 2.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- TLC will issue its EEO Policy on a yearly basis. The Policy includes the EEO officer's name and address.
 - **Intended reach:** No entry.
 - **Office responsible:** No entry.

Teachers' Retirement System (TRS)

Objective 1: Increase employees' familiarity with the EEO Policy.

- The EEO Office will circulate every six months an email including EEO resources (e.g., the revised EEO Policy). The first email will be sent at the start of the fiscal year, followed by the second one six months later.
 - **Intended reach:** All staff, including, senior executives, managers, interns, and consultants.
 - **Office responsible:** EEO officer.

Objective 2: Improve the EEO Office's visibility to the workforce.

- In FY23, the EEO Office will ensure more visibility is provided via email communication including reminding staff on how to file for an EEO complaint and what is the EEO process at a glance.
 - **Intended reach:** All staff, including temporary resources, consultants, college aides and summer interns.
 - **Office responsible:** Same as objective 1.

Objective 3: Improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- At the start of each fiscal year, the EEO officer would like to send reminder emails to all staff regarding where to access information about the EEO complaint process (including how a formal complaint can be filed) on the agency's intranet. The same email will be sent six months afterwards.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** Same as objective 1.

Objective 4: Increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

- As part of the biannual reminder to staff on how to file for an EEO complaint, the EEO officer will ensure to include affirmation that the agency prohibits discrimination including sexual harassment in the workplace.
 - **Intended reach:** Same as objective 2.
 - **Office responsible:** Same as objective 1.

Objective 5: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- Each year when the HR department reminds managers and supervisors that their annual employee performance evaluation submissions are due, the communication will include a reminder that an annual EEO conversation needs to occur with their staff. This conversation should include reminding staff of how they can report an EEO violation. Managers and supervisors will also have to remind all temporary resources and consultants on a yearly basis that the same applies to them.
 - **Intended reach:** Same as objective 1.
 - **Office responsible:** The EEO officer will coordinate with HR to make sure that managers and supervisors throughout the agency are notified during their yearly evaluation process.

Objective 6: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint(s) under the EEO Policy.

- The yearly email from the EEO officer to the agency will include reminding managers and supervisors where to direct employees who may want to discuss a complaint that might violate any EEO protected category.
 - **Intended reach:** Managers and supervisors in the agency.
 - **Office responsible:** Same as objective 1.

Appendix I

Key questions from the *2020 Workplace Climate Survey*:

- Are you familiar with and/or have knowledge of the NYC Equal Employment Opportunity (EEO) Policy?
- Do you know how and where to file a formal complaint about a violation of the EEO Policy, such as an allegation of discrimination, including but not limited to sexual harassment?
- Do you know what happens to an EEO complaint after it has been filed?
- **[For supervisors and managers]** Are you aware of measures that an employee may take to appropriately report any violations under the EEO Policy, including discrimination and sexual harassment?
- **[For supervisors and managers]** Do you know to whom and where to direct an employee who wants to discuss a complaint(s) under the EEO Policy?

