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Diversity, Equity, Inclusion and Equal Employment Opportunity (DEI-EEO) Plan

Fiscal Year 2024



**New York City
 Law Department**



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I. Commitment and Accountability Statement by the Agency Head

The New York City Law Department's success in accomplishing the agency's mission of providing the City with the highest quality legal representation depends on our employees and their commitment to being fully engaged in what we do. Both our external and internal work environment must continue to reflect our core values: Justice, Diversity, Equity and Inclusion, Integrity, Excellence, Dedication, Respect, Teamwork, Supportive Work Environment, and Professional Development.

As the Corporation Counsel of the City of New York, I am committed to supporting and enforcing 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, 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 our employees, and for delivering equitable, fair, and effective services to the public we serve.

I will hold the leadership of our agency, 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 diversity, equity, and inclusion initiatives by observing 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/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.

The Law Department's Chief Diversity & EEO Officer Karlyne Fequiere will serve as the primary resource for managers and supervisors by providing best practices and direction in addressing EEO issues. Her contact information will be prominently available to all employees.

During this Fiscal Year 2024, 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.

This statement will be disseminated to all employees in the agency.

II. Recognition and Accomplishments

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2023) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. Add additional lines as needed.]

The Law Department welcomes this opportunity to share several of the agency's key initiatives and accomplishments undertaken during FY 2023 that demonstrate the agency's ongoing commitment to advance DEI and EEO goals.

1. Awards & Recognition

- The Law Department's Annual Award Ceremony

Every December, the Law Department's Annual Awards event recognizes deserving employees who demonstrate excellence in departmental and community service, legal practice, and diversity goals. The FY 2023 event was a festive in-person occasion where the agency bestowed awards upon 71 deserving colleagues. During FY 2024, The Law Department looks forward to again awarding the *Jane M. Bolin Diversity Leadership Award* that recognizes and celebrates the outstanding contributions made by an exceptional member of the Law Department in promoting and advocating the diversity goals of the Law Department

- NYC Workwell Ambassador Wellness Day Award Recognition

The Law Department's efforts to promote wellness and health equity in the workplace received recognition from NYC Workwell this fiscal year. The Law Department hosted its first Wellness Day in collaboration with NYC Workwell. The program was a "day" of agency spirit, wellness activities, and "healthy-ish" community snacks. The day's activities were accessible from any workstation and were broadcast in office conference rooms throughout our borough locations. As a result of this initiative the Law Department's Workwell Ambassador, Shanel Spence, was one of 10 agency ambassadors out of nearly 500 citywide awarded for her unwavering support and dedication to providing wellness programs to the Law Department community. The Agency's FY 2024 event was held on July 25, 2023, and was an equally impactful event! The agency will continue to identify opportunities to partner with NYC Workwell to implement sustainable wellness programming and information sharing.

2. Expansion of the Law Department's Office of Diversity and Equal Employment Opportunity

The Law Department is excited to have expanded its Diversity and EEO office by adding phenomenal new talent to support the agency's EEO goals and to advance Diversity and EEO programming and initiatives. Historically, the work of the Diversity and EEO Office was handled jointly with other roles and responsibilities in the agency. The new expansion has already reaped tremendous benefits for the agency. The newly expanded Diversity and EEO Office includes a full-time Chief, Deputy, Assistant Officers, and a designated Diversity Training Liaison. During FY 2024, the Diversity and EEO Office looks forward to integrating these new hires into their respective roles, further increasing its capacity for service delivery.

3. Pipeline Programs & Initiatives

- The Corporation Counsel and the Diversity & EEO, Legal Recruitment, and Human Resources Offices collaborated to launch the second summer of hosting high school students as part of the agency's goal to support pipeline programs. The agency is excited to have onboarded 8 high school students to intern during the summer at the agency's 100 Church Street location. The program was made possible through a community partnership with Pencil Ladders for Leaders.
- The Law Department is pleased to have provided another enriching summer experience for over 75 students that were involved in the various internship programs within the agency. This diverse group of participants included 15 college aides, 52 Summer Honor Interns, and 8 High School interns. Programing included trips to Governor's Island, a boat tour of the New York harbor, and a tour of the African Burial Ground. In addition to valuable career and professional development experience, the programming sought to demonstrate the agency's mission and values. Through an array of professional development activities and enriching work assignments, including but not limited to a 2nd Circuit observation - *McAuliffe v. Adams*, Case 22-2649 & De-Brief with Appeals Division and learning about the E-Discovery Division. The Law Department seeks to create an experience that inspire interest in future employment with the agency or other City entities. The Law Department looks forward to further expanding pipeline opportunities at the agency.

4. Training Accomplishments

- Gender-Neutral Language Guidelines Training

The Law Department is proud to have published its newly created *Gender-Neutral Language Guidelines*. These guidelines were the culmination of a progressive collaboration between the Diversity Committee, the Women's Committee, Professional Development, and the Diversity and EEO Office, with the assistance of the New York City Commission on Gender Equity and the Department of Social Services.

As part of the launch, the agency delivered key messaging. Agency staff were informed that it is essential that members of the Law Department use language which reflects the agency's core values, including respect, justice, diversity, public service, and a supportive work environment. These values demand the avoidance of gender-biased language.

The *Gender-Neutral Language Guidelines* are a powerful way to (a) cultivate an inclusive work culture within the Law Department, (b) reflect the City's commitment to gender equity, (c) acknowledge that the Law Department represents a public with diverse gender identities, and (d) promote gender equity in the city and beyond. By adopting the gender-neutral language guidelines, the Law Department will continue to foster a culture which promotes gender equity and help prevent gender - and sex-based discrimination.

To support the implementation of the *Gender-Neutral Language Guidelines*, the Law Department held a mandatory training for all staff on March 7, 2023. Those who were unable to attend the live program were required to view it on demand by April 28, 2023. The agency is proud to have achieved its targeted completion rate.

The session was a remarkable success! This CLE eligible session was entitled "*Creating a World of Acceptance by Using Gender-Neutral Language*". In addition to three (3) members of the Law Department's team (which included the Chief Diversity & EEO Officer, the Co-Chair of the DE&I Committee, and a member of the DE&I Committee, panelists included Adana Wright, Deputy Executive Director for Strategic Learning and Capacity Building at the New York City Commission on Gender Equity (CGE) and Brent Whitfield is the Director of LGBTQI Affairs for the New York City Department of Social Services (DSS).

- Enhanced Mandatory Supervisory DEI and EEO Training

With the addition of new staff focused on diversity and EEO training, the Diversity and EEO Office launched its new supervisory training module on June 26th, June 27th, and July 18th, 2023. This new module, mandatory for all supervisors, instructed participants on EEO foundational principles and supervisory requirements pursuant to the City's EEO policy, and integrated several diversity, equity and inclusion concepts. The training was delivered virtually in five sessions over the course of three (3) days to a total of 352 supervisors. Participant surveys gauging the effectiveness of the training indicated that the training was helpful and well received.

- Monthly EEO Trainings

The EEO Office continued providing monthly mandatory EEO overview trainings to all new employees in the Law Department. In June 2023, the Diversity Training Liaison extended the monthly trainings (previously offered to new support professionals, interns, and the new entry-level attorney class) to new lateral attorneys who left their previous employers to continue their legal careers at the Law Department.

5. Capacity Building Experiences: Diversity and EEO Training Conferences

The Law Department places great emphasis on professional growth and seeks to identify opportunities to build staff capacity, especially in the areas of Diversity and Equal Opportunity. During FY 2023, members of the Diversity and EEO team were fortunate to have several opportunities to attend training conferences hosted by industry leading organizations.

- 2022 National Association of Law Placement's (NALP) Diversity, Equity & Inclusion Symposium

Members of the Diversity and EEO Office attended the 2022 NALP Diversity, Equity, and Inclusion Symposium on November 15, 2022. This was a phenomenal event that brought together industry professionals for training and programming. NALP and the Association of Law Firm Diversity Professionals (ALFDP) hosted this event that was designed for member organizations, law firm partners, in-house lawyers, career counselors, legal hiring and training professionals, law school deans, industry consultants, and other legal career professionals who have an interest in continuing to expand diversity, equity, and inclusion in the legal profession. The chief purpose of this important conference is to provide a forum for a robust exchange of information about the current challenges and innovations surrounding the issues of diversity, equity, and inclusion in the legal employment arena. Training included an impactful session entitled "*Advance Racial Equity by Breaking Bias*", presented by Anu Gupta, a premiere thought leader in the field of DEI and breaking bias.

- New York City Department of Citywide Administrative Services (DCAS) Citywide Equity and Inclusion's (CEI) June Learning Series

Members of the Diversity and EEO Office attended the June Learning Series, a series of virtual events starting on Thursday, June 8, 2023, and ending on Friday, June 30, 2023. This series of interactive trainings and workshops was designed to provide NYC DEI, HR, and EEO professionals with valuable industry insights and knowledge. Sessions included *-Recruiting with an Intersectional Lens, The EEOC Audit and How an Effective EEO Program Complements HR and D&I Programs, Fireside Chat: Neurodiversity in the Workplace and Intersectionality and EEO Investigations.*

- National Association of Law Placement's (NALP) Professional Development Institute Conference

Members of the Diversity and EEO Office and Professional Development Office attended the 2022 NALP Professional Development Institute Conference on December 1-2, 2022. This was a phenomenal event that brought together industry professionals for training and programming. NALP hosted this event that was designed for member organizations, law firm learning and development practitioners, wellness professionals, DEI professionals, career counselors and coaches, legal hiring and training professionals, law school deans, industry consultants, and other legal career professionals interested in continuing to expand diversity, equity, and inclusion in the legal profession. The chief purpose of this important conference is to provide a forum for a robust exchange of information about the current challenges and innovations surrounding the issues of learning, professional and organizational development, diversity, equity, and inclusion, career coaching, and wellness in the legal employment arena.

6. Inaugural “Love Our Law Department Week”

Formerly known as Love your Lawyer Week, this agency event was remodeled into its most inclusive form. During the week of October 31-November 4, 2022, the Law Department’s committees, and executive division along with external partners, collaborated to present “Love Our Law Department Week”. This event was an inaugural week-long agency-wide appreciation affair focused on employee health and wellness, community service, career development, teamwork, and work-life harmony. The offerings consisted of various group gatherings, COVID-friendly community food items, and casual conversations around different cultures and heritages. The post-COVID return of this very special in-person event allowed colleagues to gather to acknowledge the value of the Law Department’s diverse community. The day’s activities were accessible from any workstation and were broadcasted in office conference rooms throughout the agency’s borough locations.

