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

Fiscal Year 2023



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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 the 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 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

The Law Department is proud to share several of the agency's key initiatives and accomplishments undertaken last fiscal year (FY 2022) that demonstrate the agency's ongoing commitment to advance DEI and EEO goals:

1. Awards and Recognition

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 Jane M. Bolin Diversity Leadership Award 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. The 2021 award recipient is deserving DEI champion, Karlyne Fequiere, Chief Diversity & EEO Officer.

2. Performance Evaluation

The Law Department's legal performance evaluation process has been revised to focus on communication between supervisor and supervisee, professional development, positive and constructive feedback, and interrupting biases.

The revised evaluation process is an effort to improve the personal and professional development of employees by engaging with them directly and specifically regarding performance and moving away from evaluation systems that prioritize scoring over communication, team building, growth, inclusion, and support. The evaluations also require an assessment of how the attorneys and supervisors have promoted diversity, inclusion, equity, and equal employment opportunity.

In preparation for the evaluation period, the Professional & Organizational Development Office hosted CLE courses and Q&A sessions designed to familiarize attendees with the evaluation format and considerations. 335 staff members participated in these training sessions. The materials provided to participants included the *Supervisor's Pre-Evaluation Checklist* (a resource that was created by the DEI Committee). The checklist includes links to several diversity and inclusion training resources and additional resources addressing unconscious bias.

3. Executive Office Hours Series

“Tone from the Top”. In response to staff interest in more transparency and access to the agency’s executives, the Law Department’s Executive team launched a series of virtual Office Hours to continue through FY 2023. Each office hour focuses on a specific topic and features a panel of executives who speak briefly about the topic and then take questions. The office hours seek to foster open communication, transparency, and respect in the office. Questions are welcome during the session, but staff are also encouraged to submit questions in advance to problemsolving@law.nyc.gov. The Executive team also regularly advises employees to send suggestions for other topics to be considered in future sessions. Future topics responsive to employee feedback will be addressed in the upcoming year.

Topic	Date
Maintaining a Positive Office Culture in Challenging Times	March 2
Attorney Transfer Process	March 24
Support Transfer Process	April 6
EEO and Reasonable Accommodations	May 12

4. Brown Bag Learning Series

The Professional & Organizational Development Office launched an interactive brown bag series in response to employee feedback indicating a strong desire amongst Law Department employees to learn more about the work of City agencies, the roles of attorneys at agencies, and how agencies interact with the Law Department.

Highlighted Agency	Date
Mayor’s Office of Media Management	April 7
Department of City Planning	June 29
Department of Sanitation	TBD

5. Launching Employee Resource Groups (ERG)

The Law Department community welcomed the formation of two new sub-committees to an existing ERG. The Mental Health and Wellness Subcommittee and the Caregivers Working Group Subcommittee were launched under the umbrella of the agency’s Quality of Work life Committee. These two sub-committees were convened in response to the challenges that employees are navigating in the workplace resulting from the current global recovery from the pandemic and its impact on individuals and families.

6. Pipeline Programs and Initiatives

- The Corporation Counsel, Diversity & EEO, Legal Recruitment, and Human Resources Offices collaborated to launch a high school pipeline program at the Law Department. The agency is excited to have onboarded eight 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 an enriching summer experience for over 70 students that were involved in the various internship programs within the agency. This diverse group of participants included 33 college aides, 46 Summer Honor Interns, and eight High School interns. Programing even included trips to Governor’s Island and a boat tour of the New York harbor for some participants. In addition to valuable career and professional development experience, the programming sought to demonstrate the agency’s mission and values. Through robust professional development activities and enriching work assignments, the Law Department seeks to create an experience that will lead to interest in future employment with the agency or other City entities. The Law Department looks forward to further expanding pipeline opportunities at the agency.

Summer Intern Events 2022	Date
Exploring Governor’s Island	July 1
Boat tour of the NY Harbor with Chris Reo, Deputy Chief of our Environmental Law Division	July 13
<i>Virtual Speaker Series:</i> NYC Racial Justice Commission	July 14
<i>Virtual Speaker Series:</i> General Municipal Law § 50K and Representation Decisions	July 26
Wellbeing Matters – Law Department Wellness Program.	July 27
<i>Virtual Speaker Series:</i> Conversation with the Corporation Counsel	July 28

7. Training Accomplishments

- To further advance the agency’s goals of creating a supportive workplace and nurturing professional development, the Law Department collaborated with the Office of Administrative Trials and Hearings (OATH) to deliver “*How Leaders Build Consensus*” training to managers in the Family Court division. This partnership effort was held on two dates in October 2021 and provided a rewarding experience to a total of 49 participants.

- Law Department staff had the opportunity to attend a training entitled “*Caring for Transgender Youth with Dignity and Respect*”. This presentation explored risk and resilience factors for transgender youth, how to create an affirming environment, and how the Law Department can promote dignity and respect for transgender individuals. The session was delivered by expert Dr. Samantha Busa, clinical director of the Gender and Sexuality Service at the Child Study Center at Hassenfeld Children’s Hospital at NYU Langone.

8. Participation in City-wide DEI efforts and Equity Programming

- During FY 2022, the Law Department’s team of four members “graduated” upon completion of the NYC Results for Racial and Social Equity Program. The Mayor’s Office for Operations partnered with Equity & Results: a leading expert in data-driven, results-based, systems change through racial and social equity principles to deliver a comprehensive training and capacity building program to several City agencies. Over nine months, agency teams received the knowledge, tools, and guidance to identify root causes of disparities in outcomes and develop strategies to address those disparities. Law Department participants learned how to institutionalize Results-Based Accountability (RBA) and racial and social equity principles into long-term strategic processes within the agency and with communities. After completion of the foundational training, the Law Department will continue to receive support from Operations.

Through this work, the Law Department team built substantive and technical capacity to:

- Conduct analyses to understand how practices, policies, and culture contribute to inequity or perpetuate disproportionate outcomes in organizations and in communities;
- Identify a key set of performance measures that the agency can be held accountable for improving, which would reflect more equitable practices, policies, and culture;
- Design and begin to operationalize a focused, attainable set of actions designed to improve the key measures identified; and
- Report on performance frameworks and strategies that embed racial and social equity principles to advance the City’s commitment to racial and social equity.

The agency has begun work towards implementation of actions identified through this intensive training and technical assistance opportunity.

- Upon completion of the NYC Results for Racial and Social Equity Program, the Chief Diversity & EEO Officer, Deputy EEO Officer and a Deputy Division Chief for the Family Court Division joined the NYC Equity Communities of Practice (CoP), to further build capacity to engage in equity work within the agency and across the City. During FY 2023, the Equity CoP will continue to be designed and supported by Equity & Results and the Mayor’s Office for Operations. The CoP will allow the Law Department to benefit from the collective passion, experiences, resources, and data available to the 50 plus (and growing) practitioners committed to advancing equity in the City.

