



**THE CITY OF NEW YORK  
LAW DEPARTMENT**

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

**Fiscal Year 2025**

**NEW YORK CITY LAW DEPARTMENT**



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## I. Commitment, Accountability, & EEO 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 and to create an inclusive culture of openness, tolerance, and cooperation in our workplace. I will also strive to promote equity and to examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce, which should be 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. We will be dedicated to attaining agency goals in this area. All agency staff must be compliant with the City's EEO Policy and the implementation of the 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 M/WBE/ 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. Additional information about Equal Employment Opportunity can be found on the Law Department's intranet page. Thank you.

### **CHIEF M/WBE/DIVERSITY AND EEO OFFICER & DISABILITY RIGHTS COORDINATOR**

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**DEPUTY EEO OFFICERS & DISABILITY RIGHTS COORDINATORS**

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**ASSISTANT EEO OFFICERS & DISABILITY RIGHTS COORDINATORS**

*Celina Fletcher-Serrant (212) 356-3294  
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**EEO ASSISTANT**

*Samantha Chan (212) 356-2402  
6<sup>th</sup> floor, 100 Church Street*

- This statement is the same as last year.
- This statement will be disseminated to all employees in the agency

## II. Recognition and Accomplishments

[Describe below key initiatives and accomplishments that your agency undertook last fiscal year (2024) to advance DEI and EEO goals, for example, recognizing employee contributions to DEI goals through awards and employee appraisal, introducing new equity programs, training all staff on mandatory training, or launching employee resource groups. Add additional lines as needed.]

The Law Department welcomes this opportunity to share several of the agency’s key initiatives and accomplishments undertaken during FY 2024 that demonstrate the agency’s ongoing commitment to advance DEI and EEO goals.

- **Awards, Recognition & Initiatives**
- The Law Department’s Annual Award Ceremony  
Every December, the Law Department’s Annual Awards event recognizes exemplary employees who demonstrate excellence in departmental and community service, legal practice, and diversity goals. The FY 2024 event occurred on December 6, 2023, at New York Law School. This year’s ceremony provided a hybrid experience with a virtual option for attendees and recognized more

than 75 deserving colleagues, who reflected the wealth of diversity present in the Law Department. The agency also presented its esteemed *Jane M. Bolin Diversity Leadership Award* named after the first African American woman appointed to Assistant Corporation Counsel at the Law Department and first African American woman jurist in the U.S. 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.

- Civic Fame Awards

In June 2024, the Law Department was the esteemed recipient of New York Law School's Civic Fame Award in recognition of the agency's historic and continued exemplary service in the execution of its mission "to provide legal representation to the City of New York in the tradition of excellence and dedication, in furtherance of the operation of its government."

- Second Annual Wellness Day

The Law Department's efforts to promote wellness and health equity in the workplace is encapsulated in its second annual Wellness Day, in collaboration with Workwell NYC. The Law Department Wellness Day program was a "day" of agency spirit), which included employees channeling their horticulture skills with educational information regarding planting various herbs such as basil, cilantro, rosemary, etc. Planting pots, soil and seeds were also provided to employees. Wellness Day also included wellness activities such as making your own aromatherapy sachets (oils, sachets and other materials provided), and a '90s dance movement class. The day was enhanced with "healthy-ish" snacks, and a meditation van stationed outside of the 100 Church Street office location. The day's activities were accessible virtually and were broadcasted in office conference rooms throughout our borough locations.

- Women's Healthcare Week

The agency's Women's Committee, in collaboration with the Employee Assistance Program (EAP) and Workwell NYC, coordinated a week of activities promoting women's healthcare and screening from October 23, 2023, through October 27, 2023

- October 23<sup>rd</sup>: the Women's Committee, the Employee Assistance Program (EAP) and Workwell NYC presented on Stress Management and Mental Health
- October 24<sup>th</sup>: the Women's Committee, in collaboration with the Community Service Committee, held a comprehensive, hybrid Health Fair, with panelists educating attendees on various healthcare issues such as disparate health care access and other topics inclusive of, but not limited to, cardiovascular, diabetes, fertility/infertility, cancer screening, pre-natal /post-natal care, and mental health. Panelists included:
  - Dr. Wendy Wilcox, Chief Women's Health Service Officer - NYC Health + Hospitals
  - Charmaine Browne, Health Services Manager- NYC DOHMH

- Dr. Beth Seltzer, Director, Clinical and Scientific Affairs Unit, Bureau of Chronic Disease Prevention- NYC DOHMH
- Dr. Catherine Canary, Director, Bureau of Early Intervention- NYC DOHMH
- Dr. Shanté Bassett, Psychologist/Professor- LaGuardia Community College
- October 25<sup>th</sup>: the Women’s Committee collaborated with Workwell NYC to present on Breast Cancer Prevention, Surgery and Treatment. Event was held via Zoom
- October 26<sup>th</sup>: CPR training facilitated by FDNY personnel in-person and via Zoom
- October 27<sup>th</sup>: Law Department Benefits Coordinators, Yuhong Cantarella and Ripan Biswas led a presentation and Q&A session regarding workplace health benefits. Additionally, a Meditation and Mindfulness session was led by Deputy Director of Professional Development John Campbell.

- **Achievements**

- **Pay Equity for Employees in Civil Service Positions**

The Diversity & EEO Office collaborated with the Administration Division and Managing Attorney to develop a Pay and Title Restructuring Initiative Plan. The plan reimagines the agency’s pay and title practices for support professionals and defines a plan to conduct reviews and propose adjustments to achieve equitable salary increases, career growth opportunities, and create transparency around organizational structure and the agency’s use of civil service titles. This includes reviewing each active civil service title at the Law Department to confirm job descriptions, title structures and salary structures are accurate. As a result of this initiative, base salaries in some titles have received 3% - 9% increases. Reviews for this initiative will continue.

- **Mandatory Equal Employment Opportunity (EEO) Trainings**

- The Diversity and EEO Office, via the agency’s Diversity Training Liaison, revised the onboarding training for new hires to include more detailed information regarding the state and local human rights laws, and many of the applicable local laws. Specifically, the mandatory onboarding trainings include information regarding Local Law (LL) 30 of 2017 (language access), LL 18 of 2019 (self-ID to combat pay disparities), and LLs 27 and 28 of 2023 (agency diversity plans and diverse recruitment and retention within municipal government, respectively). The trainings provide foundational knowledge and awareness of the foundational tenets of EEO laws and policy. These trainings are facilitated monthly to all new hires, including support professionals, entry class and lateral attorneys.
- The Diversity & EEO Office held its biannual mandatory EEO training for approximately 300 of the Law Department’s supervisors and managers. This training is offered biannually and was CLE (Continuing Legal Education)-accredited in January 2024.

- The Diversity & EEO Office, in collaboration with DSS's Office of Diversity & Inclusion, held a highly requested Microaggressions training. Five hundred (500) attendees participated in the live training. The Microaggressions training was mandatory for all agency employees. It was recorded for all Law Department employees who did not attend the live training on February 7, 2024.
- The Law Department is proud to report that in FY 2024, it achieved a 98%+ employee completion rate for the mandatory LGBTQ: Power of Inclusion training.

- **EEO Reviews**

The Diversity & EEO Office expanded its review of application packages for Summer Legal Interns, and Entry-Level and Lateral Attorneys at various stages of the selection process. The Office also reviews applications and/or participates in interviews for certain promotional opportunities.

- **Pipeline Programs & Initiatives**

- For FY 2025, the Law Department has solidified its participation in internship and fellowship programs to attract and hire diverse talent. This year's summer internship season runs from June to September 2024. The Law Department provided enriching employment experiences for approximately 53 students who were involved in various internship programs within the agency. This diverse group of participants included 20 college aides, 28 Summer Honor Interns, and 5 High School interns. Programming included trips to Governor's Island, a boat tour of the New York harbor, and participation in our Trial Advocacy Program, where interns served as mock witnesses and jurors in a simulated trial event. In addition to valuable career and professional development experience, the programming sought to demonstrate the agency's mission and values. Through an array of professional development activities and enriching work assignments, the Law Department created an experience to inspire interest in future employment with the agency or other City entities. The Law Department looks forward to further expanding pipeline opportunities at the agency.
- For FY 2025, the Corporation Counsel, the Diversity & EEO Office, Legal Recruitment Office, and Human Resources collaborated to host high school students for a third summer as part of the agency's goal to sustain pipeline programs. The agency is excited to have onboarded 5 high school students. The program was made possible through a community partnership with Pencil Ladders for Leaders.
- The agency also welcomed its first cohort of young adult apprentices through a career readiness initiative with CareerWise and the NYC Mayor's Office of Talent and Workforce Development.
- On October 5, 2023, the Deputy Chief of the Legal Counsel Division invited New York City Law Department attorneys to volunteer as mock trial judges and jurors at the Empire Mock Trial competition. The competition included twenty-eight high school teams from three countries. Volunteers received three CLE credits for serving as mock judges.
- On December 6, 2023, on behalf of 250 remarkable high school students, the Law Department's attorneys were invited to volunteer to coach mock trial teams for a competition sponsored by the

Justice Resource Center – an arm of the NYC Department of Education. This competition included students from several public and private high schools across NYC. Currently, a group of NYC Law Department attorneys coach the Brooklyn Latin School team.