7. Promoting an Inclusive Culture: Tone from the Top

The Law Department has continued to find new and innovative ways to enhance its culture of inclusion. “Tone from the top” is such an important element of shaping an organization’s culture. During FY 2023, the Law Department’s executive team continued to shape culture not only through policies and procedures but also through a variety of creative communication channels.

o **Sidebar Law Department Newsletter**

During FY 2023, the Law Department heightened its focus on enhancing inclusivity. Communication is paramount to ensuring that the workforce is both informed and engaged. To this end, the agency launched a re-envisioned newsletter entitled, the *Sidebar*. The *Sidebar* serves as a vehicle to communicate key information, recognize agency accomplishments, spotlight employee contributions and a host of other content demonstrating agency values. The *Sidebar* is distributed bi-weekly and has already delivered an engaging series of pieces describing each division’s work. In addition to informative articles and photographs, the *Sidebar* also provides another method to reinforce EEO policies, share training and volunteer opportunities, has a “Culture Corner,” and provides Law Department Updates, notices of deadlines and events. Another inclusive feature of the *Sidebar* is that its content development team encourages employees to submit ideas, announcements, office news and photos.

o Executive Reception Area and Suite: “Gallery of Law Department Values”

What better way to display the agency’s values and commitment to diversity, equity, and inclusion than to place these values on visual display! To recognize staff and demonstrate inclusivity, the Executive reception area now also serves as a “gallery” where employee photographs featured along with artist compilations showcasing diversity, equity, and inclusion initiatives. Visitors to the executive offices, which includes every single applicant being put forth for an executive interview, can experience the Law Department values come to life through employee experiences and recognition.

In addition, the Executive team has redecorated the legacy hallway to reflect the value the agency places on diversity, equity, and inclusion. In prior years, this hallway was lined with pictures of past Corporation Counsel and while an honorable way to pay homage, such photographs were a reminder

of the lack of opportunity afforded to diverse legal minds in past generations. The Executive team has since redesigned this space to add beautiful and value-reflecting themes amongst the legacy photographs of the past Corporation Counsel. These themes include “*Our Mission, Vision and Values*”, “*Learning at the Law Department*”, “*Community*” and are captured in a vibrant and impactful manner. There are also several pieces that highlight pioneering Law Department alumni Jane Bolin, Georgia Pestana, Edith Spivack, and James D. Carr.

- Multimedia Staff Recognition: Video Monitors

The Law Department continues to innovate as it expands its channels of communication to nurture a more inclusive environment. In addition to print and photography, the communications team now delivers an expanded range of content through approximately twenty-five electronic office monitors distributed through agency offices. From March 2023 and continuing monthly, the monitors will also be used to highlight employees for their contributions to diversity, equity, and inclusion as well as for their demonstrated leadership and legal successes. In addition, to employee recognition media, the monitors also display notice of agency-wide and community events, division accomplishments, policy related reminders and timely infographics.

- Diversity Calendar

To promote an inclusive workplace, the Chief Diversity and EEO Officer circulated a diversity calendar denoting religious holidays, cultural awareness months, and days of remembrance. Employees were reminded to avoid mandatory trainings and meetings which conflict with certain dates, and to be cognizant of dates which may be significant to their colleagues.

8. Diversity Events

The Law Department and/or its Committees/Employee Resource Groups and divisions are proud to have delivered the following engaging events and communications that reflected the agency’s demonstrable commitment to DEI and EEO during FY 2023:

Events & Communications	Date
Law Department Appreciation Event: Summer Ice Cream Social	August 24, 2022
National Hispanic Heritage Month	September 29, 2022
National Domestic Violence Awareness Month - Kick Off	October 3, 2022
Honoring Veterans Day Communication	November 9, 2022
Diversity Potluck	Week of November 14-18 th , 2022

Family Court Division’s Black History Month Event	February 17, 2023
The Law Department Celebrates Black History Month	February 21, 2023
Woman’s History Month	March 8, 2023
Staff Appreciation Week	Week of April 24, 2023
Asian-American & Pacific Islander Heritage Month	May 18, 2023
The Law Department Celebrates LGBTQ+ PRIDE Communication (historical context and resources)	June 20, 2023
The Law Department’s 4 th Annual Juneteenth Celebration	June 16, 2023
The Family Court Division’s Annual Juneteenth Celebration	June 16, 2023
Caribbean-American Heritage Month Celebration	June 28, 2023

9. Community Service Events

Consistent with the Law Department’s tradition and value placed on serving the community, the Community Service Committee together with the various Committees hosted the following service events that reflect the agency’s demonstrable commitment to the community in FY 2023:

Event	Date
Community Help in Park Slope (CHiPS)	July 16, 2022
Brooklyn Book Bodega hosted a Children & Young Adult Book drive	June 13-July 15,2022
The Women’s Committee’s Domestic Violence Awareness Walk	October 6, 2022
Purple Thursday for Domestic Violence Awareness Day	October 20, 2022
Charitable Donation Drive to Benefit Safe Horizon	October 10-28, 2022
Book Distribution	November 3, 2022
“Mayor’s Office in Your Communities”	November 5, 2022
Secret Snowflake Toy Drive for children living in the City’s Department of Homeless Services’ shelters	December 9, 2022
Police Athletic League Holiday Party & Planning	December 9-10, 2022
The “Souperbowl”	February 13- March 3, 2023
Blood Drive in support of the New York Blood Center	January 12, 2023
Blood Drive in support of the New York Blood Center	June 8, 2023

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2023

Total Headcount: 1551

[This figure is available on the total line for your agency in the FY 2023 Q4 EBEPR210 CEEDS report]

[Pursuant to Local Law 27 (2023), provide an analysis of your agency’s compensation data and measures to address pay disparity and occupational segregation in FY 2023. The term “occupational segregation” means a group’s under-representation or over-representation in certain jobs or fields of work, when such group is protected by the employment related provisions of the city’s human rights law and such group does not benefit from greater pay, responsibility, flexibility, stability, prestige, or other indicators of job desirability. To do this analysis, look at titles where pay disparity exists and salaries vary within the same title when compared by years of service. Also conduct a comparison of women and racial or ethnic minority group members.]

1. [Look at titles where pay disparity exists and salaries vary within the same title when compared by years of service. Also conduct a comparison of women and racial or ethnic minority group members.]

Pursuant to Local Law 27 (2023), the Law Department is providing the below analysis of its compensation data and measures to address pay disparity and occupational segregation on FY 2023.

Compensation Analysis

The Law Department's Agency Personnel Officer and team have been conducting reviews of the current pay structures for staff subject to collective bargaining agreements to ensure that employees are being paid according to the respective agreements. The agency has also been in the process of reviewing salary and title structuring of employees within these titles to identify where there are needs for adjustments based on changes in an employee's tasks and/or functions.

Notably, the civil service title with the largest number of employees at the agency is the Assistant Corporation Counsel title which is not a title subject to collective bargaining. However, the Agency has undergone an extensive review of salaries within this title. The review culminated in a revised compensation structure highlighted in last year's DEI-EEO Annual plan.

How the Law Department Addressed Underutilization in FY 2023.

The Law Department seeks to employ various strategies to address underutilization. The Diversity & EEO, Human Resources, Legal Recruitment and the Professional & Organizational Development Offices collaborate to engage initiatives around recruitment, professional development for all existing employees and outreach efforts to inform and encourage applications for upcoming civil service exams.

Upon review of the FY 2022/23 CEEDS reports, the Law Department was experiencing some underutilization in job groups with a significantly low headcount total such as Administrators, Building Services, Health Professionals, and Public Relations which currently have two employees each.

At different times during the fiscal year, underutilization was also identified in the Managers, Management Specialists, Science Professionals, Lawyers, Technicians, Clericals, Clerical Supervisors, Paraprofessional Occupations, and Transportation job groups. The underutilization in these groups did not always carry over consistently from quarter to quarter, depending on factors such as seasonal hiring and departures.

The Diversity & EEO, Human Resources, and Professional & Organizational Development Offices collaborated to launch initiatives aimed at targeted recruitment, professional development for existing employees, and strategies to strengthen civil service recruitment. These initiatives are ongoing and are described in *IV: EEO, Diversity, Inclusion, and Equity Initiatives—sub-section "A. Workforce"* of the agency's FY 2024 & FY 2023 EEO-DEI Annual Plans.

Agency partners continue to review the quarterly reports and trends identified on the dashboard and engages in efforts to promote diverse recruitment opportunities and the retention of underrepresented groups. To this end:

- The Diversity & EEO Office continues to meet weekly with the Legal Recruitment Office and Personnel unit to discuss hiring trends, retention concerns and efforts to improve diversity.

- Regarding underutilization in management and attorney job groups, the Diversity & EEO Office has been working with Legal Recruitment to enhance EEO review of promotional and lateral hire applications, interviews, and evaluation processes. During FY 2023, several new processes were introduced.
- The Agency is expanding civil service recruitment efforts to increase opportunities to promote civil service exams in addition to other recruitment strategies described in *Section V. Recruitment*.

Pay Parity Analysis

Consistent with DCAS guidance, the Law Department initiated the pay parity analysis beginning with an evaluation of agency staff serving in leadership positions, which the agency deemed to be staff serving in positions at the executive and division chief levels. These titles are the highest level of management positions with all employees being at managerial level five (5) and above.

The representative titles analyzed include:

Title	Number of Employees in Title
Corporation Counsel	1
First Corporation Counsel	1
Chief Assistant for Criminal Justice	1
Chief Assistant for Regulatory Law & Policy	1
Division Chief/Executive Assistant Corporation Counsel for Legal Counsel	1
Division Chief/Executive Assistant Corporation Counsel for Appeals	1
Chief of Staff	1
Managing Attorney	1
Chief Diversity/Equal Opportunity Officer	1
Division Chief- Legal	18
Division Chief -Support	3

The agency reviewed the base salary, managerial level, years of service, number of staff, and scope of responsibilities for each title. The agency then, conducted a comparison of women and racial minority group members to determine if there are any pay disparities. Given the effort the Law Department has placed on achieving pay parity, there were no disparities identified.

[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.]

2. Steps Taken to Encourage Employees to Update Self-ID

Throughout the fiscal year, the Law Department takes several steps to encourage all employees at the agency to update Self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service (ESS) or other means:

- The Law Department sends reminders to all staff via agency email exchange at least twice per year encouraging them to update their Self-ID information.
- The Law Department dedicates time during the onboarding orientation program to explaining the importance of Self-ID and to encourage new employees to update Self-ID information through ESS.
- During FY 2024, the agency will continue to increase agency responses by encouraging staff to update their demographical information during on-boarding, and posting notices on the agency's website, and periodically in the agency's newsletter.
- To enhance technological access to reporting self-ID information, Human Resources will draft paper versions of the ESS demographical information and distribute it to staff via division leadership.

In FY 2024, 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
- 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 2024, the agency will inform and remind employees of the option to add preferred name in ESS.

[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.]