9. Diversity Events

The Law Department Committees/Employee Resource Groups and divisions hosted the following (phenomenal) diversity events that reflect the agency's demonstrable commitment to DEI and EEO during FY 2022:

Event	Date
NYC Racial Justice Commission Information Session	August 14, 2021
National Hispanic Heritage Month	October 14, 2021
National Disability Employment Awareness Month	October 29, 2021
Diversity Potluck	Week of November 15, 2021
Family Court Division's Black History Month Event	February 25, 2022
The Law Department Celebrates Black History Month	February 25, 2022
Woman's History Month	March 23, 2022
Staff Appreciation Week	Week of April 25, 2022
Caring for Transgender Youth with Dignity and Respect	April 29, 2022
Asian-American & Pacific Islander Heritage Month	May 27, 2022
The Law Department Celebrates PRIDE	June 16, 2022
Family Court Division's 3rd Annual Juneteenth Celebration	June 21, 2022
Caribbean-American Heritage Month	June 28, 2022

10. Community Service Events

The Law Department Community Service Committee together with the various Committees hosted the following impactful service events that reflect the agency's demonstrable commitment to the community in FY 2022:

Event	Date
Bronx is Blooming (BIB), a Bronx-based nonprofit dedicated to environmental stewardship, youth leadership development, and community development	October 30, 2021
Donation drive, collecting items for Covenant House and Bronx Health Link	November 15-29, 2021
Secret Snowflake Toy Drive for children living in the City's Department of Homeless Services' shelters	December 1-17, 2021,
Collection drive for the victims of the 181st Street Fire in the Bronx	January 10-14, 2022
The Souperbowl	February 14-24, 2022
AIDS Walk New York	May 15, 2022
Children and Young Adult Book drive in partnership with Brooklyn Book Bodega.	June 13-July 15, 2022

III. Workforce Review and Analysis

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

Total Headcount: 1594

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 through the email exchange at least two times a year encouraging them to update Self-ID information.
- During FY 2023, the agency will continue to increase agency responses by encouraging staff to update during on-boarding and including notice on the agency's website, and periodically in the agency's newsletter.
- The Diversity & EEO Office will make paper forms available to staff through division leadership to complete in lieu of using ESS.

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.

The Law Department 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 Director of Legal Recruitment and Chief of Staff.

- 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 (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 2023

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 2023 include:

- a. Revision of EEO Policies and Procedures Addressing Promotional Hiring and Selection
- b. Training and Activities to Build Capacity for Formal Succession Planning
- c. Increased Professional Development Opportunities for Support Professional Staff
- d. Leverage Internal & External Resources to Expand Civil Service Recruitment Sources and Efforts

❖ 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 FY2023 include:

- a. Initiate Foundational DEI Training for all Law Department Employees
- b. Expansion of Employee Resource Groups
- c. Special Mentoring Program between Legal Entry Class and Committee Members
- d. Foster an Inclusive Workplace

❖ 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 2023 include:

- a. Enhanced Language Access Services

b. Increased Agency Participation in Community Service Committee Programming

❖ **Equity, Inclusion and Race Relations Initiatives:**

The Law Department's Professional & Organizational Development Office, along with the ERGs, Diversity & EEO Office, Executive team, and Division & Deputy chiefs continue to leverage partnerships with DCAS, EAP, OATH, Workwell, Interfaith Center of New York (ICNY), NYC Commission on Gender Equity and other Citywide leaders on diversity, equity, and inclusion to host 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 2023 include:

- a. Racial Inclusion Circles
- b. Allyship Programs
- c. Programming on Age Inclusion
- d. Leadership and Staff Training on Multigeneration Workforce
- e. Explore Models of Intergenerational Mentorship

2. Planned Programs, Initiatives, Actions

The Law Department looks forward engaging in agency-wide collaboration to deliver the following ongoing and new programs, actions, and initiatives planned for FY2 2023, which are aimed toward enhancement and expansion of the three foundations of Diversity and EEO strategy: Workforce, Workplace, and Community.

A. Workforce

Existing Programs and Initiatives

The Law Department continues the support the agency's robust career coaching, mentoring, and training programs. In addition to the goals described in section IV. (1.), the agency plans to implement several new initiatives to improve the personal and professional development of employees at all levels.

Hiring and Selection

Structured Interviews & Implicit Bias Training

The Law Department is increasing supervisory participation in structured interviewing and implicit bias training. During FY 2022, staff conducting interviews for legal hiring were required to attend the training as a qualification. For FY 2023, this requirement is being expanded to all staff conducting interviews for any agency position.

Posting Vacancies

The Law Department Career Counselor and Legal Recruitment Office continues to post all job vacancy announcements and civil service examination schedules in a variety of mediums that include email distribution and postings on electronic bulletins throughout the agency locations.

Retention

Salary Structure Analysis

The Law Department has prioritized the re-evaluation of the agency's existing salary structure for its attorneys. The objective of this comprehensive process is to propose a structure that provides for compensation levels that are both competitive and in-line with comparable legal entities in this highly competitive market for legal talent. The existing salary structure is a barrier to retention as demonstrated by the number of experienced attorneys who are leaving the agency due to lack of growth in compensation.

During past two fiscal years, the agency has realized significant attrition in the attorney job groups which has impacted workforce and workplace metrics.

The Law Department recognizes that without adjustments to the existing attorney salary structure, the agency will continue to have attorneys, who possess vital experience and institutional knowledge, separate from City service. In addition, attorneys who are members of underrepresented communities are at even greater risk of departure, which also impacts the agency's EEO and DEI goals.

The current salary structure is also a barrier to recruitment at a time when the agency seeks to fill key lateral positions. In order for the Law Department to continue to attract highly qualified candidates to City service, compensation rates and opportunity for growth in compensation must be competitive with the market for comparable positions in the industry and geographical area.

The Law Department's leadership team looks forward to collaborating with a number of City partners on this priority initiative.

Senior Counsel Program

The Law Department continues to promote and fund the Senior Counsel Program. The Program supports attorney retention efforts by enabling the agency to develop and advance staff to assume advanced work functions and managerial responsibilities.

Attorney promotions into and within the Senior Counsel Program are also reviewed for diversity considerations. Statistical analysis of all promotional decisions will be considered to ensure that there is no underutilization and that promotions reflect the agency's commitment to diversity.

Transfer Opportunities to Support Retention

The Office of Legal Recruitment administers an intra-agency transfer period for the attorneys who have been with the agency for at least two years. In addition to providing opportunities for growth, the ability to transfer serves as an additional retention strategy. Attorneys can experience a different practice area without changing employers.

