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INDEPENDENT BUDGET OFFICE

DIVERSITY AND EQUAL EMPLOYMENT OPPORTUNITY PLAN FISCAL YEAR 2022

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

Recognizing that the people of our agency are one of our greatest assets, we are committed to recruitment, development, and retention of a diverse and inclusive workforce reflective of our City's population. When we value our differences, we build stronger teams driving the best performance. We expect all managers and supervisors to actively promote a safe, equitable and inclusive work environment for all New York City employees and value equity, inclusion, and respect for all. I will hold 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 and support the diversity and inclusion initiatives at the agency by observing EEO regulations and actively working toward attaining agency goals in this area. All agency staff are accountable for complying with the City's EEO Policy and implementing the FY 2022 Diversity and EEO Plan.

During the 2nd quarter of FY 2022, I will issue a Commitment Statement to all agency employees affirming the principles of diversity, inclusion, and equal employment opportunity. The statement is intended to guide managers and supervisors and to communicate our dedication to equity, diversity and inclusion to all employees.

I will drive accountability by involving the EEO Officer as the agency develops recruitment strategies and selections for training/career development opportunities.

My leadership team in cooperation with the leadership of the agency will implement the objectives and actions of this plan, as well as work to create a diversity and inclusion strategy based upon guidance provided by the DCAS Office of Citywide Equity and Inclusion (OCEI). We will conduct discussions throughout the year coinciding with the issuance of our quarterly workforce reports, and we will review our achievements at the end of the fiscal year.

The agency's EEO team 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. The agency's EEO team will also disseminate and post legal notices and policies as required.

The current Independent Budget Office Lead EEO Officer and Chief Diversity and Inclusion Officer, Yolanda Smith along with our other EEO Officer Robert Callahan, will serve as a resource for managers and supervisors by providing best practices and direction in addressing EEO issues. The EEO Officer's contact information will be prominently available to all employees. Employees will be encouraged to contact the EEO Officer with any questions, inquiries, concerns or complaints regarding the EEO Policy.



This statement is the same as last year.

II. Recognition and Accomplishments

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

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

1. The EEO Team and IBO’s leadership planned for an office-wide meeting to discuss diversity, equity and inclusion matters. The agency invested significant time vetting organizations to facilitate a town hall type courageous conversation following the many civil rights protests and events between 2020 and 2021. An outside organization will facilitate this meeting in October.
2. IBO held volunteer restorative justice circle conversations with OATH’s Center for Creative Conflict Resolution where participants were invited to comment on racial justice and equity issues.
3. See additional comments below.
- 4.
- 5.

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

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

** Please specify under “Additional Comments”*

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

Additional Comments: IBO is a small agency of approximately 38 employees. We have held office-wide events designed to encourage recognition of and appreciation for the diversity of our employees in general. These events have included a potluck party featuring food dishes reflective of employees' cultural and ethnic backgrounds. We also foster inclusivity by acknowledging various diversity holidays with curated informational emails that highlight important moments.

III. Workforce Review and Analysis

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

Total Headcount: 38

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

Race/Ethnicity: 2 Gender: 1

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

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

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

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

Additional Comments:

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

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

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

Reviewed with	Frequency
Agency Head	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Other _____
Human Resources	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input type="checkbox"/> Annually <input type="checkbox"/> Other _____
General Counsel	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Other _____
Other (Chief of Staff)	<input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Other _____

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

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

Additional Comments:

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

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

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

1. Workforce: IBO will seek to re-affirm its EEO-related recruitment efforts for FY 2021 by continuing to search out professional organizations and associations targeted towards addressing our workforce imbalances and underutilization of Black/Hispanic/Latinx managers and Black management specialists with which we can advertise open positions. When job openings occur, and the timing works, IBO will attend diversity job fairs.

2. Workplace: IBO previously had distributed online employee survey to measure job satisfaction and routinely asks for individual feedback during the staff update process. When the need arises, IBO has taken steps to provide staff with tailored training that reinforces the concepts of inclusivity and diversity. The agency has provided staff an opportunity to partake in restorative justice circles facilitated by the office of OATH. (See #4 below). A pay equity study modeled after the parameters of the study mandated for Mayoral Agencies by Local Law 18 is nearing completion. The results will be shared internally with the Staff Affinity Group.

