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CHIEF ACTUARY

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

Fiscal Year 2023

New York City Office of the Actuary



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1. Commitment and Accountability Statement by the Agency Head

The OA is an equal opportunity employer and prohibits discriminatory employment actions against, and treatment of, City employees and applicants for employment, external contractors, consultants, agency partners, and members of the public served by our agency, based on actual or perceived race, color, national origin or ethnicity, immigration or citizenship status, religion or creed, gender, including gender identity (which refers to a person’s actual or perceived sex, and includes self-image, appearance, behavior or expression, whether or not different from that traditionally associated with the legal sex assigned to the person at birth), pregnancy, disability, age, military status, arrest, conviction record, or pending case, marital or partnership status, caregiver status, familial status, genetic information or predisposing genetic characteristic, sexual orientation, sexual and reproductive health decisions, status as a victim or witness of domestic violence, sex offenses or stalking, and unemployment status, salary history, and consumer credit history, cannabis use and pre-employment cannabis testing.

As Chief Actuary, I reaffirm this agency’s strong commitment to maintaining fair employment practices. All personnel should work to maintain an atmosphere of inclusiveness and appreciation of the diversity reflected in our staff.

My leadership team is expected to support my efforts to create an inclusive culture of openness, tolerance, and cooperation in our workplace, promote equity in all its aspects and examine and eliminate the structural obstacles to equal treatment in the recruitment, selection, development, advancement, and retention of our diverse workforce reflective of our City’s population. Managers and supervisors are directed to make all employment decisions in accordance with the agency’s EEO Policy and to ensure compliance with this Policy in their areas of responsibility. I hold my leadership team, EEO Officer, EEO professionals, Human Resources, legal professionals, managers, and supervisors accountable for ensuring that the OA complies with the letter and the spirit of the OA’s EEO Policy and Diversity and EEO plan, initiatives, and EEO mandates.

Marlene Markoe-Boyd, the OA’s Director of Communications, who was appointed EEO Officer as of September 1, 2019, serves as EEO Officer. Marlene has been trained for the EEO role by the Citywide Equity and Inclusion Office regarding the city, state, and federal EEO laws; the requirements of the City’s EEO policies, standards, and procedures; and the prevention, investigation, and resolution of discrimination and sexual harassment complaints. Marlene can be reached at 212-312-0119 or mmarkoe-boyd@actuary.nyc.gov.

I encourage all employees to access the resources available within the OA to address any concerns you may have. The implementation of the agency’s Equal Employment Opportunity Policy is one of the OA’s highest priorities and has my full support.

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

2. Recognition and Accomplishments

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

1. We interacted regularly with actuarial affinity groups to help with recruitment, especially the International Association of Black Actuaries (IABA), and we attended our first College Career Fair in recent years. The Organization of Latino Actuaries spoke at a monthly staff meeting. These types of activities will continue into the new fiscal year.
2. We celebrated Juneteenth for the first time with a “lunch and learn” program focused on the history of Juneteenth. We plan to recognize Juneteenth in the coming year as well with a program/activity.
3. Our previous Chief Actuary (agency head) released a DE&I statement on social media.
4. We continued making presentations about our office and/or sent job postings to colleges that include populations important to addressing our underutilization challenges, like Queens College (we visited twice) which is a designated Hispanic Serving Institution and serves a black population; Brooklyn College; Medgar Evers; and Lehman College, just to name a few. Some of the colleges we interacted with were identified through CUNY demographic profile information and were strategically chosen to attempt to diversify our applicant pool to address our underutilization challenges. These types of activities will continue into the new fiscal year.
5. We completed all mandated training and some of our staff took additional training like disability awareness training, the EEPCC-hosted EEO symposium training, and the NYC Department of Aging training on ageism. OA staff members also attended a webinar in support of the actuarial affinity group, the Sexuality and Gender Alliance of Actuaries. Two actuaries, Daniel Khalilov and Renny Rodriguez, received their Associate of the Society of Actuaries credential. These types of activities will continue into the new fiscal year.