- In an effort to advance equity, the Diversity & EEO Office implemented a change in the selection process for facilitators of New York City area law school clinical programs. As a result of the change, nominations for consideration for a clinical facilitator position are open to all staff. Self-nominations or peer-nominations for consideration can be made to Division Chiefs. The Diversity & EEO Office will follow up on the progress of this new process.

- **Capacity Building Experiences: Diversity and EEO Training Conferences**

The Law Department places great emphasis on professional growth and seeks to identify opportunities to build staff capacity, especially in the areas of Diversity and Equal Employment Opportunity. During FY 2024, members of the Diversity and EEO team were fortunate to have several opportunities to attend training conferences hosted by industry leading organizations.

Some of these conferences included:

- 2023 National Association of Law Placement’s (NALP) Diversity, Equity & Inclusion Symposium – geared toward legal recruiting professionals to come together for an in-depth look at the future of law firm recruiting and how law firms and law schools are responding to the new normal
- 2023 and 2024 Citywide M/WBE Procurement Fair – opportunity to connect with NYC Certified Minority and Women-Owned Business Enterprises
- National Bar Association’s 98<sup>th</sup> Annual Convention & Exhibits – a gathering of some of the world’s top legal professionals, strategic minds, subject matter experts and renowned thought-leaders; includes more than 40 CLE sessions, an interactive state of the art exhibit hall, networking opportunities and thought-provoking presidential showcases
- New York Police Department (NYPD) Law Enforcement Equity Advisory Board – task force for overall best practices, updates on equity best practices, information sharing, and the furthering of law enforcement agencies nationwide with regard to Equity and Inclusion. Please note the Chief Diversity, M/WBE & EEO Officer served as a facilitator on June 18, 2024
- NYC Bar Power of the Pipeline Conference – a gathering of lawyers, managing partners, DEI professionals, educators, students, corporations, bar associations, and all stakeholders invested in creating an equitable and inclusive legal profession to gain invaluable insights from industry experts on establishing pipeline programs, forging connections with pipeline partners, and making a resolute commitment to the pipeline
- Human Resources-EEO Conference - a specially curated experience for human resources (HR), equal employment opportunity (EEO), and diversity, equity, and inclusion (DEI) professionals to celebrate the distinct work accomplished in the respective professional spheres, as well as reinforce collaboration and exchange of ideas. The goal is to shape a resilient, inclusive workforce that can effectively respond to the needs of the City of New York - HR creates the structure, EEO ensures this structure is built upon principles of fairness and



equality, and DEI ensures our workforce thrives in an inclusive environment that is representative of our diverse city.

- **Promoting an Inclusive Culture**

The Law Department has continued to find new and innovative ways to enhance its culture of inclusion. In FY 2024, the EEO Office continued circulating a Diversity Calendar to the agency advising employees and managers to be cognizant of cultural holidays and traditions when scheduling meetings, trainings, etc. Additionally, the Diversity & EEO Office continued informing the agency of reasonable accommodation procedures, employee resource group/committee involvement, and other upcoming cultural celebrations via the agency newsletter, Sidebar, and electronic monitors throughout the Law Department.

In FY 2024, the Diversity & EEO Office also assembled an Accessibility Plan Workgroup. Comprised of approximately 10 volunteers from various divisions (including Facilities and Information Technology) throughout the Law Department, the workgroup recommended substantive measures to improve the Law Department’s accessibility in the areas of physical access, digital access, programmatic access, effective communications, and workplace inclusion. The Accessibility Plan Workgroup identified several ways to improve accessibility in compliance with Local Law 12 and the Americans with Disabilities Act (ADA).

- **Diversity Events**

The Law Department and/or its Committees/Employee Resource Groups and divisions are proud to have delivered the following engaging events and communications that reflected the agency’s demonstrable commitment to DEI and EEO during FY 2024:

Events & Communications	Date
National Hispanic Heritage Month	September 19, 2023
Honoring Columbus and Indigenous Peoples’ Day Communication	October 6, 2023
Recent Events Communication	October 11, 2023
Honoring Veterans Day Communication	November 8, 2023
Hanukkah Communication	December 6, 2023
Lunar New Year Communication	February 9, 2024
The Law Department Celebrates Black History	February 15, 2024
Ramadan Communication	March 8, 2024

The Law Department Celebrates Women History Month	March 19, 2024
Staff Appreciation Week	Week of May 13, 2024
Asian-American, Native Hawaiian & Pacific Islander (AANHPI) Heritage Month	May 23, 2024
Memorial Day Communication	May 23, 2024
The Law Department Celebrates PRIDE Heritage Month	June 11, 2024
The Law Department Celebrates Caribbean Heritage Month	June 25, 2024
The Law Department's 5 <sup>th</sup> Annual Juneteenth Celebration	June 26, 2024

- **Community Service Events**

Consistent with the Law Department's tradition and value placed on serving the community, the Community Service Committee together with the various Committees hosted the following service events that reflect the agency's demonstrable commitment to the community in FY 2024:

Event	Date
Donation Drive for NYC Asylum Seekers	August 14 – September 29, 2023
God’s Love We Deliver – Entry Class Community Service Project	September 22, 2023, and October 11, 2023
Moms for Moms – preparation of post-partum and newborn care kits for mothers in need	October 5, 2023, and May 23, 2024
National Domestic Violence Awareness Month: Walk Against Domestic Violence	October 18, 2023
National Domestic Violence Awareness Month: NYC Go Purple Day – Taking a stand against domestic and gender-based violence	October 19, 2023
“Be the Match” Health Fair - connects people with blood cancers or other blood disorders to a matching donor for a marrow transplant	October 24, 2023
Secret Snowflake Toy Drive (for children living in the City’s Department of Homeless Services’ shelters)	November 1, 2023 – December 8, 2023
Crafting Love – Creating handmade winter wishes and holiday cards for God’s Love We Deliver	November 14, 2023
Fourth Annual “Souperbowl” for City Harvest	February 12 – March 8, 2024
Donation Drive for Animal Care Centers of New York	June 3 – 28, 2024
Blood Drive in support of the New York Blood Center	August 10, 2023; October 12, 2023; January 11, 2024; April 4, 2024; June 6, 2024

### III. Workforce Review and Analysis

**Please provide the total agency headcount as of 6/30/2024**

**Total Headcount: 1523**

[This figure is available on the total line for your agency in the FY 2023 Q4 EBEP210 CEEDS report]

[Pursuant to Local Law 27 (2023), describe your agency's analysis of compensation data, including conformity with collective bargaining agreements and Mayor's Personnel Orders (MPO).

- Also describe possible indicators of occupational segregation such as significant over- or under-utilization of certain ethnic or gender categories in major Job Groups.
- Select the applicable checkboxes to indicate actions undertaken to encourage all employees to update self-ID information regarding race/ethnicity, gender, and veteran status through either NYCAPS Employee Self Service or other means. Provide further relevant details.
- Describe the review process of the quarterly CEEDS reports on workforce composition, utilization, and new hires and promotions data presented in your quarterly agency workforce dashboard and/or internal workforce reporting is done at your agency and how often.
- Describe how your agency's EEO Officer, Personnel Officer and Agency Head work together to review demographic trends. These reports must be reviewed regularly with the Agency Head who should participate in the review and analysis of workforce data at least once a year.

Pursuant to Local Law 27 (2023), the Law Department is providing the analysis below of its compensation data, including conformity with collective bargaining agreements, Mayor's Personnel Orders, and measures to address occupational segregation on FY 2024.

### **Compensation Analysis**

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

Notably, the civil service title with the largest number of employees at the agency is the Assistant Corporation Counsel title which is a title that is not subject to collective bargaining. However, the agency has undergone an extensive review of salaries within this title. The review culminated in a revised compensation structure which addressed pay equity issues (when compared to other similar positions in public sector fields), and expanded the salary structure at the Law Department.

### **How the Law Department Addressed Underutilization in FY 2024**

The Law Department employs a number of strategies to address underutilization. The agency's primary strategy for addressing underutilization is to engage the relevant units, (Legal Recruitment and Personnel), and leadership in an ongoing dialogue of hiring trends, exit interviews, retention concerns, and to propose, and assist with, efforts to increase diversity and improve underutilization.

The Diversity & EEO Office also worked with the Managing Attorney and the Legal Recruitment Office on specific policies to enhance EEO review of promotional and lateral hire applications, interviews, and evaluation processes. The process for designating a title level to incoming lateral and

promotional hires was reviewed and redesigned to advance consistency and fairness in lateral and promotional hiring. The new rubric was implemented in Quarter 4 of FY 2024.

Furthermore, in addition to meeting with Legal Recruitment and Personnel on a weekly basis, agency partners continue regularly reviewing the quarterly reports and data to identify targeted strategies to combat underutilization.