3. Community: The mission of the independent Budget Office, since its inception, has been to provide *non-partisan* budgetary, economic, and policy analysis for the residents of New York City and their elected officials, and to increase New Yorkers’ understanding of and participation in the budget process. The agency does this by publishing reports and analyses, and by responding to requests from elected officials and their staffs, community boards, civic groups, the press, and the public at large. IBO regularly hosts visits from various international groups, CORO Fellows, and representatives of local elected officials throughout the City. Additionally, we meet with civic groups, and community and advocacy organizations to provide information about the city’s budget and its budget process.

4. Equity and Race Relations Initiatives:

Most recently, some staff have attended seminars led by the Center for Creative Conflict Resolution (under the OATH office) which are a three-part restorative circle series to build community with one another and discuss the ongoing social, racial, and economic inequities that have been highlighted through our lived experience in the covid-19 pandemic. This fall the entire office will also each attend two sessions led by the Racial Equity Institute. IBO is in the process of completing an office-wide salary equity study using the same methodology as the study published annually for Mayoral agencies.

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

A. WORKFORCE:

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

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

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

The agency will address underutilization in FY 2022 by:

- Expanding internal and external applicant pools to address the underutilization through outreach strategies for broader recruitment.
- Launching outreach efforts to inform and encourage applications for the upcoming civil service examinations.
- Using the quarterly workforce report and dashboard to identify specific job groups where underutilization exists and guide recruitment efforts.



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

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

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

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

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs, or Comments:

B. WORKPLACE:

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



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

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

List below the names of existing ERGs:

SAG also known as the Staff Affinity Group

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

Agency Diversity Council is in existence and active.

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

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

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

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

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

Engagement /Job Satisfaction/ Employee Morale Survey(s)

Workplace Insight Survey for Exiting (WISE) Managers

Exit interview or surveys developed by the agency

Other (specify): _____

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

1.

2.

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

Additional Initiatives, Programs, or Comments:

IBO holds monthly get-togethers designed to foster inclusivity and camaraderie. IBO has sanctioned the formation of a staff affinity group (SAG) for all office analysts, economists, and other non-managerial staff, which includes clerical, publication, and tech staff. In 2021, the SAG adopted the following statement of purpose:

The Staff Affinity Group (SAG) is an employee affinity group open to all non-managerial staff of the Independent Budget Office. The intended purpose of the group is to provide an open forum for discussion and collaborative decision-making on matters that impact IBO employees who meet the criteria for membership on a monthly basis. Any SAG-covered employee may submit items for discussion regardless of attendance record. Statements and decisions produced by SAG reflect the majority consensus of SAG members present at monthly meetings.

SAG’s working groups have been engaged in improving agency policy and practices on issues like workplace conditions, pay equity, and Diversity, Equity & Inclusion. IBO plans to hold a town-hall style conversation and workshop for all employees in the fall with the Racial Equity Institute as a result of a letter submitted to senior staff by SAG.

This summer (July 2021) staff were able to volunteer to attend a three-part restorative circle series to build community with one another and discuss the ongoing social, racial, and economic inequities that have been highlighted through our lived experience in the covid-19 pandemic. Restorative practices seek to develop our capacity for collaborative relationships and restore a sense of cohesion and belonging in an increasingly disconnected world. Derived from restorative justice, a kind of “justice” meant to bring healing and peace to the dignity inherent in us all. The circle process, as a restorative practice, is a combination of both contemporary social science and indigenous wisdom teachings from around the world. Circle process connects us with our personal and shared values and honors the individual experience of the group members.

C. COMMUNITY:

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

In FY 2022, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services.
- Promote participation with minority and women owned business enterprises (MWBs).
- Conduct a customer satisfaction survey.

