NEW YORK STATE OF OPPORTUNITY. | **Department of Public Service**

Diversity and Inclusion Strategic Plan
2022-2027

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Table of Contents

Introduction

The Department of Public Service (Department or DPS) is pleased to present this Five-Year Diversity and Inclusion Strategic Plan. The goals and objectives in this plan reflect the Department's recognition of the value and impact of a diverse workforce. It also reflects the Department's priorities to implement new or improved practices to better: recruit, retain, and develop a talented and diverse workforce; provide opportunities for all staff to grow and reach their potential; and cultivate an inclusive environment where all staff feel appreciated, valued, and empowered. This plan represents a critical step forward for the Department and is complementary to our mission to ensure affordable, safe, secure, and reliable access to utility services for all New Yorkers.

Background

Executive Order 187, which was issued in 2018, created the Office of Diversity and Inclusion Management (ODIM), established statewide objectives to promote diversity and inclusion in New York State's workforce, and requires agencies to a develop a comprehensive diversity and inclusion plan, consistent with ODIM guidelines. Since that time, ODIM has issued two resources for agencies: a Workforce Diversity and Inclusion Strategic Plan, which establishes comprehensive Statewide objectives to promote diversity and inclusion in the State Workforce, and a Workforce Diversity and Inclusion Framework and Implementation Plan, which provides State agencies with guidance for establishing and maintaining standards to help integrate diversity and inclusion practices into their activities. Taken together, these resources are designed to guide agency diversity and inclusion planning and implementation.

In response to this guidance as well as individualized feedback from ODIM, the Department of Public Service has created a Five-Year Strategic Plan centered around four goals:
1. **Recruiting and Retaining a Talented Workforce:** DPS is committed to recruiting and retaining a talented and diverse workforce that is representative of the State's population.
2. **Developing and Retaining Strategic Leaders:** DPS is dedicated to supporting, developing, and retaining strategic leaders to ensure that the Department is able to successfully fulfill its mission.
3. **Fostering an Inclusive Workforce Culture:** DPS will foster a workplace culture where staff feel welcomed, supported, and have the opportunity to contribute and provide input.
4. **Delivering Effective Programs and Services:** DPS is committed to overseeing and delivering effective programs and services that are inclusive, equitable, and meet the diverse needs of New York's constituents.

To fulfill these goals, the Department has established 31 total objectives, each with timelines and a detailed strategic implementation plan. Going forward, the Department will update this plan and report on progress annually. The Department appreciates the support and guidance of ODIM and looks forward to a continued productive partnership going forward.

Goal 1: Recruit and Retain a Talented Workforce

The Department of Public Service is committed to recruiting and retaining a talented and diverse workforce that is representative of the State's population. To accomplish this goal, the Department will improve its demographic data collection methods in order to establish a clearer baseline of the Department's composition. The Department will also enhance and formalize its recruiting, application, interview, and appointment review processes, to ensure the Department recruits and retains talented and diverse employees at all levels of the organization. In order to increase retention rates, the Department will further promote its Telecommuting Pilot Program and Alternative Work Schedules and look for improvement opportunities in these programs, as well as improve data collection in its Exit Interview Survey.

Focal Point 1: Collection of Demographic Data

The Department currently collects demographic data for all new staff by providing them with Civil Service Form DPM-100. However, the DPM-100 has notable deficiencies that hinder the Department from being able to properly track and report data related to diversity, equity, and inclusion (DEI). Developing a new demographic data collection survey and process has the potential to increase the type of demographic information collected and improve completion rates given the voluntary nature of this exercise.

OBJECTIVES:

Objective 1: By the end of 2023, the Department will develop and implement the Department's own demographic data collection survey that collects all possibly relevant data necessary.

> *Strategic Implementation Plan:*
> 1. By the end of the first quarter of 2023, Human Resources Management will research federal and State standards and work with ODIM and other agencies that have already developed a survey to obtain input and examples. The survey will allow the Department to collect data on gender identity, race, veteran status, disability status, sexual orientation, and any other appropriate category.
> 2. By the end of the second quarter of 2023, Human Resources Management will complete a draft of the survey.
> 3. By the end of the third quarter of 2023, Human Resources Management will submit the survey first to Department Management for review and approval, and then to ODIM for review. The Department will request ODIM approval by the end of 2023.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Ensuring survey questions and possible responses are appropriately inclusive.	Work with ODIM and agencies that have already developed such a survey to obtain input.	DPS HRM and All Staff	Survey covers all groups that should be tracked, is completed, and receives necessary approvals for use by the end of 2023.

Changes in parameters.	Stay informed and current on Diversity, Equity, and Inclusion (DEI) matters through communication with ODIM and research.		

Objective 2: By the end of the second quarter of 2024, increase the percentage of staff having completed a demographic data survey.

Strategic Implementation Plan:
1. By mid-first quarter 2024, Human Resources Management will identify factors limiting staff participation and develop a strategy to maximize staff participation in completing the survey.
2. By the end of the first quarter of 2024, Human Resources Management will issue the survey.
3. Human Resources Management will then analyze completion rates at specific intervals and utilize multiple communication channels to encourage and increase survey completion throughout the second quarter of 2024.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Percentage of staff completing the survey may not be as high as desired.	Develop a strategy to increase staff participation. This strategy will include utilizing multiple communication channels to reach staff and encourage participation.	DPS HRM and All Staff	Survey is issued and responses are obtained by the end of the second quarter of 2024. Currently, the Department is targeting a completion rate of 75% as the survey will be voluntary. The estimated completion rate will ultimately depend on certain to-be-determined factors. Therefore, this completion rate will be re-evaluated over time.

