

OFFICE OF TECHNOLOGY AND INNOVATION (OTI)

(F/K/A DOITT)

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN

FISCAL YEAR 2022

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

Pursuant to Executive Order No. 3 (January 19, 2022) (“EO 3/22”), DoITT was designated the Office of Technology and Innovation (“OTI”) and consolidated the Mayor’s Office of Data and Analytics, the Mayor’s Office of Information Privacy, the Mayor’s Office of Chief Technology Officer and the NYC Cyber Command under the OTI umbrella. EO 3/22 also established the role of Chief Technology Officer/Commissioner of legacy DoITT to lead the OTI. Where appropriate or legally required, references to DoITT shall remain intact throughout this document. As the City’s Chief Technology Officer and Commissioner of OTI, I hereby declare my commitment to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

I will strive to achieve the greatest possible diversity among our workforce, to create an inclusive culture of openness, tolerance, and cooperation in our workplaces, to promote equity in all its aspects, and to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City’s population.

I will involve my entire leadership team in our efforts to enhance and promote the values of equity, inclusion, and respect for all. All executives, managers, and supervisors in our agency will be responsible for ensuring a safe, equitable, and inclusive work environment for all of our employees, and for delivering equitable, fair, and effective services to the public we serve.

I will hold the top leadership of our agency, as well as the EEO Officer, all EEO professionals, Human Resources professionals, legal professionals, managers, and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment. We shall support the diversity, equity, and inclusion initiatives at the agency by observing all EEO mandates and working with dedication to attain agency goals in this area. All agency staff must be compliant with the City’s EEO Policy and the implementation of this Diversity and EEO Plan.

I will involve the EEO Officer in critical human resources decisions, including recruitment and selection strategies, workforce projections, succession planning, promotion of training and career development opportunities, and strategic planning.

We will report to DCAS on the steps undertaken to comply with all legal mandates and the provisions of the various Executive Orders and laws prohibiting employment discrimination in New York City, and on the progress in implementing this Plan.

OTI’s EEO Officer, Elsa Hampton will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Elsa’s contact information and the contact information for the Office of EEO and Diversity Management is available to all employees on OTI’s intranet.

During Fiscal Year 2022, I will announce this Commitment Statement to our employees, to affirm the principles of diversity, inclusion, and equal employment opportunity, and to communicate our dedication to equity and all values that drive us toward this goal.

This statement is the same as last year.

II. Recognition and Accomplishments

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

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

1. On October 30, 2020, we celebrated Hispanic Heritage Month by hosting an event entitled, *Technically Diverse: Breaking Barriers*. The event consisted of brief opening remarks by legacy DoITT's then General Counsel, Michael Pastor, and employees collectively watched a documentary about the *Mendez v. Westminster* school desegregation case which was followed by a group discussion.
2. In February 2021 and March 2021, email announcements were sent to staff highlighting Black History Month and Women's History Month respectively.
3. In February, we launched a book club, entitled Literary Bytes. The purpose of the club is to read books with social justice and/or diversity related themes in an effort to learn, discuss, and engage with colleagues around sensitive topics to promote better understanding and build coalitions and allyship.
 - a) In February, in honor of Black History Month, we read, *Just Mercy: A Story of Justice and Redemption* by Bryan Stevenson. During the book club meeting, we had a robust discussion about the criminal justice system, policing, and systemic racism.
 - b) In honor of Women's History Month, in March, we read *Hidden Figures: The American Dream and the Untold Story of the Black Women Who Helped Win the Space Race*. The author of the book, Margot Lee Shetterly, joined us for the book club discussion. During the discussion, Ms. Shetterly discussed the obstacles these Black women "computers" encountered in the workplace at NASA, due to the discrimination they faced because of both their race and gender.
 - c) In May, in recognition of Asian American Pacific Islanders Heritage Month, we read *Southern Fried Rice: Life in a Chinese Laundry in the Deep South* by John Jung. The book is a memoir that conveys the experiences of a Chinese family who lived in Macon, Georgia between 1928 to 1956. We also encouraged everyone to watch the PBS documentary, *Far East Deep South*, which explores the history of Chinese immigrants living in the American South during the late 19th and first half of the 20th Centuries. We discussed the effect of the Chinese Exclusion Act of 1882, the historic discriminatory policies and practices against Chinese Americans, and the impact of those policies on the current anti-Asian sentiment.
 - d) In June, in recognition of Pride Month, we read and discussed *Fun Home: A Family Tragicomic*, by American cartoonist Alison Bechdel. *Fun Home* is a memoir, written as a graphic novel, about the author's relationship with her father, who she discovered was also gay. A few weeks after this revelation, he died, leaving a legacy of mystery for his daughter to resolve. During the discussion, it became clear that issues around sexual orientation and identity are no different from other secrets. One participant highlighted how family secrets and denying one's true identity has a detrimental impact on the individual as well as the family.