- Identify best practices for establishing a brand of inclusive customer service.
- Undertake initiatives to improve community relations, community awareness, and to engage communities being served in recruitment efforts, service development and delivery.
- Expand language services for the public.

Describe specific actions designed to enhance equity:

Additional Initiatives, Programs or Comments:

Analytical staff in the agency routinely provide informational analyses and data to a diverse mix of advocates, community groups, and local governmental entities.

V. Recruitment

A. Recruitment Efforts

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

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

- Review policies, procedures, and practices related to targeted outreach and recruitment.
- Utilize Inclusive Recruitment Guide Issued by the Office of Citywide Equity and Inclusion to develop strategic recruitment plans.
- Review underutilization in job groups to inform recruitment efforts.
- Identify resources to bolster efforts aimed at increasing the effectiveness of diversity recruitment.
- Put in place an operating, up-to-date, accessible website, mobile application and social media presence related to EEO protection and rights.
 - Currently in operation.

- Assess agency job postings to ensure new diversity, inclusion, and equal opportunity employer messaging is included.
- Share job vacancy notices with the Mayor’s Office for People with Disabilities at nycatwork@mopd.nyc.gov, (212) 788-2830 and ACCES VR by sending the job vacancy notices to Maureen Anderson at Maureen.Anderson@nysed.gov (212) 630-2329 so they can share it with their clients.
- Reach out to the DCAS Office of Citywide Recruitment (OCR) as a resource at citywiderecruitment@dcas.nyc.gov
- If your agency is an eHire agency, post ALL vacancies on NYC Careers.
- Ensure that agency personnel involved in both the discretionary and the civil service hiring process have received:
 - Structured Interviewing training
 - Unconscious Bias training
 - Everybody Matters EEO and Diversity and Inclusion Training
- Assess recruitment efforts to determine whether such efforts adversely impact any particular group.

Additional Strategies, Initiatives and Comments:

With fewer than 40 employees, and a stable work force, IBO’s need to participate in recruiting job fairs is limited. We do reach out to CUNY routinely for job candidates, and often place job ads in Amsterdam News and El Diario. In addition, as we enter into less than a handful of contracts for services, (our primary contract is our lease), IBO has limited opportunity to participate in the MWBE program although our staff member responsible for purchasing has attended a Department of Small Business services training on seeking out MWBE vendors.

IBO posts job notices for available positions within the agency using some or all of the following methods:

- Electronic distribution to many city agencies
- Posting on our own IBO website
- Listing on public service careers.org, Workplace Diversity Network, and the National Forum for Black Public Administrators, Idealist, Amsterdam News, El Diario, City Limits
- Electronic posting on the following:
 - Carnegie Mellon, Heinz College
 - City University of New York
 - Columbia University, School of International & Public Affairs
 - Cornell University
 - Fordham University
 - Long Island University
 - The New School, Milano School
 - New York University, Wagner

- Princeton University
- Rutgers University
- Seton Hall University
- Syracuse University, Maxwell School
- University of California Berkeley, Goldman School of Public Policy
- University of Chicago
- We also send postings to HBCUs via the HBCU Lifestyle Career Hub website.

B. Recruitment Sources

Diverse Recruitment Source(s)	What sort of return do you expect to see from the effort? Indicate if this source yielded diverse applicant pools.
1. LinkedIn Search Engine	1. <input checked="" type="checkbox"/> Previous hires from this source
2. IBO web site	2. <input checked="" type="checkbox"/> Previous hires from this source
3. Indeed Search Engine	3. <input checked="" type="checkbox"/> Previous hires from this source
4. New School web site	4. <input checked="" type="checkbox"/> Previous hires from this source
5. Idealist	5. <input checked="" type="checkbox"/> Previous hires from this source

C. Internships/Fellowships

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

The agency provided the following internship opportunities in FY 2021:

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



3. Summer College Interns			M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify):			M __ F__ Non-Binary __ Other __ Unknown __

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

- The agency will utilize the internship/fellowship programs to improve a pipeline of candidates from underutilized groups for entry-level positions, including in mission-critical occupations.
- The agency has hired former interns/fellows.
- The agency plans to provide internship/fellowship opportunities in FY 2022.