### **Steps Taken to Encourage Employees to Update Self-ID**

Throughout the fiscal year, the Law Department takes several steps to encourage all employees 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 agency’s email exchange at least two times a year encouraging them to update their Self-ID information.
- The Law Department dedicates time during the onboarding orientation program to explaining the importance of Self-ID and to encourage new employees to update Self-ID information through ESS.
- During FY 2025, the agency will continue to increase agency responses by encouraging staff to update their information during on-boarding, including notices 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 2025, 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 2025, the agency will inform and remind employees of the option to add preferred name in ESS.

Below please provide the number of employees in your agency whose demographic information is unknown (these numbers are available on the total line of CEEDS report EBEP210).

Unknown Race/Ethnicity 8\_\_\_\_\_ Unknown Gender 5\_\_\_\_\_ Unknown Both 79

### CEEDS Review

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

[Select the options that apply to your agency.]

#### Agency Head

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

#### Human Resources

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

#### General Counsel

Quarterly  Semi-Annually  Annually  Other \_\_\_\_\_

#### Other (Chief and Deputy Diversity & EEO Officers)

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).

Upon review of the FY 2024 CEEDS reports, the Law Department experienced some underutilization in job groups with a significantly low headcount total such as Administrators and Building Services.

At different times during the fiscal year, underutilization was also identified in the Managers and Management Specialists job groups. The underutilization did not consistently carry over from quarter to quarter, and was impacted by factors such as seasonal hiring and departures.

To address the underutilization in Managers and Management Specialists, the Diversity and EEO Office will continue engaging with the Legal Recruitment Office and Human Resources to assess and review hiring trends and vacancies. Agency career counselors will also continue to notify our current employees of available opportunities and identify community opportunities to attract prospective candidates. Additionally, while there is an existing structured interviewing training for those

conducting interviews for legal/attorney positions, there are collaborative efforts to enhance a structured interviewing training geared towards staff interviewing applicants for the civil servant/support professional positions. The agency also participates in recruitment activities such as recruitment fairs and outreach to various associations, universities, or organizations. While we continue devising strategies to address the Building Services category, we also note there are other titles in our Facilities Unit, the unit which includes our Building Services titles, which add more diversity to the workgroup.

The Diversity & EEO Office's Q2 review of the Workforce Dashboard revealed underutilization in the Building Services and Managers work groups. A meeting was held on January 24, 2024, with the Director of Human Resources to review, discuss, and strategize regarding the underutilization issues in the agency.

The Diversity & EEO Office's Q3 review of the Workforce Dashboard revealed the same underutilization as last quarter in the Building Services and Managers work groups. As a result of the recurring underutilization in Hispanic Managers, the agency's Legal Recruitment Office has added the University of Puerto Rico to its list of prospective schools to which it directs outreach.

During Q3, the Law Department's EEO Office in collaboration with the Administration Division and Personnel Unit announced a new procedure to enhance our agency's current hiring process for Support Professionals. To ensure consistency across all interviews, the EEO Office and Personnel will be vetting all interview questions ahead of any scheduled interviews. In addition, the new Interview Evaluation Form will allow for transparency in how candidates are selected for positions. Our ultimate goal is to provide a fair and equitable hiring process for all while building an inclusive and diverse culture. Agency partners continue to review the quarterly reports and trends identified on the dashboard and engages in efforts to promote diverse recruitment opportunities and the retention of underrepresented groups. To this end:

- The Diversity & EEO Office continues to meet weekly with the Legal Recruitment Office and Personnel unit to discuss hiring trends, retention concerns and efforts to improve diversity.
- With regard to underutilization in management and attorney job groups, the Diversity & EEO Office has been working with Legal Recruitment to enhance EEO review of promotional and lateral hire applications, interviews, and evaluation processes. During FY 2023, a number of new processes were introduced.
- The Agency is expanding civil service recruitment efforts to increase opportunities to promote civil service exams in addition to other recruitment strategies.

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

## CEEDS Report and Quarterly Review Process

The Law Department Diversity and EEO Office 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 track 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. The review also 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).

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

## IV. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2025

[State below the goals of your strategy for FY 2025 and programs focused on promoting equity, increasing diversity, assuring equal employment opportunity, and enhancing the value of inclusion at your agency. Categorize your goals according to the strategic area targeted.]

### A. WORKFORCE

**State your Agency's general goals and strategies to enhance DEI and EEO aimed to enhance your agency workforce.**

[Workforce goals should be directed at the composition of your workforce, recruitment, retention, promotion, and professional development.]

#### o **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 2025 include:**

- a. Update and expand language access training for all staff who interact with members of the public
- b. Design a structured interviewing training program for civil service employees
- c. Promote DCAS programming and other available and accessible DEI resources to agency employees



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

**Planned Programs, Initiatives, Actions aimed at Workforce:**

[Describe how your agency will address underutilization in FY 2025. Please mention here major job groups experiencing underutilization of women and minorities in your agency, and how your agency plans to address the underutilization. This should also include details of how the quarterly reports and dashboards will be used, partnership with the human resources office, initiatives around targeted recruitment, professional development for existing employees, and focus on civil service exams.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

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

**[Note: Please address the specific recruitment, selection and promotion strategies, sources, and procedures in Sections V and VI, below.]**

The Law Department has several ongoing and new programs, actions, and initiatives planned for FY 2025, which are aimed toward enhancement and expansion of the three foundations of Diversity and EEO strategy: **Workforce, Workplace and Community.**

**A. Workforce**

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

In addition to the targeted and consistent language access training in our most front-facing division, the Family Court Division, the Diversity & EEO Office has corresponded with additional divisions which comprise a significant usage percentage of language access services.

**1. Staff Training to Administer Language Access Services in the Tort and Administrative & Regulatory Law Divisions.**

Upon review and analysis of language access data from the Operations and Administration Divisions, the Diversity & EEO Office identified two additional front-facing divisions and discussed potential scenarios and unique circumstances which would encompass staff interaction with members of the public. The Office distributed “I Speak” cards to the divisions and has begun preliminary meetings with the training supervisors and support professionals to identify any areas for training improvements.

The Office has also requested and obtained specific information from the Family Court Division regarding language access training for staff, including the frequency with which such trainings are given, the audience composition, specific slides and/or training materials disseminated, etc.

## **2. Structured Interviewing Training for Staff Interviewing Applicants for Civil Service Positions**

The Law Department has a robust structured interviewing program for staff who interview applicants for attorney positions. This training is offered annually, and Legal Recruitment requires all interviewers to complete structured interviewing training on a biennial basis.

While there has been structured interviewing training in the past for staff interviewing applicants for civil service positions, there has not been a formal program. Recently, the Administration Division, in collaboration with the Diversity & EEO Office and Legal Recruitment, have met to design and implement a structured interviewing training program specifically for civil service employees. Once finalized, the training program will be available to all Law Department employees and tailored to specific divisions without sacrificing the structured interviewing/EEO components.

## **Ongoing Programs and Initiatives: Workforce**

### **3. Lexis Training**

The Law Department's agency Career Counselor continues collaborating with the Law Department Library staff to offer Lexis training to the agency's support professionals. During FY 2024, eleven (11) sessions were held for interested legal and support professionals. Additionally, Lexis also offered approximately twenty (20) free Continuing Legal Education (CLE) courses to attorneys on topics such as artificial intelligence, advanced legal research, and eliminating bias in the legal profession.

### **4. The Professional & Organizational Development Office Panel Series**

The Professional & Organizational Office continues its series of panel discussions to promote professional development and inclusion amongst agency staff. The panels provide an opportunity for engaging discussions about how to hone and develop professional and interpersonal skills.

- Panel Presentation: *Transfer Success*

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

- *Lateral Success at the Law Department*

Attorneys who join the Law Department as laterals do so throughout the year and enter the agency with different levels of experience. The Lateral Success panel was held on February 14, 2024. There were approximately 48 program attendees. This session engaged laterals and helped to promote their professional development and career satisfaction at the Law Department. The panelists discussed topics such as office expectations that are different at the Law Department than other organizations, how laterals can leverage their experience and inform others of their expertise, and development and promotional opportunities.

## **5. Coaching Collaborative**

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

During FY 2024, the Professional and Organizational Development Office held approximately nine (9) Coaching Collaborative sessions.

## **6. Training Consortium**

The Training Consortium is a group of lawyers and support professionals who meet every 3 - 4 months to share ideas and resources. During FY 2024, the Consortium met on three occasions and discussed training topics (planned and/or implemented) such as email and phone etiquette, writing workshops, legal ethics, neurodiversity in the workplace, and support professional and attorney interview evaluations (in collaboration with the Coaching Collaborative).

## **7. Enhanced Supervisor Training**

For the past nine (9) years, the Professional and Organizational Development Office has offered a *Bringing Inspirational Leadership* program for new supervisors and experienced supervisors who would benefit from a refresher course. The program has supervisors engage in small-group discussions on topics such as assigning matters, giving feedback, listening and restorative principles. The program is offered in June and December each year.