3. Workforce Review and Analysis

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

Total Headcount: 43

1. In FY 2023, the agency will remind and encourage its employees to update self-ID information regarding race/ethnicity, gender, and veteran status through any of the following means:
 - NYCAPS Employee Self Service (by email; strongly recommended every year)
 - Agency's intranet site
 - On-boarding of new employees
 - Employees unable to complete the self-identification form using ESS will be provided an opportunity to submit a paper form to the EEO Office.
 - In FY 2023, the agency will inform and remind employees of the option to add a preferred name in ESS.

2. The agency conducts regular reviews of the CEEDS workforce reports and the summary dashboard sent to the EEO Officer by DCAS' Citywide Equity and Inclusion (CEI) to provide demographic data and trends. The review includes an analysis of workforce composition by job title, job group, race/ethnicity, and gender for all employees; new hires, promotions, and separation data; and utilization analysis. This review is done quarterly and includes the EEO Officer, Chief Administrative Officer, and Director and Deputy Director of Administration (Human Resources). The EEO Officer reviews the reports with the agency head on an annual basis. During our quarterly reviews and annual agency head review, this team discusses underutilization challenges, looks for any new trends, and then devises recruitment and promotion strategies based on these reviews.

Agency Head

Quarterly Semi-Annually Annually Other _____

Human Resources

Quarterly Semi-Annually Annually Other _____

General Counsel

Quarterly Semi-Annually Annually Other _____

Other (___specify)

Quarterly Semi-Annually Annually Other _____

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

4. EEO, Diversity, Inclusion, and Equity Initiatives for FY 2023

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

➤ Workforce:

- Continue to reach out to outlets that can help us expand our reach so that we receive applicants to our job postings from a wide variety of people, especially for the groups that are underrepresented in our office. Outlets include sharing job postings with the actuarial affinity groups and engagement with colleges.
- Send out an employee survey to understand better the career and professional development desires and concerns from the staff so they can be explored by the leadership team of the agency.
- Continue to offer the actuarial study program so that actuaries can earn actuarial credentials and advance their careers and responsibilities.

➤ Workplace:

- The EEO office will look to host more “lunch and learn” sessions with a DE&I focus to better educate and explore issues of inclusivity and diversity.
- The EEO Office will also host social events, like pot luck lunches, that gives all an opportunity to showcase and share their culture and identity.
- At staff development meetings the EEO office will continue to invite staff members to share their experiences or thoughts during months like Hispanic Heritage Month, Black History Month, Women’s History Month, and others.

➤ Community:

- Continue to use the OA’s social media channels to amplify our DE&I initiatives and the initiatives of New York City.

➤ Equity, Inclusion and Race Relations Initiatives:

- OA will use their monthly staff development meetings to discuss with staff ways we can engage them in this initiative. The EEO office will solicit opinions from staff on types of special initiatives in the areas of equity and inclusion (including age inclusivity and non-traditional minorities), and race relations that can be sponsored in our office.

2. Planned Programs, Initiatives, Actions

➤ Workforce

Along with the assistance and support of HR and the agency's leadership team, the OA's underutilization efforts will focus on the recruitment of black actuaries and looking for opportunities to advance female members of our team. We will continue to recruit in actuarial job portals that reach the black actuarial professionals (targeted recruitment), offer professional development opportunities to females through our actuarial study program and other actuarial development programs e.g., industry webinars/courses, and educate staff on the opportunity to take civil service exams and other citywide sponsored training through one-on-one career counseling.

➤ Workplace

The agency will model inclusive language in its job postings and will continue to celebrate heritage months and launch an employee career development survey.

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

List below the names of existing ERGs:

- 1.
- 2.
- 3.
- 4.
- 5.

- 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 poster

➤ Community

We are not a public-facing agency but will use our resources, especially online through our social media channels, to promote the value of diversity and how we are doing our part to be a leader in this arena. We pay attention to our social media posts ensuring those with vision challenges can digest the images in our posts through alt text.

In FY 2023, the agency will:

- Continue or plan to promote diversity and EEO community outreach in providing government services
- Promote participation with minority and women-owned business enterprises (MWBES)
- Conduct a customer satisfaction survey
- Expand language services for the public

5. Recruitment

A. Recruitment Efforts

The OA's EEO and HR team will continue to regularly meet to review and monitor our underutilization reports so that our recruitment strategies address our underutilization challenges e.g., strategically advertising open positions to the audiences we wish to reach. The OA's Career Counselor will continue to interact with staff on civil service exams and our hiring managers will be directed to take D&I courses focused on structured interviewing and unconscious bias.

