



**Department of
Education**

Dennis M. Walcott

Chancellor

**NEW YORK CITY DEPARTMENT OF EDUCATION
2010-2011 DIVERSITY AND INCLUSION
ANNUAL REPORT**

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A. PREFACE

The New York City Department of Education (DOE) prepared this inaugural Diversity and Inclusion Report to comply with the 2009 amendments to the School Governance Law (2009 N.Y. ALS 345; also referred to as N.Y. EDN. LAW § 2590). Pursuant to the amendments to the School Governance Law, the Chancellor of the DOE is required to issue an annual report outlining the initiatives taken to enhance diversity and equity in workforce recruitment and retention and the impacts of such initiatives to the workforce at the city district, community district and school level. In addition, the Chancellor is required to propose a policy for city board approval that promotes the recruitment and retention of a workforce at the city district, community district and school level that considers the diversity of the students attending the public schools within the city district. The Chancellor is also required to issue an annual report on the participation of minority and women owned business enterprises (“MWBE”) in the procurement process including: the number of contracts awarded to MWBE’s, the percent of contracts awarded to MWBE’s of the total number of all DOE contracts, the aggregate value of all contracts awarded to MWBE’s, and the percent of the aggregate value of contracts awarded to MWBE’s of the total aggregate value of all DOE contracts. Finally, the Chancellor is required to develop a procurement policy that shall specifically include measures to enhance the ability of MWBE’s to compete for contracts and to ensure their meaningful participation in the procurement process. In order to ensure compliance with these requirements, the DOE will also develop a Strategic Diversity and Inclusion Plan to be included in the Annual Report.

This Plan represents the DOE’s commitment to diversity and inclusion. At the DOE, attracting, hiring and retaining the best qualified workforce and enhancing opportunities for all vendors are crucial to the agency’s success in providing a world class education for a diverse student body. With this Plan, the DOE seeks to identify areas where the agency can incorporate reforms to enhance diversity and inclusion. Diversity and inclusion exist when we recognize and respect individual differences such that employees feel that they are valued and their work meaningfully contributes to the mission of the DOE. On an annual basis, the DOE will prepare a Strategic Diversity and Inclusion Plan to foster diversity and inclusion agency-wide.

B. MESSAGE FROM THE CHANCELLOR

I am excited to support the DOE's first Annual Diversity and Inclusion Report, which includes the Diversity and Inclusion Strategic Plan, designed to advance diversity in workforce recruitment and retention, as well as vendor procurement. As the Chancellor, I oversee over 1,700 schools with a diverse body of approximately 1.1 million students and 135,000 employees. I fully support the DOE's commitment to diversity and inclusion for all employees, applicants and vendors. At the DOE, every person brings a different portfolio of talents and expertise based upon his or her background. The DOE seeks to foster a participatory and inclusive workplace that values the skills, strengths, and perspectives of all employees, which will allow us to accomplish our common goal of putting children first.

The DOE is not only the largest public school system in the country, but also one that reflects great diversity. Diversity and inclusion are not about erasing our differences. Instead, we should learn how to benefit from them and use them to provide a world class education for all New York City public school students. The DOE recognizes the importance of diversity in DOE schools, DOE offices, and amongst DOE suppliers. Diversity and inclusion are ongoing goals for the DOE.

As we move forward, the Mayor and I remain committed to these reform efforts. We will continue to support new and creative ways to expand opportunities for all applicants, employees, and vendors.

C. MESSAGE FROM THE EXECUTIVE DIRECTOR OF THE OFFICE OF EQUAL OPPORTUNITY

As the Executive Director of the Office of Equal Opportunity and Diversity Management (OEO), I am thrilled to support the DOE's Strategic Diversity and Inclusion Plan, which highlights the initiatives taken by the DOE to advance diversity thus far, along with proposed initiatives for future implementation. At the DOE, we strive to create a diverse and inclusive environment that values the experience, perspective, and contributions of all employees, applicants, students, and families. At the DOE, respect for diverse backgrounds and ideas is crucial to academic excellence.

At OEO, our function is to educate and sensitize students, parents of students, teachers, administrators, and DOE staff members regarding their rights and responsibilities with regard to equal employment opportunity, as well as diversity and inclusion. At OEO, we serve the students and staff of the DOE by implementing, monitoring, and administering the Department's Non-Discrimination Policy (Chancellor's Regulation A-830). With the passage of the amendments to the School Governance Law, OEO also gained responsibility for the implementation and coordination of the Department's Diversity and Inclusion Policy.

OEO is committed to ensuring that best practices regarding diversity and inclusion in hiring and procurement are enacted at the DOE. OEO is comprised of the following units: the Disability Unit investigates complaints of employment discrimination based on disability and facilitates requests for disability accommodations in the workplace; the Contract Compliance Unit reviews, monitors, assists and maintains all documents relating to vendor submissions of their Affirmative Action Plans and Workforce Profile Forms; the Complaint Unit investigates complaints of educational and employment discrimination and sexual harassment; and the Training Unit is responsible for training DOE employees on equal employment opportunity matters. In 2010, the DOE created the Diversity Management Unit to develop and implement diversity, inclusion, and procurement measures for the DOE. The Unit, which is led by the Senior Associate Counsel for EEO and Diversity Management, will annually implement and update the DOE's diversity, inclusion and procurement initiatives. In addition to working on the Annual Report and Plan, the Unit will provide agency-wide trainings on diversity and inclusion matters. The Diversity Management Unit also works closely with other DOE departments, New York City agencies, New York State agencies, and community organizations to advance diversity and inclusion at the DOE.

D. DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

The Diversity Management Unit has the primary responsibility and accountability for implementing, directing, and monitoring the Diversity and Inclusion Plan. The Diversity and Inclusion Plan is prepared and implemented under the direction of the Senior Associate Counsel for EEO and Diversity Management. The Diversity Management Unit's responsibilities may include:

- I. Partnering with key divisions, including the Division of Contracts and Purchasing (DCP) and the Division of Human Resources (DHRT), to effectively implement the diversity and inclusion initiatives set forth in this Plan, including the development of agency-wide policies.
- II. Preparing materials for presentation during supervisory training and new employee orientation programs regarding diversity and inclusion at the DOE.
- III. Designing and implementing a self-audit and reporting system that will measure the effectiveness of the DOE's diversity and inclusion initiatives.
- IV. Advising the DOE on recent developments in the laws and regulations governing diversity, inclusion, procurement, and equal employment opportunity. Developing expertise and knowledge of diversity and inclusion regulations and best practices in order to advise the DOE concerning developments relating to the diversity and inclusion program.
- V. Serving as a liaison between the DOE and all enforcement agencies regarding diversity and inclusion matters.
- VI. Meeting and collaborating with community/business organizations and educational institutions representing diverse individuals.
- VII. On a go forward basis, preparing managerial competencies (used to identify the competencies and attributes important to the performance of managers) that will incorporate diversity and inclusion best practices.
- VIII. Communicating the DOE's commitment to diversity and inclusion with managers and employees. During these communications, the Diversity Management Unit will stress the importance of diversity and non-discrimination.
- IX. Counseling and providing training for managers on diversity and inclusion best practices.
- X. Working with DCP, DHRT and leaders within all divisions to enhance their participation in the development and implementation of a successful diversity and inclusion plan.