3. CEEDS Report Quarterly Review Process

The Law Department Diversity and EEO Office engages in a regular review process of the quarterly CEEDS reports on workforce composition, utilization, new hires, and promotions data presented in the agency’s quarterly agency workforce dashboard and/or internal workforce reporting.

After review and analysis of the quarterly CEEDS reports, the Chief Diversity & EEO Officer meets with the Agency Head, Managing Attorney, and Personnel Officer to discuss the data and trends in the reports at least semi-annually to obtain their feedback and ideas for addressing any underutilization. Thereafter any potential changes to practices or policies that are discussed with the Agency Head, Managing Attorney and/or Personnel Officer may be raised during regular meetings with the Director of Legal Recruitment and Chief of Staff.

[Note: If necessary, the agency can reach out to DCAS CEI for guidance on interpreting their underutilization reports. However, it is the agency’s responsibility to use that data to inform 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’ Citywide Equity and Inclusion (CEI) 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.

[Select the options that apply to your agency.]

Agency Head

Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (Managing Attorney)

Quarterly Semi-Annually Annually 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).

IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2024

[State below the central goals of your strategy for FY 2024 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.]

1. Goals and Strategies to Enhance DEI and EEO in areas of Workforce, Workplace, Community, and Race Relations.

❖ Workforce:

The Law Department is committed to recruiting, developing, and retaining a diverse and inclusive workforce. The agency strives to nurture an environment where employees, present and future, view the agency as an employer of choice.

Goals to enhance DEI and EEO in the Workforce for FY 2024 include:

- a. Achieve Pay Equity for Employees in Civil Service Positions
- b. Expand Recruitment and Retention Strategies for Civil Service Positions including 55-a Candidates
- c. Build a sustainable workplace wellness model to implement wellness programming for agency employees with NYC Workwell.

❖ Workplace:

The Law Department is a learning organization and strives to be a leading municipal employer in Diversity, Equity, and Inclusion practices. The agency endeavors to provide a workplace that values diversity of thought and background. The Law Department will continue to enhance diversity, inclusion, and equity in the workplace through the professional development of its leaders and employees. The agency will also continue to enhance the workplace through its support of, and participation in, employee resource committees, collaboratives, and agency work-life programming led by senior leadership.

Goals to enhance DEI and EEO in the Workplace for FY 2024 include:

- a. Promote Inclusion through Internal Communication
- b. Increase Professional Development Opportunities for Senior Leaders

❖ Community:

The Law Department advances legal and just processes that serve the best interests of the City of New York to the greatest extent possible. The Law Department will support efforts of outreach and

community service throughout the City of New York Community in a manner that is consistent with the mission, ethical obligations, and values of the office.

Goals to enhance DEI and EEO in the Community for FY 2024 include:

- a. Enhance Language Access Services
- b. Increase the Law Department’s Visibility in the Community
- c. Recruit for Mentoring and Pipeline Initiatives in the Community
- d. Increase Agency Participation with M/WBEs

❖ Equity, Inclusion and Race Relations Initiatives:

The Law Department continues to engage in strategies to enhance equity, inclusion and race relations in the agency’s programs and activities. In addition to hosting trainings, and events within the agency that build and normalize conversations on equity and race relations, the agency also seeks opportunities to train staff to utilize best practices and tools to improve equity, inclusion, and race relations in the workplace.

Goals and initiatives to enhance equity, inclusion, and race relations in Law Department programs and activities for FY 2024 include:

- a. Publish Diversity, Equity, and Inclusion Resources for Agency Staff
- b. Racial Inclusion Programming for Agency Staff
- c. Develop Baseline Data for EEO & DEI Metrics

2. Planned Programs, Initiatives, Actions

[Describe the ongoing and new programs, actions, and initiatives planned for FY 2024, which are aimed toward enhancement and expansion of the three foundations of Diversity and EEO strategy: Workforce, Workplace, and Community.]

The Law Department has several ongoing and new programs, actions, and initiatives planned for FY 2024, 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.]

Existing Programs and Initiatives: Workforce

In addition to the specific recruitment, selection and promotion strategies, sources and procedures described in the upcoming sections of this plan, the Law Department has several ongoing actions and initiatives planned with respect to the *Workforce*. These are focused on the areas of retention and professional development.

1. Senior Counsel Program

During FY 2023, the Law Department devoted substantial time and resources to enhancing the Senior Counsel program. The new program is effective beginning in FY 2024 and includes modifications that arose from the extensive compensation review conducted by the agency during FY 2023. The program now includes a review of all individuals eligible for senior counsel which prevents situations where an attorney would not receive a salary increase for multiple years (if the attorney was ineligible for one of limited merit actions). This modification recognizes the need for salary movement given the increase in experience level and market competition. The new program retains attorneys' performance as a factor in considering a salary level increase.

2. Transfer Opportunities to Support Retention

The Law Department's Transfer Program, which has been expanded to allow transfer opportunities for employees in civil service titles, continues to provide opportunities for employees to embark upon career changes without having to leave the agency. During FY 2023, there were 40 total transfers.

During FY 2024, in addition to holding the transfer period, the Professional Development and Legal Recruitment team is also hosting sessions to support a successful integration into the receiving division. The first of these engaging sessions was held on August 8, 2023. During these sessions panelists discuss the transfer process, how to be successful in your new division, and other tips. The sessions are in addition to other sessions that are offered to allow employees to learn about the work of other divisions within the agency.

3. Law Department Academy

The Law Department Academy continued to offer professional development opportunities and training for support professional staff. During FY 2023, the Career Counsel offered sessions focused on Problem Solving, Tips for Organization and Productivity, Resume Writing and Interviewing Workshops, and Resume Reviews. The Career Counselor also delivered four (4) presentations to new hires as part of a Communication and Focus Management series.

4. Lexis Training

The Law Department's agency Career Counselor collaborated with the Law Department Library staff to offer Lexis training to the agency's support professional staff. During FY 2023, eleven (11) sessions were held for interested legal and support professional staff.

5. The Professional & Organizational Development Office Panel Series

The Professional & Organizational Office continues its series of panel discussions to promote professional development and inclusion amongst agency staff. The first panel provided a rich and engaging discussion about how to prepare for opportunities teach.

- Panel Presentation: *How to be a Judge*

This interactive panel was held on October 13, 2022 and featured a diverse slate of judges: Judge Walter Rivera, Acting Justice Jane Tully, Acting Justice Ben Darvil, and Judge John Lansden. This distinguished panel shared salient advice and tips for those interested in pursuing opportunities on the bench. There were 105 program attendees. Additionally, the event was recorded and uploaded to agency's intranet page.

- Panel Presentation: *Lateral Success at the Law Department*

Attorneys who join the Law Department as laterals do so throughout the year and come with different levels of experience. The Lateral Success panel was held on October 27, 2022. There were approximately 83 program attendees. This session engaged laterals and helped to promote their professional development and career satisfaction at the Law Department. The panelists discussed topics such as office expectations that are different at the Law Department than other organizations, how laterals can leverage their experience and let others know of their expertise, and development and promotional opportunities. The event included a social event so that new laterals can network and form relationships. Additional sessions will be held during FY 2024.

- Bar Association Fair & Panel Discussion

Bar associations offer opportunities for lawyers to shape policy and get involved in issues of importance to them. Participation with bar associations also offer excellent professional development opportunities. It is also beneficial for the Law Department to have agency attorneys involved in the community and have seats at the table when policy matters impacting Law Department practice areas are topics of exploration.

During FY 2023, the Law Department hosted its first Bar Association Fair. Approximately 30 employees attended the fair. This event was designed to help Law Department attorneys get involved with bar associations. Several county and affinity bar associations including the New York City Bar Association, Brooklyn Bar Association, New York County Lawyers' Association, the Asian American Bar Association of New York, Metropolitan Black Bar Association, Caribbean American Lawyers Association, and the LGBTQ Bar Association and Foundation of Greater New York, joined the Law Department for an opportunity to engage in dialogue and create connections. This was an insightful learning and networking event.

In upcoming FY 2024, Professional & Organizational Development is planning the following events.

- Panel: *Transfer Success*

Attorneys at the Law Department with two (2) years of service are eligible to apply for a transfer to a different division. This is an excellent professional development opportunity and serves as a retention strategy. To support those who will be transferring divisions and provide information to those interested in the process, the office hosted a panel discussion featuring three (3) attorneys who recently transferred divisions. The panelists discuss the transfer process, how to be successful in a new division, and other tips. The first session for FY 2024 was held on August 8, 2023.

6. Professional Development Workshop Series

The Law Department has continued to partner with the New York City Bar resulting in free access to the Bar’s annual *Professional Development Series*. The Law Department’s sponsorship allows agency staff to attend professional development programs often taught by leading consultants in the legal industry. Each year there is programming on topics such as diversity, inclusion and elimination of bias, professional skills, career development and ethics and professionalism. Typically, 30-40 Law Department attorneys attend each of the programs. There are six (6) programs in the series which begins in January and ends in May.

During FY 2023, the series included:

Topic	Date
Strategies for Challenging Negotiations	January 12, 2023
Leading Change in Uncertain Times	February 10, 2023
Back to the Office: Ethical & Cybersecurity Challenges in a Brave New World	March 2, 2023
Tools for Difficult Conversations in the Legal Workplace	March 21, 2023
Becoming an Ally to All: Belonging in the Legal Profession	April 19, 2023
Foundations for Flourishing: Leveraging the Science of Positive Psychology to Find Greater Success and Satisfaction in Your Law Practice	May 18, 2023

7. Coaching Collaborative

The Coaching Collaborative consists of experienced members of the Law Department, who in addition to their primary roles in the office serve as Coaches to their divisions. Each division is represented by at least one Coach. The Coaches meet six (6) times a year to discuss ways to enhance the work environment by examining how to improve feedback, supervision, work management, and relationships within each division. Members of the Collaborative are available to listen and to help employees exercise appropriate judgment to deal with challenging workplace issues. Coaches are also available to discuss career progression plans and self-evaluations upon request. The Coaching Collaborative serves as both a resource to employees as they strive toward excellence and as a valuable resource to the agency’s diversity and EEO initiatives. The Collaborative also maintains a SharePoint site with resources and materials for agency employees.

During FY 2024, the Coaching Collaborative will be hosting a stress and time management workshop. This session is for new supervisors and members of the coaching collaborative.

8. Training Consortium

The Training Consortium is a group of lawyers and support professionals who meet bi-monthly to share ideas and resources. During FY 2023, the consortium released an instructor recruitment survey for in-house programs. The goal was to announce the opportunity to teach internally to everyone in the office so that we could recruit diverse presenters and expand the number of people who we are aware of with an interest in teaching. The team received 40 responses to the survey many of which were from people who were not previous instructors. The consortium has been successful in identifying teaching opportunities for five (5) interested staff members. The consortium also worked on enhancing technology training, the creation of bite sized training videos, and the *Professional Development Pledge* for ensuring that the trainings recommended by the consortium have instructors who are aligned with our values.