Objective 3: By the end of 2024, begin utilizing demographic data to track, analyze, and conduct annual trend analysis of positive actions such as promotions, assignments, training opportunities, and recognition, as well as adverse actions such as separations, discipline, demotions, and terminations.

Strategic Implementation Plan:
1. By the end of the third quarter of 2024, Human Resources will determine the positive and adverse actions that the Department would like to track for trend analysis and

the format for compiling this information. Conducting trend analysis will allow the Department to identify areas of improvement related to issues of diversity, equity, and inclusion.

2. By the end of 2024, Human Resources Management will then use the demographic data obtained to track, analyze, and conduct trend analysis of positive and adverse actions.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
With limited staffing resources, the tracking and trend analysis could be time consuming and difficult to sustain.	DPS HRM will think ahead when developing tracking and reporting mechanisms to streamline processes and potentially identify opportunities for automation.	DPS HRM and All Staff	Systems and reports are in place by the end of 2024 to analyze and conduct trend analysis of positive and adverse actions.

Focal Point 2: Outreach and Recruitment

The Department currently posts all vacancies, both for promotions and new hires, to ensure that all interested candidates have an opportunity to apply. The Department also seeks to establish diverse candidate pools by participating in job fairs and sharing postings with entities that represent underrepresented groups. Going forward, the Department will formalize and enhance these recruitment practices as well as institute a formalized application review, interview, and appointment process.

OBJECTIVES:

Objective 1: By the end of the third quarter of 2023, the Department will establish a formal recruitment procedure or plan to assist in recruiting diverse candidates whenever possible.

Strategic Implementation Plan:
1. By the end of the second quarter of 2023, Human Resources Management will conduct research and obtain input from ODIM and other State agencies/authorities with similar titles to determine best practices in establishing diverse candidate pools.
2. By the end of the third quarter of 2023, Human Resources Management will then establish a formalized plan. The plan will include the identification of specific schools, as well as desired characteristics of schools, that the Department will partner with and target for recruitment of underrepresented groups as permanent hires, as well as interns. The plan will also identify both specific and types of entities, such as professional and student groups, that the Department will work with to reach underrepresented groups.

Objective 2: By the end of 2023, the Department will implement the formal recruitment procedure or plan, to ensure sufficient outreach to underrepresented groups.

Strategic Implementation Plan:
1. The Department will email job postings to entities identified in Objective 1 of this Focal Point that represent underrepresented groups, such as bar associations and engineering organizations upon completion of said objective.
2. The Department will conduct targeted recruitment at colleges and universities, including SUNY/CUNY institutions, that were identified in Objective 1 of this Focal Point. Human Resources Management will take into consideration the timing of recruitment, to best target upcoming or recent graduates, while also taking into consideration the announcement of Civil Service examinations.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
For many Civil Service titles, DPS may only hire from an established Civil Service list, which could hamper efforts to increase diversity if the list itself is not diverse.	Through its recruitment efforts, DPS HRM will encourage diverse candidates to apply to open competitive Civil Service examinations. HRM will also target its recruitment at those titles with greater flexibility, such as titles with continuous recruitment examinations (i.e. engineers) or exempt positions (i.e. attorneys).	DPS HRM, All Staff, and General Public	The Department's staff will become more diverse, as reflected in the Department's demographic data surveys.

Objective 3: By the end of the second quarter of 2024, the Department will implement a formalized application review, interview, and appointment review process to ensure a fair process for all promotions and outside hires. The procedures will include instructions for supervisors on required and best practices.

Strategic Implementation Plan:
1. By the end of the second quarter of 2023, Human Resources Management will review existing processes already in place by offices within the Department.
2. By the end of the third quarter of 2023, Human Resources Management will conduct research and obtain input from ODIM and other State agencies/authorities to determine best practices.

3. By the end of 2023, Human Resources Management will develop a draft procedure, including templates and instructions, for review and input by Department management.
4. By the end of the second quarter of 2024, Human Resources Management will finalize the procedures, templates, and instructions for use by HRM and Department supervisors.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Supervisors and management may disagree with the results of the procedure. The procedure may not be followed.	DPS HRM will ensure that supervisors and management are aware of the new procedure, the reasoning behind it, and its mandatory nature. HR will also remind supervisors and management of the procedure on a regular basis.	DPS HRM, all Staff, and General Public	Supervisors, managers, and all HRM staff are aware of, and follow, the procedure. The Department's staff will become more diverse, as reflected in the Department's demographic data surveys.

Focal Point 3: Retention

The Department currently offers a Telecommuting Pilot Program and Alternative Work Schedules, which are conducive to affording employees a better work-life balance. Increasing the promotion of these programs and analyzing these programs on a regular basis for ways to identify and close gaps can further increase employees' work-life balance and lead to better retention rates of employees. The Department also offers all separating employees the opportunity to complete an Exit Interview Survey anonymously. Further encouraging participation in the Exit Interview Survey while modifying the questions to include a means for separating employees to provide additional optional demographic data could help further identify opportunities for improving retention.