Professional Development

Law Department Academy

The Law Department identified a need for providing consistent professional development for support professional staff. The agency's Career Development Specialist implemented an inaugural supervisory "Law Department Academy" to serve as an intensive training opportunity for support professional supervisory staff. The Law Department contracted with a consultant from the Department of Citywide Administrative Services (DCAS) to formulate and provide training through a five-course program, which is separate and distinct from trainings offered through the DCAS menu of programmatic services. Internally, the Law Department conducted workshops between each course including homework and other check-in methods for implementing tools that were taught. 50 supervisors have completed the entire training program. Courses have included such topics as, "*Effective Supervision Dealing with Difficult Situations*", and "*Unconscious Bias and Structured Interview Training*".

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.

The Professional & Organizational Development Office Panel Series

The Professional & Organizational Office launched a 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.

Future panels include:

- How to be a Judge

This interactive panel will feature a diverse slate of judges that will engage the Law Department community on the pathway to judicial careers.

- Lateral Attorney Panel

Attorneys who join the Law Department as laterals do so throughout the year and come with different levels of experience. To engage laterals and help to promote their professional development and career satisfaction at the Law Department, the agency is hosting a panel discussion. The panelists will discuss 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 will include a social event so that new laterals can network and form relationships.

Bar Associations Event

It is important for the professional development for agency attorneys that they get involved in outside organizations. Bar Associations offer opportunities for lawyers to shape policy and get involved in issues of importance to them. It is also beneficial for the Law Department to have agency attorneys involved in the community and have a seat at the table when policy matters impacting Law Department practice areas discussed.

To help Law Department attorneys get involved with bar associations, the agency is hosting a networking event in November 2022. County and affinity bar associations that include 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 LGBT Bar Association and Foundation of Greater New York, will join the Law Department for an opportunity to engage in dialogue and create connections.

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 programs in the series which begins in January and ends in May.

During FY 2022, the series included:

Topic	Date
Self-Reflection: The Secret Key to Developing Legal Management Skills	January 13
Law Practice Management Strategies in a Hybridized Work Environment	February 2
Laying the Groundwork for the Post-Pandemic World: Recent Developments in Legal Ethics	February 17
Mental Health and Well-Being as a Bedrock of Competence and Success	March 16
The Language of Value: Keys to Standout Client Communication	April 14
The Four I's of Inclusive Interaction	May 20

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 on a regular basis 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.

Law Department Mentoring Program

The Law Department administers a robust mentoring program with the goals of supporting employee professional development, career advancement, creating an inclusive workplace environment and promoting allyship. 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. The second year the program focused on all employees with goals of exploring higher education prospects. The third year the program expanded to encompass goals around career development. This year the theme of the program is promoting small group mentoring along with an enhanced focus on race relations and allyship.

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. This small 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 Program's general topical areas are law school admissions, developing your public service career, career development skills, work/life balance, promoting allyship, and the allyship book club. The mentoring program runs five mentorship circles. Mentors and mentees are paired within the same circle. The circles are:

- Law School & Higher Education Admissions
- Developing Your Public Service Career
- Career Skills
- Promoting Diversity, Inclusion, Equity and Allyship
- General Mentorship

The circles meet monthly, and mentors and mentees are expected to meet monthly as well. The Program hosted programs open to the entire group on goal setting, evaluations, and effective communication that were developed by the Career Skills group.

The Program will run until the end of the CY 2022 and relaunch in early CY 2023 keeping the mentorship circles format and adding new circles. The Program also maintains a SharePoint site with resources and materials for agency employees.

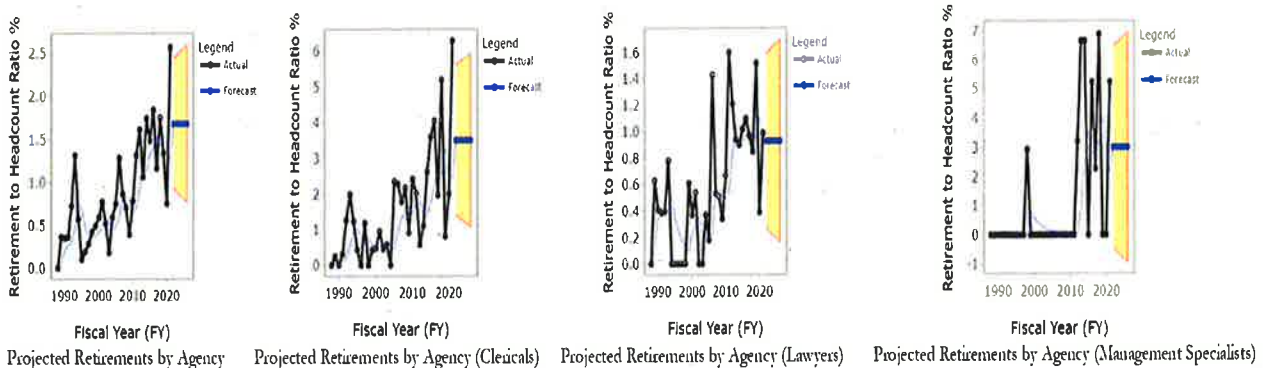
Training Consortium

The Training Consortium is a group of lawyers and support professionals who meet bi-monthly to share ideas and resources. The mission of the group is: The Training Consortium identifies and develops learning experiences to maximize the effectiveness of attorneys and support professionals throughout their careers. Past discussions have included: engaging support professionals in the legal work of the office, remote learning best practices, creating bite-sized training videos, wellness training programs and technology for training delivery. The Consortium also maintains a SharePoint site with resources and materials for agency employees.

Succession Planning

The Law Department recognizes that effective succession planning increases the availability of qualified individuals who are prepared to accept leadership roles as they become readily available. Succession planning should incorporate diversity considerations and include hiring or promoting individuals from different backgrounds, those who have different leadership abilities, and individuals who offer different experiences to the organization. Succession planning should also strive to remove any obstacles that may exist internally for employees of all levels and promote an inclusive work environment for all employees.

According to the [DCAS Retirement Forecasting Tool](#), the Law Department has experienced a higher than forecasted rate of retirement across the agency.¹ During FY 2023, the Law Department will work to integrate succession planning into agency activities to develop a pipeline, support transition and continuity of service and operations.



Underutilization

The Law Department seeks to employ several strategies to address underutilization. The Diversity & EEO, Human Resources, Legal Recruitment, and 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 reports, the Law Department is 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.