B. Recruitment Sources

1. NYC Job Portal (resulted in previous hires). Target: women managers and persons of color.
2. College visits. Target: black science professionals and other persons of color. A Hispanic actuary was hired recently from a relationship we built with Columbia University's Master's Program in Actuarial Science.
3. Advertising in the International Association of Black Actuaries job portal. Target: black science professionals.
4. Advertising/building relationships with other actuarial affinity groups and industry groups like the Organization of Latino Actuaries, Network of Actuarial Women and Allies, Academy of Actuaries, and the Society of Actuaries.

C. Internships/Fellowships

We plan to hire 2 SYEP interns in FY23 as we did in FY22, and we were pleased with the young people placed at the OA over the last 2 years. We will look to possibly expand this program outside of the summer program. Since our SYEP interns are still in college we can not offer them entry-level positions but have encouraged them to engage with us after they receive their degrees. We are also exploring the possibility of hiring a college aide.

The agency provided the following internship opportunities in FY 2022:

Type of Internship\Fellowship	Total	Race/Ethnicity *[#s] * Use self-ID data	Gender * [#s] * Use self-ID data
1. Urban Fellows			M __ F__ Non-Binary __ Other __ Unknown __
2. Public Service Corps			M __ F__ Non-Binary __ Other __ Unknown __
3. Summer College Interns			M __ F__ Non-Binary __ Other __ Unknown __
4. Summer Graduate Interns			M __ F__ Non-Binary __ Other __ Unknown __
5. Other (specify): SYEP	2	Asian	M _1_ F_1_ Non-Binary __ Other __ Unknown __

D. 55-a Program

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

- Presently, the agency employs **0** 55-a participants.
- There are **0** participants who have been in the program for less than 2 years.
- In the last fiscal year, a total of **0** new applications for the program were received and **0** participants left the program.

The OA plans to utilize the 55-a program by sharing any Job Vacancy Notices with the 55-a program, any qualified candidate will be interviewed and considered for the position. Additionally, information on the 55-a program will continue to be shared during our staff

development meetings, which will educate both the hiring managers and staff. Currently, we do not foresee encountering any challenges in recruiting and hiring 55-a candidates.

- 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.

6. Selection (Hiring and Promotion)

A. Career Counselors

The Career Counselor regularly advises employees on the availability of civil service exams, promotion, and transfer opportunities, as well as City training available to advance skills. The career counselor directs staff members to managers to explore the office's actuarial study program which can lead to career advancement and promotion in the agency.

B. New Hires and Promotions

The EEO Officer monitors the representativeness and fairness of the selection and appointment process by advising on the structured interviewing process (procedures for interviewing applicants), and reviewing, with a team, the candidates who do not get an interview after applying to ensure fairness. The EEO Officer monitors hiring managers' participation in Structured Interviewing and Unconscious Bias classes, making sure they are trained in this topic so EEO best practices can be applied during the hiring process.

C. EEO Role in Hiring and Selection Process

The EEO Officer is involved in the pre-selection stage, throughout the interview process.

In FY 2023, the agency's EEO Officer will do the following:

- Ensure that all vacancy announcements include the revised NYC EEO I Anti-Discrimination Statement.
- Review vacancy postings to ensure the 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 the creation/review of objective criteria for evaluating candidates for hire or promotion and applying those criteria consistently to all candidates.
- In collaboration with the Director of Human Resources, review interview questions to ensure that they are EEO-compliant, job-related, and required by business necessity.

- Assist the hiring manager if a reasonable accommodation is requested during the interview.
- Observe interviews, when necessary, especially for underutilized job titles and/or mid- and high-level discretionary positions.
- Advise Human Resources to use candidate evaluation form for uniform assessment and equity.
- Periodically review candidate evaluation forms and conduct a job applicant analysis via the NYCAPS eHire Applicant Interview Log reports to advise Human Resources of any demographic trends and/or EEO concerns based on available self-ID data.
- Review the hiring package to evaluate that the selection process was conducted in accordance with EEO best practices.
- Other: _____

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?