During FY 2023, the Professional and Organizational Development Office added an additional component to the training modules requiring participants to meet for five (5) months after completion of the Bringing Inspirational Leadership course as part of an ongoing supervisory cohort. Each month the cohort focuses on a new topic. Participants view a short video and resources, meet for 30 minutes to discuss the topic, and draft a brief reflection on how they applied what they learned in their work. These sessions provide a wonderful opportunity for supervisors to share ideas with each other and to get support and coaching from the Professional and Organizational Development team

During FY 2024, there were approximately nine (9) supervisory cohort sessions with a range of approximately ten (10) to thirty (30) participants in each session.

## **8. Civil Service Title Compensation and Selection Assessment**

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

The agency relies on a variety of tools, such as exit interviews, to determine the basis for departures and whether there are strategies to improve the workplace and employee experience. Exit interview data supports the Law Department's efforts to advance the agency's mission of providing the City with the highest quality of legal representation and maintaining a workplace of diversity, inclusion, and equity. The internal research indicated that colleagues of various titles and experience levels separate from the agency for a variety of reasons such as personal or familial situations and retirement after decades of service. Notably, several employees indicate departure to pursue better opportunities or higher salaries. Initial research has also revealed data that highlights the opportunities for similar titles, available at other city agencies, with higher salaries.

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

The agency has initiated the process of reviewing employees' titles to assess pay parity and pay equity within our agency in comparison to other agencies, with similar titles. It is anticipated that this review will continue yielding valuable insights and lead to equitable measures.

## **9. Enhanced Exit Interview Processes**

Exit interviews provide key opportunities for the agency to gain valuable insight into the workplace culture, and operational strengths and challenges through departing employees' candid assessments of

the organization's environment. The sessions allow employees to discuss the workplace culture, concerns about potential misconduct, or issues within management. These sessions tend to yield insight into recruiting, on-boarding, and training needs. The Law Department's exit interviews have also historically highlighted improvement opportunities in management development and succession planning.

During FY 2024, the Human Resources team in the Administrative Division used technology to streamline and enhance the exit interview process. The team has proposed improvements that would foster additional information gathering about employees' experiences.

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

#### **10. Training Initiative for Employees in Civil Service Titles**

In a focused effort to enhance the leadership, personnel management, and conflict resolution skills of both new and experienced managers in civil service titles, the Chief and Deputy of Administration launched an agency-wide training initiative to ensure that our managers are prepared to adapt to the evolving workplace and workforce. This initiative began in FY 2024 and was enhanced with the addition of monthly email correspondence from the Diversity Training Liaison, informing the agency of all upcoming available DCAS trainings. In FY 2024, we processed 140 applications for DCAS courses in the DCAS Citywide Training Center Catalogs.

#### **B. WORKPLACE**

**State your Agency's general goals and strategies to enhance DEI and EEO aimed to enhance your agency workplace and cultural environment.**

**[Workplace goals have to do with inclusion, workplace culture, and employee activities.]**

#### **❖ 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, equity, and inclusion 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.

**Goals to enhance DEI and EEO in the Workplace for FY 2025 include:**

- a. Enhance communication through internal channels such as agency-wide notifications, agency newsletter, employee resource committees, and updating the intranet and public website.
- b. Increase professional development opportunities for legal and support professionals.
- c. Increase training opportunities and information dissemination on topics such as employees with disabilities, age and gender inclusion, neurodiversity, etc.

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

**Planned Programs, Initiatives, Actions aimed at Workplace:**

**[Describe specific actions designed to create inclusive workplace culture, enhance equity, and initiatives undertaken to address race relations in the agency. (e.g., modeling inclusive language such as preferred pronouns and age-inclusive language on job postings, celebrating heritage months, ensuring worksite and meetings are accessible, creating agency specific surveys or implementing initiatives based on previous agency specific surveys, etc.).]**

**[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]**

**❖ Law Department Mentoring Program**

The Law Department administers a robust mentoring program with the goals of supporting professional development, career advancement, creating an inclusive workplace environment and promoting allyship. The Program will run until the end of the CY 2024 and relaunch in early CY 2025 keeping the mentorship circles format and adding new circles. The Program also maintains a SharePoint site with resources and materials for agency employees.

The original goal of the program was for attorneys to mentor support professionals through the law school admissions process. However, the program evolved to meet the needs and aspirations of the agency's diverse workforce. During FY 2024, the Mentorship Program hosted approximately thirteen

(13) meetings and interactive programs. The Program began with a kickoff event featuring an interview with the Corporation Counsel highlighting the value of mentorship.

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

The circles convene every two (2) months, and mentors and mentees are expected to meet monthly. Circles facilitated during FY 2024 included:

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

#### ❖ **Special Mentorship Program for Bar Retakers**

During FY 2023, the Law Department's Professional and Organizational Development Office developed a Special Mentoring Program for the 2023 Entry Legal Class. The new mentoring program assigned twenty-eight (28) Assistant Corporation Counsels who needed to retake the bar exam in February 2024 to Law Department mentors and advisors from New York Law School. The retakers were equipped with an extensive, detailed schedule from mid-December through the end of February that involved skill workshops, practice exams, and regular check-ins with their exam advisors, mentors, and supervisors. The program also included final tips and test strategies, and encouraging, well wishes from the Corporation Counsel.

The agency is proud to report that 52% of the bar retakers passed the February 2024 bar exam which far exceeds the state passage rate of 33%.

#### ❖ **Promotion of DEI Resources to the Agency**

The Law Department's Diversity Training Liaison disseminates information to the agency, on a monthly basis, regarding the DCAS trainings offered at no cost to the agency. The agency's training liaisons collaborate to design the most efficient logging and registration processes. As a result, the agency has experienced an increase in registration and attendance at DCAS trainings.

The Diversity & EEO Office, due in part to its participation in the Gender Equity Interagency Partnership, has identified some available and underutilized DEI resources: Seramount – a professional services and research firm dedicated to advancing high-performing, inclusive workplaces by providing comprehensive, employee-focused DEI and talent solutions; and Catalyst – an organization committed to driving change with preeminent thought leadership, actionable solutions, and a galvanized community of multinational corporations to accelerate and advance women into leadership. The City has contracted with these organizations to provide DEI resources, such as

trainings, informational materials, and knowledge bursts to city employees via their respective agency email accounts. The Office is drafting an informational communication to the agency and will also include these resources as training recommendations in the DEI and EEO spheres.

❖ Circulation of the Law Department’s Gender-Neutral Language Guidelines

The Law Department’s use of spoken and written gender-neutral language is a way to:

- Cultivate an inclusive work culture within the Law Department;
- Reflect the City’s commitment to gender equity;
- Acknowledge that the Law Department represents a public with diverse gender identities; and
- Promote gender equity in our city and beyond.

The agency, via its Diversity, Equity & Inclusion Committee, drafted and finalized Gender-Neutral language guidelines in March 2023. In an effort to ensure the continuity of these guidelines, the EEO Office circulates the Gender-Neutral Language Guidelines to all new employees on a monthly basis (in conjunction with the onboarding process for new hires). Inclusive language in the workplace conveys the message that all people, regardless of orientation, gender identity or expression, will be treated with dignity and respect.

❖ Cultural Celebrations at the Law Department

Primarily coordinated by the agency’s Diversity, Equity & Inclusion Committee, the agency’s celebratory cultural events are creative, interactive and inclusive. Some of the workplace programs and events include resources and historical information about Black History Month, Women’s History Month, Asian American Native Hawaiian Pacific Islander (AANHPI) Month, Caribbean Heritage Month, Juneteenth, Pride Month, and Hispanic Heritage Month.

**[Please select below the options that apply to your agency.]**

- Promote employee involvement by supporting Employee Resource Groups (ERGs). List below the names of existing ERGs:

1. Diversity, Equity & Inclusion Committee
2. Women’s Committee
3. Community Service Committee
4. Innovation and Strategy Council



5. Quality of Work Life Committee (which also has two subcommittees: Caregiver Working Group, and Mental Health & Wellness)

- Agency does not presently have any ERGs.
- 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 and EQUITY, INCLUSION and RACE RELATIONS**

**State your Agency's general goals and strategies to enhance DEI and EEO in areas of Community and Race Relations.**

**[Community goals should be directed at the external environment of your agency, that is the public, communities, organizations, and other entities served by your agency.]**

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 agency 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 2025 include:**

- a. Enhance language access services for all staff who interact with members of the public
- b. Increase agency participation with M/WBEs;
- c. Increase collaboration with other city agencies to provide substantive DEI and EEO programming.

**Planned Programs, Initiatives, Actions aimed at Community, Equity and Race Relations:**

[In addition to the strategic goals above, please describe in details specific initiatives, programs and policies planned with respect to your agency's services to the community. This should include initiatives to enhance equity, improve community relations and increase awareness about services offered by your agency.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

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

Describe these initiatives, focusing on social justice programs, and paying attention to age inclusivity, generational differences, non-traditional minorities, etc.