OBJECTIVES:

Objective 1: Review the Agency's Telecommuting Pilot Program and Alternative Work Schedules for opportunities to further foster work-life balance and drive program awareness through increased promotion.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, Human Resources will develop and implement a plan to drive awareness of the Telecommuting Pilot Program and Alternative Work Schedules for both prospective and existing employees.
2. By the end of the second quarter of 2023, Human Resources will conduct research for best practices in telecommuting and alternative work schedules.

3. By the end of the third quarter of 2023, Human Resources will compare the research results with its existing Telecommuting Pilot Program and Alternative Work Schedules to identify possible improvement opportunities.
4. By the end of 2023, Human Resources will consult governing documents, control agencies, and Executive Management regarding the Department's ability to implement identified improvement opportunities.
5. By the end of the first quarter of 2024, Human Resources will implement permissible improvement opportunities.
6. Moving forward, Human Resources will continue to carry out steps 2 through 5 on an annual basis.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Limitations placed by control agencies. Changes in parameters	Giving feedback to control agencies and asking for more autonomy.	DPS HRM and All Staff	Increase in use of programs. Less attrition.

Objective 2: Review the Agency's Exit Interview Survey for ways to increase participation and modify the questions to allow people an option to include additional demographic data.

Strategic Implementation Plan:
1. By the end of the first quarter of 2024, Human Resources will add additional optional demographic data to the Department's Exit Interview Survey
2. By the end of the second quarter of 2024, Human Resources will research methods for increasing exit interview survey completion rates.
3. By the end of the third quarter of 2024, Human Resources will compare the research results with its existing Exit Interview Survey process to identify possible improvement opportunities.
4. By the end of 2024, Human Resources will consult governing documents, control agencies, and Executive Management regarding the Department's ability to implement identified improvement opportunities.
5. By the end of the first quarter of 2025, Human Resources will implement permissible improvement opportunities.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Surveys cannot be mandated	Try to appeal to employees' desire to help their remaining fellow employees.	DPS HRM and All Staff	Survey participation increases and optional demographic data is received.

Goal 2: Develop and Retain Strategic Leaders

The Department of Public Service is committed to supporting, developing, and retaining strategic leaders to ensure that the Department is able to successfully fulfill its mission. To accomplish this goal, the Department will examine its approaches to employee development and ensure that qualified employees are provided with equal opportunities for growth and development within the organization. The Department will also ensure that current and future leaders understand their responsibilities to cultivate an environment of equity and inclusion for all staff.

Focal Point 1: Employee Development and Empowerment

The Department currently has several programs and initiatives to develop strategic leaders. These include Department-wide mentoring and job rotation programs, and a mandatory supervisory certificate training program for all supervisors. Human Resources Management has already taken steps to ensure these opportunities are fair, equitable, and available to all staff. In addition, the Department regularly shares its Equal Employment Opportunity (EEO) policy with staff, so that all employees, including supervisors, are aware of their rights and responsibilities. Going forward, the Department will improve and formalize existing processes as well as identify additional tools and resources to enhance the development and retention of our leaders and supervisors.

OBJECTIVES:

Objective 1: By the end of the second quarter of 2023, the Department will conduct succession planning efforts on an annual basis to identify diverse talent pools to fill future vacancies at different levels of the organization. Department management will identify specific measures, such as mentoring, rotations, and leadership development opportunities, to aid in the development of employees.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, the Training Section will provide guidance to Department Offices on succession planning.
2. By the end of the first quarter of 2023, Department Offices will engage in annual succession planning efforts to identify diverse candidate pools to fill future vacancies.
3. By the end of the second quarter of 2023, Department office management will meet with Department leadership annually to discuss succession plans that address future agency needs as well as diversity to the extent possible. Succession plans will address specific measures to develop staff.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Given ongoing pressing needs, offices may find it challenging to devote the necessary time to this activity.	Agency leadership will highlight the benefits of such planning to each office and the organization, and will	DPS HRM, Department Leadership, Office Management, and All Staff	Strategic planning efforts will occur annually with specific measures to develop staff.

	also emphasize leadership's support for this objective.		

Objective 2: By the end of the third quarter of 2022, the Department will review its existing mentoring program to evaluate its effectiveness, including the selection process and impact on employee development and retention, and then implement identified improvements.

Strategic Implementation Plan:
1. Human Resources Management has already issued multiple confidential surveys and met with program participants.
2. By the end of the second quarter of 2022, Human Resources Management will review this feedback and discuss improvements both internally and with Department management.
3. By the end of the third quarter of 2022, Human Resources Management will implement the identified improvements, and then, going forward, will continue to conduct surveys and obtain input, so that the program may be continuously improved.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Identifying enough qualified mentors to meet demand from qualified mentee applicants. Surveys not being completed or completed honestly.	DPS HRM will identify strategies to recruit a sufficient pool of mentors. Input will be obtained from the mentors, to learn what attracted them to being a mentor. Stressing confidentiality of surveys and the need for real feedback to continuously improve program	DPS HRM and All Staff	The Department will identify a sufficient number of mentors for the program. Surveys issued to measure program satisfaction have a high completion rate and include improvement ideas.

Objective 3: By the end of 2023, the Department will develop a policy or procedure for selecting candidates for specialized assignments or training, to ensure the process is fair and equitable. Considerations will include ensuring all staff are aware of these opportunities and can apply.

Strategic Implementation Plan:
1. Human Resources Management already has informal processes in place to ensure all staff are aware of, and given consideration for, opportunities for specialized assignments or training.
2. By the end of the third quarter of 2023, Human Resources Management will review these processes, identify any areas of improvement, and devise a formal policy/procedure.

