



**Department of  
Education**

*Dennis M. Walcott, Chancellor*

February 19, 2013

Charise L. Hendricks, PHR  
Executive Director  
Equal Employment Practices Commission  
253 Broadway, Suite 602  
New York, NY 10007

Re: Written Response to Equal Employment Practices Commission Final  
Determination Letter

Dear Executive Director Hendricks:

This correspondence is prepared in response to the Final Determination letter, dated January 15, 2013,<sup>1</sup> pursuant to the Equal Employment Practices Commission's ("EEPC") audit of the New York City Department of Education's ("DOE") equal opportunity program from July 1, 2008 – June 30, 2011.

This letter constitutes DOE's written response to the Final Determination letter. The EEPC's recommended corrective actions, as listed in the January 15, 2013 letter, are in bold, followed by the DOE's responses.

**Corrective Action #1: All agency recruitment literature should indicate that the agency is an equal opportunity employer.**

DOE Response: All advertisements for employment will indicate that the DOE is an equal opportunity employer.

**Corrective Action #2: The agency should direct supervisors/managers to conduct annual formal performance evaluations of the employees under their supervision. Completion of the annual evaluations for all individuals who are employed by the agency should be documented.**

DOE Response: As part of the agency's employee engagement portfolio, the DOE is developing an Employee Feedback Cycle, which will provide comprehensive qualitative

---

<sup>1</sup> DOE received the letter on January 17, 2013.

feedback for managerial pay plan employees. This customized professional development tool will be comprised of three segments: a goal setting segment, a midyear feedback segment and an end of year feedback segment. Managers will provide qualitative feedback for employees, as described above, and employees will also have the opportunity to prepare a self-assessment. This Employee Feedback Cycle will be conducted on an annual basis. The agency plans to launch trainings regarding the Employee Feedback Cycle in or around March of 2013.

**Corrective Action #3: The agency's managerial performance evaluation form should contain a rating for EEO (which covers responsibilities and processes for assuring that people are appropriately employed, effectively and efficiently utilized, and dealt with in a fair and equitable manner).**

DOE Response: The Employee Feedback Cycle, as described above, will incorporate diversity and inclusion best practices. Under the new system, a component of the performance feedback cycle will include diversity considerations such as, whether the employee facilitates discussions to guide group toward sound conclusions/builds consensus, whether the employee develops mutually beneficial relationships and partnerships/models collaboration, and whether the employee creates an inclusive environment where diverse perspectives are valued.

**Corrective Action #4: A memorandum from [the Chancellor] informing all employees of the changes that have been implemented in the agency's EEO program pursuant to the EEPC's audit.**

During the course of the six month compliance period, I will send an electronic correspondence to all non-pedagogical employees, from my official DOE e-mail account, reinforcing the agency's continued commitment to and support of EEO, diversity, and inclusion. The e-mail correspondence will also provide information about how to file an EEO complaint, include a copy of Chancellor's Regulation A-830, the agency's anti-discrimination policy and procedures for filing internal complaints of discrimination, along with a link to the DOE's online complaint form.

In the January 15, 2013 letter, the EEPC also requested information about the recruitment resources DOE used to advertise job opportunities.

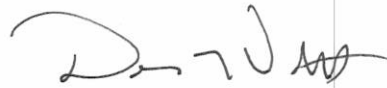
DOE Response: DOE is currently piloting a centrally funded diversity recruitment pilot program, which provides hiring managers with the opportunity to post job openings on Monster.com's Diversity Job Network. Through Monster.com's Diversity Job Network, any DOE job posting will simultaneously be posted on Monster's 200 diversity partner websites, exposing the posting to a larger and more diverse audience. These efforts will further the DOE's commitment to a diverse and inclusive workplace.

If any questions arise, please contact Mecca Santana, Executive Director of the Office of Equal Opportunity and Diversity Management, at (718)935-4481.

February 19, 2013  
Page 3

We appreciate the EEPC's recommendations and remain committed to our robust equal employment opportunity program. At this juncture, we also wanted to thank the EEPC staff for their assistance in managing this audit.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis M. Walcott". The signature is fluid and cursive, with a large initial "D" and "W".

Dennis M. Walcott  
Chancellor

cc: Courtenaye Jackson-Chase  
Mecca E. Santana