

WORKFORCE DIVERSITY AND INCLUSION

Framework and Implementation Plan



Department of
Civil Service

TABLE OF CONTENTS

Executive Summary	1
Definitions of Diversity and Inclusion.....	2
Multiple Layers of Diversity	3
Mission, Vision, and Values	4
Objectives and Activities.....	5
Roles and Responsibilities	6
Conclusion	7
Appendices.....	8-15
Appendix 1: Critical Success Factors	8
Appendix 2: Implementation Plan	9-11
Appendix 3: Leadership and Supervisory Perspective.....	12
Appendix 4: Human Resources Professional Perspective.....	13
Appendix 5: Employee Perspective.....	14
Appendix 6: Program Planning and Service Delivery Perspective	15

EXECUTIVE SUMMARY

The Department of Civil Service, Office of Diversity and Inclusion Management (ODIM) was created in 2018 to support New York State at both the enterprise and agency levels in strategic efforts to increase diversity in the workforce, foster respectful and inclusive work environments, and create pathways for incorporating equal opportunity principles into the State's business and operational policies and practices, and the many vital programs and services delivered to the public.

As part of these efforts, ODIM provides the following resources designed to inform decision-making and enhance the competencies needed for building a workforce that reflects the diversity of the State of New York:

- **Strategic Plan for Statewide Diversity and Inclusion (the Plan)**

Development of the Plan began with a comprehensive review of research to identify current best practices in diversity and inclusion at both the macro and micro-levels of organizational performance. This review resulted in the identification of four comprehensive Statewide objectives:

1. Develop strategic leaders
2. Recruit and retain talent
3. Foster inclusive culture
4. Deliver effective programs and services

- **Framework and Implementation Plan (the Framework)**

The Framework is designed to offer State agencies tactical guidance for establishing and maintaining standards to help integrate diversity and inclusion practices into their existing organizational and business activities.

The initial steps in developing the Framework were to define diversity and inclusion, create a vision for the future, and establish values to guide the State in achieving its vision. The Framework will support efforts at the enterprise and agency levels during initial implementation through the operational and maintenance phases of organizational change across eight areas critical to success:

1. Informed and committed leadership
2. Clearly articulated roles and responsibilities
3. Continuous policy review and development
4. Dedicated resources
5. Collective accountability
6. Education and training
7. Program plan integration
8. Performance measures

Agencies should rely on the overarching principles and objectives stated in the Strategic Plan and use the Framework to take immediate action to improve their connections with employees, residents, and the diverse communities of the State, and to remain competitive and effective in delivering programs and services.

DEFINITIONS OF DIVERSITY AND INCLUSION

Diversity and inclusion are defined as two distinct principles, both of which are tantamount to achieving the vision laid out in this plan.