3. By the end of 2023, the policy/procedure will be shared with all decisionmakers involved in the posting, review, and determination of participants.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
The policy/procedure may not be followed.	DPS HRM will take inventory of all specialized assignments and training courses and ensure that the decisionmakers involved in these opportunities are aware of the new procedure. HRM will also remind decisionmakers and management of the procedure on a regular basis.	DPS HRM and All Staff	Tracking of participants in these programs will indicate that the demographics of these opportunities reflect the demographics of the Department.

Objective 4: By the end of 2022, the Department will promote participation in statewide leadership development programs, such as the New York State Management/Confidential (M/C) Leadership Institute and Aspiring Leaders Program.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, the Training Section will take inventory of all potential development programs and will identify the communication channels to promote the programs to best reach staff.
2. By the end of 2022, the Training Section will establish a process to regularly promote these programs to staff.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Staff may not take advantage of these opportunities.	The Training Section will take steps to increase awareness of the programs and educate staff on their benefits.	DPS Training Section and All Staff	The number of participants each year.

Objective 5: By the end of the second quarter of 2023, supervisory training will be updated where appropriate to incorporate concepts of bias, cultural awareness, and respect/interpersonal behavior.

Strategic Implementation Plan:

1. By the end of the first quarter of 2023, the Training Section will review the Department's existing supervisory training courses to evaluate where these concepts have already been incorporated and where concepts could be added.
2. By the end of the second quarter of 2023, the Training Section will then update the training courses.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Existing supervisors who have previously completed the training courses may not benefit from the updated trainings.	In addition to updating the training courses, training staff could share updated information with all supervisors, either through a summary document or training.	DPS Training Section and Supervisors.	The training courses will be updated.

Objective 6: By the end of the second quarter of 2023, the Department will work with its Employee Recognition and Empowerment Program (EREP) to develop resources and guidance to support standard appropriate and approved methods for managers to demonstrate appreciation for their teams and employees throughout the calendar year.

Strategic Implementation Plan:
1. By the end of 2022, the Office of Administration (OA) will meet with the EREP to convey the goals, timelines and intended outcome of this objective.
2. By the end of the first quarter of 2023, the EREP will meet regularly to develop potential resources. EREP may consider obtaining input from staff through a survey or other means to gather input and may consider researching best practices from other State agencies or the private sector. OA will support EREP as needed.
3. By the end of the second quarter of 2023, EREP will develop a resource document to be distributed to all managers and saved on the Department's intranet site.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Managers may not utilize the resources and guidance.	Managers will be reminded periodically of the existence of the resources and the resources will be readily available on the DPS intranet.	DPS Supervisors and All Staff	Employees report that supervisors have been expressing appreciation as determined through staff surveys or information gathered through other means.

Objective 7: Starting in the first quarter of 2023, the Department will establish a process to distribute Equal Employment Opportunity (EEO) related policies whenever an employee is promoted into a supervisory role, and every other year to managers and supervisors.

Strategic Implementation Plan:

1. Currently, staff are reminded of the Department's EEO policy on a monthly basis through an email to all staff.
2. Starting in the first quarter of 2023, Human Resources Management will begin sharing the policies directly with supervisors whenever an employee is promoted into a supervisory role, and also at least annually to all managers and supervisors. When sharing the policies, HRM will highlight the responsibilities of supervisors and managers to uphold EEO principles, lead by example, and instill these principles in staff.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Supervisors may not review the policies and/or may not fully understand or appreciate their responsibilities.	HRM will consider ways for supervisors to affirm their understanding of the policies and their responsibilities, such as through an attestation.	DPS Supervisors and All Staff	Supervisors report that they have received and understand the policies.

Objective 8: By the end of 2023, the Department will inventory and conduct a gap analysis of its existing employee development initiatives and then institute additional measures, as needed, to develop employees and facilitate readiness for future promotions.

Strategic Implementation Plan:
1. By the end of 2022, the Training Section will inventory current employee development initiatives.
2. By the end of the second quarter of 2023, the Training Section will conduct internal research on areas of potential improvement and will also contact other State agencies to determine best practices.
3. By the end of 2023, the Training Section will institute additional measures, which may include additional training or enhanced development plans.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
The additional measures identified may miss the mark or not be utilized by the staff that could benefit from them.	The Training Section will obtain input from staff and managers, in order to obtain buy in. The Training Section will emphasize the importance of the resources to staff and managers on a periodic basis.	DPS Training Section and All Staff	Additional measures to develop employees and facilitate readiness for future promotions will be instituted.

Goal 3: Fostering an Inclusive Workplace Culture

The Department of Public Service is committed to fostering an inclusive workplace culture where staff feel welcomed, supported, and have the opportunity to contribute and provide input. Actions the Department will take to support this goal will include establishing regular opportunities for staff to provide input on the topics of diversity, equity, and inclusion, and undertaking a review to ensure that concepts of equity, inclusivity, and respect are adequately integrated into Department policies, training courses, and programs.

Focal Point 1: Equal Employment Opportunity (EEO)

The Department currently has measures in place to ensure equal opportunity for current and prospective employees. These measures include posting all job opportunities internally and externally, requiring that offices follow an interview process, and ensuring that all staff are aware of and have the opportunity to apply for special assignments. Going forward, the Department will ensure that EEO practices are fully integrated and formalized into applicable Agency processes.