E. DATA REPORTING

This Diversity and Inclusion Plan will be reviewed and updated annually. After each review and update, the DOE will analyze the progress made during the current plan year and develop recommendations to advance diversity and inclusion going forward. The Diversity Management Unit will also review progress on the objectives set forth herein on a periodic basis. As needed, the diversity initiatives described in this Plan will be adjusted. In order to comply with the amendments to the School Governance Law, the DOE will review and analyze the agency data as described below:

I. Impacts of Initiatives Taken to Enhance Diversity and Equity in Recruitment and Retention

- a. The DOE plans, on a go forward basis, to review applicant, hiring, promotion and retention data to comply with the amendments to the School Governance Law. Data integrity and accuracy are crucial and necessary to allow the DOE to review the impacts of initiatives taken to enhance diversity and equity in recruitment and retention. In order to ensure the reporting of accurate data, the DOE is currently taking steps to refine the agency's data collection methods and ensure that the collected data is as accurate as possible. Once the requisite data has been collected and reviewed, subsequent DOE Diversity and Inclusion Plans will include data on central managerial employees, central staff, school based managers and school based staff.

II. Participation of MWBE's

- a. As required by the amendments to the School Governance Law (N.Y. EDN. LAW § 2590), the DOE collected the following data:¹

¹ The MWBE data in this Diversity and Inclusion Plan reflects information collected from July 1, 2010 through June 30, 2011 (the agency's fiscal year). This data is current as of 9/22/11. All data included in this Plan (and relied upon by OEO) was provided by the Division of Contracts and Purchasing (DCP). The data reflected in this Plan references the total aggregate value of contracts and the total encumbered amount of non-contracted purchase orders awarded during the reporting period against contracts and purchase orders awarded to MWBE's that are certified with NYC Small Business Services (SBS). MWBE's that failed to certify with SBS may not be reflected as MWBE's in the data referenced below. In accordance with best practices, the data for contracts reflects the total aggregate value per contract and the data for non-contracted purchase orders reflects the encumbered amount per purchase order. In accordance with best practices, the data does not reflect expenditures for contracts and non-contracted purchase orders. The data provided by DCP excludes certain encumbrances for non-contracted purchase orders, including, but not limited to, the following: Related Service Providers (where the rates and vendors are selected by New York State), Supplemental Educational Services (not considered "procurements" according to the New York City Law Department) and specific Object Codes and Units of Appropriation. However, regarding the data for contracts, due to system limitations, DCP was unable to remove the above-referenced exclusions from the total aggregate value per contract. Therefore, the exclusions were solely removed from the non-contracted

- i.** The number of contracts² awarded to MWBE's: **1,860**
- ii.** The percent of contracts³ awarded to MWBE's of the total number of all DOE contracts: **.66%**
- iii.** The aggregate value of all contracts⁴ awarded to MWBE's: **\$22,875,175**
- iv.** The percent of the aggregate value of contracts⁵ awarded to MWBE's of the total aggregate value of all DOE contracts: **.43%**

purchase order totals. Due to system limitations, DCP was unable to exclude procurements to cultural institutions and non-profit institutions. Therefore, the data includes procurements with these institutions.

² Reference to "contracts" includes contracts and non-contracted purchase orders.

³ Reference to "contracts" includes contracts and non-contracted purchase orders.

⁴ Reference to "contracts" includes contracts and non-contracted purchase orders.

⁵ Reference to "contracts" includes contracts and non-contracted purchase orders.

F. DIVERSITY INITIATIVES

The DOE will engage in a series of strategic diversity initiatives designed to implement diversity and inclusion best practices. These diversity initiatives are also designed to comply with the amendments to the School Governance Law. Described below are the types of diversity initiatives undertaken by the DOE, as well as those initiatives the DOE may consider going forward:

I. Diversity and Inclusion Policy:

- a. DOE Policy: In order to comply with the amendments to the School Governance Law, the DOE's Office of Equal Opportunity proposed a Diversity and Inclusion Policy. On September 14, 2011, the Panel for Educational Policy adopted the Diversity and Inclusion Policy. In addition to complying with the mandate in the amendments to the School Governance Law, this policy demonstrates the DOE's commitment to continue advancing diversity and inclusion agency-wide. With the adoption of this policy, the DOE strives to demonstrate that the agency values an inclusive workplace that welcomes everyone. At the DOE, applicant and employee diversity will improve the agency's ability to provide the best educational services possible for our diverse student body. This Policy, in conjunction with the Diversity and Inclusion Plan, promotes the recruitment and retention of a workforce from different backgrounds, experiences and perspectives to complement the backgrounds, experiences and perspectives of DOE students, parents and families. This Policy looks beyond merely removing obstacles to employment, and focuses on the meaningful engagement of a diverse workforce for the benefit of the students, parents, families, and communities who we serve. A copy of the DOE's Diversity and Inclusion Policy is attached as Appendix A.
- b. Dissemination and Discussion: Because diversity and inclusion are about all of us, the DOE strives to include as many partners as possible in the agency's diversity and inclusion efforts. At the DOE, we believe information and education are key factors in increasing awareness. In order to alert employees, applicants, parents, and the public about the Diversity and Inclusion Policy, the DOE will post a copy of the Policy on the OEO website and will also disseminate the Policy to all DOE employees via e-mail. The Diversity and Inclusion Policy will also be distributed to all new employees during their official DOE orientation.
- c. Training: OEO will also begin training supervisory employees regarding the implementation of the Policy, including what the Policy means for their respective units. The training, and ensuing discussion about

diversity and inclusion, will help ensure appropriate Policy enforcement throughout the DOE.

II. Procurement Policy and Procedures:

- a. DOE Policy: In order to comply with the amendments to the School Governance Law, the DOE's Division of Contracts and Purchasing (DCP) updated the Procurement Policy and Procedures. In 2010, the Panel for Educational Policy adopted the revised Procurement Policy and Procedures. In addition to complying with the mandate in the 2009 Amendments to the School Governance Law, this Policy demonstrates the DOE's commitment to continue advancing diversity and inclusion in the procurement realm. The DOE is committed to ensuring that Minority and Women-Owned Business Enterprises fully participate in the procurement process. Section 1-06 of the Policy addresses Equal Opportunity and Section 1-07 of the Policy addresses Minority and Women-Owned Business Enterprises. The DOE's Procurement Policy and Procedures is available on the DOE website at: <http://schools.nyc.gov/Offices/dcp/DepartmentofEducationProcurementPolicyandProcedures.pdf>
- b. Dissemination: The Procurement Policy and Procedures are posted on DCP's website. Additionally, the DOE staffs a Vendor Hotline where current and prospective vendors, including MWBE's, can direct procurement related questions.