- The agency will use the DCAS Layoff Procedure as guidance, should there be any layoffs, terminations, and demotions due to legitimate business/operational reasons in FY 2023.
- The agency will analyze the impact of layoffs or terminations on racial, gender, age groups, and people with disabilities.
- Where layoffs or terminations would have a disproportionate impact on any of these groups, the agency will document that the targeted titles or programs were selected based on objective criteria and justified by business necessity.
- The Agency Personnel Officer, EEO Officer, and General Counsel will be involved in making layoff or termination decisions. It should be noted that layoffs must be conducted by seniority in compliance with civil service law (for competitive titles) and union contracts (for non-competitive and labor class titles).

7. Training

Training Topic	Type of Audience (e.g., All Staff, Front-line Employees, Managers, Supervisors, etc.)	Goal Number of Participants	Projected Dates
1. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (e-learning)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)	43	February, 2023
2. Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (classroom/live webinar)	All employees – Biennially (Cycle 1 must be completed by March 31, 2023.)		
3. Sexual Harassment Prevention (e-learning)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)	43	July, 2023
4. Sexual Harassment Prevention (classroom/live webinar)	All employees – Annually (Cycle 5 runs between September 1, 2022 – August 31, 2023)		
5. IgbTq – Power of Inclusion (e-learning)	Managers, Supervisors, and Front-line employees All other employees	38	March, 2023
6. IgbTq – Power of Inclusion (classroom/live webinar)	Managers, Supervisors, and Front-line employees All other employees		
7. Disability Awareness and Etiquette			
8. Structured Interviewing and Unconscious Bias (classroom/live webinar)		2	February, 2023
9. Other (specify)			
10. Other (specify)			

8. Reasonable Accommodation

Describe your agency's practices for analyzing statistics with regard to volume, trends, and speed of disposition of EEO complaints and reasonable accommodation requests and appeals:

- Managers, supervisors, human resources personnel, and discipline personnel are required to report to the EEO Office any reasonable accommodation requests and needs that are received, observed, learned about, or suspected, so that the EEO Office may facilitate discussions, research appropriate accommodations, and assist with the resolution of the matter.
- Absent any undue hardship, the agency provides reasonable accommodation for a disability, religion, victims of domestic violence, sex offense and stalking, pregnancy, childbirth, or a related medical condition.
- The agency follows the City's Reasonable Accommodation Procedure.
- The agency grants or denies requests 30 days after submission or as soon as possible.
- The Agency Head or designee must review and grant or deny an appeal fifteen (15) days after submission of the appeal.
- If the review and decision on appeal are not done by the Agency Head.

Provide the name and title of the designee¹ : _____

- The designee reports directly to the Agency Head.
- The agency will input the Reasonable Accommodation activity on the DCAS Citywide Complaint and Reasonable Accommodation (CAD) Database and update the information as needed.

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

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

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 the start date.
- The agency will train all current employees on Sexual Harassment Prevention (Cycle 5 – September 1, 2022 – August 31, 2023) as indicated in the Section VII Training above.

A. 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.

B. 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 the start date.
- The agency will train all current employees on Everybody Matters: EEO and Diversity & Inclusion Training for NYC Employees (Cycle 1: April 1, 2021 – March 31, 2023) as indicated in the Section VII Training above.

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

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

- The agency plans to train all new employees within 30 days of the 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.

D. Local Law 101 (2018): Climate Survey

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

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

10. Audits and Corrective Measures

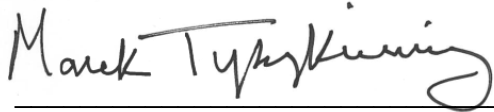
- The agency is NOT involved in an audit conducted by NYC EEPC or another governmental agency specific to our EEO practices.
- The agency is currently being audited or preparing responses to an audit conducted by the EEPC specific to our EEO practices. Upon forwarding our responses to the recommendations issued by the EEPC, the agency will submit to OCEI an amendment letter, which shall amend the agency plan for FY 2023 to include and implement EEPC recommendations that will be implemented during the fiscal year.
- The agency is subject to any other oversight or review by a federal, state or city civil rights agency
- Within the last two years the agency was involved in an audit conducted by the EEPC specific to our EEO practices.
- The agency will continue/be required to implement corrective actions during the year that this plan is in effect
- The agency received a Certificate of Compliance from the auditing agency.