The Diversity & EEO Office continues 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 meets weekly with the Legal Recruitment Office and Personnel unit to discuss hiring trends, retention concerns, and efforts to improve diversity.
- With regards to underutilization in management and attorney job groups, the Diversity & EEO Office has been working with the Managing Attorney and Legal Recruitment Office to enhance EEO review of promotional and lateral hire applications, interviews, and evaluation processes.

New Programs and Initiatives

a. Enhanced EEO Policies and Procedures Addressing Promotional Hiring and Selection

The Diversity and EEO Office continues to review all policies and procedures addressing promotional hiring and selection. A few processes have been enhanced to further include the Diversity & EEO Office in both pre-and post-selection hiring activities.

b. New Professional Development Opportunities for Support Professional Staff (Civil Service)

The Human Resources and Professional Development Offices are working to bring new professional development opportunities to the agency's support professionals.

c. Technical Assistance to Develop Data-Driven Methods of Workforce & Succession Planning

The Diversity & EEO, and Human Resources Offices, together with the Executive team and Division & Deputy Chiefs plan to engage in activities and seek technical assistance to support agency succession and workforce planning.

d. New Civil Service Recruitment Efforts

The Diversity & EEO and Human Resources Offices are excited to collaborate with internal and external partners to expand civil service recruitment efforts and sources, including the use of social media channels to promote civil service positions.

e. Age Inclusivity and Supporting a Multigeneration Workforce

Law Department leadership, the Diversity & EEO, Professional & Organizational Development, and Human Resources Offices, and Law Department Committees look forward to collaborating to incorporate training and mentoring on the topics of age inclusion in the Law Department's diversity, equity, and inclusion strategy.

The Law Department recognizes that while multigenerational workforces can present challenges for organizations, they also offer a distinct opportunity to embrace unique talent and diverse perspectives that each generation brings.

A cursory glance at agency-specific data indicates that 78% of Law Department employees are over the age of 40 compared to roughly 50% across all City employees. Age diversity in current workplaces is greater than ever as more people choose to work longer due to preferences or necessity.

Each generation features distinctive characteristics, values, needs communication preferences, and working styles, and similarities to each other. Leveraging the benefits of a multi-generational workforce requires the organization to be proactive and invested in fostering an environment of mutual respect and collaboration across generations.

The Diversity & EEO, Professional & Organizational Development and Human Resources Offices plans to collaborate to identify leadership and staff training on age-inclusivity and managing a multigenerational workforce.

B. Workplace

Existing Programs and Initiatives

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.

Employee Surveys, Communication & Transparency

The Corporation Counsel continues to work with agency, the Executive team, Division & Deputy Chiefs to further organizational goals, to increase communication and transparency, to evaluate and implement appropriate changes based on employee feedback, to track progress, and to encourage division leadership to embed just processes and inclusive practices into their everyday operations.

The Executive team, and Division & Deputy Chiefs are continuing to address feedback received from suggestion boxes and improve organizational management practices. Some successes realized because of this transition in workplace culture include town hall meetings, increased agency-wide communication of plans and goals, more collaborative working groups, creation of central agency email inboxes for staff suggestions and feedback, review, and revision of policies for more inclusive practices, changes to training curriculum for new hires and supervisors to encourage more use of best practices. The above-mentioned strategies will continue during FY 2023 with careful attention paid to outcomes and impact on agencywide culture.

Exit Interviews

The Law Department's Human Resources and Legal Recruitment Offices conduct exit interviews for employees on an ongoing basis. The Diversity & EEO Office conducts an evaluation of exit trends and to support the development of strategies to address any targeted issues. Weekly meetings between the Diversity & EEO, Human Resources and Legal Recruitment Offices are held to discuss hiring trends, retention concerns and efforts to improve diversity.

During FY 2023, the Diversity & EEO Office looks forward to meeting with Division & Deputy Chiefs to review practices affecting recruitment, retention, and advancement of persons in underrepresented groups to offer recommendations and strategies for improvement.

Professional Development Pledge

The Professional & Organizational Development Office has made a formal pledge committing to develop, promote, and share programs that are illustrative of the agency's values and that include diverse presenters sharing and teaching inclusive material intended to educate attendees about current legal and other issues, and to improve skill sets.

To meet the pledge the team will preview the presentation, or if not possible, preview the materials, or know the presenter and the quality and content of their presentations; avoid presentations the primary purpose of which are to feature a promotional or marketing component in order to secure business from the Law Department; For programs where staff is required to attend, ensure that a senior leader is present to address, if possible, statements that are contrary to the Law Department values; work with the Chief Diversity & EEO Officer, the Diversity Committee, the Women's Committee, the Quality of Life Committee, the Training Consortium, and the Coaching Collaborative to find diverse and inclusive resources for the programs the agency presents and recommends; recruit, encourage, and develop presenters from diverse backgrounds and experiences especially people from underrepresented grounds to be in-house instructors; and strive to include support professionals as instructors for legal training programs.

Internal Diversity, Equity, and Inclusion Communications

The Professional & Organizational Development Office, Diversity & EEO Office, Division & Deputy Chiefs distribute DEI related training and events throughout the agency and their respective divisions. The Law Department staff also has free access to the content and material offered through Practicing Law Institute, the New York City Bar Association, and other legal resource providers.

Staff have been able to attend trainings, webinars, and presentations that include but are not limited to:

- Implicit Bias: What You Don't Know Can't Hurt Others
- Caring for Transgender Youth with Dignity and Respect
- Fostering Racial Equity & Bystander Intervention 2022
- Recognizing and Combating Implicit Bias in the Juvenile Justice System: Educating Professionals Working with Youth
- The Four I's of Inclusive Interaction
- Enlightened Family Court Representation: Advancing Racial Justice in Child Welfare
- Caught in the Middle: Balancing Care for Transgender Youth and their Families
- Major Reform to the NY State Central Register of Child Abuse and Maltreatment: Increasing Fairness and Equity in the Child Welfare System
- Your Organization Has Made a Commitment to Anti-Racism, Now What?!
- The Garrett-Hunn Cases: Underground Railroad History in the New Castle Courthouse and Ethical Issues When Judges and Attorneys Confront Unjust Laws

Wellness Initiatives

The Law Department Communications Team also continues to regularly post notices for community and workplace campaigns for wellness, mental health, financial literacy, anti-hate, and work-life initiatives. The Law Department will also continue to participate in Workwell initiatives such as the Sunshine Tour and “Wellness Day”.

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.

Diversity, Equity, and Inclusion Committee

The Diversity Committee on Recruitment and Retention was established in 2002 and has worked since then 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. As a reflection of the Law Department's commitment to the expanded core values of diversity, equity, and inclusion, in October 2020, the committee's name changed to Diversity, Equity, and Inclusion Committee, expanded its mission, and opened the committee to include all Law Department employees, support professionals as well as attorneys.

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.