OBJECTIVES:

Objective 1: By the end of 2024, review the Department's existing EEO Policy and ensure these concepts are integrated into agency processes, such as recruitment, promotions, and special assignments such as rotations and mentoring.

Strategic Implementation Plan:
1. By the end of the fourth quarter of 2023, Human Resources Management will inventory the Agency processes, such as recruitment, promotions, and special assignments, that have an applicability to EEO.
2. By the end of the second quarter of 2024, Human Resources Management will review the Department's EEO with a focus on how this policy pertains to these specific agency processes.
3. By the end of 2024, Human Resources Management will establish formalized and documented practices that will need to be followed when the Department conducts these processes.
4. Starting in 2025, Human Resources Management will annually review these processes to ensure adherence.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
EEO best practices may not be followed or over time may become lax.	DPS HRM will conduct an annual review to ensure that practices are being followed and will routinely communicate with	DPS HRM and All Staff	Formalized and documented practices will be established. Annual review will be conducted.

	staff involved in the processes.		

Focal Point 2: Inclusive Workplace Environment

The Department currently has programs, policies, and procedures in place to facilitate an inclusive workplace environment. The Department's Employee Recognition and Empowerment Program (EREP), which consists of staff-led social, recognition, and empowerment committees, meets regularly to discuss and plan initiatives and advocate for improvements. Throughout the year, the Department has programs designed to recognize individuals and teams, as well as provide resources and events to recognize diversity. Going forward, the Department will work with staff to obtain input on employees' views of diversity and inclusion and make improvements to further cultivate an inclusive workplace environment.

OBJECTIVES:

Objective 1: By the end of 2023, the Department will issue a survey to staff to ascertain how employees view diversity and inclusion and gain a baseline of employees' views. The results will be compiled and analyzed, and annual updates will be sent out to gauge progress.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, Human Resources Management will obtain input from ODIM and other agencies that have previously issued surveys.
2. By the end of 2022, Human Resources Management will consider the received input when drafting the survey and review the draft internally with appropriate stakeholders.
3. By the end of the first quarter of 2023, Human Resources Management will issue the survey to all staff.
4. By the end of 2023, Human Resources Management will compile and analyze the survey results. The results will be utilized to inform strengths and opportunities for improvement.
5. Starting in 2024, Human Resources Management will issue the survey on an annual basis to track progress and continue to receive feedback and identify opportunities for improvement.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Staff may not complete the survey.	DPS HRM will issue multiple reminders to staff to complete the survey. Office management will also encourage staff to complete the survey.	DPS HRM and All Staff.	80% of staff will complete the survey. The survey will result in actionable improvements. Follow up surveys will indicate an improvement in staff's views.

Objective 2: By the end of 2022, the Department will establish a staff-led Diversity, Equity, and Inclusion (DEI) committee DEI, which will provide an outlet for staff to provide input on DEI issues in the Department, and an Executive-level committee to consider staff input and monitor DEI progress.

Responsibilities of the staff-led committee may include, but not be limited to, providing recommendations to Human Resources Management or the Executive-level committee and assisting with the development of DEI programming or events. The Executive-level committee will meet at least quarterly and will, at a minimum, be comprised of the Director of Administration, Director of Human Resources Management, and Department Chair/CEO. The Executive-level committee will review recommendations from the staff-led committee, provide input on programming and initiatives, and monitor the Department's progress in implementing this plan.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, Human Resources Management will issue an *Employee News* item to all staff to solicit interest in joining the staff-led committee.
2. By the end of 2022, to help get the committee up and running, Human Resources Management will schedule and facilitate the initial meeting(s) with the goal of handing responsibility off to committee members. HRM will establish initial objectives and/or parameters for the committee, to help guide the committee's initial work.
3. Starting in 2023, once responsibilities are transferred to committee members, a Human Resources Management or another Office of Administration representative will continue to attend meetings, acting as a liaison.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Participation and input from the staff level committee may not reach desired levels.	DPS HRM will provide the needed support to help the committee get off the ground. The Department will ensure that input from the committee is valued.	DPS HRM, All Staff, and Executive Management	The staff-level and Executive level committees will meet regularly. Both committees will provide meaningful input.

Objective 3: By the end of 2023, the Department will establish a formal policy to address respect, interpersonal communication, and/or workforce conduct.

Strategic Implementation Plan:
1. By the end of the second quarter of 2023, Human Resources Management will review the Department's current set of "Guiding Principles," example codes of conduct covering similar topics from other agencies, and obtain input from key Agency stakeholders, as the Department does not currently have a formal policy.
2. By the end of the third quarter of 2023, Human Resources Management will then incorporate best practices into a formal policy that addresses respect, interpersonal communication, and workplace conduct.

3. By the end of 2023, Human Resources Management will share this formal policy with all staff and then devise a plan to ensure ongoing awareness of the policy. Considerations would include sending periodic reminders to staff and providing the policy to all new staff as part of the onboarding process.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Staff will lack ongoing awareness of the policy	DPS HRM will take measures to share the policy regularly with staff and/or devise other means of promoting the policy so that staff maintain awareness.	DPS HRM and All Staff	The policy is shared regularly with staff and/or otherwise promoted, so that staff maintain awareness.

Objective 4: By the end of the second quarter of 2023, the Department will formalize the process/procedure, which is currently conducted through informal means, for nursing parents to request to express breast milk in the workplace.