4. On March 16, 2021, the Office of EEO & Diversity Management held an event entitled, *Technically Diverse: Shattering the Tech Glass Ceiling*, in celebration of Black History Month and Women’s History Month. The event consisted of a discussion with the Chief Information Officer at the U.S. Department of Commerce, International Trade Administration (ITA) and the Legislative Affairs Director in the Office of Science and Technology Policy, who was appointed by President Biden. These notable speakers, both Black women, discussed how they broke barriers and shattered the *Tech* glass ceiling to become leaders in their field.

5. On April 1, 2021, in recognition of Autism Awareness Day, the Office of EEO & Diversity Management facilitated a discussion with Michele Pierce Burns, who discussed the 2021 Autism Awareness Day theme, “Inclusion in the Workplace: Challenges and Opportunities in a Post-Pandemic World.” Ms. Burns is both the parent of a child with autism and an educator with over 25 years of experience in serving as Teacher/Facilitator, School Co-Founder/Director, who has held several Non-Profit Leadership roles, and been a powerful advocate in the autism arena. Additionally, Ms. Burns helped with the creation and development of Julia, the newest Muppet on Sesame Workshop, who is living with autism. In her discussion, Ms. Burns relied upon her real-world experience as a parent, educator, and advocate on behalf of the autism community to raise awareness of the issues people with autism face in the workplace and act as a resource for members of the agency’s community.

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

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

* Please specify under “Additional Comments”

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

Additional Comments:

Equity Initiatives continued:

6. The second iteration of the “Courageous Conversations” series was held to discuss the recent surge of incidents of bias, discrimination, hate, and violence against members of the Asian American and Pacific Islander (AAPI) community. The small group conversations were facilitated by the Office of EEO and Diversity Management and the Human Resources Organizational Development team to provide a safe space to voice concerns related to AAPI violence and discrimination while also fostering allyship.

7. On May 28, 2021, in celebration of Asian American Pacific Islander (AAPI) Heritage Month, the Office of EEO & Diversity held an event entitled, *Technically Diverse: Empowering the AAPI Community*. Norman Chen, CEO and co-founder of Leading Asian Americans to Unite for Change (LAAUNCH) was our featured speaker for the event. Mr. Chen discussed the founding of LAAUNCH and their mission to (1) engage and empower Asian Americans to fight racism, (2) increase representation, and (3) share community resources. He addressed the findings of the inaugural STAATUS Index Report 2021 (Social Tracking of Asian Americans in the U.S.). The STAATUS Report is a comprehensive assessment of attitudes toward Asian Americans and Pacific Islanders, and one of the first such studies in 20 years. During the question and answer session, staff further explored the methodology and findings in the report and how they can help empower the AAPI community.

8. Throughout the COVID-19 pandemic, the agency has been committed to providing opportunities to the M/WBE community. By the end of FY21, the agency awarded over \$185 million directly to M/WBE's for COVID related purchases. The agency actively updates and maintains its opportunity page where MWBEs have insight into upcoming discretionary procurements and can express interest. Additionally, the agency has launched a successful process using the M/WBE Purchase method to source individual consultant resources.

Furthermore, during the course of FY21, DoITT launched the following internal and external initiatives in order to increase M/WBE participation on its procurement contracts:

- a) Former Commissioner Tisch met with agency Executive Staff and subsequently with senior management staff regarding the importance of prioritizing MWBEs in procurement of goods and services, whenever possible.
- b) The agency's M/WBE staff has bi-weekly meetings with relevant internal leadership in business divisions to assist with finding or certifying eligible vendors, and enforce M/WBE contract provisions, irrespective of whether the agreement is subject to Local Law 1 requirements or is an emergency contract.
- c) The agency's M/WBE staff has monthly meetings with prime vendors to encourage M/WBE utilization, assist with finding or certifying eligible vendors, and enforce M/WBE contract provisions, irrespective of whether the agreement is subject to Local Law 1 requirements.
- d) In May 2021, DoITT held two meetings with IT manufacturers, publishers, and vendors, to reiterate the agency's commitment to the M/WBE program and the importance of M/WBE participation on contracts.
- e) On May 26, 2021, DoITT participated in Small Business Services' Procurement Technical Assistance Center's Meet the Agency event, geared toward educating and training M/WBE businesses that are interested in local, state, and federal contracting. At this event, agency M/WBE and procurement staff explained how to do business with DoITT, the procurement process, and opportunities and resources.
- f) On June 15, 2021 DoITT held a virtual event entitled "Tech Access." This event provided M/WBE firms with the opportunity to learn about the agency's technology landscape and roadmap, and to present their capabilities to its technical and procurement teams.
- g) OTI is in the process of developing an M/WBE Advisory Board/Committee. The mission is to improve access and eliminate barriers to entry and other obstacles M/WBE vendors encounter in the procurement process.

9. Technology was the key to enabling City government to continue functioning during the COVID-19 pandemic, particularly in the months following the emergency declaration. During that time, DoITT worked with nearly every City agency and office to stand up services in areas ranging from public safety to social services, from education to economic development:

- a) DoITT developed the City's COVID-19 contact tracing application, released in June of 2020, to support the City's Test & Trace Corps. This work is an essential part of the City's efforts to contain the spread of the virus.
- b) DoITT also developed the technology that powers the GetFood program, which has been used to deliver more than 100 million meals to New Yorkers in need.
- c) DoITT worked with DOE to procure, configure, and distribute 300,000+ iPads to enable remote learning for the City's public school children who did not have access to an internet connected device. This project was completed in less than two months from the start of the pandemic.
- d) In early March, DoITT built out the infrastructure that enabled more than 100,000 City employees to remotely access the City's network to quickly facilitate the safe transition to a work-from-home model.
- e) DoITT procured and architected the technology to enable tele-visits for incarcerated individuals.
- f) DoITT assisted the Fire Department in an initiative to transfer low-acuity calls to telemedicine providers during periods of unprecedented 911 call volume.
- g) DoITT built the City's main COVID-19 portal, consolidating links to resources and information from dozens of agencies.
- h) DoITT built the Help Now NYC portal, which enabled donations and signups for appropriately skilled persons to volunteer at the height of the pandemic.
- i) DoITT built the City's first online marriage license system.

During the first four months of Fiscal 2021, DoITT continued to support the City's response to the COVID-19 pandemic:

- a) DoITT continued to develop and enhance the City's contact tracing application, which is the centerpiece of the Test & Trace Corps' efforts to track and contain the spread of COVID-19.
- b) DoITT deployed a COVID zone finder application to help New Yorkers identify whether their home, place of work or school is located in one of the State's COVID zones.
- c) In support of the Mayor's Office to Protect Tenants, DoITT built the NYC Tenant Resource Portal, the City's first-ever online resource to help residential renters access free resources from the City to help prevent evictions and keep tenants stably housed.
- d) DoITT worked with the Department of Education to procure another 100,000 iPads to enable remote learning for the City's public school children who did not have access to an internet connected device.
- e) DoITT also designed and built out the call center infrastructure to support the Office of Pupil Transportation so that parents had a point of contact for transport information for their school age children who returned to in-person learning.
- f) DoITT managed the building-out of Wi-Fi in homeless shelters that serve families where children were remote learning during the pandemic.

10. DoITT reached a major milestone in June of 2020 with the launch of Text-to-911. This service ensures that people in need of an alternative to placing a voice call to 911, particularly the deaf and hard of hearing and survivors of domestic violence communities, have access to police, fire, and emergency medical services when they need it most.

III. Workforce Review and Analysis

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

Total Headcount: 1653

Please provide the number of employees whose Race/Eth and/or Gender is 'Unknown'

Race/Ethnicity: 57 [29+28] Gender: 0 Both R/E and Gender: 2

(These figures are available on the total line for your agency in the EBEPR210 CEEDS report)

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

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

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

Additional Comments:

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

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

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

Reviewed with	Frequency
Agency Head	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
First Deputy Commissioner/Chief Diversity, Equity, and Inclusion Officer	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____

The agency review entails a discussion concerning perceived workplace barriers for job groups that may surface in underutilization reports and for factors that may be creating these barriers (e.g., hiring patterns in specific job titles).