The Law Department engages in strategies to enhance equity, inclusion and race relations in the agency's programs and activities. In addition to hosting trainings and events within the agency that build and normalize conversations on equity and race relations, the agency also seeks opportunities to train staff to utilize best practices 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 2025 include:**

- a. Continue publishing Diversity, Equity, and Inclusion (DEI) resources for agency staff, including accessible, underutilized resources such as Seramount and Catalyst.
- b. Increase DEI and racial inclusion programming for agency staff.

[Please select below the options that apply to your agency.]

In FY 2025, 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)
- Expand language services for the public

❖ **Community:**

### **Planned Programs, Initiatives, Actions**

- For each of the three strategic foundations, describe in detail the new and ongoing programs, initiatives, and events devoted to Workforce, Workplace, & Community, focusing as well on Equity, Inclusion, and Race Relations in each.
- Address strategies specifically connected to recruitment, selection, promotion and retention, recruitment sources, and other personnel administration procedures later in the plan, in Sections V and VI.
- For ongoing programs and initiatives, clearly indicate if they will be continued in FY 2025.]

### **Ongoing Programs and Initiatives: Workplace**

The Law Department devotes 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 upcoming sections, the agency plans to continue several programs and initiatives which foster an inclusive work environment, valuing the differences that each of the agency's unique employees brings to work, and to maintaining focus on retaining talent across all levels.

#### **1. Law Department Committees/Employee Resource Groups**

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

At the close of FY 2024, after receiving an impressive fifty-one (51) total committee applications from 37 attorneys and 14 support professionals, the Law Department selected 40 new members to serve on the following committees:

Committee	Number of New Members	Total Members
Diversity, Equity & Inclusion Committee	10	25 (including one support professional as an Advisor)
Women's Committee	12	12
Community Service Committee	8	8
Innovation and Strategy Committee	3	8
Quality of Work Life Committee	7	11

During FY 2025, the committees will continue serving as primary sources of employee support, voice, and leadership as they advance employee concerns and advocate for improvements in the workplace.

Planned initiatives by each committee include:

❖ Diversity, Equity, and Inclusion Committee

The DE&I Committee serves 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 retain such attorneys by maintaining an equitable and inclusive work environment. The Committee also analyzes and proposes concrete strategies that will further the goal of diversity to the Corporation Counsel. Most importantly, the Committee coordinates various initiatives and events, all of which fall loosely into four categories: diversity initiatives, training programs, social events, and cultural awareness programs. The Committee has been instrumental in implementing diversity initiatives that identify and address important issues which affect diverse Law Department members in the workplace.

In FY 2024, the DEI Committee coordinated several successful and interactive events for Hispanic Heritage Month, Black History Month, Asian American Native Hawaiian and Pacific Islander (AANHPI) Heritage Month, Pride Month, Juneteenth, and Caribbean Heritage Month.

During FY 2025, in addition to the regular cultural events and recognition, the Committee plans include:

- Increase the committee's engagement with external constituents to support diverse event programming
- Streamline the platform and maintenance of the Committee's intranet webpage
- Collaborate with Law Department efforts to enhance its existing pipeline programs, such as SYEP, Ladders for Leaders, etc.
- Collaborate with Law Department's HR Department and Administration, to develop innovative programs and classes to promote equity in the workplace for support professional staff

#### ❖ Women’s Committee

The Women’s Committee coordinates many events and activities benefiting women, both within and outside of the Law Department. These include events focused on professional development issues particularly relevant to women, events that highlight successful women in government and the law, and educational workshops for women employees on subjects such as financial planning and breast health education. Each year, in honor of Women's History Month, the Committee also hosts a special event featuring a woman who has been a trailblazer, has had a significant impact in law or government, or has worked to empower other women, advance equality, or promote leadership. During CY 2024, the program featured Keynote Speaker Wendy Garcia, Deputy Commissioner of the NYPD Office of Equity and Inclusion.

In FY 2024, Women’s Committee also hosted a successful Health Fair with speakers educating attendees about disparate health care access and various healthcare issues such as cardiovascular health, diabetes, fertility & infertility, cancer screening, pre-natal & post-natal care, and mental health.

In addition to the regularly scheduled walks and events, planned initiatives for FY 2025 include:

- Developing a mentorship program
- Planning the post-pandemic return of the “Bring Your Child to Work Day” event

#### ❖ Quality of Work Life Committee

The Quality of Work Life Committee strives 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

During FY 2024, Quality of Work Life (QWL) Committee introduced two new subcommittees focused on employee Mental Health and Wellness and Caregiver Support. In addition to its annual Staff Appreciation event, the QWL Committee hosted “Wellness Wednesdays” in May 2024 for Mental Health Awareness Month. “Wellness Wednesdays” included workshops about the “ABCs of EAP (Employee Assistance Program), Positive Thinking, Burnout Avoidance, Mental Health 101, and Chair Yoga. Additionally, the QWL Committee organized weekly walking and running clubs.

The QWL Committee’s planned initiatives for FY 2025 include a “Summer in the City” series with coordinated outings to baseball, basketball, and soccer sporting events.

❖ Community Service Committee

The Community Service Committee, formerly the Community Service Subcommittee, promotes opportunities for all Law Department employees, and their friends and family, to serve "the Common Good" in and outside of the office.

The Committee organizes diverse and inclusive community service events that foster a sense of collegiality and collaboration amongst Law Department staff throughout all Law Department offices and the City. In FY 2024, the Community Service Committee coordinated approximately nine events and donation drives including its annual "Souperbowl" food drive to benefit City Harvest, and a Crafting Love service event designed to create handmade holiday cards for God's Love We Deliver.

The Community Service Committee's planned initiatives for FY 2025 include future donation drives with Soles4Souls, 100 Suits, and TeamTLC.

❖ Innovation and Strategy Council

The Innovation and Strategy Council (ISC) is the "Think Tank" within the agency, responsible for thinking outside the box and making innovative recommendations on how the office can evolve and enhance policies and practices.

During FY 2024, the ISC created two subgroups to eradicate communication silos within the agency. Additionally, the ISC developed an Artificial Intelligence Working Group comprised of attorneys and support professionals (including 5 members of the Innovation and Strategy Council) to explore the potential of using AI, assess tools in development, review the legal and ethical concerns and make recommendations as to how the Law Department can best use this rapidly emerging technology.

In FY 2025, the ISC plans to further develop the Mobile Lawyer initiative and create training videos of select technologies for all employees.

**C. COMMUNITY and EQUITY, INCLUSION and RACE RELATIONS**

**State your Agency's general goals and strategies to enhance DEI and EEO in areas of Community and Race Relations.**

[Community goals should be directed at the external environment of your agency, that is the public, communities, organizations, and other entities served by your agency.]

**Planned Programs, Initiatives, Actions aimed at Community, Equity and Race Relations:**

[In addition to the strategic goals above, please describe in details specific initiatives, programs and policies planned with respect to your agency's services to the community. This should include initiatives to enhance equity, improve community relations and increase awareness about services offered by your agency.]

[Also describe special initiatives to enhance equity, inclusion, and race relations in your agency programs and activities. Pay attention to age inclusivity, non-traditional minorities inclusion initiatives, engagement of traditional and older employees in inclusion efforts and discussion forums.]

[Please select below the options that apply to your agency.]

In FY 2025, 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)
- Expand language services for the public

## V. Recruitment

This section should outline the commonly used best practices for diversity recruitment. Provide a detailed list of the initiatives that will be undertaken in FY 2025.

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, and training hiring managers and recruiters on DEI courses.

### A. Recruitment Efforts

#### 1. Legal Recruitment Efforts

##### ❖ Use of Social Media Platform: LinkedIn

The Law Department recruits law students for paid summer internships and entry level positions as well as experienced attorneys for ACC positions by advertising the agency's positions with over 100 organizations including law schools, bar associations, and affinity groups across the country. In FY 2024, the agency became more involved with LinkedIn to raise its profile amongst job seekers, law students and lawyers. The recruitment team posts on LinkedIn regularly about jobs, press releases

related to the agency's work, and fun events showcasing the unique organizational culture of the agency.

❖ On-campus Interviewing (OCI)

The Law Department's Legal Recruitment Office strives to attract a wide range of candidates from a variety of socio-economic levels, backgrounds, and places of origin.

To attract law student candidates for summer internship and entry-level positions, the Law Department attends on-campus interviews, in-person and virtually, at approximately 25 law schools across the country and collects resumes from students at ten (10) additional law schools.

❖ Job Postings and Fairs

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

- Southeastern Minority Job Fair (SEMJF)
- National Black Prosecutors' Association Conference (NBPA) & Career Fair
- Northeast Black Law Students Association Job Fair (NEBLSA)
- Asian American Bar Association Job Fair

In FY 2025, the Legal Recruitment team plans to add the following job fairs to the list of attended events:

- Philadelphia Area Diversity Job Fair
- National Latino/a Law Students Association Job Fair

Through online applications, resume collections, and on-campus interviews, the agency received hundreds of applications from law students and interviewed several law students for summer intern and post-graduate employment over the course of FY 2024. The Law Department extended offers and received approximately 30 acceptances.