9. Enhanced Supervisor Training

For the past eight (8) years, the Professional Development Office has offered a *Bringing Inspirational Leadership* program for new supervisors and supervisors who would benefit from a refresher course. The program has supervisors engage in small-group discussions on topics such as assigning matters, giving feedback, listening and restorative principles. The program is offered in June and December each year.

During CY 2023, the office added an additional component to the training modules requiring participants to meet for five (5) months after completion of the Bringing Inspirational Leadership course as part of an ongoing supervisory cohort. Each month, the cohort focuses on a new topic. Participants view a short video and resources, meet for 30 minutes to discuss the topic, and draft a brief reflection on how they applied what they learned to their work. These sessions provided a wonderful opportunity for supervisors to share ideas with each other and to obtain support and coaching from the Professional Development team. Topics covered included assigning matters, having challenging conversations, a team approach to matters, feedback and emotional intelligence. The program served eleven (11) participants during the initial offering, and there are 50 participants in the current cohort.

10. Law Department Mentoring Program

The Law Department administers a robust mentoring program with the goals of supporting professional development, career advancement, creating an inclusive workplace environment and promoting allyship. The Program will run until the end of the CY 2023 and relaunch in early CY 2024 keeping the mentorship circles format and adding new circles. The Program also maintains a SharePoint site with resources and materials for agency employees.

The original goal of the program was for attorneys to mentor support professionals through the law school admissions process. However, the program evolved to meet the needs and aspirations of the agency's diverse workforce. During CY 2023, the Mentorship Program hosted over twenty (20) meetings and interactive programs. The Program began with a kickoff event featuring an interview with Corporation Counsel Hinds-Radix highlighting the value of mentorship.

The Program executes a thorough individualized matching process to connect mentors and mentees who are then engaged in a series of activities within a network of resources and supports. In addition to being paired with a mentor or mentee, participants also had the opportunity to join a small group on a topic of interest. The small group component supports the development relationships with colleagues in the small group to supplement the support and knowledge that is acquired through the individual mentor-mentee relationships.

The circles convene every two (2) months, and mentors and mentees are expected to meet monthly. Circles facilitated during CY 2023 included:

- Law School & Higher Education Admissions
- Career Skills
- Promoting Diversity, Inclusion, Equity and Allyship

During FY 2023, the Program also hosted the discussion of the documentary entitled *"Boss: The Black Experience in Business Documentary"*. In preparation, staff were provided materials that included links to an overview of the documentary, a PBS video depicting the Greenwood and Tulsa Riots and a profile on Cathy Hughes. Over 30 colleagues participated in this impactful and educational experience centering on equity, inclusion, and race relations.

The Program facilitated a Restorative Justice Circle event on March 1, 2023. This event was an opportunity for members of the Law Department community to engage in small group discussions around values and other topics related to fostering an inclusive workplace. The intention of the March Circles was to support Law Department colleagues during difficult times.

New Programs and Initiatives: Workforce

1. Civil Service Title Compensation Assessment

The Law Department is cognizant of the impact that transparent and equitable pay structures and advancement opportunities can have on the agency's ability to attract and retain a talented and productive workforce.

The agency relies on a variety of tools, including exit interviews to determine the basis for departures and whether there are strategies that may be employed to improve the workplace and employee experience. Exit interview data supports the Law Department's efforts to advance the agency's mission of providing the City with the highest quality of legal representation and maintaining a workplace of diversity, inclusion, and equity. The internal research indicates that colleagues of various titles and experience levels separate from the agency for a variety of reasons: some leave for personal or familial reasons, others retirement after decades of service; and a significant number indicate

departure to pursue better opportunities or higher salaries. Initial research has also revealed comparison data that highlights the opportunities, for similar titles, available at other city agencies, with higher salaries.

In response to the unprecedented attrition the agency experienced over the past three years, the leadership team commenced planning and activities towards achieving a more equitable workforce. The Diversity and EEO Office is collaborating with the Administration Division and Managing Attorney to propose a new Pay and Title Restructuring Initiative that reimagines the agency's pay and hiring practices for support professionals and defines a plan to achieve equitable salary increases, career growth opportunities, and to create transparency around organizational structure and the agency's use of civil service titles. This comprehensive assessment will also contribute to the agency meeting Local Law 27 requirements for a compensation analysis.

The agency has initiated the process of reviewing employees by title to assess pay parity within title and based on experience level. It is anticipated that this review continues to yield valuable insights and lead to equitable measures.

2. Enhanced Exit Interview Processes

Exit interviews provide key opportunities for the agency to gain valuable insight into the workplace culture, operational strengths, and challenges through departing employees' candid assessments of the organization's environment and culture. The sessions allow employees to discuss the workplace environment, concerns about misconduct, or issues within management. These sessions tend to yield insight into recruiting, on-boarding, and training needs. The Law Department's exit interviews have also historically highlighted improvement opportunities in management development and succession planning.

During FY 2024, the Human Resources team is working to enhance the exit interview process by using technology to make it more streamlined. Additionally, the Human Resources Office has proposed enhancements that would allow the agency to collect more data about employee experiences.

The proposed changes include implementing an electronic form which would be triggered simultaneously with the notice of intention to separate. The notice would initiate a survey with questions that are designed to collect data points such as length of time in position, division, and other data fields to be determined. This format would enable the agency to easily compute interview completion rates, gather information in areas of interest that have been gleaned from historical exit interviews. These new features would support the agency to establish DEI and EEO metrics. This electronic portion would be completed before the one-to-one session allowing the exiting employee additional time to share their workplace experiences.

3. Training Initiative for Employees in Civil Service titles

In a focused effort to enhance the leadership, personnel management, and conflict resolution skills of both new and experienced managers in civil service titles, the Chief and Deputy of Administration

have launched an agency-wide training initiative to ensure that our managers are prepared to adapt to the evolving workplace and workforce. This initiative began in FY 2024 and is ongoing. Thus far, 62 employees have completed 1 or more courses listed in the DCAS Citywide Training Center Catalogs.

4. Law Department Job Fairs

To achieve the agency's goal of expanding recruitment and retention strategies, the agency looks forward to hosting opportunities for members of the public to learn more about the agency and the rewarding work performed by the amazing professionals in all the civil service titles at the agency.

[Describe how your agency will address underutilization in FY 2024. Please mention here major job groups experiencing underutilization of women and minorities in your agency, and how your agency plans to address the underutilization. This should also include details of how the quarterly reports and dashboards will be used, partnership with the human resources office, initiatives around targeted recruitment, professional development for existing employees, and focus on civil service exams.]

Review of the Q4 dashboard reveals an underutilization in the Building Services and Paraprofessional categories. In the Building Services category, recurring underutilization has been noted and the agency continues to brainstorm efforts to address this underutilization. The agency also notes there are additional titles in the Facilities Division which include the Building Services titles that reflect more diversity. To address the underutilization in the Paraprofessional category, the agency will collaborate with the Career Counselor to target some recruitment efforts to associations and organizations with Hispanic membership.

B. Workplace

Existing Programs & Initiatives: Workplace

The Law Department continues to devote considerable effort and resources towards maintaining an inclusive workplace culture, enhancing equity, and addressing race relations in the agency. In addition to the goals described in section IV. (1.), the agency plans to implement or continue several programs and initiatives to foster an inclusive work environment that values differences that each of the agency's unique employees brings to work, and to maintain focus on retaining talent across all levels.

1. Law Department Committees/Employee Resource Groups

The Law Department continues its enhancement of diversity and inclusion in the workplace through the participation of its employees in various workgroups and committees. The Law Department is home to five employee resource groups – The Diversity, Equity, and Inclusion Committee; The Women’s Committee; The Quality of Work Life Committee; The Community Service Committee; and The Innovation and Strategy Council. These groups have championed initiatives that include but are not limited to actions related to modeling inclusive language, uplifting and celebrating heritage months and agency specific surveys to gauge internal communication.

At the close of FY 2023, after receiving 32 committee applications from 23 attorneys and 9 applications from support professionals, the Law Department selected 30 new members to serve on the following committees:

Committee	Number of New Members	Total Members
Diversity, Equity & Inclusion Committee	9	19
Women’s Committee	5	12
Community Service Committee	6	11
Innovation and Strategy Committee	3	11
Quality of Work Life Committee	7	13

During FY 2024, the committees will continue to support, advocate for, and advance employees’ concerns to obtain improvements in the workplace.

Planned initiatives by committee include:

- Diversity, Equity, and Inclusion Committee

The Committee seeks to serve as an outlet for all Law Department colleagues to raise diversity-related issues of import to them. The agency aspires to increase recruitment of diverse and talented attorneys to serve at the Law Department and to retain such attorneys by maintaining an equitable and inclusive work environment. The Committee also analyzes and proposes concrete strategies that will further the goal of diversity to the Corporation Counsel. Most importantly, the Committee carries out various initiatives and events, all of which fall loosely into four categories: diversity initiatives, training programs, social events, and cultural awareness programs. The Committee has been instrumental in implementing diversity initiatives that identify and address important issues which affect diverse Law Department members in the workplace.

During FY 2024, in addition to the regular cultural events and recognition, the Committee plans include:

- Increase the committee’s engagement with external constituents to support diverse event programming
- Adopt and implement committee bylaws

- Streamlining the platform and maintenance of the Committee’s intranet webpage
 - Support Law Department efforts to advance M/WBE vendor procurement
 - Collaborate with Law Department efforts to enhance its existing pipeline programs
 - Develop innovative approaches to promote equity in the workplace for support professionals
- Women’s Committee

The Women’s Committee arranges many events and activities benefiting women both within and outside of the Law Department. These include events focused on professional development issues especially relevant to women, events that highlight successful women in government and the law, and educational workshops for women employees on subjects such as financial planning and breast health education. Each year, in honor of Women's History Month, the Committee also hosts a special event featuring a woman who has been a trailblazer, has had a significant impact in law or government, or has worked to empower other women, advance equality, or promote leadership. During CY 2023, the program featured Judge Lillian Wan, Associate Justice – Appellate Division, Second Department.

Planned initiatives for FY 2024, include a Health Fair with speakers educating attendees about disparate health care access and various healthcare issues such as cardiovascular health, diabetes, fertility & infertility, cancer screening, pre-natal & post-natal care, and mental health. The event is scheduled for October 2023.