NEW YORK STATE'S DEFINITION OF DIVERSITY

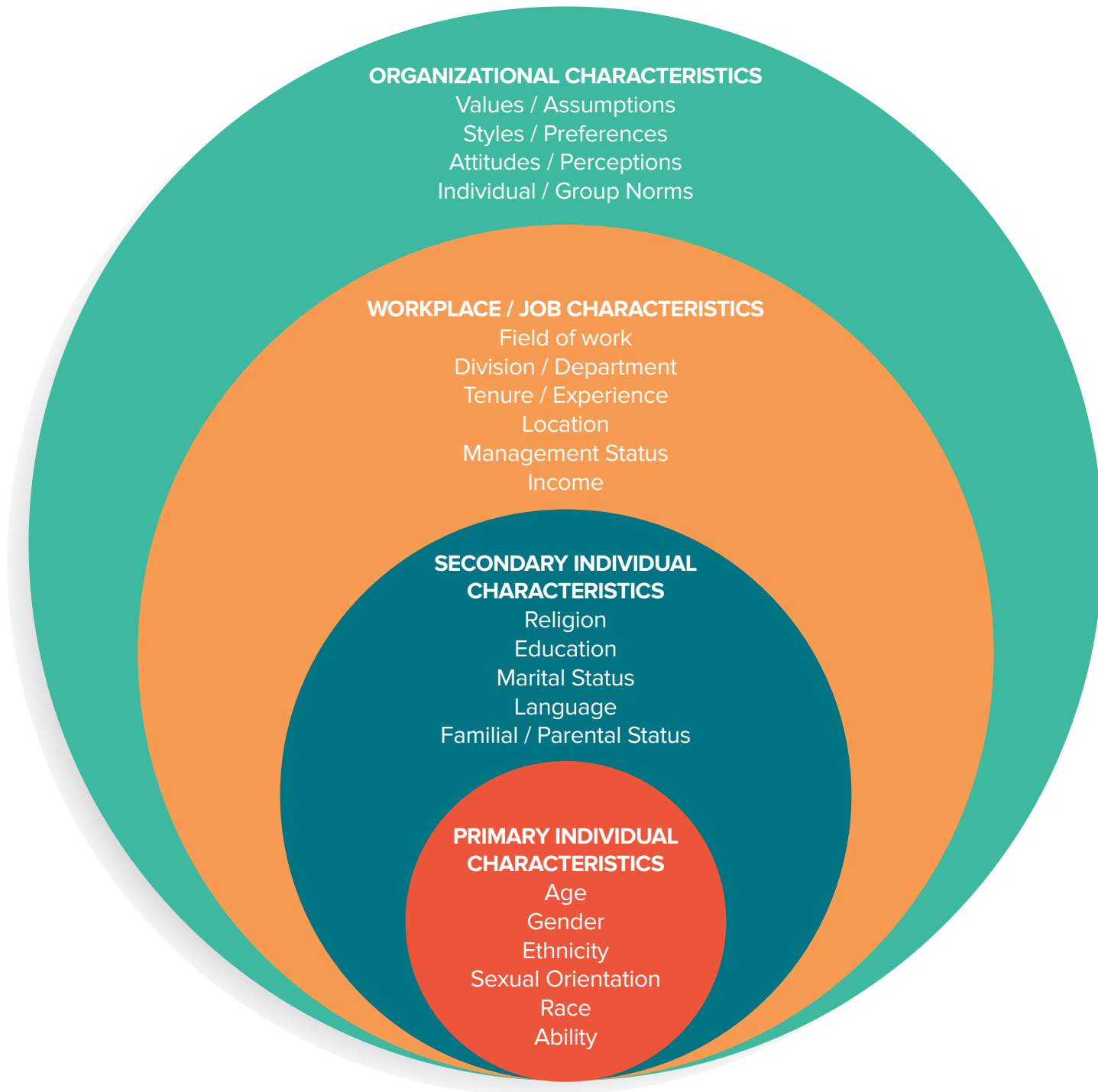
Diversity refers to a group of individuals with unique characteristics whose combined contributions support agencies in meeting and exceeding their organizational goals.

NEW YORK STATE'S DEFINITION OF INCLUSION

Inclusion is a process that cultivates an environment that values collaboration, flexibility, and equity. Inclusive behaviors leverage diversity throughout the organization to encourage all individuals to contribute to their full potential.

MULTIPLE LAYERS OF DIVERSITY

There are many layers of diversity that shape and impact the workplace, including aspects that may be unique to individuals or defined by a specific work setting(s). This model illustrates some of the ways employees can be different from one another, including primary and secondary aspects, as well as different workplace elements that can contribute to diversity in organizations.



MISSION, VISION, AND VALUES

MISSION

Our mission is to build and sustain diversity in the State workforce by incorporating diversity and inclusion values within existing workforce development processes, and to facilitate measurable progress at the agency-level and statewide.

VISION

Our strategic vision is to build and sustain a workforce reflective of the many unique cultures, voices, backgrounds, ideas, and talents of the residents and communities we serve.

VALUES

Public Service - We facilitate effective and meaningful contributions to all New Yorkers.