❖ Recruitment Ambassadors

The Recruitment team at the Law Department is small, but mighty. There are three (3) attorneys and two (2) support professionals on the team. To leverage the efforts of the small team, the Recruitment team, with the support of the Diversity, Equity, and Inclusion Committee, re-launched the Law School Ambassador Program in FY 2024. The program conducted outreach to all of the agency's legal staff to identify those interested in volunteering to serve as "ambassadors" to their alma mater law school. One of the central goals of the Law School Ambassador group is to raise awareness about employment at the Law Department to all students, but especially to students who are underrepresented in the legal profession. The agency had an active ambassador program prior to the pandemic and was excited to reinvigorate the program over the past year. Over the past year, 81



attorneys volunteered to serve as ambassadors to 36 different law schools and there was a team of attorneys who focused on Historically Black Colleges and Universities (HBCU) law schools. Through the ambassadors' efforts, there were individualized meetings with career services representatives from over 20 law schools. Ambassadors also participated in 23 different events at the school, which ranged from Law Department attorneys speaking on panels, serving as mock interviewers, hosting table talk events, and serving as alumni mentors. The Recruitment team anticipates continuing these efforts in FY 2025 and expanding the reach to bar associations and affinity groups.

#### ❖ Pipeline Initiatives

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

The office also increased its college and high school pipeline initiatives in FY 2024. In summer 2023, the agency hosted 15 college aides and 27 law school interns throughout the Law Department. The college interns were given the opportunity to be assigned to a law student intern mentor who talked with them about a variety of topics including how to prepare for and apply to law school. The office also hosted 8 high school interns who received compensation and transportation expenses through the Summer Youth Employment Program (SYEP).

The Law Department will continue these efforts in FY 2025 and has already onboarded approximately 60+ summer interns.

#### ❖ Structured Interviewing & Implicit Bias Training

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

The Legal Recruitment Office also delivers mandatory training for attorneys who interview law students or attorneys for the agency. During FY 2024, the Recruitment team trained 149 attorneys and the agency Career Counselor to conduct interviews for our agency. The training covers:

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

- Best practices in evaluating candidates

#### ❖ EEO Reviews

The Diversity & EEO Office continued to conduct final level reviews for all candidates in the interview process. If, based on interviews, the Legal Recruitment Office or a division that is hiring does not recommend a candidate's advancement in the interview process, the Legal Recruitment Office sends the candidate's application materials and interview evaluations to the Diversity & EEO Office for review before a final decision is rendered on the applicant's candidacy. In FY 2024, the EEO Office reviewed applications and final recommendations of approximately 560 individuals, and participated in the interview processes for 40 promotional hires.

Proposed actions to enhance recruitment efforts in FY 2025 include:

- Post job openings on MOPD's job board.
- Work with the Law Department's EEO and Legal Recruitment units to develop and co-lead mandatory Structured Interviewing training for all staff that interview to fill support professional positions. This training will include information about the 55-a program.
- Provide Civil Service Overview training for interns during their orientation. Lisa Forrester-Campos has been placing interns through DYCD's Pencil Program, DCAS' Public Service Corps (PSC), Hunter College's Pre-Law Internship, the University of Texas' New York Summer Program (UTNY), and Cornell University's Pre-Law Summer Program.
- Participate in OCR's Citywide Inclusive Recruitment Program

## B. Recruitment for Civil Service Exams

**Provide the list of events aimed specifically for the upcoming CS Exams, and the approximate cost of these events broken down by Borough.**

#### ❖ 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.

In FY 2024, the agency hired a new Career Counselor, filling an integral role which had been vacant for months. Existing and continuing efforts include strategies that promote awareness of opportunities such as:

- Sending timely and detailed agency-wide communications regarding promotion and transfer opportunities within the agency;
- Attending and participating in career fairs and citywide hiring halls;
- Posting information about civil service exams on LinkedIn and via agency-wide email correspondence.

Additionally, the Career Counselor and Human Resources Office will collaborate with the EEO Office, Professional and Organizational Development team, and Legal Recruitment team to ensure that hiring activities are consistent with City promulgated policies, procedures, and practices. As previously mentioned, in FY 2025, the agency will unveil its new structured interviewing training program to educate the existing workforce and recruit diverse talent for civil service positions.

❖ 55-a Initiative

In FY 2024, in addition to working with MOPD and OCR to host “Spotlight” sessions, the Diversity and EEO Office is coordinating a mandatory Disability-Inclusive Training for all Law Department staff, especially those involved in the interview recruitment process. These efforts will continue in FY 2025.

**List any planned recruitment events for FY 2025 that will be held by the agency to promote open-competitive civil service examinations. [This list should be updated in your quarterly reports]**

Since there are currently no discretionary vacancies, there are no immediate plans to attend hiring halls or job fairs. There is an upcoming civil service exam for Computer Specialist Software. Once the date is solidified, the Human Resources team plans to advertise and recruit for that civil service title.

**List planned expenditures for FY 2025 related to recruiting candidates for open-competitive and promotion civil service exams.**

<b>Borough</b>	<b>Approximate Dollar Amount (\$)</b>
Bronx	\$5000 total for all five boroughs
Brooklyn	
Manhattan	
Queens	
Staten Island	

### **C. Recruitment Sources**

- ✓ List diverse recruitment sources, the target population your agency hopes to reach through these resources and whether the use of these sources resulted in previous hires.
- ✓ Recruitment sources should reflect your agency's effort to reduce underutilization in specific job groups and to otherwise diversify your workforce.
- ✓ While hiring restrictions continue to impact recruitment trends, identify any efforts and sources that are being employed to increase awareness of job openings to diverse talent pool.

<b>Legal Recruitment Sources: Job Fairs</b>	
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 (NEBSA) Job Fair	National Latino/a Law Students Association Job Fair*

\*Attendance and participation anticipated for FY 2025

<b>Legal Recruitment Sources: Bar Associations</b>	
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 Association	National Hispanic Bar Association
Caribbean American Lawyers Association	New York Women's Bar
Dominican Bar Association	Nigerian Lawyers Association
Hispanic National Bar Association	Puerto Rican Bar Association
Hudson Valley Hispanic Bar Association	Queens County Women's Bar Association
Korean American Lawyers Association of Greater New York	South Asian and Indo-Caribbean American Bar Association of Queens
Long Island Hispanic Bar Association	South Asian Bar Association of New York
Metropolitan Black Bar Association	Staten Island Women's Bar Association

Civil service recruitment sources include:

- Job Fairs
- Law Schools
- Bar Associations
- City Hiring Halls
- Civil Service Hiring Pools

## **D. Internships/Fellowships**

Using the template under this section, indicate the type of internship/fellowship opportunities available at your agency.

- ✓ Provide the number of student interns/fellows employed in FY 2024 and their demographic profiles.
- ✓ Use Self-ID data only and leave blank if the data is not available.
- ✓ Indicate if there are plans to provide internship/fellowship opportunities in FY 2025.
- ✓ Please explain the reasons if your agency does not offer internship/fellowship opportunities.

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows	1	Black = 0 Hispanic = 0 Asian/Pacific Islander = 0 Native American = 0 White = 0 Other = 0 Undeclared = 1	M __ F_ Non-Binary __ Other __ Undeclared <u>1</u>
2. Public Service Corps	0	Black = 0 Hispanic = 0 Asian/Pacific Islander = 0 Native American = 0 White = 0 Other = 0	M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns	1	Black = 0 Hispanic = 0 Asian/Pacific Islander = 0 Native American = 0 White = 0 Other = 0 Undeclared = 1	M__ F__ Non-Binary __ Other __ Undeclared <u>1</u>
4. Summer Honors Legal Interns	29	Black = 3 Hispanic = 3 Asian/Pacific Islander = 4 Native American = 0 White = 15 Other = 0 Undeclared = 4	M = 8 F= 20 Non-Binary __ Other __ Undeclared = 1

In FY 2025, the agency will continue providing fellowship and internship opportunities.

### E. 55-a Program

Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into a competitive civil service position without having to take a civil service examination.

Provide a summary of the 55-a program at your agency and indicate your agency's goals to use the 55-a Program in FY 2025.

- ✓ **Please enter '0' if there are no 55-a employees in your agency. Do not leave this blank.**
- ✓ **Include a brief explanation if your agency does not participate in the 55-a Program.**
- ✓ **Select one of the following, if applicable.**

**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.**

At the close of Quarter 4 of FY 2024, the agency employed three (3) participants in the 55-a program.

## VI. Selection (Hiring and Promotion)

[Selection processes impact hiring, promotions, training, and other employment opportunities, and the basis for selection can pose challenges and risks to agencies in terms of disparate treatment or adverse impact. This part of the Plan needs to be prepared in cooperation with the Agency Personnel Officer.]