III. Non-Discrimination Policy – Chancellor's Regulation A-830

- a. DOE Policy: The DOE's Office of Equal Opportunity enforces the DOE's Non-Discrimination Policy. The DOE is committed to establishing a workplace free of unlawful discrimination and harassment. Accordingly, it is DOE policy to comply with all applicable federal, state, and local laws pertaining to discrimination and equal employment opportunity. Pursuant to the Non-Discrimination Policy, it is the policy of the DOE to provide educational and employment opportunities without regard to race, color, religion, creed, ethnicity, national origin, alienage, citizenship status, age, marital status, partnership status, disability, sexual orientation, gender (sex), military status, prior record of arrest or conviction (except as permitted by law), predisposing genetic characteristics, or status as a victim of domestic violence, sexual offenses and stalking, and to maintain an environment free of harassment on any of the above-noted grounds, including sexual harassment or retaliation. A

copy of the DOE's Non-Discrimination Policy is attached as Appendix B.

- b. Dissemination and Discussion: The Non-Discrimination Policy is posted on the OEO website. This Policy is also distributed to all new employees during their official DOE orientation. In addition, during the official DOE orientation, OEO trainers provide a presentation regarding the Policy, emphasizing the DOE's commitment to equal employment opportunity. DOE managers are also directed to provide a copy of the Non-Discrimination Policy whenever an allegation of unlawful discrimination, harassment or retaliation is brought to their attention.
- c. Training: OEO provides on-site training, upon request, for school-based and non-school based employees regarding equal employment opportunity. Going forward, OEO will be rolling out extensive training for public schools and central offices throughout the five boroughs. Additionally, the OEO requires that all managers complete an online training course regarding equal employment in the workplace.
- d. Complaint Procedure: The Non-Discrimination Policy also identifies DOE's complaint procedure. DOE students, parents of DOE students, applicants for employment, and DOE staff members may file complaints of discrimination and unlawful harassment by contacting OEO. Complaints may be filed by completing the Complaint of Alleged Discrimination Form found in Chancellor's Regulation A-830. Additionally, complaints may be filed online by utilizing the Complaint Web Form located on OEO's website.

IV. Contract Compliance Unit

- a. At the DOE, OEO houses a Contract Compliance Unit devoted to Equal Employment Opportunity (EEO) compliance for vendors doing business with the agency. This Unit ensures that vendors conducting business with the DOE comply with the EEO provisions of the DOE's standard terms and conditions. For example, qualifying vendors with contracts of \$100,000 or more must submit a Workforce Profile Form and a written Affirmative Action Plan (AAP) including an EEO Policy. The Contract Compliance Unit reviews and monitors the documents relating to the above-referenced vendor submissions. The vendor submitted AAP must demonstrate sufficient substantive policies and quantitative goals regarding EEO. OEO specialists also provide vendors with technical assistance relating to their compliance efforts. Failure to comply with the

requirements will result in the Contract Compliance Unit rejecting the vendor's bid as unresponsive. If the AAP and relating documents meet the requirements, the Unit grants an approval for the award of the contract.

V. Trainings and Educational Opportunities

- a. Importance of Training: Because education is crucial to achieving diversity and inclusion best practices, DOE staff attended a variety of trainings to learn about diversity efforts in the hiring, retention and procurement realm. Going forward, the DOE staff will continue to attend trainings to learn about advances in the diversity arena. In addition, the trainings serve as a useful avenue to connect with other diversity professionals and learn about best practices at their respective agencies and companies. For example, although some laws, such as Local Law 129,⁶ do not apply to the DOE, best practices used to comply with the law can be very instructive. The DOE seeks to benchmark innovative diversity practices used elsewhere and learn from innovators in the diversity realm to better formulate and implement a robust and evolving diversity and inclusion plan.
- b. Trainings Attended: DOE staff attended the following trainings:
 - i. Completion of Diversity Management Certificate: held at Cornell University's School of Industrial and Labor Relations in Manhattan, NY. On November 5, 2009, Executive Director Mecca Santana received the Diversity Management Certificate. This certificate is awarded to individuals who have completed seven workshops at Cornell on Diversity Management. The courses provide in-depth knowledge about using diversity to create a competitive workforce and linking diversity or work performance and organizational performance. The Diversity Management Certificate program requires the completion of the core curriculum, including courses such as the Law of EEO, Fundamentals of Diversity Initiatives, Strategic Diversity Recruiting and Strategic Diversity Retention. In addition, supplemental coursework on diversity training, supplier diversity

⁶ In 2005, the City Council enacted Local Law 129, which amended the charter and the administrative code of the city of New York in relation to the enhancement of opportunities for minority and women owned business enterprises in city procurement.

and affinity groups is also offered. The Certificate program provides guidance in maneuvering the complex and ever-changing diversity management landscape.

- ii. MWBE 2009 Utilization and Lessons Learned: held at the Department of Citywide Administrative Services (DCAS) Training Center in Manhattan, NY on November 18, 2009. A training hosted by NYC Small Business Services (SBS) provided an overview of Local Law 129 agency utilization, discussed citywide MWBE utilization by award method, citywide MWBE utilization by agency, citywide MWBE Utilization by contract size. At the conclusion of the session, SBS provided an overview of agency requirements and discussed best practices for compliance purposes.
- iii. Local Law 129 MWBE Program Compliance: held at the DCAS Training Center in Manhattan, NY on January 14, 2010. A training hosted by NYC SBS provided an overview of MWBE program certification requirements. At the training, representatives from SBS provided a thorough review of the following topics: agency program administration requirements and best practices, prime contractor goals, monitoring compliance, subcontractor goals, the SBS annual audit, tracking for Local Law 129, anecdotal data and FMS⁷ contract reporting.
- iv. MWBE Capacity Building and Best Practices: held at the DCAS Training Center in Manhattan, NY on February 11, 2010. At a training hosted by NYC SBS, the SBS facilitated a collaborative environment where participants shared their respective agency's processes on meeting their MWBE goals in compliance with Local Law 129. In addition, the participants shared and discussed best practices in the diversity and procurement realm currently being employed by various NYC agencies.
- v. DCAS Basic Training for EEO Representatives: held at the DCAS offices in Manhattan, NY on June 7, 9, 14 and 15, 2010. Hosted by DCAS, the training focused on EEO laws and also reviewed the diversity data collected and submitted by many city

⁷ FMS, the Financial Management System, is the City's centralized accounting and budgeting system.

agencies. During the four day training session, participants learned about the historical and legal evolution of civil rights laws affecting workplace rights, received an overview of federal, state and local anti-discrimination laws, reviewed New York City and city agency EEO responsibilities and discussed diversity data collection and analysis at NYC agencies.