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

Additional Comments:

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

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

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

1. Workforce:

Increase the recruitment, hiring, and retention of women, African American, Hispanic, and Asian employees by 5% in each division where the percentage is less than 10%.

2. Workplace:

Expand programs designed to support the engagement, success, and retention of staff members with diverse backgrounds.

Leverage analysis of OTI’s workforce to inform priorities and targets for diversity and inclusion activities and programs. Encourage employees to participate in diversity and inclusion related programs to foster a more inclusive environment agency-wide and across divisions.

3. Community:

Increase opportunities for M/WBEs to do business with the City through OTI procurement vehicles and by facilitating events that afford IT M/WBE vendors opportunities to meet prime vendors, and OTI Information Technology and Procurement teams.

4. Equity and Race Relations Initiatives:

Promote and encourage participation by all employees in the ongoing “Courageous Conversations” series, Literary Bytes Book Club, and Heritage Month events, with a continued focus on race relations, equity, inclusion, allyship, and belonging.

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

A. WORKFORCE:

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

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

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

The agency will address underutilization in FY 2022 by:

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

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

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

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs, or Comments:

OTI will launch a manager training program and re-start the following two programs: (1) the Shadow Program which allows employees to work with employees in other divisions to learn different skills and explore other areas of interest, and (2) the Mentoring Program which partners staff with senior leadership to discuss skills and career goals.

B. WORKPLACE:

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

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

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

List below the names of existing ERGs:

- Women’s Empowerment
- Disabilities Circle
- LGBTQ+

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

Agency Diversity Council is in existence and active.

Agency will sponsor focus groups, Town Halls and learning events on race, equity, and inclusion.

Agency will actively inform employees of their rights and protections under the New York City EEO Policy.

Agency will keep employees informed of the EEO complaint and reasonable accommodation processes and circulate *DCAS EEO Complaint Procedural Guidelines and Reasonable Accommodations Procedural Guidelines*.

Agency will ensure that its workplaces post anti-hate or anti-discrimination posters.

In FY 2021, the agency conducted the following survey(s) to improve the recruitment, hiring, inclusion, retention and advancement of people in underrepresented groups:

- Engagement /Job Satisfaction/ Employee Morale Survey(s)
- Workplace Insight Survey for Exiting (WISE) Managers
- Exit interview or surveys developed by the agency
- Other (specify): _____

The agency will adopt in FY 2022 the following initiatives based on the analysis of the results of these survey(s):

1. N/A
- 2.

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

Additional Initiatives, Programs, or Comments:

C. COMMUNITY:

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

In FY 2022, the agency will:

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

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs or Comments:

V. Recruitment

A. Recruitment Efforts

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

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

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
 - Currently in operation.
- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.

- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - Structured Interviewing training
 - Unconscious Bias training
 - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

B. Recruitment Sources

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. Technology focused organizations such as Out in Tech, Latinas in Tech, and Wonder Women Tech	1. Increased interest from women candidates with the goal of increasing the number of women interviewed and eventually hired in technical positions. <input type="checkbox"/> Previous hires from this source
2. HBCU Connect	2. HBCU CONNECT is the world's largest organization of Historically Black College and University alumni and consists of a network of over 50 websites targeting African American degree holders. OTI's goal is to increase the number of African Americans who are hired in managerial and technical positions. <input type="checkbox"/> Previous hires from this source
3.	3. <input type="checkbox"/> Previous hires from this source
4.	4. <input type="checkbox"/> Previous hires from this source

C. Internships/Fellowships

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

The agency provided the following internship opportunities in FY 2021:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	18	7 W; 4 B; 1 N; 3 A; 1 H; 2 U	M 6 F 10 Non-Binary 1 Other 1 Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): CUNY Interns	9	The demographic data is not collected.	M 7 F 2 Non-Binary __ Other __ Unknown __
6. CUNY Fellows	8	Unknown The demographic data is not collected.	M 8 F 0

* Self-ID data is obtained by EEO Office from NYCAPS.

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

The agency has hired former interns/fellows.

The agency plans to provide internship/fellowship opportunities in FY 2022.