Committee Initiatives for FY 2023 include but are not limited to:

- **Recruitment Ambassadors:** The Committee looks forward to collaborating with the Recruitment team to re-launch the Recruitment Ambassadors program. Ambassadors connect with law schools and serve as a resource and proactively engage in recruitment efforts.
- **New Mentoring Program Support:** The Committee works with Professional & Organizational Development staff to identify mentors for all new hires.
- **Gender Neutral Language Policy & Guidelines:** The Committee continues to work with the Diversity & EEO Office and other agency partners to create Gender Neutral Language Guidelines for the agency to better engage in inclusive practices.

Women's Committee

The Women's Committee was established in 2004 to assist the Law Department in fostering its tradition of equality regardless of gender, to speak out on issues of importance to women, and to explore new ideas to promote a balance between interesting, important work and fulfilling lives outside of the workplace.

The Women's Committee has examined, made recommendations about, and assisted in the implementation of policies and resources that benefit women at the Law Department, often with a focus on providing employees with more workplace flexibility to help them excel at work while accommodating family care needs.

The Women's Committee arranges many events and activities benefiting women both within and outside of the Law Department.

Finally, the Women's Committee has been a source of information for Law Department employees about the office's "work/life" policies and resources as well as various topics of interest related to women in the workforce and women lawyers.

Committee Initiatives for FY 2023 include but are not limited to:

- **Women's Committee Mentoring Program:** The Committee engages in an informal mentoring program where committee members reach out to and meet with incoming attorneys with the objective of enhancing job satisfaction and increasing retention.
- **Women's Committee Speaker Series:** The Committee will host a series of speakers (city council, judiciary, community board members, academics, advocacy groups, and pro-bono organizations) to promote civic engagement consistent with agency mission and values.

Quality of Work Life Committee

The Quality of Work Life committee was created with the mission to identify areas for additional professional development and to make recommendations for the improvement of morale among the support professionals as well as explore issues affecting the development, retention, and morale of Law Department attorneys.

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:

Representation

Encouragement & Communication

Supportive Work Environment

Professional Development

Excellence

Collegiality

Teamwork & Alliance

The Quality of Work Life Committee is comprised of attorneys and support professionals in a variety of skill levels, titles, divisions, and locations. It is intended to be diverse in all respects, and welcomes members from across a variety of divisions, units, titles, and locations. The Committee meets approximately every month.

Committee Initiatives for FY 2023 include but are not limited to:

New Sub-Committees: The Committee is excited to have created two new sub-committees; the Mental Health and Wellness Subcommittee and the Caregivers Working Group. These groups will expand on the previous employee well-being initiatives and serve as key resources to the Law Department community.

- The Mental Health and Wellness Subcommittee

The Mental Health and Wellness Subcommittee will promote health equity and inclusion at the agency. Recognizing that health challenges, physical and mental have increased exponentially during the pandemic, the Committee plans to focus on physical activity, mental resilience, and self-care as well as workplace community and access to information and resources. By recognizing the intersectionality between race, gender, and health equity, the committee will strive to educate and bring awareness to these issues. The sub-committee will be re-launching an internal webpage to provide health and wellness related information and resources. During fiscal year 2023 the group will partner both intra-agency and inter-agency to organize wellness programs.

- Caregiver Working Group Sub-Committee

The Caregivers Working Group was started during the pandemic as a source of support and resources for caregivers in agency's workforce. Sessions were facilitated by the City's EAP program staff and the group created an internal network to connect caregiver employees across the organization. The group raises awareness of the issues that impact caregivers in the workforce and is now an official sub-committee within the Quality of Work Life Committee.

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 our office can become more innovative in the many areas of work in which we engage, including through the introduction of new ideas as well as identifying and amplifying practices that are already working. Members of the Council received training in Systems Thinking to further equip the team to see issues from a variety of perspectives. The group is charged with applying various problem-solving models to help identify the root causes of issues and to work with stakeholders and experts to explore how to approach issues and create long-term solutions. The Council also works on developing ideas and concepts that will improve the overall operation and well-being of the Law Department. Finally, the Innovation and Strategy Council will focus on fostering strong collaborative bonds throughout the agency to bring about enduring change that enhances both the overall performance of the agency and its reaction to systemic changes.

Family Court Pride Initiative

In 2020, the Family Court Division launched the Pride Initiative, a trauma and resiliency-informed systems change effort to support, empower, and affirm LGBTQ+ youth, families, and communities. The Initiative prioritizes building relationships and creating spaces for members of the Division to explore their own attitudes, experiences, beliefs, and perceptions to unpack and unlearn biases and develop informed and responsive policies and practices. A group of Ambassadors joined the Initiative to learn and grow in their cultural humility and cultivate their capacity to empower and affirm LGBTQ+ identifying people. The Initiative's work is continuous and multi-faceted, rooted in the principles of growth and collaboration, because equity is an ever-moving target and disempowering implicit bias is an active, daily practice. The founding Ambassadors continue to support each other in navigating challenging questions, sharing concerns, discussing identity, and generating solutions to practice-related inequities.

This year, the Pride Initiative has explored intersex, gender non-binary, and two-spirit identities, celebrated the work and contributions of young LGBTQ+ artists, and continued to heighten the Division's understanding and use of inclusive and affirming language. The Pride Initiative together with the DEI Committee hosted a presentation, by Dr. Samantha Busa, on caring for transgender youth with dignity and respect. The Initiative also assisted with the Law Department's celebration of Pride Month. The Initiative's materials and prior presentations are now available online on the Pride Initiative's SharePoint site.

The Ambassadors are resources and advocates within the Division and in community. Pride Ambassadors also serve as a resource for and provide technical assistance to the Executive team, Division & Deputy Chiefs, the Diversity and EEO Office, and the Law Department Committees.

New Programs and Initiatives

a. Law Department Leadership to Engage in Agencywide DEI Strategic Planning

The Executive team, Division & Deputy Chiefs, and the Diversity & EEO Office look forward to further planning and operationalizing of DEI principles within agency policies, procedures, practices, and office culture during the upcoming years. The Diversity & EEO Office is currently identifying consultants and training resources to support the agency's DEI efforts.

b. Explore Collaboration with DCAS to Develop and/or Identify Vendor to Deliver Foundational DEI Training for all Law Department Employees

The Diversity & EEO Office has initiated outreach to MBWE certified vendors and DCAS in hopes of collaborating to develop agency specific DEI training. As highlighted in the DCAS training publication "DCAS Citywide Training Center Course Catalog", DCAS CTC's professional staff and facilitators are able to develop and deliver new courses to achieve workforce training and professional development goals and objectives. The Law Department looks forward to exploring the possibilities of designing tailored offerings including dedicated and/or customized workshops covering a variety of DEI content through DCAS or other qualified vendors.