Strategic Implementation Plan:
1. By the end of the first quarter of 2023, Human Resources Management will obtain input/best practices from ODIM and other agencies on developing a procedure, and seek input from appropriate internal stakeholders.
2. By the end of the second quarter of 2023, Human Resources Management will draft a formal procedure and then make it available on the Department's SharePoint intranet page for all staff to reference.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Depending on the location, the Department may not have dedicated space available to be reserved solely for nursing parents.	The procedure will address how HRM will work on behalf of the nursing parent to ensure that suitable space is reserved at the times when the parent needs to express breast milk.	DPS HRM and All Staff	The procedure is completed and made readily available on the Department's internal SharePoint page.

Objective 5: By the end of the second quarter of 2023, the Department will incorporate concepts of Diversity, Equity, and Inclusion into Department onboarding procedures.

Strategic Implementation Plan:
1. By the end of the first quarter of 2023, Human Resources Management will develop a plan for ways that DEI concepts, policies, and opportunities can be formally incorporated into the onboarding process. Currently, new employees are generally informed of the Department's Guiding Principles and policies, including the

Department's EEO policy, but DEI specifically is not formally highlighted during onboarding.

2. By the end of the second quarter of 2023, Human Resources Management will then incorporate DEI related items into onboarding checklists and onboarding presentations. Examples include making new employees immediately aware of Department policies and of opportunities for staff to become involved.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
New employees are provided with a lot of information during the onboarding process, which could make it difficult for new employees to retain critical information on DEI.	DPS HRM will work with ODIM and Department management and stakeholders to devise a plan that adequately conveys the importance of DEI concepts to new staff.	DPS HRM and New Staff	A plan is completed and vetted. DEI topics are then integrated into onboarding process.

Objective 6: By the end of 2023, the Department will establish a Diversity, Equity, and Inclusion (DEI) page on the Department's internal website.

Strategic Implementation Plan:
1. By the end of the second quarter of 2023, Human Resources Management will brainstorm items to include on the internal website page. The site could provide a centralized repository of information on DEI concepts as well as information in recognition of certain events (i.e., Black History Month, Women's History Month).
2. By the end of the third quarter of 2023, Human Resources Management will work with appropriate administrative staff to create the physical webpage. The webpage will be reviewed and vetted before going live.
3. By the end of 2023, notice will be provided to all staff once the page goes live. The page will also be promoted at various times throughout the year in conjunction with DEI events.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Information on the internal page could grow stale or external links could become inactive over time.	DPS has a process of ensuring that all internal website pages are reviewed and regularly updated. The DEI page would also be subject to this review.	DPS HRM and All Staff	The page is created and goes live. Administrative staff will also track page views.

Objective 7: By the end of 2024, examine and update existing methods for breaking down Departmental silos, including mentoring, cross-training, rotations, lunch and learn meetings, internal resources, and culture building.

Strategic Implementation Plan:
1. By the end of the second quarter of 2024, Human Resources Management will examine the Department's currently offered mentoring program, rotation program, and periodic lunch and learn sessions, as well as look into other methods currently employed for breaking down silos and identify opportunities for improvement.
2. By the end of the third quarter of 2024, Human Resources Management will also identify additional methods for breaking down Departmental silos. Human Resources Management will obtain input from stakeholders, including the Department's EREP empowerment committee.
3. By the end of 2024, Human Resources Management will then implement these additional methods.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
The additional methods identified may miss the mark or not be utilized by staff.	DPS HRM will work with internal stakeholders to identify methods that will be truly meaningful and continuously evaluate them for ongoing improvement.	DPS HRM and All Staff	Existing methods will be updated, and new measures will be implemented.

Objective 8: Building upon the Department's existing employee recognition programs, which include the TAKE CHARGE program, annual service awards, and group recognition events, the Department will work with its Employee Recognition and Empowerment Program (EREP) by the end of 2023 to develop a formalized plan to identify additional employee recognition opportunities.

Strategic Implementation Plan:
1. By the end of the first quarter of 2023, the Department will conduct research on best practices in recognition, including through evaluating other State agency practices.
2. By the end of the second quarter of 2023, the Department will use the gathered research to review its existing recognition programs and determine if improvements can be made.
3. By the end of the third quarter of 2023, the Department will seek input from internal stakeholders on its existing programs and on potential new programs.
4. By the end of 2023, the Department will develop a formalized plan for employee recognition based on its review, research, and the input gathered.
5. Starting in 2024, the plan will be reviewed annually, in order to consider ongoing improvements.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
The improvements to existing programs or new programs may not resonate with staff or may diminish over time.	In developing improvements or new programs, the Department will seek input from internal stakeholders. The Department will review the plan annually for potential improvements.	Office of Administration and All Staff	Existing programs will be improved, and new programs will be implemented. As part of the annual review, feedback will be obtained and ongoing improvements made.

Focal Point 3: Training and Development

Working with ODIM, the Department's Training Section has offered implicit bias training on two occasions in recent years and is working with ODIM to again offer this training within the coming year. The Training Section offers a wide variety of training courses, and also facilitates cultural awareness events whenever possible. Going forward, the Training Section will formalize a plan to offer recurring trainings on bias, cultural awareness, and respect/interpersonal behavior and will review existing training opportunities to determine if/where these concepts may be incorporated.