11. Agency Head Signature

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

Marek Tyszkiewicz

Print Name of Agency Head

A handwritten signature in black ink that reads "Marek Tyszkiewicz". The signature is written in a cursive style with a large, looping initial "M" and a distinct flourish at the end.

Signature of Agency Head

November 16, 2022

Date

Appendix A: Contact Information for Agency EEO Personnel

	Title/Function	Name	Email	Telephone
1.	Agency EEO Officer	Marlene Markoe-Boyd	Mmarkoe-boyd@actuary.nyc.gov	212-312-0119
2.	Agency Deputy EEO Officer	Annette Charles	acharles@actuary.nyc.gov	212-312-0113
3.	Agency (Chief) Diversity & Inclusion Officer	Annette Charles	Same as above.	Same as above.
4.	Chief Diversity Officer/Chief MWBE Officer per E.O. 59	Annette Charles	Same as above.	Same as above.
5.	ADA Coordinator	Karen Blackman-Kong	Kblackman-kong@actuary.nyc.gov	212-312-0181
6.	Disability Rights Coordinator	Karen Blackman-Kong	Same as above.	Same as above.
7.	Disability Services Facilitator	Annette Charles	Same as above.	Same as above.
8.	55-a Coordinator	Annette Charles	Same as above.	Same as above.
9.	EEO Investigator(s)			
10.	Career Counselor(s)	Tony Wong	twong@actuary.nyc.gov	212-312-0120
11.	EEO Training Liaison(s)			
12.	EEO Counselor(s)			

Appendix B: 2020 Climate Survey Action Plan

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

➤ Planned actions, initiatives, programs, or policies:

- The EEO Office will circulate quarterly agency-wide emails including EEO resources and the revised EEO Policy.
- Approximately two times within the fiscal year at the agency's monthly staff meetings, the OA's EEO Officer will remind staff of the EEO policy and its importance.

➤ Intended reach:

- All staff, including, senior executives, managers, interns, consultants, etc., and all have computers to receive EEO information. None of our employees work in positions that are considered "in the field" positions, and without computer access.

➤ Who will be responsible for implementing the action?

- The EEO Office.

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

➤ Planned actions, initiatives, programs, or policies:

- Through constant reminders (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), the EEO office will be visible to the OA's workforce.

➤ Intended reach:

- All staff, including, senior executives, managers, interns, consultants, etc. All our staff is at one location, and all have computers to receive EEO information electronically.

➤ Who will be responsible for implementing the action?

- The EEO Office.

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

- **Planned actions, initiatives, programs, or policies:**
 - Through constant reminders (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), employees will be knowledgeable of the EEO complaint process i.e., where, and how to file a complaint and what happens after filing a complaint.
- **Intended reach:**
 - All staff, including, senior executives, managers, interns, consultants, etc. All our staff is at one location, and all have computers.
- **Who will be responsible for implementing the action?**
 - EEO Office.

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

- **Planned actions, initiatives, programs, or policies:**
 - Through constant reminders by EEO office (emails, pantry postings, intranet announcements, and speaking at monthly staff meetings), employees’ understanding of protected rights and prohibition of discrimination, including sexual harassment, in the workplace, will increase.
- **Intended reach:**
 - All staff, including, senior executives, managers, interns, consultants, etc., and all have computers.
- **Who will be responsible for implementing the action?**
 - EEO Office.

5. Target area and objective: Improve managers’ and supervisors’ awareness of measures that an employee may take to report any violations under the EEO Policy, including discrimination and sexual harassment.

- **Planned actions, initiatives, programs, or policies:**
 - The EEO Office will interact with the managers separately to reinforce this information after it is presented at monthly staff meetings.
- **Intended reach:**

- Managers and supervisors.
- **Who will be responsible for implementing the action?**
 - EEO Office.
- 6. Target area and objective: Improve managers' and supervisors' knowledge of whom and where to direct employees who may want to discuss a complaint (s) under the EEO Policy.**
 - **Planned actions, initiatives, programs, or policies:**
 - The EEO Office will interact with the managers separately to reinforce this information after it is presented at monthly staff meetings.
 - **Intended reach:**
 - Manager and supervisors.
 - **Who will be responsible for implementing the action?**
 - EEO Office