- vi. 28th Annual Industry Liaison Group Conference: held from August 3, 2010 – August 6, 2010. The National Industry Liaison Group (ILG) sponsored conference was attended by Executive Director Mecca Santana and former DCAS Deputy Commissioner for Citywide EEO Diane Crothers. At the conference, participants were educated on developments regarding equal employment opportunity, affirmative action plans, and related regulatory changes. Conference sessions focused on relevant topics, including, but not limited to, EEO compliance, affirmative action regulations, discrimination in the workplace, pay equity, and disability accommodation. The conference also included keynote addresses by EEO leaders, including Patricia Shiu, Director of the Office of Federal Contract Compliance Programs, and Jacqueline Berrien, Chair of the Equal Employment Opportunity Commission National Office. Attendees gathered information about trends, federal audits, and other best practices in the realm of EEO & contract compliance.
- vii. The Law of Equal Employment Opportunity: held at Cornell University's School of Industrial and Labor Relations in Manhattan, NY on September 13, 2010 through September 15, 2010. This three day course on EEO Law provided an overview of the following: EEO/Affirmative Action laws and obligations of employers, recent legislation, guidelines, compliance agencies' interpretations, court decisions, and, the impact of EEO laws on an organization's policies, procedures, and day-to-day operations. Laws covered during the course included Title VII of the Civil Rights Act of 1964, procedures and remedies associated with the Civil Rights Act of 1991, the Age Discrimination in Employment Act, the Equal Pay Act and the Americans with Disabilities Act. In addition, the course focused on compliance with affirmative action laws and related orders.
- viii. The Essentials of Developing and Delivering Diversity Training: held at Cornell University's School of Industrial and Labor

Relations in Manhattan, NY on September 27, 2010 through September 28, 2010. This two day course provided an overview of diversity training, including methods for identifying and planning diversity training needs, training techniques, models, and ideas that get diversity messages across and delivery skills critical for successful diversity training and information dissemination. The course included coverage of relevant topics, including diversity awareness training, diversity skills training, how to build support for training and minimize employee resistance, developing a training plan, inclusive training practices, how to avoid backlash to training, legal issues in diversity training, emerging issues in diversity training and how to manage external training consultants.

- ix. Fundamentals of Diversity Initiatives: held at Cornell University's School of Industrial and Labor Relations in Manhattan, NY on September 29, 2010 through September 30, 2010. This two day course provided an overview about initiating or revitalizing diversity initiatives by exploring the need to articulate a clear link between diversity and organizational performance, and how to use powerful developmental models to assess, diagnose, and guide the design and launching of diversity initiatives. The course also explored the following diversity initiative related topics: the history and progression of diversity and inclusion, the implications for leading a diversity initiative, identifying and overcoming resistance to diversity initiatives, building and clearly articulating a business case for diversity, best practices in diversity initiatives and legal issues related to diversity initiatives.
- x. MWBE Subcontractor Program Administration: held at the DCAS Training Center in Manhattan, NY on October 14, 2010. A training hosted by NYC SBS provided an overview of the MWBE program and requirements for city agencies, MWBE subcontractor program administration, contracts subject to MWBE subcontracting goals, waivers, establishing MWBE subcontracting goals, tracking and non-compliance, reporting goals and subcontracts in FMS, finding MWBE vendors and resources for agencies and prime contractors. SBS addressed questions raised by agencies regarding MWBE related

procurement. Training attendees discussed best practices that can be applied in the procurement and diversity realm.

- xi. 11th Annual Creating Pathways to Diversity Conference: held at the Marriott Marquis Hotel in Manhattan, NY on November 10, 2010. The conference was sponsored by the Minority Corporate Counsel Association, an organization working to advance the hiring, retention, and promotion of diverse attorneys. The full-day conference educated participants regarding the advancement of diversity in the legal profession, strategies to progress diversity initiatives, emerging trends in diversity, and resources that can be used to overcome the challenges of creating a more diverse workforce. In addition, panel discussions emphasized methods to advance diversity initiatives during an economic downturn. DOE networked with diversity leaders in the private sector to discuss diversity initiatives and best practices.
- xii. Preparing for Layoffs and Conducting Adverse Impact: held at the Emigrant Savings Banks Building in Manhattan, NY on January 20, 2011. At a training hosted by the NYC Law Department and DCAS, participants learned about the legal considerations involved with planning a layoff, including potential claims of discrimination. In addition, participants learned about adverse impact analyses and the application of section 55-a of the New York State Civil Service Law to disabled applicants. At the conclusion of the program, participants shared and discussed best practices.
- xiii. Diversity in Law Practice 2011 - Legal Update, Inclusion Strategies, and Work-Life Balance: held at the Practising [sic] Law Institute in Manhattan, NY on January 25, 2011. At this seminar, participants learned about legal developments that impact diversity in the workplace, the challenges involved in creating an inclusive work environment in the current economy, and discussed inclusion strategies for the workplace. The panel on inclusion strategies included a discussion regarding the creation of diversity program, the utility of having an internal diversity management team and the benefits of diversity training for managers.
- xiv. Good Works, Good Workplace: held at law firm Katten Muchin Rosenman LLP on February 2, 2011. Participants learned about

how organizations can enhance employee retention as well as increase profitability by engaging in good “corporate citizenship.” Best practices and examples of programs where organizations’ philanthropic and volunteer efforts in local and global communities were discussed. The panelist also discussed the impact such programs had on employee morale and employee retention.

- xv. Employment Law Update: held at Le Parker Meridian in Manhattan, NY on March 25, 2011. The seminar, sponsored by law firm Littler Mendelson P.C., covered relevant topics in employment law, including accommodations and discrimination concerns under the new Americans with Disabilities Amendments Act and compliance with the Genetic Information Non-discrimination Act. In addition, panelists discussed recent case law defining what constitutes prohibited retaliation under anti-discrimination laws.
- xvi. Employment Discrimination Law and Litigation 2011: held at the Practising Law Institute in Manhattan, NY on June 23, 2011. At this seminar, participants learned about legal developments in the employment discrimination field, including the broad categories of prohibited disability discrimination under the new Americans with Disabilities Amendments Act. In addition, the panelists discussed best practices regarding preventing pregnancy discrimination in the workplace. The seminar also explored emerging issues in the discrimination realm, including a case where an employee faced deportation while filing an employment discrimination case against her sponsoring employer.
- xvii. DCAS Basic Training for EEO Representatives: held at the DCAS offices in Manhattan, NY on June 13, 15, 20 and 22, 2011. Hosted by DCAS, the training focused on EEO laws and also reviewed the diversity data collected and submitted by many city agencies. During the four day training session, participants learned about the historical and legal evolution of civil rights laws affecting workplace rights, received an overview of federal, state and local anti-discrimination laws, reviewed New York City and city agency EEO responsibilities and discussed diversity data collection and analysis at NYC agencies.

c. MWBE Outreach

- i. Introduction: The DOE is committed to enhancing the ability of MWBE's to compete for contracts at DOE and to ensure their meaningful participation in the procurement process. In order to comply with the amendments to the School Governance Law, the DOE engaged in outreach efforts designed to assist MWBE's in the procurement process. The DOE's outreach is designed to ensure that MWBE's are informed and educated about opportunities and participation in the procurement process. The DOE will continue to seek new methods to expand opportunities for MWBE participation. During the plan year, DOE outreach efforts included the attendance and sponsorships of various MWBE vendor fairs, as described below. Documentation of the DOE's involvement with MWBE vendor fairs is attached as Appendix C.
- ii. DOE Staff Attended the Following MWBE Vendor Fairs:
 1. Asian Women in Business Annual Procurement Conference for MWBE's: DOE participated in this May 13, 2010 event in Queens, NY as an exhibitor. Asian Women for Business is non-profit organization focused on assisting Asian women entrepreneurs. The organization assists MWBE's to identify and explore procurement opportunities, and helps facilitate dialogue and potential business between buyers and suppliers. The annual conference attracted participants from the NY tri-state area and across the northeast. The event, open to all MWBE's, invited MWBE vendors to learn about specific procurement opportunities with corporations and government agencies, such as the DOE. The DOE participated as an exhibitor by staffing a table at the event. At the conference, DOE representatives met with MWBE's to discuss how to do business with the DOE.
 2. 4th Annual NYC Small Business Services Citywide Procurement Fair: DOE participated in this May 25, 2010 event in Manhattan, NY as an exhibitor. SBS, a City agency that provides direct assistance to business owners, fosters neighborhood development in commercial districts, and links employers to a skilled and qualified workforce, sponsored the event. Certified MWBE's attended the annual conference, which included exhibitor

tables, workshops, and matchmaking tables staffed with product/service specific procurement personnel from various organizations. DOE participated as an exhibitor by staffing a table at the event and speaking with attendees about procurement with the DOE. In addition, the DOE participated in a matchmaking event, where DCP procurement personnel from various purchasing categories met with event attendees to discuss procurement opportunities at the DOE. Purchasers from more than 50 City and State agencies and public authorities as well as private corporations also attended the event.