Additional Comments:

During FY2021, IBO did not have any internship opportunities.

D. 55-a Program

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

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

Historically, IBO has had only two employees serving in competitive civil service titles. As the 55-a Program only applies to competitive civil service titles; the opportunities to participate are extremely limited. In the past IBO has employed people who might otherwise qualify for the 55-a Program, but were staffed under original jurisdiction titles, and therefore did not qualify. Although IBO has not actively recruited from the program, we are willing and able to make the necessary accommodations for people who have the skills and experience we need. The EEO officer typically assumes the duties of the 55-a coordinator.

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

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

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

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

Currently, there are **0** [number] 55-a participants.

There are ____ [number] participants who have been in the program less than 2 years.

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

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

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

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

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

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

- 1.
- 2.
- 3.
- 4.

These goals are the same as last year.

Additional Goals, Initiatives, and Comments:

VI. Selection (Hiring and Promotion)

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

A. Career Counselors

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



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

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

Additional Initiatives and Comments:

B. New Hires and Promotions

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

In FY 2022, the agency will do the following:

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

Additional Comments:

As a very small agency, there are limited opportunities for promotion.

C. Selection Process

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

During FY 2022, the agency will do the following:



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

Additional Comments:

We will consider blinding resumes so staff doing the initial selection of candidates for interviews do not see names or racial/ethnic affiliations on resumes.



D. Review of Hiring, Promotion and selection Practices

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

A. Discuss your current practice in utilizing the NYCAPS Applicant Interview Log reports to identify applicants by gender and race/ethnicity.

- The agency will use the NYCAPS Applicant Interview Log Report to track applicant sources and identify the best sources of applicants.
- The agency does not use the NYCAPS Applicant Interview Log Report.
- The agency will schedule orientation with NYCAPS Central.

B. Discuss all planned steps taken to identify barriers to entry for positions and actions under consideration to address such barriers.

- Identify at least two or three people from diverse gender and racial\ethnic backgrounds to review received applications.
- Ensure hiring panels are composed of staff from diverse backgrounds (e.g., diversity based on experience, gender, age, race and ethnicity).

C. When identifying groups of subject matter experts to assist the DCAS test development team in creating civil service exams, please describe efforts that will be taken to select a diverse and inclusive group of individuals in the test development process:

- The agency will identify a diverse group of subject matter experts (e.g. race, gender, age, assignments location, etc.) when requested by DCAS.
- The agency will use objective job-related criteria to identify the subject matter experts who will participate in test development.
- The agency will make an effort to ensure different staff members are given the opportunity to participate in test development.

Additional Comments:



E. EEO Role in Hiring and Selection Process

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

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

PRE-SELECTION:

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

POST-SELECTION:



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

Additional Comments:

F. Layoffs

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

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

VII. Training

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

Training Topic	Type of Audience (e.g. All Staff, Front-line Employees, Managers, Supervisors, etc.)	Target Number of Participants	Targeted Dates
1. Everybody Matters – EEO and Diversity & Inclusion (e-learning)			
2. Everybody Matters – EEO and Diversity and Inclusion (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees	All - 39	Completed annually
4. Sexual Harassment Prevention (classroom/live webinar)	All employees		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	All - 39	June 30, 2022
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)			
9. Other (EEO Awareness)	All new hires	All	Within 3 months of start date
10. Other (OATH Center for Creative Conflict Resolution – Restorative Circle Series)	All employees	15	3-part series: July 2021 to August 2021

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11. Other (Racial Equity Institute)	All employees	39	Two day seminar: Oct 14-15
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VIII. Reasonable Accommodation

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

Managers, supervisors, human resources personnel and discipline personnel are **required** to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.

Absent any undue hardship, the agency provides reasonable accommodation for disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth or a related medical condition.

The agency follows the City’s Reasonable Accommodation Procedure.

The agency grants or denies request 30 days after submission or as soon as possible.

The Agency Head or designee must review and grant or deny the appeal fifteen (15) days after submission of appeal.

