



James W. Hendon
COMMISSIONER

Glenda V. Garcia
DEPUTY COMMISSIONER

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

Fiscal Year 2023

NYC Department of Veterans' Services

Table of Contents

I. Commitment and Accountability Statement by the Agency Head	3
II. Recognition and Accomplishments	4
III. Workforce Review and Analysis	5
IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2023	6
V. Recruitment.....	8
VI. Selection (Hiring and Promotion).....	9
VII. Training.....	12
VIII. Reasonable Accommodation	13
IX. Compliance and Implementation of Requirements Under Executive Orders and Local Laws 13	
X. Audits and Corrective Measures	16
XI. Agency Head Signature	17
Appendix A: Contact Information for Agency EEO Personnel.....	18
Appendix B: 2020 Climate Survey Action Plan	19

I. Commitment and Accountability Statement by the Agency Head

On behalf of the Department of Veterans' Services, I hereby declare my commitment as the Agency Head to support and enforce the rights and protections afforded by the New York City EEO Policy, the City and State Human Rights Law, and all other relevant laws, for all employees, applicants for employment, external contractors, consultants, and agency partners, and members of the public served by our Agency.

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

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

I will hold the top leadership of our agency, as well as the EEO Officer, all EEO professionals, human resources professionals, legal professionals, managers, and supervisors accountable for ensuring that the agency does not discriminate against employees or applicants for employment. We shall support the diversity, equity, and inclusion initiatives at the agency by observing 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 Agency EEO Officer / Chief Diversity and Inclusion Officer Johanna Perez 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 2023, 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

In the past year, our agency accomplished the following as part of our commitment to DEI and EEO:

1. Agency has and will continue to contract minority and women owned business enterprises (MWBEs).
2. Agency had and will continue community outreach and agency services.
3. Agency has complied with EEO mandatory annual trainings.
4. Agency has and will continue to participate in the Department of Veterans Affairs Work Study Work Site Program.
5. Agency has and will continue to participate in the New York State Industries for the Disabled Program.

III. Workforce Review and Analysis

Please provide the total agency headcount as of 6/30/2022

Total Headcount: 32

1. In FY 2023, 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 2023, the agency will inform and remind employees of the option to add preferred name in ESS.
2. ☒ 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.

Agency Head

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Human Resources

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

General Counsel

☒ Quarterly ☐ Semi-Annually ☐ Annually ☐ Other _____

Other (____ specify)

☐ 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 2023

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

❖ Workforce:

- Our people are our greatest asset; we are committed to recruiting, developing, and retaining a diverse and inclusive workforce which reflects our City's communities. DVS fulfills this mission by providing New York City's Veterans with essential services and programs focused on pivotal areas such as economic empowerment, housing security, benefits, health and wellness, and culture.

❖ Workplace:

- We would like our present and future employees to view us as an employer of choice. We will continue to provide a workplace that values diversity of thought and background. We actively encourage current employees to further enhance their skill set and make sure they are aware of current NYC Workwell and EAP programs they can participate if needed.

❖ Community:

- The hallmark of continuing economic development and recovery is through outreach, utilization of and investment in our communities.

❖ Equity, Inclusion and Race Relations Initiatives:

- We will continue to develop equity and race relations initiatives by working closely with managers and employees. We will make sure that every employee participates in Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees.

2. Planned Programs, Initiatives, Actions

A. Workforce

The agency will address underutilization in FY 2023 by expanding internal and external applicant pools through outreach strategies for broader recruitment. DVS will launch outreach efforts to inform and encourage applications for the upcoming civil service examinations. We will continue to use the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.

The agency will implement the following strategies to address the impending retirement of employees and possible loss or gap in talent:

- Integrate succession planning in the agency activities to develop a pipeline, facilitate a seamless transition and continuity of service, especially for critical managerial positions.
- Encourage agency employees to take promotional civil service examinations.

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

- Institute coaching, mentoring and cross training programs.
- Implement initiatives to improve the personal and professional development of employees.
- Conduct assessment to ensure pay and promotions are equitable.

B. Workplace

The agency will take initiatives to create an inclusive work environment that values differences. Currently we have the People & Culture Committee who have put together theme day i.e., July 29 DVS Field Day was a Hawaiian Luau, July 14th - Favorite Sports Team (Basketball, Hockey, Football, Soccer, Baseball, Lacrosse, Track, ETC) and July 21st - Super Hero Day and they are planning for upcoming cultural celebrations.