3. Doing IT Business with New York State and NYC Government: DOE participated in this June 9, 2010 event in Albany, NY. The event, hosted by NYS Forum, included several workshops designed to inform attendees on how to do business with State and City government. The DOE, partnering with the Mayor's Office of Contract Services, presented a workshop on Basic Procurement in New York City, designed to educate attendees about procurement opportunities. The workshop consisted of a presentation on general procurement processes for NYC Mayoral Agencies and the DOE, MWBE business opportunities, and vendor responsibility in NYC.
4. 8th Annual Queens Business and Procurement Expo: DOE participated in this June 11, 2010 event in Queens, NY as an exhibitor. The event was hosted by LaGuardia Community College Procurement Technical Assistance Center, a small business assistance program helping small, minority, and women business owners market their goods and services to federal, state, and local governments. This annual conference was designed to introduce MWBE and small business participants from Queens and the New York area to public and private organizations. DOE participated as an exhibitor by staffing a table at the event. DOE representatives spoke with Expo attendees about how to do business with the DOE, answered procurement related questions and provided information about current solicitations.

5. 17th Annual Competitive Edge Conference: DOE participated in this August 12, 2010 event in Manhattan, NY as an exhibitor and program sponsor. The DOE served on the Competitive Edge Planning Committee, and played an integral role in planning the annual conference. The event was hosted by the Competitive Edge, a consortium of public and private partners working to increase the roster of qualified Minority/Women/Disadvantaged and Locally-based Business Enterprises (M/W/D/LBEs) and create procurement and contracting opportunities for qualified firms. The annual conference included exhibitor tables, seminars, workshops and a one-on-one matchmaking event. In addition, a DOE staff member represented the agency in the matchmaking event, where MWBE vendors. At the matchmaking event, vendors scheduled one-on-one meetings with the DOE where they pitched products and services for potential contract opportunities. The one-on-one matchmaking consultation was designed to assist vendors currently active with procurement contracts and those who wish to start exploring relationships with the DOE. Fourteen prospective vendors registered at the Competitive Edge Conference for a one-on-one meeting with a DOE representative to pitch their products and services for potential contract opportunities.

6. SoBro 13th Annual Bronx Business Expo: DOE participated in this September 24, 2010 event in Bronx, NY as an exhibitor and program sponsor. The event was hosted by the South Bronx Overall Economic Development Corporation (SoBro), an organization that works closely with MWBE's. The annual conference was designed to introduce MWBE and small business participants from the South Bronx and the New York area to public and private organizations. In addition, attendees could attend seminars on topics including MWBE certification. The DOE participated as an exhibitor by staffing a table at the event where representatives spoke with attendees about how to do business with the DOE,

answered all procurement related questions and provided information about current solicitations.

7. Third Annual Hispanic Business to Business Trade Fair: DOE participated in this November 4, 2010 event in Manhattan, NY. The event, hosted by the U.S. Hispanic Chamber of Commerce, invited representatives from city agencies to attend and meet MWBE's. Unlike traditional fairs, where the vendors circulate, at this Trade Fair the agency representatives circulated and met with Hispanic-owned businesses. DOE representatives visited vendors' booths and provided information about New York City MWBE certification, how to do business with the DOE and where vendors could access current and future DOE business opportunities. DOE also networked with other city agency representatives regarding best practices in MWBE procurement.
8. How to Do Business with the DOE: the DOE, partnering with SoBro, co-sponsored the November 30, 2010 informational workshop in the Bronx, NY. In order to increase outreach to the MWBE community, the DOE created a series of workshops throughout New York City designed to educate MWBE's about the agency's procurement process. Participants learned how to market their business to the DOE, the resources available to MWBE's, city certification procedures and the goods and services purchased by the DOE. Following the presentation, agency representatives met with MWBE's and addressed their procurement questions and concerns.
9. How to Do Business with the DOE: the DOE, partnering with the Harlem Business Alliance and the Harlem Community Development Corporation, co-sponsored the February 24, 2011 informational workshop in Manhattan, NY. In order to increase outreach to the MWBE community, the DOE created a series of workshops throughout New York City to explain the agency's procurement process to MWBE's. Participants learned how to market their business to the DOE, the resources

available to MWBE's, city certification procedures and the goods and services purchased by the DOE. Following the presentation, agency representatives met with MWBE's and addressed their procurement questions and concerns.

10. Brooklyn Small Business and Procurement Expo: DOE participated in this March 9, 2011 event in Brooklyn, NY. The event, hosted by the Southwest Brooklyn Industrial Development Corporation and LaGuardia Community College, provided a forum for small businesses, including MWBE's, to market their services to contractors and government agencies. DOE participated as an exhibitor at the Expo, met with MWBE vendors and provided information about agency procurement policies.
11. How to Do Business with the DOE: the DOE, partnering with the Brooklyn Economic Development Corporation, co-sponsored the March 15, 2011 informational workshop in Brooklyn, NY. In order to increase outreach to the MWBE community, the DOE created a series of workshops throughout New York City to explain the agency's procurement process to MWBE's. Participants learned how to market their business to the DOE, the resources available to MWBE's, city certification procedures and the goods and services purchased by the DOE. Following the presentation, agency representatives met with MWBE's and addressed their procurement questions and concerns. DCP also attended and responded to procurement questions relating to current solicitations.
12. How to Do Business with the DOE: the DOE, partnering with the Queens Economic Development Corporation and SBS, co-sponsored the April 27, 2011 informational workshop in Queens, NY. In order to increase outreach to the MWBE community, the DOE created a series of workshops throughout New York City to explain the agency's procurement process to MWBE's. Participants learned how to market their business to the DOE, the

resources available to MWBE's, city certification procedures and the goods and services purchased by the DOE. Following the presentation, agency representatives met with MWBE's and addressed their procurement questions and concerns. DCP also attended and responded to procurement questions relating to current solicitations.

13. 2nd Annual Brooklyn Business Expo: DOE participated in this May 19, 2011 event in Brooklyn, NY as an exhibitor. The event was hosted by the Brooklyn Hispanic Chamber of Commerce and the Business Department of St. Joseph's College. The Expo was designed to introduce MWBE and small business participants from Brooklyn and the New York area to both public and private organizations. In addition, attendees could attend seminars on topics including MWBE certification, marketing their businesses using social media and SMS texts and optimizing internet search engines to help local customers find their businesses. The DOE participated as an exhibitor by staffing a table at the event where representatives spoke with attendees about how to do business with the DOE, answered all procurement related questions and provided information about current solicitations.