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

The Law Department's Committees – Diversity, Equity and Inclusion, Women's, Quality of Work Life and Community Service – play a large role in shaping the Law Department's office culture. Committee members are especially engaged in the office. To promote inclusion and to support the agency's new attorneys get involved in the office, Professional & Organizational Development Office is collaborating with the Committees to create a new mentoring program in which Committee members serve as mentors for members of the Entry Class. The program will be optional for members of the Entry Class, but the program is encouraging participation to develop cross-division relationships and to support the Entry Class members' awareness of opportunities to get involved in the office. Also, participation is a method to connect people with similar interests such as diversity, sports, community service, and working on quality-of-life issues.

d. Host an Agencywide Event on Age-inclusion and the Multigenerational Workforce

The Law Department looks forward to partnering with the NYC Department of the Aging and/or other leading organizations that champion efforts to advance age inclusion in the workforce.

e. The Law Department's Mentoring Program Diversity, Inclusion, Equity and Allyship Circle

Last year the Mentoring Program's Allyship group held a successful book club, which read a fiction (Nickel Boys by Colson Whitehead) and Non-fiction (The Sum of Us by Heather McGhee) book on issues touching on diversity, equity, and inclusion. While the topic can be difficult and sensitive to discuss, the group found that holding a book club was a great conduit for meaningful discussion. During FY 2023, the group will be hosting a discussion of the documentary *"Boss: The Black Experience in Business Documentary"* on Oct. 6, 2022.

f. 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. The workgroups initiatives for FY 2023 include:

- Create a repository of resources for Family Court Division members about foundational racial equity issues, particularly as they impact the work of the Division and the NYC Family Court system.
- Build Family Court Division member skills around the practice of racial equity using practical tools and restorative justice principles to guide practice changes, including policy making, workplace dynamics, and community outreach.
- Develop and commit to a shared effort across the Law Department and City to advance racial equity and DEI efforts to create collective impact within the organization and on outcomes for residents we serve.

○ Diversity Recruitment Initiative

The NYC Family Court system primarily serves communities of color. Demographics of the attorney and judges in the system do not reflect the communities that are being served. The Division makes efforts in the practice area to address racial and ethnic disparities in the juvenile justice system. Additionally, as a major Family Court stakeholder actively participates in efforts to advance equal access to justice in the legal system initiatives. A group of Division members are working to support the Law Department and Family Court Division with diversity recruitment activities. Planned activities for FY 2023 and beyond include:

- Serving as Law School Ambassadors
- Creating Anti-Bias Learning Program & Discussion Forum
- Exploring Family Court non-clinical Law School Course Development
- Preparing Diverse Attorneys for Judicial Service
- Performing Community Outreach and Engagement

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

List below the names of existing ERGs:

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

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 and Initiatives

The Law Department continues to invest in the greater community. The agency has worked diligently to establish the Law Department as a leading service provider to the citizens of the City with a strong focus on inclusion and cultural competency.

In addition to the goals described in Section IV. (1), the specific initiatives, programs and policies planned with respect to the agency's services to the community are designed to enhance equity, improve community relations, and increase the quantity and quality of services offered by the Law Department.

Law Department Community Service Committee & Family Court Division Community Outreach

The Community Service Committee, formerly the Community Service Subcommittee, is a newly formed committee open to all who work at the Law Department. The mission of the Community Service Committee is to promote opportunities for all Law Department employees and their friends and family to serve "the Common Good" in and outside of the office.

Several of the Law Department's actions and initiatives in support of the community involve the agency's Family Court Division. The Family Court Division is the agency's second largest division and the only division that is "public-facing". The Family Court Division plays a critical role in promoting the well-being of the City's children and protecting the public.

The Law Department Community Service Committee

The Committee organizes diverse and inclusive community service events each year that foster a sense of collegiality and collaboration amongst Law Department staff throughout all Law Department offices and the City.

In addition to planning events, Committee members may be called on to assist with event communications or coordination, website creation and updates, and managing office-wide idea sharing.

Family Court Division Community Outreach

The Family Court Division is a major stakeholder in the City's Juvenile Justice system and as such, is uniquely positioned in service of the public. In addition to Juvenile Delinquency Prosecution and Interstate Child Support practices, strong community outreach and victim advocacy programs are essential to the successful achievement of the Division's mission in service of the community.

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.

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.

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 Division's Community Coordinator/Victim Advocates were honored as 2020 Advocates of the Year by the Mayor's Office to End Domestic and Gender-Based Violence because of the innovative, impactful work they do on behalf of victims. 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.

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 at least 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.

For the youth who join, this is an opportunity for young people in the community to learn how NYC works and gain real-world experience, earn community service hours, develop personal and professional skills, learn about events and other opportunities in NYC. While most of the Family Court Division's YLC members have been high school students, participants are not required to be enrolled in school. All youth between the ages of 13 and 21 are eligible to participate. This is a unique opportunity for Law Department attorneys to share their experience and gain knowledge from youth in the community.

New Programs and Initiatives

a. Enhanced Language Access Programming

The Law Department's Language Access Coordinator is enhancing the agency's language access services. During FY 2023, language access service trainings have been revised and the team is working to develop methods of gathering feedback on the experiences of visitors with limited English proficiency at the Law Department offices.

b. Expanded National Night Out Participation Across the Agency

The Family Court Division has participated in this national event for many years and hopes to encourage participation agency wide during CY 2023. This is a wonderful opportunity for the community to learn about the Law Department and for the agency to enhance community relations.

c. Attend Training and Events to Promote Agency Participation with Minority and Women Owned Business Enterprises

The Diversity & EEO Office plans to participate in training and other opportunities to promote agency participation with minority and women owned business enterprises. The Diversity & EEO Office have successfully encouraged one small business owner to seek certification and looks forward to opportunities to enhance the agency's performance in this area.

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

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.

Legal Recruitment Efforts

The Law Department recruits law students for summer internships and entry level positions as well as experienced attorneys for ACC positions by advertising the agency's positions with over 92 organizations including law schools, bar associations, and affinity groups across the country.

Since the agency 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. The Law Department also attends "on-campus" virtual interviews at 24 law schools across the country. On-Campus Interviewing is the process in which law firms and legal employers visit law schools during the fall semester to interview potential candidates for summer and post-graduate employment. Students who perform well in summer positions may be extended an offer of permanent employment after they graduate law school.

Job Fairs

The Law Department also participate in the following job fairs, which attract 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

Recruitment Ambassadors

Prior to the pandemic, the Legal Recruitment Office had a team of attorneys who volunteered to be "ambassadors" to their alma mater law school to raise awareness about employment at the Law Department to all students, but especially to students who are underrepresented in the legal profession. The Legal Recruitment Office had to suspend this program during the pandemic but looks forward to reinvigorating the program during FY 2023 and further widening the reach of this ambassador effort.