If the review and decision on appeal is not done by the Agency Head.
Provide the name and title of the designee¹: _____

The designee reports directly to the Agency Head.

The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

The agency analyzes the reasonable accommodation data and trends.

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

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

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

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

IBO will make reasonable accommodations to qualified applicants and employees, when requests are made in connection with disabilities, religion, pregnancy, childbirth, or related medical condition and/or to accommodate individuals who are victims of domestic violence, sex offenses, reproductive health, or stalking, unless providing such accommodation would impose an undue hardship on the agency. Reasonable accommodations will be made to enable qualified applicants and employees to perform the essential functions of their jobs, or to enjoy the equal benefits and privileges of employment.

The EEO officer has implemented all newly revised reasonable accommodation procedural guidelines. IBO has integrated the new guidelines into its accommodation process by conducting an internal review of its current processes, procedures, and record-keeping practices.

The reasonable accommodation process is intended to be flexible and interactive, involving both the IBO and the applicant or employee requesting reasonable accommodation. The process generally involves four steps plus an additional four steps for accommodations related to disabilities.

An applicant or employee may appeal to the IBO Director any supervisory action or failure to act pursuant to this procedure by which the applicant or employee believes he or she is aggrieved. Within 10 business days of receipt of the appeal, the IBO Director or his or her designee shall:

1. Obtain from the EEO Officer and review all documentation relating to the request for reasonable accommodation;
2. Meet with the supervisor and the applicant or employee;
3. Consult with the EEO Officer;
4. Review the essential job functions, job-related limitations involving the applicant's or employee's disability, and potential accommodations;
5. Evaluate the applicant or employee and supervisor preferences in accommodations, giving primary consideration to the employee's preferences.

Within 15 business days of receipt of the appeal, the IBO Director shall issue a written determination on the request for reasonable accommodations, specifying what accommodation shall be provided, if any, and directing the supervisor to implement such accommodation promptly or



communicate reasons for delay. The EEO Officer shall monitor implementation of the reasonable accommodation.

IBO's reasonable accommodation procedure is intended to ensure equal employment opportunities for employees with disabilities, but shall not impede the right of any employee to file a complaint with IBO's EEO Officer, an appropriate federal oversight agency under the American with Disabilities Act or the Rehabilitation Act of 1973, the State Division of Human Rights, the New York City Commission on Human Rights, or any other federal, state or local agency having jurisdiction over such matters, or in any court of competent jurisdiction.

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

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

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

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

Additional Comments:

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

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

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

Provide the name and title of the Chief MWBE Officer: _____



Additional Comments:

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

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

Additional Comments:

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

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

Additional Comments:



E. Local Law 101 (2018): Climate Survey

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

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

Additional Comments:



X. Audits and Corrective Measures:

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

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



XI. Agency Head Signature

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

Ronnie Lowenstein

Print Name of Agency Head

Signature of Agency Head

12/29/2021

Date



APPENDIX

Contact Information for Agency EEO Personnel

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

1. Agency Lead EEO Officer
 Robert Callahan, robertc@ibo.nyc.ny.us
 Budget Review Analyst/Lead EEO Officer
 110 William Street, 14th floor, NY, NY 10038
 212-341-7363

2. Agency EEO Officer
 Amanda Gallear, amandag@ibo.nyc.ny.us
 Budget Analyst/EEO Officer
 110 William Street, 14th Floor, NY, NY 10038
 212-341-6094

3. Agency Diversity & Inclusion Officer [if designated] – N/A

4. ADA Coordinator, Disability Rights Coordinator, Disability Services Facilitator, 55-a Coordinator
 Robert Callahan, robertc@ibo.nyc.ny.us
 Budget Review Analyst/Lead EEO Officer
 110 William Street, 14th floor, NY, NY 10038
 212-341-7363

5. Career Counselor and Training Liaison
 Indera Segobind, inderas@ibo.nyc.ny.us
 Director of Administration
 110 William Street, 14th floor, NY, NY 10038
 212-341- 6042

6. EEO Counselor(s) - Vacant