Diversity - We embrace and respect the individual differences and unique voices among our constituents. We are proud of the varied backgrounds and experiences of our employees and consider them valuable contributions to the workplace.

Inclusion - We produce innovative workforce solutions based on a broad array of perspectives and ideas. We establish multidisciplinary organizational processes, policies, and practices.

OBJECTIVES AND ACTIVITIES

The State has four primary objectives for promoting and maximizing the diversity of the State workforce. New York will remain an employer of choice, in part, by committing to these objectives. Progress towards or achievement of the objectives requires engagement in a variety of deliberate activities at every level of the workforce: leadership, human resources (HR), employees, and programs and services.

○ OBJECTIVE 1: DEVELOP STRATEGIC LEADERS

Achieving significant progress in diversifying the State workforce requires a proactive, coordinated, and sustainable statewide effort.

Leaders play an important role in setting the tone for diversity and inclusiveness efforts in our agencies and organizations. Currently, HR professionals within each State agency meet to discuss the practical application of workforce policies and programs. However, these individuals may lack the span of influence to impact HR policy or integrate strategic change within current business plans. Developing and involving leaders at the highest levels of each agency will help us shift our progress towards further diversifying the State workforce by building awareness and communicating roles and responsibilities for promoting and maintaining diversity and inclusion efforts.

○ OBJECTIVE 2: RECRUIT AND RETAIN A TALENTED WORKFORCE

For New York State to maintain its tradition of excellence in public service and ensure that it remains a great place to live, work and play, we must build and sustain a workforce that is diverse, talented, and prepared to meet and exceed tomorrow's challenges. Enhanced flexibility for State agencies to hire, promote, retain, and transfer qualified candidates will allow State agencies to broaden their talent pool, offer more career mobility options, and provide additional professional advancement opportunities for all.

The State will build tomorrow's workforce today by committing to greater community outreach and renewing our commitment to the recruitment and hiring of diverse individuals into public service careers, consistent with the requirements of merit and fitness. Enhanced strategic recruitment and outreach activities will be undertaken to attract and cultivate a broad array of candidates, from all segments of New York State's population, who are engaged, adaptable, and prepared to do the work necessary to achieve success.

○ OBJECTIVE 3: FOSTER AN INCLUSIVE WORKPLACE CULTURE

The State will foster workplace environments that encourage flexibility, fairness, and individuality while supporting organizational performance. Using an educational approach, the State will integrate human resource management policies and practices with performance management processes to establish and communicate standards and expectations for embracing diversity in the workplace. By actively seeking the perspectives and ideas of employees and leaders, developing comprehensive employee training and orientation programs, providing educational opportunities for agency leaders and managers, and by connecting individual employee performance with clearly stated organizational expectations and goals, the State will enhance skills, capabilities, and engagement – all critical factors in developing a culture of inclusivity and performance.

○ OBJECTIVE 4: DELIVER EFFECTIVE PROGRAMS AND SERVICES

The State is committed to quality and efficiency in the delivery of all programs and services. Delivering superior public service to the residents of New York also requires the ability to respond to the needs of a diverse public. By integrating diversity and inclusion principles with relevant program planning practices, the State will ensure innovation and quality in service delivery. By sharing best practices and lessons-learned across the enterprise, the State will regularly engage in program evaluation and process improvement to identify changes in customer needs or adjust business planning efforts to produce measurable enhancements.

ROLES AND RESPONSIBILITIES

Achievement of the stated objectives requires involvement at every level of the State workforce. The Office of Diversity and Inclusion Management provides support at the enterprise and agency levels, ensuring that diversity and inclusion considerations are incorporated in decision-making and workforce management processes, while working with stakeholders to maximize the visibility of the State's commitment to recruit and retain a diverse and exemplary workforce.

Agencies can rely on the support provided by the Office of Diversity and Inclusion Management, along with the resources found in the Strategic Plan and the Framework, to develop their approach to increasing and sustaining diversity and inclusion practices while meeting their operational requirements. Individual employees contribute to the diversity and inclusion goals as defined by their function(s) and performance plans.