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

List below the names of existing ERGs:

1. People & Culture 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

The mission of DVS is to connect, mobilize, and empower New York City's Veteran Community to foster purpose-driven lives for US Military Service Members past and present and in addition to their caregivers, survivors, and families. DVS plans to continue to serve our communities within the 5 boroughs via our DVS Veteran Resource Centers.

In FY 2023, the agency will:

- ☒ Continue or plan to promote diversity and EEO community outreach in providing government services

- ☒ Promote participation with minority and women owned business enterprises (MWBES)
- ☐ Conduct a customer satisfaction survey
- ☒ Expand language services for the public

V. Recruitment

A. Recruitment Efforts

In FY 2023, DVS will review policies, procedures, and practices related to targeted outreach and recruitment. We will utilize the Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans. We will continue to quarterly review underutilization and develop recruitment efforts to identify resources aimed at increasing the effectiveness of diversity recruitment.

DVS does not project to have any job vacancies for the remainder of FY23. However, if that changes, the newly added depth in HR will support a more robust outreach and recruitment plan to fill critical job vacancies. That plan will include exploring additional job posting platforms (other than NYC Jobs), enhanced applicant screening and a collaborative interview process.

B. Recruitment Sources

1. DVS social media - previous hires from this source and has helped in diversity recruitment
2. LinkedIn - previous hires from this source and has helped in diversity recruitment
3. Indeed - previous hires from this source and has helped in diversity recruitment

C. Internships/Fellowships

DVS will continue to utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations. The agency has hired and continues to hire former interns. The agency plans to continue to provide internship/fellowship opportunities in FY 2023.

The agency provided the following internship opportunities in FY 2022:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	0		M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __

			Other __ Unknown __
3. Summer College Interns	1		M __ F <u>1</u> non-Binary __ Other __ Unknown __
4. Summer Graduate Interns			M __ F __ Non-Binary __ Other __ Unknown __
5. Other (specify):	12		M <u>10</u> F <u>2</u> Non-Binary __ Other __ Unknown __

D. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take 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 0 [number] 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 0 [number] new applications for the program were received and 0 participants left the program due to [state reasons] _____.

DVS will continue to work with DCAS to consider utilizing the 55-a Program to hire and retain qualified individuals.

- ☐ 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

In FY 2023, the agency's Career Counselor will perform the following tasks:

- Review policies, procedures, and practices related to hiring (including vacancy announcements, use of certification lists, and the selection process for mission critical occupations).
- Promote employee awareness of opportunities for promotion and transfer within the agency.
- Arrange for agency wide notification of promotional and transfer opportunities.
- Encourage the use of training and development programs to improve skills, performance, and career opportunities.
- Provide information to staff on both internal and external Professional Development

training sources.

- Explain the civil service process to staff and what it means to become a permanent civil servant.
- Provide technical assistance in applying for upcoming civil service exams.
- Provide agency staff with citywide vacancy announcements, civil service exams notices and other career development information.
- Assist employees and Job Training Program participants in assessing and planning to develop career paths.

B. New Hires and Promotions

In FY 2023, the agency will do the following:

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

C. EEO Role in Hiring and Selection Process

In FY 2023, 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

- ☒ 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 2023.
- ☒ 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 1 must be completed by March 31, 2023.)	32	11/22 to 2/23
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	32	11/22 to 2/23
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. IgbTq – Power of Inclusion (e- learning)	Managers, Supervisors, and Front-line employees All other employees	32	2/23 to 6/23
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette		32	12/22 to 6/23
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		5	12/22 to 6/23
9. Other (specify)			
10. Other (specify)			

VIII. Reasonable Accommodation

- ☒ 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 : Glenda Garcia, Interim Deputy Commissioner of Operations / General Counsel / ACCO
- ☒ The designee reports directly to the Agency Head.
- ☒ The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

The agency will implement an analysis regarding volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals.

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

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

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 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 5 – September 1, 2022 – August 31, 2023) 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 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

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

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

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

E. Local Law 101 (2018): Climate Survey

The agency, in collaboration with DCAS, has conducted a climate survey in 2020 and:

- ☐ Analyzed the 2020 Climate Survey data provided by DCAS.
- ☒ Will review or has reviewed the results of the survey with agency head and senior leadership.
- ☒ Developed an action plan in consultation with agency head and senior leadership outlining the initiatives and actions that will be adopted by the agency in response to the 2020 Workplace Climate Survey data.