14. 5th Annual Citywide Procurement Fair: DOE participated in this May 25, 2011 event in Manhattan, NY as an exhibitor. NYC SBS, a City agency that provides direct assistance to business owners, fosters neighborhood development in commercial districts, and links employers to a skilled and qualified workforce, sponsored the event. Over 500 city-certified MWBE's attended the annual conference, which included exhibitor tables and workshops staffed with product/service specific procurement personnel from over 50 state and city agencies, public authorities and prime contractors. DOE participated as an exhibitor by staffing a table at the event and speaking with attendees about procurement with the

DOE. In addition, the DOE participated in a matchmaking event, where DCP procurement personnel from various purchasing categories met with event attendees to discuss procurement opportunities at the DOE. Attendees also had the opportunity to attend workshops on public contracts and online marketing.

15. How to Do Business with the DOE: the DOE, partnering with SBS and the West Brighton Community Local Development Corporation, co-sponsored the May 31, 2011 informational workshop in Staten Island, NY. In order to increase outreach to the MWBE community, the DOE created a series of workshops throughout New York City to explain the agency's procurement process to MWBE's. Participants learned how to market their business to the DOE, the resources available to MWBE's, city certification procedures and the goods and services purchased by the DOE. Following the presentation, agency representatives met with MWBE's and addressed their procurement questions and concerns. DCP also attended and responded to procurement questions relating to current solicitations.

16. 9th Annual Queens Small Business and Procurement Expo: DOE participated in this June 10, 2011 event in Queens, NY as an exhibitor. The LaGuardia Procurement Technical Assistance Center, an organization committed to making procurement opportunities available to small business owners in Queens, sponsored the event. DOE participated as an exhibitor by staffing a table at the event and speaking with attendees about procurement with the DOE. DOE networked with small business owners and MWBE's.

17. Asian Women in Business: DOE participated in this July 15, 2011 event in Manhattan, NY as an exhibitor. Asian Women for Business is non-profit organization focused on assisting Asian women entrepreneurs. The organization assists MWBE's to identify and explore procurement

opportunities, and helps facilitate dialogue and potential business between buyers and suppliers. The annual conference attracted participants from the NY tri-state area and across the northeast. The event, open to all MWBE's, invited MWBE vendors to learn about specific procurement opportunities with corporations and government agencies, such as the DOE. The DOE participated as an exhibitor by staffing a table at the event. At the conference, DOE representatives from OEO and DCP met with MWBE's to discuss how to do business with the DOE. In addition, a DOE representative participated as a panelist in a workshop entitled "Winning Contracts in New York." During the panel, the DOE described the agency's procurement process, advised MWBE's on opportunities to participate and answered the vendors' questions regarding the process.

VI. Diversity Outreach

- a. Introduction: As an equal opportunity employer, the DOE believes that recognizing and respecting diverse backgrounds and ideas are crucial to promoting academic excellence. In order to further the goals of diversity, inclusion, and equal employment opportunity, the DOE contacts diverse organizations and educational institutions to seek referrals of qualified job applicants. Throughout the course of the next plan year, the DOE will contact diversity recruitment sources on a regular basis and continue efforts to develop lasting relationships with recruitment sources to attract a qualified applicant pool reflecting diversity of background, talent and experience.
- b. Diversity Outreach: The DOE actively searches for a diverse pool of candidates with talent, skills, and potential. Documentation of the DOE's outreach during this plan year is attached as Appendix D. In order to enlarge our pipeline of qualified applicants, the DOE has contacted and sought referrals from the following sources:
 - i. NAACP – Mid-Manhattan Branch
 - ii. National Association of Black Accountants
 - iii. Hispanic National Bar Association
 - iv. National Association of Asian American Professionals

- v. New York Women’s Bar Association
 - vi. National Conference of Black Lawyers
 - vii. New York Urban League
 - viii. Pace Law School – Director of Diversity Initiatives
 - ix. National Native American Law Students Association
 - x. Columbia University Latin American Business Law Association
 - xi. Brooklyn Law School Black Law Student Association
- c. Teacher Recruitment: At the DOE, hiring, training and retaining highly qualified teachers from a wide variety of diverse backgrounds and experiences is of utmost importance. The DOE seeks bright, motivated, and dedicated teachers who will be inspiring leaders for students and raise student achievement. In order to attract the best candidates, during the Plan year, the DOE engaged in the following diversity initiatives:
- i. Today’s Students Tomorrow’s Teachers: The DOE partnered with Today’s Students Tomorrow’s Teachers, a career development program designed to mentor and recruit culturally-diverse students into the teaching profession. Participating DOE schools include the Bronx Academy of Health Careers, the Eagle Academy, and John F. Kennedy High School. The program encourages high school students to enter the teaching profession by providing internships, scholarships, mentoring opportunities, and assistance with the SAT preparation.
 - ii. Howard University Job Fair: On March 31, 2010, the DOE attended the Annual Educator Career Fair at Howard University’s School of Education. Howard University is a Historically Black University. One of the missions of the School of Education is to prepare teachers, administrators, researchers, program evaluators, and human development professionals for leadership in urban and diverse educational settings. At the Career Fair, DOE representatives met with prospective candidates and answered their questions about employment opportunities at the DOE.
 - iii. I Teach NYC tours: the DOE, through the Office of Teacher Recruitment and Quality, invited applicants to network with principals and schools through I Teach NYC Tours. Outreach was

conducted with local schools and Historically Black Colleges and Universities (HBCU's). Applicants from HBCUs were invited by the DOE to attend I Teach NYC Tours based on their teacher certification area. During these two day events, applicants met principals and teachers, experienced their neighborhoods, and received advice on interviewing and job searching from DOE recruitment staff. I Teach NYC Tours included applicant representation from HBCU Johnson C. Smith University.

- iv. TRQ Select: The DOE, through the Office of Teacher Recruitment and Quality, manages a program for top tier applicants called TRQ Select, comprised of candidates with diverse attributes, experiences, and backgrounds who show a high potential for teaching, improving student achievement, and contributing to their school community. Members of TRQ Select work with a recruitment manager in their job search, receive assistance with certification paperwork and are invited to recruitment events.
- v. Outreach to Local Colleges and Universities: the DOE conducts outreach to colleges and universities in the New York metropolitan area, including Brooklyn College, City College and Lehman College. The DOE conducted on-campus information sessions regarding employment opportunities at the DOE and hosted webinars with information about DOE employment. Alumni of the above-listed schools were also invited to attend the DOE webinars. DOE applicants from these schools were also invited to attend I Teach NYC Tours. In addition, the DOE co-hosted Principal Panels at Brooklyn College and Lehman College. At the Principal Panels, principal alumni of the college spoke about their experiences working in schools and offered advice to students aspiring to join the DOE. At Lehman College, the DOE appointed a student Campus Ambassador to assist with DOE marketing and advertising efforts at the school.
- vi. Urban Community Teachers Program: The DOE partnered with Brooklyn College and participated in the Urban Community Teachers Program. This program is designed to train and retain urban teachers in their own neighborhoods. The DOE attended board meetings for this Program to provide advice and feedback on how the program can be tailored to best serve New York City students.

vii. Teaching Fellows Program: In addition to traditional teacher recruitment, the DOE's NYC Teaching Fellows Program recruits high quality teachers in the classrooms and neighborhoods that need them most. The program fast-tracks Fellows into full-time teaching positions by providing an intensive pre-service training program. Fellows work towards a subsidized master's degree while teaching at a DOE school. The DOE seeks candidates from a diverse community of skilled professionals and recent college graduates who are passionate about making a difference for students. Fellows with a broad range of personal and professional backgrounds bring their diverse abilities, perspectives, and experiences to the classroom. Of the June 2010 Fellows that began training, 37% self-identified as black or Latino. In addition, the 2010 Fellows hailed from different industries, including engineering, healthcare, finance, advertising, and the arts.