- Quality of Work Life Committee

The Quality of Work Life Committee is striving to improve morale of Law Department employees by providing a central resource that identifies, addresses, and makes recommendations for important work/life issues and to promote:

- R**epresentation
- E**ncouragement & Communication
- S**upportive Work Environment
- P**rofessional Development
- E**xcellence
- C**ollegiality
- T**eamwork & Alliance

During FY 2023, in addition to its annual Appreciation and Diversity Luncheon events, the Committee hosted ten events, including five CPR/AED trainings, and collaborative efforts with other Law Department committees of the Superbowl food collection for the City Harvest and Love Our Law Department Week. During FY 2024, the Committee’s planned initiatives include coordination of the Second Annual Love Our Law Department Week.

- Innovation and Strategy Council

The Council will be the “Think Tank” within the agency, responsible for thinking outside the box and for making recommendations on how the office can innovate in the many areas of work in which the agency engages, by introducing new ideas and enhancing practices that are working. During FY 2023, the council engaged on work around enhancing communication across the agency which is an agency priority project that will continue during FY 2024. Additionally, the Council is working on artificial intelligence recommendations and expressed interest in securing at least one spot on the Law Department’s Artificial Intelligence working group. The Council also continues to work on its Green Initiative geared at reducing the use of paper within the agency.

2. Special Mentoring Program between Legal Entry Class and Committee Members

To promote inclusion and to support the agency’s new attorneys get involved in the office, Professional & Organizational Development Office is collaborated with the Committees to create a new mentoring program in which Committee members serve as mentors for members of the Entry Class. The program launched in FY 2023 and provided opportunities for participants with similar interests such as diversity, sports, community service, and working on quality-of-life issues to connect. The inaugural program was a success with 39 new attorneys matched with a mentor!

3. Family Court Division Racial Equity Workgroup & DEI Activities

The Family Court Division has a volunteer workgroup that curates shared resources about racial equity, DEI, and other social justice concepts to support the division’s mission and values. During FY 2023, the group delivered several programs and distributed resources to Family Court Division members about foundational DEI and racial equity issues. Members of the division attended intensive trainings through Race Forward and supported City-wide initiatives such as the Office of Court Administrations Equal Justice programming and the New York City Bar’s Racial Equity workgroup.

- Diversity, Equity, and Inclusion Events & Programs

The division hosted its annual Black History Month and Juneteenth programs both providing a meaningful and impactful experience for attendees. The Black History Month program was entitled “*Celebrating Black History Month: Jacob Lawrence the Migration Series*”. The presentation explored the lasting cultural, political, and societal impact of the Great Migration through the life and work of artist Jacob Lawrence. The segment also highlighted the National Museum of African American History and Culture, “*Making a Way out of No Way*” exhibit which features themed stories that show how African Americans crafted possibilities in a world that denied them opportunities. Taking its inspiration from a popular African American expression, “*Making a Way Out of No Way*” explored the themes of agency, creativity, and resilience through personal stories of African Americans who challenged racial oppression and discrimination and created ways out of “no way.”

For the division's Juneteenth Celebration the team endeavored to educate and entertain attendees with a showcase of the talent and treasured works by Black American icons in literature, music and film. The presentation was interactive and also included a segment on James Baldwin to recognize Pride Month and to educate participants on the intersectionality of race and gender.

- Diversity Recruitment Initiative

The Diversity and Recruitment initiative members devoted much of FY 2023, supporting the re-launch of the Law Ambassadors program. Members also attended the National Black Prosecutors Association conference and National Black Law School Associations fairs to support the agency's diversity recruitment goals. During FY 2024, the team intends to focus on pipeline programming and expanding community outreach opportunities.

New Programs and Initiatives: Workplace

1. Communications Working Group

The Agency's Innovation and Strategy Council is advancing an initiative to enhance communication across the agency both vertical and horizontal. The council is leading a cross-functional Communications Working Group. The group's purpose is to improve the overall communications within the Agency to promote efficiency and transparency. During FY 2023, the group identified a core team with comprehensive representation in terms of divisions, titles, experience levels, tenure and diversity in backgrounds and lived experiences. The team plans to use tools to assess the current modes of communication and to gather feedback about what information needs to be shared, where critical information resides, and what tools, channels, utilities can be used to share the information based on purpose, nature, and type.

2. Professional Development: Continuing Legal Education Series

The Law Department represents the city, the mayor, other elected officials, and the City's many agencies in all affirmative and defensive civil litigation, as well as juvenile delinquency proceedings brought in Family Court and Administrative Code enforcement proceedings brought in Criminal Court. To execute its obligations, the agency provides a variety of resources and support to its constituents and representative client agencies.

During FY 2023, the Law Depart through its Professional Development Office began a series of continuing legal education (CLE) programs geared towards supporting agency general counsel across the City. These offerings are delivered by subject matter experts and address substantive legal areas that have been identified as critical to the agency general counsel role. Consistent with the agency's goals to enhance the professional development of legal staff, these advanced trainings are now

available for Law Department attorneys to participate. These CLE courses allow Agency General Counsels and Law Department attorneys to receive training in substantive legal areas beyond those that relate to their day-to-day practice, promote interagency collaboration and offer opportunities to network and engage with legal practitioners across the City.

Below are the topics for CY 2023:

General Counsel Meeting: Continuing Education Series	
Ethics for General Counsel	March 1, 2023
Navigating the New Notary Law	March 28, 2023
Collaboration among Agencies and Law Department to Litigate	April 25, 2023
Insurance Law	May 23, 2023
Procurement	June 20, 2023
Best Practices & Responding to EEOC and SDHR Charges	July 25, 2023
Mobile Device Data Protection	August 15, 2023
Open Meetings Law	September 19, 2023
Conflict Resolution	October 24, 2023
Power and Process (Part I)	November 21, 2023
Power and Process (Part II)	December 19, 2023

[Select the options that apply to your agency.]

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

List below the names of existing ERGs:

1. Diversity, Equity & Inclusion Committee
2. Women’s Committee
3. Community Service Committee
4. Innovation and Strategy Committee
5. Quality of Work Life Committee

- 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 inform employees of their rights and protections under the New York City EEO Policy
- Agency will ensure that its workplaces post anti-hate or anti-discrimination posters

C. Community

Existing Programs & Initiatives: Community

1. Law Department Community Service Committee

The Community Service Committee continues to promote opportunities for all Law Department employees and their friends and family to serve “the Common Good” in and outside of the office. During FY 2024 the Community Service Committee looks forward to coordinating numerous service opportunities. The following are some service activities that taking place during the first quarter:

Event	Date
Collection Drive to support the Mayor’s Fund for Asylum Seekers (in collaboration with the Women’s Committee)	August 2023 to September 2023
Collaborative event with "Moms for Moms “	October 6, 2023
Entry Class Service Project: Volunteer with God’s Love We Deliver	September 20 to September 22, 2023

2. Family Court Division Community Outreach

a. School Presentations

The Family Court Division's community outreach teams coordinate presentations at schools about delinquency prevention and the juvenile justice process. Juvenile Delinquency Assistant Corporation Counsels (ACCs) visit local schools and give presentations during regularly scheduled classroom sessions. These efforts help to provide both students and educators with useful knowledge regarding public safety concerns. Students are given the opportunity to speak with attorneys who have first-hand knowledge of the juvenile justice system.

The Law Department typically offers an interactive presentation that provides an overview of the juvenile justice system. The presentations include sample fact patterns designed to teach students about the dangers of negative peer associations and possible liability for helping others commit crimes.

In addition, ACCs in the Law Department's Interstate Child Support Unit interact daily with child support agencies, law offices, and courts throughout the country. The ACCs' experience and knowledge are transferrable and often applicable to local cases. To help further the Law Department's mission and benefit the community, outreach within community geared towards growing awareness about child support and other family supportive services have been increased. During FY 2023, the Division conducted 22 presentations to schools throughout the city and aspires to increase the number and types of presentations to be delivered during FY 2024.

b. Community Events

Family Court Division staff engage in community outreach including large national events such as National Night Out, National Gun Violence Awareness Day and other local opportunities to engage with the public and stakeholders. Division staff collaborate with police precincts, school officials, community organizations, and other service providers to address juvenile delinquency, promote public safety, and better assess victim needs. During FY 2023, the Division participated in over 150 events across the city.

c. Victim Services

The Family Court Division provides services to members of the community who are victims of juvenile crime. The Division's legal and support staff provide guidance, support, and counsel in addition to advocacy throughout the duration of a case. The Victim Advocates assist victims in a variety of ways including but not limited to helping with Victim Impact Statements, providing service referrals, and partnering with Safe Horizons.

d. Family Court Division's Youth Leadership Council

In collaboration with the Mayor's Office for New York City Service, the Family Court Division has sponsored a Youth Leadership Council. NYC Youth Leadership Councils (YLCs) are a network of youth groups focused on policy, practice, and advocacy to make local change happen. Each YLC is a space for a team to meet with others, share ideas, create solutions, and put those solutions into action with the support from City agencies, schools, and community organizations. YLC members can observe court proceedings, review policies and protocols, provide insight on how better to incorporate the needs and voice of youth in both the child support and juvenile delinquency practices, and make recommendations for change. The Council meets a few times each month, learns about the work of the Division through guest speakers from the Division, and works on their recommendations. Many of the recommendations of past YLCs have been implemented into the practice.

The CY 2023 program was another great success for the division and the wonderful young people who devoted their time to civic engagement! The 2023 Youth Leadership Council for the NYC Law Department Family Court Division had twelve (12) participants ages 14-18 from Queens, Bronx, Brooklyn, and Manhattan. Sessions included a "Career Day" panel presentation with various stakeholders within the Family Court including an attorney from Legal Aid, two (2) attorneys that appear on Child Support and Neglect cases, a Probation Officer, and a Police Officer.

There were also two (2) presentations focused on Mental Health and Family Court. One of the sessions was Social Workers from the Law Department and the Legal Aid Society describing the

different programs and dispositions available to youth in the Juvenile Delinquency System. The other presentation was from a renowned subject matter expert, Dr. Karen Cort, Director of Mental Health Services.

New Programs and Initiatives: Community

1. Increase the Law Department's Visibility in the Community

Explore the Use of Social Media platform(s) for Community Connections

Throughout FY 2023, our Director of Legal Recruitment has developed a growing social media presence for the agency on LinkedIn with posts regarding new onboards, employee achievements, and job openings. Key engagement and reach with candidates, current and future employees has expanded.

During FY 2024, the agency plans to evaluate how it can broaden the content available to members of the community through social media outlets.

2. Recruit for Mentoring and Pipeline Initiatives in the Community

During FY 2023, the Diversity & EEO Office, Human Resources, and the Office of Legal Recruitment actively engaged in recruitment for various pipeline programs. The agency will expand these efforts during FY 2024, with the goal of significantly increasing its visibility in the community.