OBJECTIVES:

Objective 1: By the end of the second quarter of 2023, the Department will develop a plan for recurring mandatory and non-mandated trainings on bias, cultural awareness, and respect/interpersonal behavior in the workplace.

Strategic Implementation Plan:
1. By the end of 2022, the Training Section will discuss with ODIM and other State agencies best practices in offering training on bias, cultural awareness, and respect/interpersonal behavior, and research best practices from the private sector and/or other governmental entities.
2. By the end of the second quarter of 2023, based on this research, the Training Section will develop a draft plan. This plan will be reviewed by internal stakeholders before being finalized.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Since the training programs are "non-mandated" participation may not reach desired levels.	The Training Section will take measures to promote these programs and send email reminders to staff of scheduled sessions.	Training Section and All Staff	The plan will be completed and followed. The Training Section will track attendance at events and work to

			maintain or grow attendance over time.

Objective 2: By the end of 2023, the Department will conduct a review of all existing training courses to determine where concepts of bias, cultural awareness, and respect/interpersonal behavior can be incorporated and then update training based on this comprehensive review.

Strategic Implementation Plan:
1. By the end of the third quarter of 2022, the Training Section will obtain input from ODIM and other State agencies on best practices or guidance on incorporating concepts of bias, cultural awareness, and respect/interpersonal behavior into existing training.
2. By the end of the second quarter of 2023, the Training Section will inventory and review all existing training courses and identify where these concepts can be incorporated.
3. By the end of 2023, the Training Section will then update the existing training courses by incorporating these concepts into the trainings.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
None identified	NA	Training Section and All Staff	The training courses will be comprehensively reviewed, and changes will then be implemented.

Goal 4: Delivering Effective Programs and Services

The Department of Public Service is committed to overseeing and delivering effective programs and services that are inclusive, equitable, and meet the diverse needs of our constituents. The Department is also committed to ensuring that regulated utilities achieve best practices in diversity, equity, and inclusion in their operations, workforce, and outreach. To accomplish this goal, the Department will take steps to ensure inclusive outreach and external communication and will work with utilities to create and implement plans that incorporate diversity, equity, and inclusion best practices.

Focal Point 1: Utility Diversity, Equity, and Inclusion

Starting in 2020, the Department began obtaining and reviewing information from utilities regarding their diversity, inclusion, and environmental justice practices. Starting in 2022, the Department will initiate a formal process to work with utilities to create and implement DEI plans and will take steps to ensure climate justice and an equitable energy transition for all New Yorkers.

OBJECTIVES:

Objective 1: The Public Service Commission (Commission) will require utilities to file DEI plans with the Commission.

Strategic Implementation Plan:
1. In June 2022, the Commission issued an order requiring that utilities issue diversity plans.
2. By the end of 2022, the Department will work with the utilities to organize a working group, where utilities can share current efforts and learn about best practices.
3. The utilities will be required to file DEI plans after the conclusion of the working group meetings. In consultation with the utilities, the Department will establish a deadline for such filings following the initial working group meeting. The plans will cover issues such as: the importance of a diversified work force; corporate strategies and communications; training, recruitment and retention; outreach and engagement; and supplier diversity.
4. The Department and Commission will also consider additional actions such as ongoing working group meetings or annual plan updates.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Ensuring that the utilities follow through with their plans.	DPS and the Commission will consider ways to ensure utility follow through, such as requiring the utilities to provide plan updates and/or report	The DPS Office of Accounting, Audits and Finance; Commission regulated utilities; participating New York authorities.	The regulated utilities complete their plans by the required deadline. The regulated utilities demonstrate progress in achieving

	on progress in accomplishing DEI goals.		goals outlined in their plans.

Objective 2: The Department will continue to ensure that climate justice and an equitable energy transition for all New Yorkers are incorporated into the programs it oversees and authorizes by ensuring that utilities and the New York State Energy Research and Development Authority (NYSERDA) have specific programs and services focused on disadvantaged communities and focused attention on developing a diverse workforce for clean and renewable energy job opportunities.

Strategic Implementation Plan:
1. The Department will ensure that concepts of climate justice and an equitable energy transition are incorporated into future ratepayer-funded programs administered by the regulated utilities or NYSERDA that it authorizes, as applicable.
2. By the end of the second quarter of 2023, the Department will review the existing programs that are in place, consider best practices across regulated utilities, NYSERDA and from other states, and then determine whether existing programs can be improved, or if new programs should be considered.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Existing and future programs may not actually achieve the objectives of climate justice and an equitable energy transition. Requiring increased expenditures on disadvantaged communities programming may put upwards pressure on budgets or jeopardize achievement of current energy savings goals.	The Department and Commission will consider the appropriate tracking and performance metrics to monitor performance while balancing climate and equity goals and revise current goals, if necessary.	Regulated energy utilities; NYSERDA; disadvantaged communities members and advocacy groups	Concepts of climate justice and an equitable energy transition are incorporated into existing and future programs. Report progress on this objective at regular intervals.

Focal Point 2: Ensuring Transparent and Inclusive Services

The Department currently maintains a website and electronic document filing system that provide the public with access to a wealth of information on utility proceedings and consumer information. Obtaining public input through outreach and hearings is also a critical part of all

Commission proceedings. Going forward, the Department will take steps to improve transparency, stakeholder input, and communication with the public.

OBJECTIVES:

Objective 1: By the end of 2023, the Department will update its external website to improve transparency. As part of this update, accessibility and diversity will be taken into account, including language access.