1. The TFP also engaged in advertising on diversity websites and HBCU job boards, worked with local volunteer organizations, attended job fairs and provided information sessions and webinars at HBCUs.

d. NAACP Diversity Job Fair: On May 9, 2011, the DOE participated as an exhibitor at the NAACP 2011 New York Professional and Executive Diversity Job Fair in Manhattan, NY. The Job Fair, which was limited to applicants with a minimum four year college degree, attracted over 900 candidates. DOE representatives from OEO, Teacher Recruitment and the TFP engaged in one-on-one information sessions with diverse candidates to discuss both teaching and non-teaching opportunities at the agency. Candidates learned about available opportunities, certification requirements and the application process. Submitted candidate resumes were reviewed by DOE and are in the process of being forwarded to hiring managers for follow-up and outreach.

VII. Partnerships

- a. The DOE is committed to developing partnerships with other New York City Agencies, State Agencies, and other organizations to advance diversity and inclusion. Currently, DCP's website contains a link to Small Business Services, where vendors can become city-certified MWBE's. During the next plan year, DOE seeks to work with SBS to reach MWBE vendors who require certification. In addition, the DOE

seeks to expand partnerships with other agencies, including, but not limited to, the School Construction Authority,⁸ to work towards promoting successful diversity initiatives and share best practices.

- b. The DOE will seek to develop a partnership with the Council of Urban Professionals, a leadership development organization that develops diverse leaders and increases opportunities for MWBE's. The DOE will seek to collaborate with the Council of Urban Professionals on both diversity recruitment and procurement best practices to be employed at DOE.

VIII. Forward Looking Reforms and Diversity Initiatives

- a. During the course of the next Plan Year, the DOE seeks to engage in a series of forward looking reforms and diversity initiatives designed to promote the recruitment and retention of a diverse workforce. These reforms and initiatives are also designed to enhance the ability of MWBE's to compete for contracts and ensure their meaningful participation in the procurement process. Prior to the passage of the amendments to the School Governance Law, as a proactive reform measure, former DOE Chancellor Joel Klein requested that a Committee research the implementation of diversity initiatives within the DOE. In April of 2009, at the behest of Chancellor Klein, Executive Director Mecca E. Santana co-chaired the DOE Diversity Committee⁹ tasked with recommending initiatives to increase diversity amongst DOE central managers. The resulting recommendations were incorporated into this Plan. Over the course of the next Plan Year, the DOE will seek to engage in measures, including, but not limited to the following:

- i. Job Vacancy Posting Requirements:

- 1. To ensure that external and internal DOE candidates have ample notice about new positions, the DOE will post

⁸ The DOE seeks to learn from other agencies, such as the School Construction Authority (SCA), that have demonstrated best practices in MWBE procurement. For example, according to the Comptroller's MWBE Report Card, during Calendar Year 2010 (January – December 2010), there was \$129,000,000 in MWBE procurement (5.7 %) at the SCA.

⁹ The Diversity Committee was comprised of the following DOE staff members: James Diaz, Alicia Dorsey, Recy Dunn, Monica George, Linda Green, Melissa Harris, Stephanie Keating, Bruce Lai, Debra Maldonado, Candace McLaren, Sonia Menendez, Olga Nieves, Alba Rodriguez-Betances, Mecca Santana, and Laura Smith.

available positions on the DOE website for a minimum of 10 days.

2. The DOE will explore posting appropriate new positions on job websites that cater to a diverse applicant pool. In addition, the DOE will explore engaging in targeted advertisement in diverse publications. This strategic outreach is designed to identify and build out the external pipeline of qualified diverse candidates. The DOE will also leverage technology, such as Twitter and Facebook, to attract diverse candidates.
3. The DOE will engage in targeted outreach to diverse professional associations, educational institutions and other diversity recruitment sources regarding available opportunities.
 - a. Diversity Recruitment Sources that will be targeted include, but are not limited to, the following:
 - i. National Alliance of Black School Educators
 - ii. National Society for Hispanic Professionals
 - iii. American Association of People with Disabilities
 - iv. National Association for Bilingual Education
 - b. Law School and MBA Diversity Recruitment Sources that will be targeted include, but are not limited to, the following:
 - i. National Black Law Students Association
 - ii. Brooklyn Law School Latin American Law Students' Association
 - iii. Columbia Law School Women's Association

- iv. New York University Islamic Law Students Association
 - v. National Society of Hispanic MBA's – New York Chapter
 - vi. National Black MBA Association – New York Metro Area Chapter
 - vii. National Association of Asian MBA's
- ii. Diversity Resources on Job Boards: the DOE will explore utilizing the diversity recruitment resources offered on national job boards such as Monster.com, Careerbuilder.com, and Hotjobs.com. These diversity resources provide a service where, for a nominal charge,¹⁰ a DOE job posting can be distributed across a diversity and inclusion network. As an illustrative example, utilizing Monster.com's diversity resources would result in a DOE job posting being sent to diverse sites, including, but not limited to, iHispanico.com, Blackplanet.com, MiGente.com, Hire Disability Solutions and AMightyRiver.com. This service will allow the DOE to reach a wide range of qualified applicants with diverse backgrounds, viewpoints, and experiences.
- iii. Internal Distribution of Job Postings: In order to grow the careers of existing DOE employees, the DOE will distribute, via e-mail, available openings to all DOE staff. E-mails about available internal job opportunities will be sent at least four times per year. In addition, the DOE will work with hiring managers to improve equity and access to the selection of internal talent for key managerial positions.
- b. Voluntary Employee Re-survey: The DOE will conduct a voluntary resurvey of the agency's workforce to ensure that the race, ethnicity and gender data collected by the agency is accurate. Accurate reporting is crucial as the DOE examines the agency's data collection methods for applicant, hiring and retention data as described above. Analyzing data, such as an

¹⁰ According to Monster.com's website, the diversity option adds an additional \$94 per employment advertisement for a period of 30 days.

applicant flow report,¹¹ will allow the DOE to make the best strategic decisions regarding where the diversity resources should be utilized. Moreover, these reports will allow the agency to analyze the impact, efficiency and effectiveness of the diversity recruitment tools. The voluntary employee re-survey will increase the accuracy of these reports and analyses in accordance with best practices.