### A. Career Counselors

As noted previously, a new Career Counselor started in Quarter 2 of FY 2024. In FY 2024, the Agency Career Counselor conducted:

- 107 career counseling consultations emphasizing promotional opportunities and career development, and reviewing cover letters and resumes
- 6 civil service consultations
- 8 new hire orientation sessions

In FY 2024, the Agency Career Counselor also:

- Sent thirteen email reminders of upcoming civil service exams
- Sent three email reminders about Lexis Advance refresher trainings
- Facilitated five Microsoft Excel workshops for litigation support
- Coordinated three performance evaluation training sessions
- Led one supervisor training for legal and support professionals

The Agency Career Counselor successfully administered a survey to acquire data on support professional training needs, receiving 94 responses. Additionally, and partially as a result of the thoughtful responses, the Agency Career Counselor launched a Mentoring Program initiative. The Orientation for this program was held in Quarter 4 of FY 2024 and will continue into FY 2025.

Some of the goals and initiatives for FY 2025 include:

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

## **B. New Hires and Promotions**

[Describe planned actions to review and assess the current new hire and promotional procedures for selection, especially for mid- and high-level discretionary positions. Actions may include monitoring the representativeness and fairness of the selection and appointment process, vacancy posting protocols, training of hiring managers, procedures for interviewing applicants, the role of the EEO Officer in the selection and promotion actions, the use of the NYCAPS Applicant Interview Log Report, and efforts to identify and eliminate structural barriers to employment.]

- **EEO Training for Supervisors**

The Diversity and EEO Office mandates EEO training for all managers and supervisors on a biannual basis. This training includes all foundational and updated information to outline managers' and supervisors' obligations pursuant to the EEO Policy. It also includes several hypothetical scenarios and pertinent caselaw. The next EEO training for supervisors is scheduled for November 2024.

- **Structured Interviewing Training for Staff Interviewing Applicants for Civil Service Positions**

The Law Department has a robust structured interviewing program for staff who interview applicants for attorney positions. This training is offered annually, and Legal Recruitment requires all interviewers complete structured interviewing training on a biennial basis.

While there has been structured interviewing training in the past for staff interviewing applicants for civil service positions, there has not been a formal program. Recently, the Administration Division, in collaboration with the Diversity & EEO Office and Legal Recruitment, have met to design and implement a structured interviewing training program specifically for civil service employees. Once finalized, the training program will be available to all Law Department employees and tailored to specific divisions without sacrificing the structured interviewing/EEO components.

## **C. EEO Role in Hiring and Selection Process**

- **EEO Reviews**

The Diversity & EEO Office expanded its review of application packages for Summer Legal Interns, and Entry-Level and Lateral Attorneys at various stages of the selection process. The Office also reviews applications and/or participates in interviews for certain promotional opportunities.

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

In FY 2025, the agency EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO 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 for an interview.
- 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 and/or SmartRecruiter 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: \_\_\_\_\_

As noted previously, the Diversity & EEO Office continued conducting final level of reviews for all candidates in the interview process, including those from underrepresented backgrounds. If, based on interviews, the Legal Recruitment Office or a division that is hiring does not recommend that a candidate move forward in the interview process for a position, the Legal Recruitment Office sends the interview evaluations and candidate's application materials to the Diversity & EEO Office for



their review before a final decision is made on the applicant’s candidacy. In FY 2024, the EEO Office reviewed processes for 560 individuals’ promotional opportunities, and participated in the interview process for 40 promotional hires.

The Diversity & EEO Office also developed a new rubric for determining salaries for legal lateral hires which considers factors such as law school graduating class year, years of relevant legal experience, special skills, attrition rate within the position, etc. This new process eliminates ambiguity and provides structure to ensure equity and fairness amongst similarly situated employees.

#### D. Layoffs

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

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2025.
- The agency will analyze the impact of layoffs or terminations on racial, ethnic, 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

It is an agency’s responsibility to ensure that all employees are educated about their rights and obligations under the NYC EEO Policy. There are also laws that require mandatory training for employees. Training plans to comply with the Local Law 92 (*Sexual Harassment Prevention*), Local Law 121 (*Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees*), and E.O. 16 (*LGBTQ: Power of Inclusion*), should also be indicated in **Section IX** (Compliance) of this plan.

- ✓ Complete the training table and complete the “type of audience” column for any training that is not pre-filled.
- ✓ Indicate projected dates and estimate number of employees expected to reach through training outreach.

**NOTE:** For mandatory trainings (SHP, EM, LGBTQ) do **NOT** enter the last date (deadline) of the training cycle.

Plan to reach 100% completion rate at least two months before the deadline to reserve time to reach noncompliant employees.

- ✓ Provide separate targets for Instructor-Led Training (ILT classroom) and e-Learning training.
- ✓ Include any agency-specific training that is not offered through DCAS.

**Tips and Recommendations:**

Ensure the agency meet mandatory training requirement during each training cycle, which does not coincide with the fiscal year.

- ✓ Engage your workforce in additional trainings to educate about EEO and DEI practices, for example, Bystander Training, Microaggressions, and Structured Interviewing.

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 2 must be completed by March 31, 2025.)	1,050 employees (roughly 70% of agency headcount)	Launch in beginning of January 2025 with an initial deadline of January 31, 2025
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)			
3. Sexual Harassment Prevention (e-learning)	All employees, interns, consultants, etc. – Annually (Cycle 7 runs between September 1, 2024 – August 31, 2025)	1,050 employees (roughly 70% of agency headcount)	Launch in first week of May 2025 with an initial deadline of May 30, 2025
4. lgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees (must be completed by March 31, 2026)  All other employees	1,050 employees (roughly 70% of agency headcount)	Launch in beginning of January 2026 with an initial deadline of

			January 30, 2026
5. Disability Awareness and Etiquette	EEO Officer & Designees  All other employees	1,050 employees (roughly 70% of agency headcount)	Launch in first week of May 2026 with an initial deadline of May 29, 2026
6. Structured Interviewing and Unconscious Bias (classroom/live webinar)		Based on scheduling and course availability	Based on scheduling and course availability
7. Microaggressions	All employees, interns, consultants, etc. – Biennially	1,050 employees (roughly 70% of agency headcount)	Launch in first week of February 2026 with an initial deadline of February 27, 2026
8. Other (specify) Neurodiversity Training	All employees, interns, consultants, etc.	1,050 employees (roughly 70% of agency headcount)	Launch in December 2024 with an initial deadline of January 31, 2025

## VIII. Reasonable Accommodation

[Describe your agency’s practices for analyzing statistics about volume, trends, and speed of disposition of EEO complaints and reasonable accommodation (RA) requests and appeals.

- ✓ Select the applicable checkboxes and provide relevant details on how your agency guarantees that the process of reviewing RA requests is compliant with the City’s EEO Policy.

### Tips and Recommendations:

- ✓ Confirm that the agency implemented the modifications of Reasonable Accommodation Procedure announced in May 2024.

- ✓ Confirm that the agency initiates the cooperative dialogue within 10 days from the request for Reasonable Accommodation.
- ✓ Confirm that the agency grants or denies request within 15 days after from the conclusion of cooperative dialogue (or in less that 15 days in certain time-sensitive circumstances).
- ✓ If appeals are decided not by the Agency Head but a designee, make sure that you provide the name and functional title of this person. Agency General Counsel and EEO Officer may not be the Agency Head's designee.
- ✓ Highlight if the EEO Office circulated the RA Procedural Guidelines and/or RA Brochure to all employees.
- ✓ Affirm the EEO Office updates the CAD database with RA activities as needed.

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

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

Absent 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 implemented the modifications of Reasonable Accommodation Procedure announced in May 2024.

The agency initiates the cooperative dialogue within 10 days from the request for Reasonable Accommodation.

The agency grants or denies request within 15 days after from the conclusion of cooperative dialogue.

When necessary, in certain time-sensitive circumstances the agency conducts and expedited review and grants or denies request in less than 15 days.

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 designee: \_\_\_\_\_

The designee reports directly to the Agency Head.

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

The Diversity & EEO Office processes reasonable accommodation requests for the agency. The Office frequently updates the CEEDS database with current and pending reasonable accommodation requests. The Office also conducts quarterly reviews of the requests to assess volume, trends and speed of disposition. Not only are dispositions rendered within the 15-day timeframe, but the Office is proud to report that, of the 597 reasonable accommodation requests received in FY 2024, determinations were rendered on average less than five (5) days from the conclusion of the cooperative dialogue. Additionally, once the Office is notified of an employee's potential need of an accommodation, the Office informs the potential requestor within ten (10) days that a cooperative dialogue has been scheduled with an EEO Officer. Finally, in accordance with the City's EEO Policy, the Office schedules automated reminders via e-mail to inform employees that their current reasonable accommodations are set to expire in ten (10) days.

The Office is also proud to report that all training materials and the EEO's intranet page were promptly updated with the 2024 City of New York EEO Policy, and 2024 Reasonable Accommodations at a Glance and EEO Complaint Process at a Glance. Additionally, the Office avails itself of the agency's bimonthly newsletter, *Sidebar*, to remind employees about the processes for reasonable accommodations and EEO complaints.