Strategic Implementation Plan:
1. By the end of 2022, the Department, in consultation with the New York State Office of Information Technology Services (ITS), will inventory its existing website and obtain stakeholder input, in order to determine opportunities to improve accessibility, inclusion, and diversity.
2. By the end of the second quarter of 2023, the Department will complete a beta version of the website for internal review and input, in order to make additional improvements.
3. By the end of 2023, the improved website will go live.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Given that there is existing website content, it may be challenging to identify new content or ways to enhance content. Staffing constraints	The Department will obtain targeted stakeholder input and also research other agency websites to identify best practices. The Department will work with ITS and internal staff to identify dedicated resources for this initiative.	DPS Public Information Office, DPS Language Access Officer, Office of Consumer Services, Regulated Utilities, Consumer Advocate Groups, General Public	The improved website will go live after having incorporated feasible stakeholder input and improvements identified from the beta version.

Objective 2: By the end of 2023, the Department will develop a plan to ensure the events (such as public statement hearings and outreach) that the Department hosts, participates in, supports and/or sponsors, incorporate and reflect the Department's diversity, equity, and inclusion principles and goals. Considerations will include:
    a. Location and timing for events, based on the targeted audience (in their neighborhoods, outside typical work hours for the community, easily accessible, low- or no-cost, libraries, community events, cultural events, street fairs).
    b. Diversity, equity, and inclusion considerations integrated into the planning of speakers and panelists for Department organized events.

Strategic Implementation Plan:

1. By the end of 2022, the Department will complete a full inventory of the types of events and actual specific recurring events involving the public that the Department hosts, participates in, and supports/sponsors.
2. By the end of the first quarter of 2023, the Department will conduct research and communicate with other State agencies to determine best practices for how the Department can incorporate diversity, equity, and inclusion principles and goals into events that we are involved in.
3. By the end of the third quarter of 2023, the Department will establish a plan that outlines best practices in hosting, participating in, and supporting/sponsoring events that take into account diversity, equity, and inclusion.
4. The plan will be implemented for events beginning in the final quarter of 2023.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
The ongoing pandemic, or a future pandemic, could present barriers to public participation in events.	The Department's plan will account for this situation and, in addition to discussing best practices for in-person events, will also discuss alternative approaches (for example, virtual).	DPS Office of Consumer Services, public stakeholders.	The plan will be completed. The Department will track attendance and participation in events, determine if specific events have attendance that is representative of the community, and make adjustments to attempt to attend future events with increased diversity as necessary.

Objective 3: By the end of the second quarter of 2023, the Department will develop and implement a communication strategy to reach a more diverse audience and will consider ways to utilize communication strategies to recognize diversity.

Strategic Implementation Plan:
1. By the end of 2022, the Department will conduct research and obtain input from other New York State agencies/authorities on best practices in communicating to diverse audiences and recognizing diversity. The research will consider modes of communication as well as entities to communicate to, such as stakeholder groups.
2. By the end of the second quarter of 2023, the Department will develop a written strategy and then begin implementing the strategy.
   a. Strategies to reach a more diverse audience could include social media, print, digital, tv/radio, working with community-based organizations and local governments, and utilizing partnerships with existing audiences. The strategy will take into account reaching those who may face technology challenges.

b. Strategies to recognize diversity could include releasing statements in recognition of certain important events, such as Black History Month or Women's History Month.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
Providing communications to people who are non-English speakers, have limited English proficiency (LEP), blindness or a visual impairment, and deafness or hearing impairment, or those with limited access to technology can be challenging.	The Department will consider the resources, technology, and contracts available to ensure language access. The Department will consult with agencies experienced in communicating with constituents with limited technology access to determine best practices.	DPS Public Information Office, General Public	A strategy will be developed and implemented.

Objective 4: The Department will continue to utilize Minority and Women Owned Business Enterprises (MWBE) and Service-Disabled Veteran-Owned Businesses (SDVOB) for purchases and procurements when possible. The Department currently works with the New York State Empire State Development Corporation's (ESD) MWBE Division and the New York State Office of General Services' (OGS) SDVOB Division, to maximize participation in these programs and to meet statewide goals.

Strategic Implementation Plan:
1. Annually, in January, the Department's Office of Administration (OA) will continue working with ESD and OGS to develop goal plans, with planned MWBE and SDVOB utilization rates that meet or exceed the statewide goals established by these agencies.
2. On a continuous basis, OA will seek opportunities to purchase from MWBE and SDVOB vendors and post procurement opportunities in the "Contract Reporter" so that MWBEs and SDVOBs can be aware of and respond to opportunities.
3. On a quarterly basis, OA will continue to complete and submit quarterly utilization reports to ESD and OGS, in order to track progress towards achieving the annual goal.
4. Annually, OA will continue to review prior year actual results and evaluate opportunities for improvement in the next year.

Obstacles to Success	Strategies to Address Obstacles	Stakeholders	Key Performance Indicators
For certain types of procurements, for example financial data subscription	The Department will continue to competitively bid when possible, post	DPS OA, MWBE and SDVOB vendors, ESD, and OGS.	The Department will meet or exceed the statewide goals established by ESD

services, it can be difficult to identify MWBE or SDVOB vendors.	opportunities in the Contract Reporter, and limit the use of single source procurements whenever possible.		and OGS, which are set annually.