Additional Comments:

D. 55-a Program

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

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

___The agency will post job openings with MOPD and provide information to employees about the 55-a program.

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

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

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

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

Currently, there are **8** 55-a participants.

There are **0** participants who have been in the program less than 2 years.

Last year, a total of **1** new applications for the program were received

and **2** participants left the program because employees were appointed to permanent positions from the civil service list.

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

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

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

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

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

1. Disseminated 55-a information by e-mail
- 2.
- 3.
- 4.

These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

VI. Selection (Hiring and Promotion)

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

A. Career Counselors

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

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

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

Additional Initiatives and Comments:

B. New Hires and Promotions

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

In FY 2022, the agency will do the following:

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

Additional Comments:

C. Selection Process

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

During FY 2022, the agency will do the following:

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

Additional Comments:

D. Review of Hiring, Promotion and selection Practices

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

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

Additional Comments:

E. EEO Role in Hiring and Selection Process

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

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

PRE-SELECTION:

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

POST-SELECTION:

- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.

- Perform advisory role to Human Resources in the selection process and conduct post-audit review.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

Additional Comments:

F. Layoffs

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

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

VII. Training

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

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)			
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees	1653	August 31, 2022
4. Sexual Harassment Prevention (classroom/live webinar)			
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	600	June 30, 2022
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)			
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

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

- Managers, supervisors, human resources personnel and discipline personnel are **required** to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.
- The agency follows the City’s Reasonable Accommodation Procedure.
- The agency grants or denies request 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny the appeal fifteen (15) days after submission of appeal.
- If the review and decision on appeal is not done by the Agency Head.
Provide the name and title of the designee¹ : Ethel Corcoran, Counsel to the Commissioner
 - The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.
- The agency analyzes the reasonable accommodation data and trends.
- The agency has posted/will circulate the *Reasonable Accommodations at a Glance* sheet for the workforce.

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

<http://extranet.dcas.nycnet/eoo/diversityeoo/media/19647/reasonable-accommodation-procedural-guidelines-lc-12116.pdf> (p17).

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

The agency follows the City's Reasonable Accommodation Procedure which requires decisions to be made within 30 days and appeals to be decided within 15 business days. The agency does not analyze statistics with regard to volume. Trends are identified to determine if there is a workplace issue that needs to be addressed.

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

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

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public.

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

Additional Comments:

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

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

- The agency appointed a Chief Diversity Officer/ Chief MWBE Officer by August 28, 2020.

Provide the name and title of the Chief MWBE Officer: Janine Gilbert, Chief Diversity Officer/Chief MWBE Officer

Additional Comments:

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

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

Additional Comments:

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

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

Additional Comments:

E. Local Law 101 (2018): Climate Survey

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

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

Additional Comments:

X. Audits and Corrective Measures:

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

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

- The agency will continue/be required to implement measures during the year that this plan is in effect (please attach a copy of the audit findings.)
- The agency received a Certificate of Compliance from the auditing agency.
Please attach a copy of the Certificate of Compliance from the auditing agency.

XI. Agency Head Signature

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

Matthew C. Fraser

Print Name of Agency Head



Signature of Agency Head

5/6/22

Date

APPENDIX

Contact Information for Agency EEO Personnel

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

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Elsa Hampton	ehampton@doitt.nyc.gov	718-403-8513
2.	Agency Deputy EEO Officer			
3.	Agency Chief Diversity and Inclusion Officer	Janine Gilbert	janine@doitt.nyc.gov	718-403-1988
4.	Agency Diversity & Inclusion Officer [if designated]			
5.	Chief Diversity Officer/Chief MWBE Officer	Janine Gilbert	Janine@doitt.nyc.gov	718-403-1988
6.	ADA Coordinator	Elsa Hampton	ehampton@doitt.nyc.gov	718-403-8513
7.	Disability Rights Coordinator	Elsa Hampton	ehampton@doitt.nyc.gov	718-403-8513
8.	Disability Services Facilitator	Elsa Hampton	ehampton@doitt.nyc.gov	718-403-8513
9.	55-a Coordinator	Eric Hagans, Jr	ehagans@doitt.nyc.gov	718-403-8081
10.	Career Counselor(s)	Stacey Abramson	SAbramson@doitt.nyc.gov	718-403-8639
11.	Training Liaison(s)	John Magisano	jmagisano@doitt.nyc.gov	718-403-8148
12.	EEO Counselor(s)			