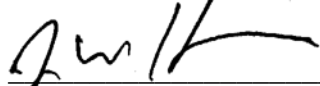
X. Audits and Corrective Measures

- ☒ 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 2023 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.

XI. Agency Head Signature

James W. Hendon

Print Name of Agency Head



Signature of Agency Head

12/27/2022

Date

Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Johanna Perez	jperez@veterans.nyv.gov	646-634-1620
2.	Agency Deputy EEO Officer [if appointed]			
3.	Agency (Chief) Diversity & Inclusion Officer	Johanna Perez	jperez@veterans.nyv.gov	646-634-1620
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Cassandra Alvarez	calvarez@veterans.nyc.gov	646—891-8637
5.	ADA Coordinator	Emily Jagroop	ejagroop@veterans.nyc.gov	(646) 889-4181
6.	Disability Rights Coordinator	Emily Jagroop	ejagroop@veterans.nyc.gov	(646) 889-4181
7.	Disability Services Facilitator	Emily Jagroop	ejagroop@veterans.nyc.gov	(646) 889-4181
8.	55-a Coordinator	Jason Parker	JParker@veterans.nyc.gov	646-891-9445
9.	EEO Investigator(s)	Emily Jagroop Johanna Perez	ejagroop@veterans.nyc.gov jperez@veterans.nyc.gov	(646) 889-4181 646-634-1620
10.	Career Counselor(s)	Johanna Perez	jperez@veterans.nyv.gov	646-634-1620
11.	EEO Training Liaison(s)	Johanna Perez	jperez@veterans.nyv.gov	646-634-1620
12.	EEO Counselor(s)	Emily Jagroop Johanna Perez Eileen Barcene	ejagroop@veterans.nyc.gov jperez@veterans.nyv.gov ebarcene@veterans.nyc.gov	(646) 889-4181 (646)-634-1620 (646) 4990055

Appendix B: 2020 Climate Survey Action Plan

1. Target area and objective: Increase employees' familiarity with the EEO Policy.

- **Planned actions, initiatives, programs, or policies:**
 - The EEO Office will continue to circulate quarterly agency wide email including links to all EEO resources.
- **Intended reach**
 - All staff, including, senior executives, managers, interns, and consultants will be notified in writing and in meetings.
- **Who will be responsible for implementing the action?**
 - EEO Office

2. Target area and objective: Improve the EEO Office's visibility to the workforce.

- **Planned actions, initiatives, programs, or policies**
 - Engage in a collaborative effort between HR and managers and perform advisory role to Human Resources in the selection process.
 - review.
- **Intended reach**
 - Senior executives and managers.
- **Who will be responsible for implementing the action?**
 - EEO and HR office

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

- **Planned actions, initiatives, programs, or policies:**
 - The EEO Office will continue to circulate quarterly agency wide email including links to all EEO resources.
- **Intended reach**
 - All staff, including, senior executives, managers, interns, and consultants will be notified in writing and in meetings.
- **Who will be responsible for implementing the action?**
 - EEO Office

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

- **Planned actions, initiatives, programs, or policies:**
 - We will continue to have all employees attend the SHP course and circulate the policy via emails.

- **Intended reach:**
 - All staff, including, senior executives, managers, interns, and consultants will be notified in writing and in meetings.
 - **Who will be responsible for implementing the action?**
 - EEO Office
5. **Target area and objective: Improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.**
- **Planned actions, initiatives, programs, or policies:**
 - We will continue to have all employees attend the SHP course and circulate the policy via emails.
 - **Intended reach:**
 - All staff, including, senior executives, managers, interns, and consultants will be notified in writing and in meetings.
 - **Who will be responsible for implementing the action?**
 - EEO Office
6. **Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.**
- **Planned actions, initiatives, programs, or policies:**
 - We have and will continue to circulate informative emails and discuss in meetings information on knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.
 - **Intended reach**
 - All staff, including, senior executives, managers, interns, and consultants will be notified in writing and in meetings.
 - **Who will be responsible for implementing the action?**
 - EEO Office and HR Office.