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 a 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.

Structured Interviews & Implicit Bias Training

The Legal Recruitment Office seeks 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 a mandatory training for attorneys who interview law students or attorneys for the agency, which 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

EEO Reviews

The Diversity & EEO Office implements a final level of review 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.

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. Currently, the Career Counselor and members of the Human Resources team, have implemented strategies to promote awareness of opportunities for promotion and transfer within the agency. The Human Resources Office ensures that hiring activities are consistent with City promulgated policies, procedures, and practices related to hiring.

In addition to providing notification of open positions, the Career Counselor also assist support professional staff by administering training and development programs to improve skills, performance, and career opportunities.

During FY 2023, the Career Counselor looks forward to collaborating with internal and external agency partners to begin expanding recruitment efforts. Proposed actions include:

- Recruit a team of Law Department staff to serve as recruiters at events; participate in career and resource fair held by educational institutions, community-based organizations, and elected officials that serve primarily underrepresented populations.
- 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.

B. Recruitment Sources

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. 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 primary through civil service lists and City processes.

Job Fairs

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

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. During FY 2023, the Legal Recruitment Office will expand the number of HBCU law schools included in outreach efforts.

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	New York Women's Bar
Caribbean American Lawyers Association	Nigerian Lawyers Association
Dominican Bar Association	Puerto Rican Bar Association
Hispanic National Bar Association	Queens County Women's Bar Association
Hudson Valley Hispanic Bar Association	South Asian and Indo-Caribbean American Bar Association of Queens
Metropolitan Black Bar Association	South Asian Bar Association of New York

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.

The agency plans to implement processes to measure the progress and effectiveness of recruitment efforts.

C. Internships/Fellowships

The Law Department offers high school, college, and law student internship opportunities. In CY 2022, the agency hosted 8 high school, 33 college aide, and 46 law school summer interns. The agency also regularly hosts at least one Urban Fellows 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 2022, the Law Department plans to make offers to the full 26 eligible former interns who graduate from law school this year.

During FY 2023, the Law Department hopes to increase 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 collaborate to expand internship/fellowship participation.

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	1	U-1	M __ F_1_ Non-Binary __ Other __ Unknown __
2. Public Service Corps	0		M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	0		M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns	46	A-12 B-2 H-4 N-1 O-2 U-3 W-22	M _20_ F_25_ Non-Binary __ Other __ Unknown _1_
5. Other (specify): College Aides Level 1 & 2	33	A-12 B-10 H-2 N-0 O-0 U-7 W-2	M _12_ F_21_ 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 **1** 55-a participant.
- There are **0** participants who have been in the program less than 2 years.
- In the last fiscal year, a total of **0** new applications for the program were received and 1 participant left the program due to retirement.

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, who also serves in the role of Career Counselor, reviews all resumes received from MOPD representative(s) for applicants interested in Law Department positions.
 - The Career Counselor connected with the 55-A Coordinator Office for Citywide Recruitment to assist in showcasing Law Department vacancies to persons who are considered 55-A applicants. As a result of this outreach, the Career Counselor will be participating in a "Spotlight" session. For this event, the agency provides the Coordinator's Office with the Law Department's current vacancies in advance, along with a visual presentation describing the agency and the various titles and positions offered. The "Spotlight" session includes the agency presentation and a Q&A component where the Career Counselor can answer questions.
- 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

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.

Career Counselor for Civil Service Employees

The Law Department has a designated Career Counselor who provides an array of services exclusively to the agency's support professional staff. The Career Counselor's small but mighty team has significantly enhanced the support and services that are offered to employees in positions that are filled through the Civil Service System. 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. The Career Counselor strives to develop and sustain relationships across the agency and through these efforts, maintains awareness of employees seeking career advancement.

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

During FY 2022, the Law Department launched the inaugural Support Professional transfer period for support professionals interested in lateral transfers within the agency. The transfer period had previously been limited to attorneys seeking intra-division transfers. 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. This year's transfer period resulted in 10 intra-agency transfers applications.

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 2022 and looks forward to designing additional sessions and new offerings in FY 2023. Trainings are administered monthly to cover general employees’ skills improvement as well as a regular supervisory programs.

New highlights to training programming for FY 2023 includes an “*Adaptive Leadership Supervisory Training Series*” with a course on Emotional Intelligence and a general course for all staff on Problem Solving. Both multipart trainings were well-attended and received extremely positive feedback.

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 quarterly “*Support Development Catalog*”.

FY 2023 planned initiatives include hosting 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.

The Career Counselor also hosted career development focus groups during FY 2022 and plans to continue this engagement strategy in FY 2023.

For example, the Legal Assistants Focus Groups explored the training needs for the agency’s Paralegals and Claim Specialists. Based on valuable feedback obtained from these inclusive sessions, the Career Counselor arranged with the library to include Support Professionals in the monthly LexisNexis courses. The Career Counselor also informed divisions of their ability to work with the library to create customized LexisNexis trainings for employees to meet individual division needs. Such customization, training, and opportunity will allow for Support Professionals to be more engaged in substantive legal matters.

These focus groups are title specific and will generate ideas for new opportunities to support the growth and development of staff.

The Career Counselor’s next goal is to explore a focus group for the agency’s Clerical Associates, which is a widely used title throughout the agency. The Career Counselor is excited to explore the possibility for cross training and creating opportunities for Clerical Associates.

The Career Counselor 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 (MGSP) for City Employees

Goals and initiatives for FY2023 include:

- Ongoing Focus groups
- New course Content
- Launching of Training Credentials Database
- Cross-training Program for Clerical Associates
- 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

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 70 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 that self-identify or can be reasonably observed to be diverse who are rejected after 3rd round 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 is initiating a review process for all promotional 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 Office's 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 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.)	1564	11/30/2022
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.)		N/A
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	1564	3/30/2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		N/A
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	1594	3/28/2022
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		N/A
7. Disability Awareness and Etiquette	EEO Officer & Designees	4	6/30/2023
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)	New Supervisors	TBD	6/30/2023
9. Other (specify) Building an Inclusive Culture: Understanding Unconscious Bias	EEO Officer & Designees EEO Counselors	10	6/30/2023
10. Other (specify) From Microaggressions to Micro affirmations	EEO Officer & Designees Director of Professional and Organizational Development or designee	5	6/30/2023
11. Other (specify) Managing the Multi-Generational Workforce: Leveraging the Talents of 5 Generations	EEO Officer & Designees DEI Committee Co-Chairs Director of Professional and Organizational Development or designee	7	6/30/2023

VIII. Reasonable Accommodation

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.
- Law Department employees receive information and training describing the process to request reasonable accommodations. Training on the reasonable accommodation process begins during onboarding and is part of the agency's orientation process.
- The Diversity & EEO Office also provides agency wide training that covers the reasonable accommodation process via information sessions hosted by the Executive team and Division & Deputy Chiefs.
- 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 3 days.
- The Diversity & EEO Office strives 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.
- During FY 2023, the Diversity & EEO Office will further increase the frequency and methods of communication to staff concerning reasonable accommodations and the EEO Complaint process.