- i. Mentorship Program: The DOE will develop a mentorship program which pairs high potential employees with managers. This program is designed to build and strengthen the leadership capability of high performing employees in the talent pipeline. The program is designed to further the internal advancement of current employees within the DOE.
- ii. Internships: The DOE will encourage hiring managers to post all DOE internships for high school, college and graduate students on the DOE website. These internships will play a valuable role in increasing opportunities for students, enhancing the pipeline of future qualified applicants and also educate a new generation of potential employees about public service opportunities with the DOE. The DOE will engage in outreach with public high schools, local universities, and diversity recruitment sources regarding internship opportunities.
- iii. Diversity and Inclusion Employee Resource Groups: The DOE will explore the creation of employee resource groups based on large scale job classifications. These groups will allow employees interested in diversity and inclusion to meet, network, and share ideas. For example, all central managers will be invited to join a diversity and inclusion employee resource group.
- iv. Tracking MWBE data: Under DOE's current system, there may be MWBE's that contract with the DOE, but are not city-certified, and therefore are not recorded as being MWBE's. Currently, the DOE identifies vendors as MWBE's based on external data of city-certified MWBE's maintained by NY SBS. DOE recommends that, in the future, DCP begin tracking MWBE

¹¹ An applicant flow report is a collection of data that tracks applicants as they proceed through the DOE's application process.

status in-house. On a go forward basis, DCP will request information from all vendors about their MWBE status. In-house tracking is beneficial because it allows the DOE to identify MWBE's that are not city-certified. DCP can connect vendors that identify as MWBE's, but are not city-certified with SBS for certification.

- v. Facilitate MWBE vendor participation on the school level: As school principals have the authority to purchase certain goods and services directly, the DOE will provide principals with access to MWBE vendors who can be used for this purpose (e.g., hosting a city-wide MWBE vendor fair).
- vi. Partner with SBS on MWBE certification: The DOE will partner with SBS to encourage new MWBE vendors to become city-certified and to ensure MWBE vendors maintain updated certifications.
- vii. MWBE Certification Reciprocity: The DOE will explore the possibility of offering reciprocity to MWBE vendors certified by the state. If reciprocity is adopted, MWBE vendors certified by the state will automatically be considered MWBE vendors for DOE's contracting purposes. This reform can increase the number of MWBE vendors that do business with the DOE. Moreover, some of the agency's current vendors, who are state certified, but not city certified, will become recognized as MWBE's by the agency.
- viii. Research Availability of MWBE's: As the largest school district in the country, the DOE requires unique and specialized goods and services. DOE will identify the types of goods and services required by the school system and research MWBE's that have the capacity to provide these goods and services. As discussed in section *xi.* above, any MWBE's that are not city-certified will be encouraged to register with NY SBS for certification.
- ix. Managerial Competencies: The DOE will prepare managerial competencies (used to identify the competencies and attributes important to the performance of managers) that will incorporate diversity best practices. These competencies are designed to improve equity in hiring practices by evaluating managers on their diversity and inclusion efforts. Furthermore, the

competencies will strengthen accountability for managers to more effectively evaluate, develop, and retain diverse employees.

- x. MWBE Outreach: On a regular basis, the DOE will forward solicitations posted on DCP's website to diverse organizations in the procurement realm, including chambers of commerce and other MWBE organizational entities. The DOE will request that these diverse organizations forward the DOE solicitations to the MWBE's in their network. This outreach is designed to facilitate participation by MWBE's in the DOE procurement process. Throughout the course of the next plan year, the DOE will continue efforts to develop lasting relationships with these diverse organizations.
- xi. Emerging Leaders Symposium: The DOE will explore the creation of an Emerging Leadership Symposium, which is designed to build and strengthen leadership capabilities for high performing employees in the DOE's talent pipeline. The program will target high potential employees, from all backgrounds and experiences, whose next career assignment will be a managerial or supervisory role with greater impact on DOE strategy, policy or operations. Supervisors and highest ranking executive leaders in the division below the Cabinet will nominate a wide-range of candidates from throughout the DOE. Selection criteria will include, among other factors, a commitment to Diversity and Inclusion in the workplace. This program will help participants anticipate the leadership challenges ahead in their critical career transition from individual contributor to first-time team leader and supervisor. In addition, program, participants will learn strategies to create a workplace climate that values diversity of experience, thought, and ideas to help achieve innovative results.
- xii. Outreach to Historically Black Colleges and Universities and CUNY Schools: The DOE will engage in outreach efforts to Historically Black Colleges and Universities, as well as CUNY schools that serve diverse student populations. The DOE seeks to develop close relationships with the above-referenced schools by forwarding these schools DOE job listings and taking affirmative steps to raise the DOE's profile as an employer of choice that values diversity.

- xiii. Form a Diversity Council to Study the DOE's Procurement Process: the DOE will form a strategic Diversity Council, staffed by diversity leaders from the public and private realm, to engage in a comprehensive study of the agency's MWBE procurement policies and suggest best practices. The Diversity Council will meet with DOE leaders and study the agency's procurement process from a third party perspective. The Diversity Council will serve as an advisory body to DOE leadership, with the goals of assessing how current procurement policies and practices are being applied to MWBE's, identifying barriers faced by MWBE's in the procurement process, making recommendations on how to broaden access to DOE procurement for all vendors, and suggesting the adoption of reforms that will have the greatest positive impact. In addition, the Diversity Council will promote an open dialogue on supplier diversity best practices and create a forum for the open exchange of ideas. The formation of the Council and its recommendations will also serve as a visible sign of the DOE's commitment to diversity and inclusion for all vendors.
- xiv. Continued Support for the 18th Annual Competitive Edge Conference: In 2011 - 2012, the DOE will continue its long-standing support of the Competitive Edge conference. The DOE serves on the Competitive Edge Planning Committee and plays an integral role in planning and promoting the annual conference. The DOE participated in this year's annual conference, held on August 11, 2011, as an exhibitor, program sponsor and panel moderator.
- xv. Buyer Training: The DOE will develop a training program for DCP staff members as well as school based staff who make purchasing decisions. These trainings will increase awareness regarding the implications of diversity and inclusion, as well as ensuring the meaningful participation of MWBE's in the procurement process. The training will encompass compliance as well as best practices.
- xvi. Ensure that DOE Solicitation Materials Include Language Concerning the Meaningful Participation of MWBE's in the Procurement Process: In order to encourage MWBE's to participate in the procurement process, DOE will ensure that all procurement websites, materials and postings contain language

concerning the meaningful participation of MWBE's in the DOE procurement process. This will convey a message that the DOE is "open for business" and is committed to removing barriers that may prevent qualified MWBE's from participating in the process.

G. NON-ADMISSION STATEMENT

It is understood that this Diversity and Inclusion Plan, or any part thereof, does not constitute an admission by the DOE of a violation of any federal, state or local law, including the amendments to the School Governance Law. This Diversity and Inclusion plan is not intended to, and will not be used to, discriminate against any applicant or employee because of race, color, religion, creed, ethnicity, national origin, alienage, citizenship status, age, marital status, partnership status, disability, sexual orientation, gender (sex), military status, prior record of arrest or conviction (except as permitted by law), predisposing genetic characteristics, or status as a victim of domestic violence, sexual offenses and stalking.

Copies of this Diversity and Inclusion Annual Report and Plan, and all related documents and support data, are prepared pursuant to the amendments to the School Governance Law.

H. APPENDICES