Employees at all levels of the State are responsible for building and sustaining a diverse and inclusive workforce:

- Office of Diversity and Inclusion Management
- Agency leaders
- Departmental managers
- Supervisors
- Human resources and personnel administrators
- Program development staff
- Service delivery staff

CONCLUSION

The Strategic Plan for Workforce Diversity and Inclusion lays out the State's vision for achieving a sustainable, equitable, and diverse workforce.

The Framework and Implementation Plan builds upon the Strategic Plan by providing State agencies and employees with the tools needed to build a diverse and inclusive workforce that is broadly representative of the communities served. It outlines processes and practices that will enhance interaction and relationships, programs and services, and improve inclusion, equity, and fairness in the workplace. Further, the Framework sets forth a clear course of action, providing agencies with the guidelines and support necessary to achieve Statewide objectives. The Framework also introduces new concepts, reinforces standards, and identifies ways to turn insights into actions.

By formally integrating diversity and inclusion values and activities into existing workforce management processes, the Strategic Plan for Statewide Diversity and Inclusion and the Framework and Implementation Plan enable measurable results on agency and enterprise levels.

APPENDICES

APPENDIX 1: CRITICAL SUCCESS FACTORS

These are the key elements of a successful diversity and inclusion initiative.

INFORMED LEADERSHIP

Leaders are committed to promoting diversity and inclusion values, are organizationally aware and dedicated to the vision and mission of the Office of Diversity and Inclusion Management, and lead through example.

CLEARLY ARTICULATED ROLES

Organizational leadership provides clearly articulated strategic guidance and support for diversity and inclusion considerations. Agencies are responsible for implementation of operational needs and workforce management processes. Individual employees participate in matters that encompass equal opportunity, growth, and professional development.

DEDICATED RESOURCES

Resources are committed and allocated to sustain organizational change in the short and long-term, and dedicated fiscal and human resources are aligned with achievement of objectives at the enterprise and agency levels.

POLICY REVIEW AND DEVELOPMENT

Policy review ensures compliance with legislative and Executive directives. Policy development clearly establishes the State's vision and facilitates action towards achievement of objectives, while promoting a consistent, statewide approach to decision-making and ensuring integrity and credibility.

COLLECTIVE ACCOUNTABILITY

The success of diversity and inclusion objectives are collectively shared and acknowledged. Opportunities for improvement are identified at the enterprise level and transformed into solutions through use of multidisciplinary approaches, engaging a broad range of perspectives and ideas. All levels of the workforce engage in the dialogue and offer insight.

EDUCATION AND TRAINING

Training programs communicate expectations, discourage misunderstanding, and build awareness. Employees and leadership are engaged in relevant training sessions to identify areas where diversity and inclusion play a role in effective job performance and delivery of quality service. An employees' ability to consider and collaborate with the diverse perspectives of others is encouraged and facilitated.

PROGRAM PLAN INTEGRATION

By integrating diversity and inclusion principles with program planning and business objectives, the State ensures effective strategies and sustainable action plans. By involving diverse perspectives, identifying barriers, and utilizing the knowledge and expertise of employees and impacted communities in the development of programs and services, the State's offerings remain adaptable and responsive to a diverse public.

PERFORMANCE MEASURES

Directly linking Statewide objectives with clearly identified performance indicators and consistently evaluating outcomes via data collection, reporting, and employee and customer feedback will encourage quantitative and qualitative progress. Outcomes will support change and enhance the commitment to future planning and improvement.

APPENDIX 2: IMPLEMENTATION PLAN

The implementation plan is based on the eight critical success factors above and is designed to assist agencies with integrating diversity and inclusion practices into existing programs, structures, and services. The Framework can be used to create initial action plans and support ongoing efforts. The ODIM will assist agencies, departments, and/or dedicated teams as they work to develop and enhance standards of practice.