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 a 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 : _____
- 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.

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.

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 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.

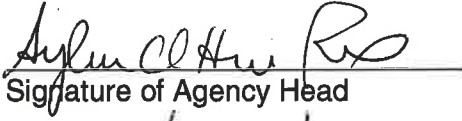
X. Audits and Corrective Measures

- 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 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.
- Within the last two years the agency was involved in an audit conducted by the EEPC or specific to our EEO practices.
- The agency will continue/be required to implement corrective actions during the year that this plan is in effect.
- The agency received a Certificate of Compliance from the auditing agency.

XI. Agency Head Signature

SYLVIA HINDS - RADIX

Print Name of Agency Head



Signature of Agency Head

12/28/2022

Date

Appendix A: Contact Information for Agency EEO Personnel

	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 Cecillia Shepard (Diversity & EEO Officer, Designee)	lbreeden@law.nyc.gov sspence@law.nyc.gov cshepar@law.nyc.gov	(212) 356-1055 (212) 356-3290 (212) 356-3123
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	Muriel Goode-Trufant	mgoode@law.nyc.gov	(212) 356-2200
5.	ADA Coordinator	Karlyne Fequiere Shanel Spence		
6.	Disability Rights Coordinator	Leon Breeden Shanel Spence		
7.	Disability Services Facilitator	Leon Breeden		
8.	55-a Coordinator	Tiffany Parker	tparker@law.nyc.gov	(212) 356-2022
9.	EEO Investigator(s)	Karlyne Fequiere Shanel Spence		
10.	Career Counselor(s)	Lillian Evans Tiffany Parker	lievans@law.nyc.gov tparker@law.nyc.gov	(212) 356-2446 (212) 356-2022
11.	EEO Training Liaison(s)	Karlyne Fequiere Shanel Spence	kfequier@law.nyc.gov sspence@law.nyc.gov	(212) 356-5010 (212) 356-3290
12.	EEO Counselor(s)	Arlene Aikens Danielle Boccio Marilyn Campbell Diane Meminger Rosemarie Peyton Charles Rott	aaikens@law.nyc.gov dboccio@law.nyc.gov mcampbel@law.nyc.gov dmeminge@law.nyc.gov rpeyton@law.nyc.gov crott@law.nyc.gov	(718) 724-5435 (718) 558-2269 (212) 356-3297 (718) 410-2730 (212) 356-3222 (718) 780-2530

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 Diversity & EEO Office will circulate an agency wide email semi-annually which includes the EEO Policy and links to resources.
- The Diversity & EEO Office will conduct periodic information sessions covering the EEO policy with a Q&A component.
- Training on the EEO policy will be included in all onboarding and orientation programming.

➤ Intended reach

- All staff, including, senior executives, managers, interns, and consultants.

➤ Who will be responsible for implementing the action

- Executives
- Division & Deputy Chiefs
- The Diversity & EEO Office
- The Professional & Organizational Development Office
- Agency Career Counselors
- Division Coaches

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

➤ Planned actions, initiatives, programs, or policies:

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

- **Intended reach**
 - All staff, including, senior executives, managers, interns, and consultants.
- **Who will be responsible for implementing the action?**
 - Executives
 - Division & Deputy Chiefs
 - The Diversity & EEO 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 Diversity & EEO Office will conduct periodic training to improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.
 - The Diversity & EEO Office will host information sessions covering the complaint process offered to borough locations.
 - The Diversity & EEO Office will maintain information on its intranet and internet sites improve employees' knowledge of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.
 - The Diversity & EEO Office will send out periodic emails advising employees of the EEO complaint process, including where and how to file a formal complaint, and what happens after a complaint is filed.

- **Intended reach**
 - All staff, including, senior executives, managers, interns, and consultants

- **Who will be responsible for implementing the action?**
 - Executives
 - Division & Deputy Chiefs
 - The Diversity & EEO Officers
 - EEO Counselors
 - The Professional & Organizational Development 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:**

- The Diversity & EEO Office will provide training to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
- The Diversity & EEO Office will host information sessions to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.
- The Diversity & EEO Office will post information on electronic and physical bulletin boards to increase employees' understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace.

➤ **Intended reach**

- All staff, including, senior executives, managers, interns, and consultants.

➤ **Who will be responsible for implementing the action?**

- Executives
- Division & Deputy Chiefs
- The Diversity & EEO Officers
- EEO Counselors

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:**

- The Diversity & EEO Office will provide mandatory supervisory training to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- The Diversity & EEO Office will provide consultation to divisions to improve managers' and supervisors' awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.
- Managers and supervisors will be assessed on their awareness of measures that an employee may take to report EEO violations during the annual performance evaluation process.

➤ **Intended reach**

- All senior executives, managers and supervisors and staff in training capacities

➤ **Who will be responsible for implementing the action?**

- Executives
- Division & Deputy Chiefs
- The Diversity & EEO Officers
- EEO Counselors
- The Professional & Organizational Development 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:**

- The Diversity & EEO Office will provide mandatory supervisory training to improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.
- The Diversity & EEO Office will provide consultation to Divisions to improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.
- Managers and supervisors will be assessed on their knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy during annual performance evaluation.

➤ **Intended reach**

- All senior executives, managers and supervisors and staff in training capacities.

➤ **Who will be responsible for implementing the action?**

- Executives
- Division & Deputy Chiefs
- The Diversity & EEO Officers
- EEO Counselors
- The Professional & Organizational Development Office

¹ **DCAS Retirement Forecasting Tool**

Reliable retirement projections are an essential component for developing and implementing successful workforce planning strategies. Utilizing over 30 years of retirement data (1988-2021), this tool provides City agencies with five-year retirement projections (i.e., fiscal years 2022-2026) as a percent of total headcount by Citywide categories (Civil Service Title, Employee Type, and Job Category), as well as by Agency categories (Agency, Agency-Civil Service Title Combination, and Agency - Job Category Combination).

Projections are based on an algorithm that learns from the historical data and chooses the best statistical model to provide the most reliable forecast for each selection. To account for variability in retirements over time, the range of possible values are highlighted by a yellow band. The charts are interactive and include features such as hovering to see the data points.