To support these efforts, the following programs are being explored:

- Career Wise NY Youth Apprenticeship
- NYC Bar Thurgood Marshall Interviews
- NYC Citywide Government Hiring Halls, Meet and Greet
- NYC Law and Cobble Hill School Potential Internship
- NYC Law and Edward R. Murrow High School Potential Internship
- iMentor: High School Mentorship Program targeting prospective first-generation college students from historically marginalized communities. The agency is convening a workgroup to engage with iMentor during FY 2024 with the goal of matching Law Department employees to mentees.

3. M/WBE Training and Participation

During FY 2023, the agency been developing strategies to recognize, attract, and expand opportunities for Minority and Women-owned Business Enterprises (M/WBEs) to access government contracts and to do business with the Law Department. The agency hopes to expand the pool of qualified entities including entities with the M/WBE certification/designation, the city would benefit from

diverse services, innovation, and improvements. The agency engaged in M/WBE Bar Association outreach to increase promotion of business opportunities for professionals who reflect the diversity of New York City and will continue these efforts during FY 2024.

Other planned activities include:

- Training on M/WBE and Procurement processes
- Production of promotional/informational materials for use at outreach events
- Collaboration with citywide agency partners to support new and innovative approaches to expanding M/WBE opportunities.
- Promotion of NYC Small Business Services resources to prospective M/WBE enterprises

4. Law Enforcement Equity Advisory Board

The Agency's Chief of Diversity and EEO Officer will be serving on the Law Enforcement Equity Advisory Board. This nationwide collective will be convening to increase information sharing and equity best practices across law enforcement organizations and their municipalities.

V. Recruitment

A. Recruitment Efforts

The Law Department employs several proactive strategies and practices to build and retain a diverse and inclusive workforce. These strategies include but are not limited to, steps the agency is taking to promote discretionary positions and civil service exams internally and externally, use of underutilization reports to inform recruitment efforts, review of current procedures and practices related to recruitment, training hiring managers and recruiters on DEI courses.

1. Legal Recruitment Efforts

- Use of Social Media Platform: LinkedIn

The Law Department recruits law students for paid summer internships and entry level positions as well as experienced attorneys for ACC positions by advertising the agency's positions with over 100 organizations including law schools, bar associations, and affinity groups across the country. Over the past year, the agency also became more involved with LinkedIn to raise its profile amongst job seekers, law students and lawyers. The recruitment team posts on LinkedIn regularly about jobs, press releases related to agency's work, and fun events, such as the agency's Juneteenth celebration and summer intern events.

- On-campus Interviewing (OCI)

As the Law Department is currently conducting all interviews virtually, the Legal Recruitment Office can attract a wide range of candidates from a variety of socio-economic levels, backgrounds, and places of origin.

To attract law student candidates for summer internship and entry-level positions, the Law Department attends “on-campus” virtual interviews at 24 law schools across the country and collects resumes from students at seven (7) additional law schools.

- Job-postings and Fairs

The Recruitment team also posts summer intern and entry level positions widely and interview candidates who apply directly to postings on the *CityJobs* site. Finally, the Law Department also continues to participate in the following job fairs, which attracts law students and attorneys from a variety of different backgrounds from across the country:

- Southeastern Minority Job Fair (SEMJF)
- National Black Prosecutors’ Association Conference (NBPA) & Career Fair
- Northeast Black Law Students Association Job Fair (NEBLSA)
- Philadelphia Area Diversity Job Fair
- Asian American Bar Association Job Fair
- National Latino/a Law Students Association Job Fair

Through online applications, resume collects and on-campus interviews, the agency received thousands of applications from law students and interviewed 699 different law students for summer intern and post-graduate employment over the course of the last year. The Law Department extended offers to 160 of the candidates interviewed and 132 accepted offers.

Over the last year, the agency also interviewed 301 experienced attorneys for attorney positions at the agency. The Law Department made offers to 102 of those candidates and 73 of those candidates accepted offers.

- Recruitment Ambassadors

The Recruitment team at the Law Department is small, but mighty. There are three (3) attorneys and two (2) support professionals on the team. To leverage the efforts of the small team, the Recruitment team, with the support of the Diversity, Equity and Inclusion Committee re-launched the Law School Ambassador Program. The program conducted outreach to the agency’s legal staff to identify those interested in volunteering to serve as “ambassadors” to their alma mater law school. One of the central goals of the Law School Ambassador group is to raise awareness about employment at the Law Department to all students, but especially to students who are underrepresented in the legal profession. The agency had an active ambassador program prior to the pandemic and was so excited to reinvigorate the program over the past year. Over the past year, 81 attorneys volunteered to serve as ambassadors to 36 different law schools and there was a team of attorneys who focused on Historically Black Colleges and Universities (HBCU) law schools. Through the ambassadors’ efforts, there were individualized meetings with career services representatives from over 20 law schools. Ambassadors also took part in 23 different events at the school, which ranged from Law Department attorneys

speaking on a panel, serving as a mock interviewer, hosting a table talk event, and serving as an alumni mentor. The Recruitment team looks forward to continuing these efforts next year and expanding the reach to bar associations and affinity groups.

- Pipeline Initiatives

In addition to recruiting at various locations and advertising positions widely, the Law Department's high school, college, and law student intern programs also serve as pipeline programs designed to increase awareness of the Law Department amongst students and to increase diversity in the attorney ranks. For the agency's law student interns, the Law Department offers not only paid substantive experience, but also makes entry-level attorney position offers to those entering their final year of law school based on their performance over the summer. This allows the agency to identify graduating law students from a variety of backgrounds to join the Law Department divisions. Usually about half of the entry class of attorneys is made up of former summer interns.

The office also increased its college and high school pipeline initiatives over the last year. In summer 2023, the agency hosted 15 college aides and 27 law school interns throughout the Law Department. The college interns were given the opportunity to be assigned to a law student intern mentor who talked with them about a variety of topics including how to prepare for and apply to law school. The office also hosted 8 high school interns through the PENCIL program.

- Structured Interviews & Implicit Bias Training

The Legal Recruitment Office continues its efforts to address implicit biases throughout the application review and interview process. The Legal Recruitment Office attends regular EEO and implicit bias training.

The Legal Recruitment Office also delivers mandatory training for attorneys who interview law students or attorneys for the agency. During FY 2023 year, the Recruitment team trained 105 attorneys to conduct interviews for our agency. The training covers:

- Structured interviewing
- The importance of diversity in our workplace
- The impact of implicit bias in recruiting
- Identifying and working to overcome the interviewer's own implicit biases.
- How to handle EEO issues that may arise in the interview setting
- Best practices in evaluating candidates.

- EEO Reviews

The Diversity & EEO Office continued to conduct final level of reviews for candidates from underrepresented backgrounds in the interview process. If, based on interviews, the Legal Recruitment Office or a division that is hiring does not recommend that a candidate move forward in the interview process for a position, the Legal Recruitment Office sends the interview evaluations and

candidate's application materials to the Diversity & EEO Office for their review before a final decision is made on the applicant's candidacy.

Recruitment Efforts for Civil Service System Positions

The Diversity & EEO and Human Resources Offices look forward to expanding the Law Department's recruitment efforts and sources for the agency's civil service positions.

The Human Resources team is in the process of hiring a new Career Counselor to continue the important work that had been started during FY 2023. Existing efforts include several strategies that promote awareness of opportunities for promotion and transfer within the agency.

The Human Resources Office will collaborate with the EEO Office, Professional Development team and the Legal Recruitment team to ensure that hiring activities are consistent with City promulgated policies, procedures, and practices related to civil service hiring until the civil service Career Counselor position is filled.

Current activities include providing notification of open positions, delivering training programs to improve skills, performance, and career opportunities. During FY 2024, the relevant internal partners will continue the goals that were initiated during the previous fiscal year that focused on expanding civil service recruitment efforts.

- 55-a Initiative

In addition to working with MOPD and OCR to host "Spotlight" sessions, the Diversity and EEO Office is coordinating a mandatory Disability-Inclusive Training for all Law Department staff involved in the interview recruitment process.

During FY 2024, proposed actions include:

- Participate in the Citywide Inclusive Recruitment Volunteer Program
- Request web-site modifications to include a portal for civil service applicants and platform to promote civil service exams and recruitment.
- Conduct informational sessions and campus visits to promote working at the Law Department.
- Participate in workshops and panels sponsored by educational institutions and professional organizations.
- Seek opportunities to talk to students about career paths offered by the Law Department.
- Invite potential job seekers to a "*Law Department Career Fair*" at agency offices.
- Expand the Law Department's participation in internship and fellowship programs to attract and hire diverse talent.
- Foster early talent by recruiting Law Department staff to participate in career days at New York City junior and high schools.
- Participate in City Hiring Halls.

B. Recruitment for Civil Service Exams

[Summary of recruitment efforts that will be undertaken in FY 2024 to promote open competitive and promotion civil service exams.]

List any planned recruitment events for FY 2024 that will be held by the agency to promote open-competitive civil service examinations. [This list should be updated in your quarterly reports]

Event Date	Event Name
August 8, 2023	DCAS Hiring Hall
August 15, 2023	DCAS Hiring Hall
August 28, 2023	DCAS Hiring Hall

List planned expenditures for FY 2024 related to recruiting candidates for open-competitive and promotion civil service exams.

Borough	Approximate Dollar Amount (\$)
Bronx	\$4,900 (City-wide): Planned expenses are related to city-wide recruitment efforts. The actual expenditures will be updated in the upcoming Quarterly Reports given current budgetary considerations.
Brooklyn	
Manhattan	
Queens	
Staten Island	

C. Recruitment Sources

1. Legal Recruitment Sources

One of the primary methods of sourcing candidates for legal recruitment is proactive engagement with law schools. For lateral hires, a primary strategy is maintaining a robust social media presence and outreach network within the legal community. Over the past year, the agency has expanded its LinkedIn presence considerably by posting not only jobs and press releases, but also pictures from staff award ceremonies and other celebratory events. Traditional recruitment activities include, but are not limited to, on-campus interviewing, career fairs, career office events, and professional development panel events. Civil service positions are filled primarily through civil service lists and City processes.

- Job Fairs

The Law Department recruits for legal positions at the following job fairs:

Legal Recruitment Sources: Job Fairs	
Southeastern Minority Job Fair (SEMJF)	Philadelphia Area Diversity Job Fair
National Black Prosecutors Association (NBPA) Career Fair	Asian American Bar Association Job Fair
Northeast Black Law Students Association (NEBLSA) Job Fair	National Latino/a Law Students Association Job Fair.

- Law Schools

To support diversity recruitment, the Law Department sends all legal postings to a variety of law schools, including the University of Puerto Rico Law School and HBCU law schools, which include Howard University School of Law, North Carolina Central University School of Law, and Southern University Law Center. Over the past year, the Recruitment team has leveraged the help of our attorneys to conduct targeted outreach to law schools through the agency’s “ambassadors” program. This has resulted in over 80 attorneys helping to set up 20 meetings with law school career services teams and taking part in 23 different events at law schools across the country.