Appeals to reasonable accommodation dispositions are decided by the agency head.

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

**This section requires you to provide an update on your agency's compliance and implementation progress as it relates to applicable local laws (LL) and Executive Orders (E.O.):**

### **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 7 – September 1, 2024 – August 31, 2025) as indicated in the Section VII Training above.

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

- The agency will ensure that sexual harassment complaints, and all other EEO complaints, are investigated and closed within 90 days.

- The agency will input sexual harassment complaint data, as well as all other types of complaints, on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database, contemporaneously update the information, and affirm the data in a timely manner when requested by DCAS.

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

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

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

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

[Local Law 27 requires listing a summary of schedule and workplace accommodations that are provided by your agency]. Select the types of accommodations that your agency has provided to your workforce in FY 2024.

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

**E. Local Law 27 (2023): Diversity and Inclusion Training for FY 2025**

- List of diversity and inclusion training for FY 2025 is included in section VII of this annual plan.

**F. Local Law 27 (2023): Workforce Information Report for FY 2024**

- The agency will submit the mandated annual report with workforce information to the Mayor, the Speaker of the Council, the Department of Citywide Administrative Services, and the

Equal Employment Practices Commission by September 30, 2024.

### **G. Local Law 28 of (2023): Diverse Recruitment and Retention in City Government**

Under LL 28 (2023), agencies must provide information about agency-specific training programs that are required for, or relevant to, an applicant's appointment to a position based on an open-competitive or promotional civil service examination. Additionally, agencies must provide information on expenditures related to recruiting candidates for open competitive and promotional civil service examinations, a list of recruiting events to promote open-competitive civil service examination and a list of any preparatory materials developed for applicants or potential applicants for open-competitive and promotional civil service examinations.

- The agency submitted all information required by LL 28 for FY 2024 using the form and templates provided.

### **H. Executive Order 16: Training on Transgender Diversity and Inclusion**

Under Executive Order No. 16 of 2016, the agency must provide supervisory and front-line staff training approved by DCAS on transgender diversity and inclusion. Pursuant to Executive Order No. 16, this training must be provided to all newly hired supervisory and managerial employees and line staff whose work tasks involve contact with the public. The current Cycle 5 runs from April 1, 2024, to March 31, 2026.

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

## **X. Audits and Corrective Measures**

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

- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.

The agency is currently being audited or preparing responses to an audit conducted by the EEPC or \_\_\_\_\_ [another governmental agency – please specify] specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2024 to include and implement EEPC recommendations that will be implemented during the fiscal year.

The agency is subject to any other oversight or review by a federal, state or city civil rights agency [please specify] \_\_\_\_\_. [Please attach a copy of the document setting out the oversight parameters and the agency's most recent report to the oversight agency.]

Within the last two years the agency was involved in an audit conducted by the EEPC or \_\_\_\_\_ [another governmental agency – please specify] specific to our EEO practices.

9.  The agency will continue/be required to implement corrective actions during the year that this plan is in effect [please attach a copy of the audit findings.]

The agency received a Certificate of Compliance from the auditing agency. [Please attach a copy of the Certificate of Compliance from the auditing agency.]

[Please indicate whether your agency is or was involved in an audit by the EEPC or other governmental agencies. Check the appropriate box(es).

✓ **Note: If your agency has been involved in an audit in the last two years, please submit a copy of the audit recommendations and final determination to CEI with the draft of your plan.**

The agency was involved in an audit by the EEPC in the latter half of FY 2024. To date, the agency has not received any recommendations.

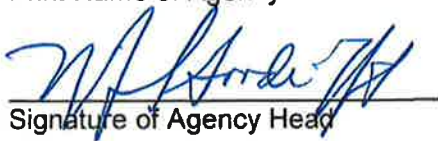


## XI. Agency Head Signature

[Do not ask your Agency Head to sign the draft of this plan that you submit to DCAS CEI for review.

✓ Final Agency Head's signature and date should be obtained and recorded only after you receive DCAS' approval of the plan.

Murie I Goode-Trufant  
Print Name of Agency Head

  
Signature of Agency Head

October 3, 2024  
Date

## Appendix A: Contact Information for Agency EEO Personnel

### Agency EEO Office mailing address:

[Please provide contact information (name, title, e-mail, telephone number and **full office address** if different from the main address above, for the following EEO roles at your agency. If several roles are performed by the same individual enter only the name in further entries. Insert additional rows as needed.]

	<b>Title/Function</b>	<b>Name</b>	<b>Email</b>	<b>Telephone</b>
1.	<b>Agency EEO Officer</b>	Karlyne Fequiere	<a href="mailto:kfequier@law.nyc.gov">kfequier@law.nyc.gov</a>	(212) 356-5010
2.	<b>Agency Deputy EEO Officer</b>	Leon Breeden Shanel Spence	<a href="mailto:lbreeden@law.nyc.gov">lbreeden@law.nyc.gov</a> <a href="mailto:sspence@law.nyc.gov">sspence@law.nyc.gov</a>	(212) 356-1055 (212) 356-3290
3.	<b>Agency (Chief) Diversity &amp; Inclusion Officer</b>	Karlyne Fequiere	<a href="mailto:kfequier@law.nyc.gov">kfequier@law.nyc.gov</a>	(212) 356-5010
4.	<b>Chief Diversity Officer/Chief M/WBE Officer per E.O. 59</b>	Karlyne Fequiere	<a href="mailto:kfequier@law.nyc.gov">kfequier@law.nyc.gov</a>	(212) 356-2200
5.	<b>ADA Coordinator</b>	Karlyne Fequiere Shanel Spence	<a href="mailto:kfequier@law.nyc.gov">kfequier@law.nyc.gov</a> <a href="mailto:sspence@law.nyc.gov">sspence@law.nyc.gov</a>	(212) 356-5010 (212) 356-3290
6.	<b>Disability Rights Coordinator</b>	Leon Breeden Shanel Spence	<a href="mailto:lbreeden@law.nyc.gov">lbreeden@law.nyc.gov</a> <a href="mailto:sspence@law.nyc.gov">sspence@law.nyc.gov</a>	(212) 356-5010 (212) 356-3290
7.	<b>Disability Services Facilitator</b>	Leon Breeden Bijan Vafegh	<a href="mailto:lbreeden@law.nyc.gov">lbreeden@law.nyc.gov</a> <a href="mailto:bijvafeg@law.nyc.gov">bijvafeg@law.nyc.gov</a>	(212) 356-1055 (212) 356-2602
8.	<b>55-a Coordinator</b>	Tiffany Charles	<a href="mailto:tcharles@law.nyc.gov">tcharles@law.nyc.gov</a>	(212) 356-1010
9.	<b>EEO Investigator(s)</b>	Leon Breeden Karlyne Fequiere Celina Fletcher-Serrant Shanel Spence Bijan Vafegh	<a href="mailto:lbreeden@law.nyc.gov">lbreeden@law.nyc.gov</a> <a href="mailto:kfequier@law.nyc.gov">kfequier@law.nyc.gov</a> <a href="mailto:cefletch@law.nyc.gov">cefletch@law.nyc.gov</a> <a href="mailto:sspence@law.nyc.gov">sspence@law.nyc.gov</a> <a href="mailto:bijvafeg@law.nyc.gov">bijvafeg@law.nyc.gov</a>	(212) 356-1055 (212) 356-5010 (212) 356-3294 (212) 356-3290 (212) 356-2602
10.	<b>Career Counselor(s)</b>	John Campbell Rima McCoy	<a href="mailto:jcampbel@law.nyc.gov">jcampbel@law.nyc.gov</a> <a href="mailto:rimmccoy@law.nyc.gov">rimmccoy@law.nyc.gov</a>	(212) 356-2446 (212)356-1971
11.	<b>EEO Training Liaison(s)</b>	Celina Fletcher-Serrant Shanel Spence	<a href="mailto:cefletch@law.nyc.gov">cefletch@law.nyc.gov</a> <a href="mailto:sspence@law.nyc.gov">sspence@law.nyc.gov</a>	(212) 356-3294 (212) 356-3290

12.	<b>EEO Counselor(s)</b>	Arlene Aikens Danielle Boccio Marilyn Campbell Diane Meminger Rosemarie Peyton Charles Rott	<a href="mailto:aaikens@law.nyc.gov">aaikens@law.nyc.gov</a> <a href="mailto:dboccio@law.nyc.gov">dboccio@law.nyc.gov</a> <a href="mailto:mcampbel@law.nyc.gov">mcampbel@law.nyc.gov</a> <a href="mailto:dmeminge@law.nyc.gov">dmeminge@law.nyc.gov</a> <a href="mailto:rpeyton@law.nyc.gov">rpeyton@law.nyc.gov</a> <a href="mailto:crott@law.nyc.gov">crott@law.nyc.gov</a>	(718) 724-5435 (718) 558-2269 (212) 356-3297 (718) 410-2730 (212) 356-3222 (718) 780-2530
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