- Bar Associations

The Law Department sends all legal postings to the following national, state, and local affinity bar associations:

Legal Recruitment Sources: Bar Associations	
Asian American Bar Association of NY	Muslim Bar Association of New York
Association of Black Women Attorneys	National Asian Pacific Bar Association
Bronx Women’s Bar	National Bar Association
Brooklyn Women’s Bar	National Hispanic Bar Association
Caribbean American Lawyers Association	New York Women’s Bar
Dominican Bar Association	Nigerian Lawyers Association
Hispanic National Bar Association	Puerto Rican Bar Association
Hudson Valley Hispanic Bar Association	Queens County Women's Bar Association
Korean American Lawyers Association of Greater New York	South Asian and Indo-Caribbean American Bar Association of Queens
Long Island Hispanic Bar Association	South Asian Bar Association of New York
Metropolitan Black Bar Association	Staten Island Women’s Bar Association

With the Law Department’s participation in job fairs, especially the SEMJF and NEBLSA Job Fairs, the agency has experienced a high success rate of attracting strong law students and lawyers to the agency. The SEMJF is an established, well-run annual event with a successful track record extending more than 30 years.

2. Civil Service Recruitment Sources

Civil service recruitment sources included the Diversity Career Fair hosted by MOPD & DCAS held on October 30, 2022, that yielded several qualified candidates. Additionally, the agency attended several City Hiring Halls and will continue to leverage these events during FY 2024.

The Career Counselor presented at citywide fairs, schools, colleges, and library presentation showcasing the Law Department and its vacancies within civil service employment on January 20, 2023, February 17, 2023, and March 9, 2023.

The Law Department looks forward to devoting significant resources towards expanding its infrastructure to promote Civil service exams and hiring.

D. Internships/Fellowships

The Law Department offers high school, college, and law student internship opportunities. In CY 2023, the agency hosted 8 high school students, 28 college aides, and 52 law school summer interns. The agency also regularly hosts at least one Urban Fellow every year. Law school interns are sourced from the traditional legal recruitment activities. The other intern categories are sourced from Human Resources Office outreach and City job postings.

Every year for many decades, the Law Department has made permanent entry-level offers to eligible summer interns who are entering their final year of law school who perform well over the summer. For example, after summer 2023, the Law Department plans to make offers to the full 26 eligible former interns who graduate from law school this year.

During FY 2024, the Law Department looks forward to further increasing the agency’s utilization of the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions. The Law Department’s Diversity & EEO, Human Resources and Professional & Organizational Development Offices will continue to collaborate to expand internship/fellowship participation.

The agency provided the following internship opportunities in FY 2023:

Type of Internship/Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	1	Black = 0 Hispanic = 0 Asian/Pacific Islander = 1 Native American = 0 White = 0 Other = 0	M __ F_1 Non-Binary __ Other __ Unknown __
2. Public Service Corps	1	Black = 1 Hispanic = 0 Asian/Pacific Islander = 0 Native American = 0 White = 0 Other = 0	M _1_ F__ Non-Binary __ Other __ Unknown __

3. Summer College Interns	15	Black = 4 Hispanic = 1 Asian/Pacific Islander = 3 Native American = 1 White = 2 Other = 4	M = 6 F= 9 Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	52	Black = 10 Hispanic = 5 Asian/Pacific Islander =11 Native American = 0 White = 22 Other = 4	M =19 F= 31 Non-Binary __ Other __ Unknown = 2
5. Other (specify): College Aides	28	Black = 6 Hispanic = 5 Asian /Pacific Islander = 7 Native American = 0 White = 4 Other = 6	M = 12 F= 16 non-Binary __ Other __ Unknown __

E. 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 and pass 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.

- Presently, the agency employs **two (2)** 55-a participants.
- There are 0 [number] participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **one (1)** new application for the program was received and **zero (0)** participants left the program.

The Law Department continues to utilize the 55-a Program to hire and retain qualified individuals with disabilities. Strategies the agency employs include:

- All job postings and vacancies within competitive titles include language from the 55-a Citywide Coordinator indicating that the titles are eligible for 55-a designation.
- The 55-A Coordinator continues to work closely with the Mayor’s Office for People with Disabilities (MOPD) to ensure that qualified applicants for Law Department vacancies are considered.
- The 55-A Coordinator reviews all resumes received from MOPD representative(s) for applicants interested in Law Department positions.

- The Law Department’s Managing Attorney delivered a communication to agency leadership to reiterate the value of Civil Service Law 55-a and to highlight the agency’s planned efforts during FY 2024 to better utilize this important tool. The agency is launching several efforts to better recruit 55-a eligible employees, including working with MOPD for additional “Spotlight” sessions with the Office of Citywide Recruitment and hosting mandatory trainings for hiring managers.
- 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.

VI. Selection (Hiring and Promotion)

A. Career Counselors

[Describe the plans of the agency Career Counselor(s) to promote advancement and transfers within the agency, advise employees of opportunities for promotion, availability of civil service exams, and provide resources to help employees grow and develop future careers.]

Career Counselors

The Law Department’s Career Counselors work collaboratively with the agency and City partners to provide a host of resources to promote advancement and transfers within the agency, advise employees of opportunities for promotion, availability of civil service exams, and provide resources to help employees grow and develop future careers.

The Career Counselors conduct employee onboarding and exit surveys to gather employee feedback on their experience within the agency. They also identify opportunities to improve retention and engagement, improve career development practices, strengthen the agency’s culture, and uncover key issues that may be affecting the Law Department’s ability to retain employees.

1. Career Counselor for Civil Service Employees

The Law Department has a designated Career Counselor position to provide an array of services exclusively to the agency’s support professional staff. The position is in the process of being filled and in the interim, the duties are being managed by other qualified and talented staff in the Human Resources, Professional Development and Legal Recruitment offices. The Career Counselor and team play a huge role in the culture-shift to a more inclusive workplace where all staff have access to a wide range of career development resources.

Services and supports provided by the agency’s Career Counselor include:

- Orientation and Onboarding Support
- One-on-One Career Consults
- Division Management Consults

- Title-Specific Focus Groups
- Law Department Training Academy
- Creation and Delivery of Training and Professional Development Courses
- Notice of Citywide Training Center Offerings
- Exit Interviews and Recommendations
- Civil Service Exam and Information Session Notifications
- Notice of Job Postings (new and promotional opportunities)
- Recruitment Activities

The Career Counselor ensures that employees are aware of all hiring and promotional opportunities. The Career Counselor distributes emails with Civil Service exam announcements, posting schedules, and links to informational materials on a regular basis. The Career Counselor also has all Civil Service exam announcements and posting schedules displayed on the agency office multimedia communication screens. In addition, the Career Counselor notifies all employees via email when DCAS is conducting “*Civil Service 101 Information Sessions*” for City employees.

The Career Counselor continues to design and deliver training and development programs to help employees improve skills, performance, and career opportunities. The Law Department Academy delivered supervisory training programming during FY 2023 and looks forward to designing additional sessions and new offerings in FY 2024. Trainings are administered monthly to cover general employees’ skills improvement as well as a regular supervisory programs.

Highlights of planned training programs for FY 2024 include a series on communication in the workplace, additional supervisory training modules, courses on office etiquette, business and technical writing and other topics to be gleaned from a leadership survey.

In addition of notifying employees of trainings available through the Citywide Training Center, the Career Counselor notices employees of internal training opportunities through distribution of the “*Support Development Catalog*”.

During FY 2024, planned initiatives also include ongoing in-house *Civil Service 101* sessions to explain the civil service process to staff and what it means to become a permanent civil servant; and provide technical assistance for future civil service exams. In addition, the office will also continue to deliver resume and interviewing workshops.

The agency also looks forward to collaborating with interagency partners to further promote employer participation in the various City programs that provide training and education opportunities:

- DCAS Citywide Training Center
- Management Academy Program
- NYC Leadership Institute
- Mayor’s Graduate Scholarship Program for City Employees

The Career Counselor also manages the support professional transfer period for support staff interested in lateral transfers within the agency. The Support Professional transfer program was preceded by a series of information sessions so that support professional staff were aware of the transfer opportunities for selected Civil Service titles across the agency's divisions. During FY 2023 the transfer period resulted in ten (10) intra-agency transfers applications.

Goals and initiatives for FY 2024 include:

- Ongoing Focus groups
- New Course Content
- Launching of Training Credentials Database
- Training Sessions on Cover-letter and Resume writing, the Interview process, Presentation, and Public-speaking Skills, Networking, and the Importance of Mentorship
- Enhancing Recruitment and Outreach Activities

2. Career Counseling for Legal Professionals

The Offices of Recruitment and Professional & Organizational Development provide a range of career counseling services for the Law Department's legal staff.

The Legal Recruitment Office also administers the agency's legal transfer period which allows attorneys to apply for transfers to other divisions. This is a wonderful opportunity for attorneys to gain new skills and develop in new practice areas without changing employers. This year, approximately 32 attorneys were granted transfers.

The Legal Recruitment Office sends notices to all staff announcing promotion opportunities. The Legal Recruitment and Professional & Organization Development offices have staff available to support attorneys through a variety of services that include but are not limited to:

- One-on-One Consults
- Career Coaching
- Comprehensive Orientation Programming
- Exit Interviews and Recommendations
- Notice of Job Postings (new and promotional)
- Professional Development Training and Resources
- Maintenance of CLE Records
- Mentorship Programs

B. New Hires and Promotions

The Diversity & EEO Office has several planned actions to review and assess the current new hire and promotional procedures for selection. Actions include but are not limited to:

- The Diversity & EEO Officer will be working with recruitment staff to provide structured interviewing and implicit bias training to all staff that conduct interviews for the agency.
- The Diversity & EEO Office conducts post-selection reviews of candidates who self-identify (but were not selected after the third round of interviews) for entry-level positions and summer honors internships. This Office is expanding the scope of candidate reviews to include post-selection reviews of all laterals.
- The Diversity & EEO Office will continue the process of reviewing the promotion selection process and justifications for all eligible candidates.
- The Diversity & EEO Office will continue to review the agency's recruitment and outreach efforts to determine if candidate pools are diverse and reflective of available candidates in the market or workforce.
- At least annually, the Diversity & EEO Office plans to conduct a full assessment of hiring and promotion which may include, but not be limited to, a review of division policies and procedures, employee personnel actions; and interviews with managers responsible for promotional decisions and affected applicants. These individual meetings will allow the Office to provide helpful guidance and best practices to support the agency in meeting their equal employment opportunity obligations.

C. EEO Role in Hiring and Selection Process

The Diversity & EEO Office is involved pre- and post-selection stages of the hiring and selection process and has made great strides with enhancing transparency around the agency's processes for hiring and selection including promotional and advancement opportunities. The Offices actions include, but are not limited to, working with hiring personnel on selection of diverse panels; reinforcing the requirement that hiring personnel have written justifications included in all hiring packages and documented in candidate evaluation forms; and reviewing hiring practices and outcomes for trends and to assess for training needs.

In FY 2024, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure elimination of language that has the potential for gender and age stereotyping and other unlawful discrimination. (It is recommended to use gender-neutral terms and pronouns and language that is age-inclusive).

- Actively monitor agency job postings and ensure recruitment strategy aligns with the diversity goals of the agency.
- Provide consultation 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.
- 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.
- 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.
- Review hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

D. 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 2024.
- 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

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	1000	1/31/2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	N/A	N/A
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	750	6/30/2024
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 6 runs between September 1, 2023 – August 31, 2024)	N/A	N/A
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)	300	1/31/2024
	All other employees	750	
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2024)	N/A	N/A
	All other employees	N/A	
7. Disability Awareness and Etiquette	EEO Officer & Designees	7	11/30/2023
	All other employees	1000	
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	EEO Officer & Designees	Based on scheduling and course availability	Based on scheduling and course availability
9. Other (specify) Building an Inclusive Culture: Understanding Unconscious Bias	EEO Officer & Designees	Based on scheduling and	Based on scheduling

		course availability	and course availability
10. Other (specify) From Microaggressions to Micro affirmations	EEO Officer & Designees	Based on scheduling and course availability	Based on scheduling and course availability
11. Other (specify) Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations	EEO Officer & Designees	Based on scheduling and course availability	Based on scheduling and course availability

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.]

The Law Department strictly adheres to the City’s Reasonable Accommodation Procedure. The Diversity & EEO Office makes considerable effort to ensure that the process of reviewing reasonable accommodation requests is compliant with EEO Policy as well as the applicable federal, state, and local laws.

- The EEO Policy, Guidance publications, and “*Reasonable Accommodation at a Glance Datasheets*” are posted and distributed to staff no less than bi-annually. These resources also remain available on the Office’s intranet site.
- New Law Department employees (support professionals, lateral attorneys, interns, and all new attorneys) receive information and training describing the process of requesting a reasonable accommodation, as well as the EEO Complaint process. This training is conducted on a monthly basis. Training in the reasonable accommodation process begins during onboarding and is part of the agency’s orientation process. There were more than 30 new employees trained in FY 2022 and that number has more than doubled just a few months into FY 2023.
- Supervisors and Managers receive additional training that reinforces their obligation to report to the Diversity & EEO Office any reasonable accommodation requests and needs that are received, learned about, or suspected as soon as possible but no more than three (3) days.
- The Diversity & EEO Office strives to respond to every reasonable accommodation request within 10 days after submission or as soon as possible.

- The Diversity & EEO Office issues a determination to every reasonable accommodation request within 30 days after the dialogue or as soon as possible.
- The Diversity & EEO Offices has revamped a few administrative aspects to streamline the process such as a dedicated reasonable accommodation electronic mailbox and a more efficient scheduling process for appointments to engage in the necessary interactive dialogue.

Describe your agency’s practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

As the Diversity & EEO Offices continues to manage the volume of EEO complaints and reasonable accommodation requests, the agency will review statistics about trends, volume, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals on an ongoing basis to devise strategies for processing and evaluating resources.

Applicants for reasonable accommodation may appeal the decision within 30 days of receipt of the decision. The appeal is submitted to the Corporation Counsel for a final decision, which is transmitted within 15 business days.

- 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 of 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 an 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 : _____

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.

- 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.

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

A. 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 6 – September 1, 2023 – August 31, 2024) as indicated in the Section VII Training above.

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

- The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.
- The agency will input sexual harassment complaint data, as well as all other types of complaints, 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.

C. Local Law 121 (2020): Age Discrimination Training

- The agency plans to train all new employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees within 30 days of start date.
- The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 2: April 1, 2023 – March 31, 2025) as indicated in the Section VII Training above.

D. Local Law 27 (2023): Access to Workplace Facilities

- Employees have access to gender appropriate bathrooms and lactation rooms.
- Employees are provided with information on how to request workplace accommodations and has access to respective facilities, including access for individuals with disabilities.

[Local Law 27 requires listing a summary of schedule and workplace accommodations that are provided by your agency]. Select the types of accommodations that your agency has provided to your workforce in FY 2023.

- Reassignment
- Modification of Work Schedule

- Flexible leave
- Modification or Purchase of Furniture and Equipment
- Modification of Workplace Practice, Policy and/or Procedure
- Grooming/Attire

E. Local Law 27 (2023): Diversity and Inclusion Training for FY 2024

- List of diversity and inclusion training for FY 2024 is included in section VII of this annual plan.

F. 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 current Cycle 4 runs from April 1, 2022, to March 31, 2024.

- The agency plans to train all new employees within 30 days of start date.
- 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.

X. Audits and Corrective Measures

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

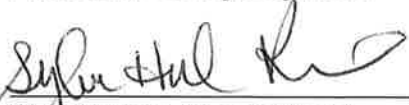
- The agency is **NOT** involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC or _____ [another governmental agency – please specify] specific to our EEO 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 2024 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 corrective actions 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.]

SYLVIA D. HINDS-RADIX

Print Name of Agency Head



Signature of Agency Head

12/9/23

Date

Appendix A: Contact Information for Agency EEO Personnel

Agency EEO Office mailing address:

[Please provide contact information (name, title, e-mail, telephone number and **full office address** if different from the main address above, 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 additional rows as needed.]

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Karlyne Fequiere	kfequier@law.nyc.gov	(212) 356-5010
2.	Agency Deputy EEO Officer	Leon Breeden Shanel Spence	lbreeden@law.nyc.gov sspence@law.nyc.gov	(212) 356-1055 (212) 356-3290
3.	Agency (Chief) Diversity & Inclusion Officer	Karlyne Fequiere	kfequier@law.nyc.gov	(212) 356-5010
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Karlyne Fequiere	kfequier@law.nyc.gov	(212) 356-2200
5.	ADA Coordinator	Karlyne Fequiere Shanel Spence	kfequier@law.nyc.gov sspence@law.nyc.gov	(212) 356-5010 (212) 356-3290
6.	Disability Rights Coordinator	Leon Breeden Shanel Spence	lbreeden@law.nyc.gov sspence@law.nyc.gov	(212) 356-5010 (212) 356-3290
7.	Disability Services Facilitator	Leon Breeden Bijan Vafegh	lbreeden@law.nyc.gov bijvafeg@law.nyc.gov	(212) 356-1055 (212) 356-2602
8.	55-a Coordinator	Tiffany Charles	tcharles@law.nyc.gov	(212) 356-1010
9.	EEO Investigator(s)	Leon Breeden Karlyne Fequiere Celina Fletcher-Serrant Shanel Spence Bijan Vafegh	lbreeden@law.nyc.gov kfequier@law.nyc.gov cefletch@law.nyc.gov sspence@law.nyc.gov bijvafeg@law.nyc.gov	(212) 356-1055 (212) 356-5010 (212) 356-3294 (212) 356-3290 (212) 356-2602
10.	Career Counselor(s)	Lillian Evans Tiffany Charles (Acting)	lievans@law.nyc.gov tcharles@law.nyc.gov	(212) 356-2446
11.	EEO Training Liaison(s)	Karlyne Fequiere Celina Fletcher-Serrant Shanel Spence	kfequier@law.nyc.gov cefletch@law.nyc.gov sspence@law.nyc.gov	(212) 356-5010 (212) 356-3294 (212) 356-3290
12.	EEO Counselor(s)	Arlene Aikens Danielle Boccio Marilyn Campbell	aaikens@law.nyc.gov dboccio@law.nyc.gov mcampbel@law.nyc.gov	(718) 724-5435 (718) 558-2269

		Diane Meminger Rosemarie Peyton Charles Rott	dmeminge@law.nyc.gov rpeyton@law.nyc.gov crott@law.nyc.gov	(212) 356-3297 (718) 410-2730 (212) 356-3222 (718) 780-2530
13.	Other (specify)	Samantha Chan (EEO Assistant) Cecillia Shepard (Diversity & EEO Officer, Designee)	samchan@law.nyc.gov ceshepar@law.nyc.gov	(212) 356-2402 (212) 356-3123

Appendix B: Local Law 28 (2023) – Diverse Recruitment and Retention

Agency Name: The New York City Law Department

Local Law 28 of (2023) is a Local Law to amend the New York City charter and the administrative code of the City of New York, in relation to the evaluation and expansion of diverse recruitment and retention within the municipal government.

Pursuant to Local Law 28 (2023), each agency shall collect and submit the following information for the prior fiscal year to the Department of Citywide Administrative Services by **August 31, 2023**, and annually thereafter.

For each agency-specific training program your agency has that is required for, or relevant to, an applicant’s appointment to a position based on an open-competitive civil service examination or a promotion civil service examination, list the following:

Note: The New York City Law Department does not have an agency-specific training program that is required for, or relevant to, an applicant’s appointment to a position based on an open-competitive civil service examination or a promotion civil service examination.

[Insert name of the Training Program]	Totals
# of applicants enrolled in such program	N/A
# of applicants who completed the program	N/A
# of applicants who passed and graduated from the program	N/A
# of applicants who passed but did not graduate from the program	N/A
# of applicants who did not pass or graduate from the program	N/A
# of applicants who accepted any appointment offered based on graduation from the program	N/A

List all expenditures related to recruiting candidates for open-competitive civil service examinations and promotion civil service examinations in FY 2023.

Borough	Approximate Dollar Amount Spent (\$)
Bronx	Pending Estimate
Brooklyn	Pending Estimate
Manhattan	Pending Estimate
Queens	Pending Estimate
Staten Island	Pending Estimate

Provide a list of recruiting events, including location, held, or attended by your agency to promote open-competitive civil service examination in FY2023.

Event Date	Event Name	Borough
June 28, 2023	DCAS Hiring Hall	Brooklyn
June 16, 2023	DCAS Hiring Hall	Brooklyn
June 2, 2023	DCAS Hiring Hall	Staten Island
May 24, 2023	DCAS Hiring Hall	Queens
May 20, 2023	DCAS Hiring Hall	Manhattan
March 25, 2023	DCAS Hiring Hall	Queens
March 9, 2023	Unavailable	Unavailable
February 17, 2023	Unavailable	Unavailable
January 20, 2023	Unavailable	Unavailable
October 31, 2022	Diversity Career Fair	Manhattan

Provide a list of any preparatory materials developed for applicants or potential applicants for open-competitive civil service examinations or promotion civil service examinations, if applicable. [Include as attachments]