INFORMED LEADERSHIP

AGENCY ACTIVITY

Place diversity and inclusion on leadership meeting agendas as a standing item.

Develop communication plans to obtain feedback from staff and disseminate current information.

Lead by example through interactions with employees and stakeholders.

Commit to change initiatives by allocating time and resources to relevant activities.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Establish regular communication with agency leadership to share and highlight diversity and inclusion values.

Provide information on community events, current trends, and issues.

Mentor agency leaders and managers in diversity and inclusion principles.

Share observational data on leadership demographics.

SUCCESS INDICATORS

Agency leaders are visible and articulate in promoting the principles of workplace diversity and inclusion.

Feedback from employees indicates leaders are committed to, and supportive of, diversity and inclusion principles.

Leadership positions are filled using a transparent and inclusive process.

CLEARLY ARTICULATED ROLES AND RESPONSIBILITIES

AGENCY ACTIVITY

Develop employee and supervisory orientation sessions that include diversity and inclusion competencies and considerations for each role.

Connect standards of practice and organizational goals to individual job duties and responsibilities.

Identify and resolve issues and behaviors that violate values of workplace diversity, respect, and inclusion.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Establish workforce diversity and inclusion competencies.

Develop standards for behaviors, values, and accessibility.

Provide tools for managers to identify and manage infringements.

SUCCESS INDICATORS

Employee performance is responsive to values, conduct, and behavior standards.

Employee feedback indicates confidence in management and leadership's ability to prevent and resolve issues.

Decrease in number of reported behavior complaints or grievances.

DEDICATED RESOURCES

AGENCY ACTIVITY

Determine specific requirements necessary to support diversity and inclusion efforts (i.e. time, training, HR support).

Establish skilled team(s) to integrate diversity and inclusion principles into existing workforce management processes and practices.

Engage in regular needs assessment and program review to focus resources appropriately.

Collaborate with agencies and partners to increase resource capacity.

Connect resources with short and long-term strategies for realizing diversity and inclusion objectives.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Work with agency teams and leaders to support integration of diversity and inclusion principles with existing practices and structures.

Assist agencies with optimizing existing resources to implement and sustain efforts.

Engage internal and external stakeholders for support.

SUCCESS INDICATORS

Resources are focused in program areas with greatest impact.

Short-term diversity and inclusion efforts are implemented without disrupting agency or facility operations.

Long-term diversity and inclusion efforts are sustained over time.

Innovative solutions are generated through collaboration and program resources are shared among agencies and facilities.

POLICY REVIEW AND DEVELOPMENT

AGENCY ACTIVITY

Review policies and guidelines to remove unintentional barriers and support accessibility and fairness.

Establish relationships with community leaders, external groups and organizations to reach, attract, and retain a diverse talent pool.

Consider flexible work scheduling options and work-life balance policies.

Enhance recruitment policies and practices for selection, hiring, and retention.

Examine existing policies against new procedures to ensure alignment.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Determine plans for enterprise-wide policy review.

Assist with identifying and prioritizing policies for review or revision.

Develop supporting policies that promote Statewide diversity and inclusion values and improve accessibility.

Ensure compliance between policies and legislative or statutory requirements.

SUCCESS INDICATORS

Policies address gaps in representation and create opportunity to increase participation from diverse groups.

Policies are communicated to all employees and are made available for reference.

Outreach and recruitment efforts reflect clear focus on diversity and inclusion.

Relationships with institutions, groups, and organizations facilitate promotion of employment opportunities among diverse populations.

Policy development process is streamlined and purposeful.

COLLECTIVE ACCOUNTABILITY

AGENCY ACTIVITY

Encourage open dialogue and offer accessible meetings on diversity and inclusion successes and challenges.

Review inclusive demographic data and share results internally and regularly.

Collect input from employees on workplace satisfaction and respond proactively to turnover.

Use short and long-term approaches to meet diversity and inclusion objectives.

Incorporate diversity and inclusion objectives in performance plans.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Set diversity objectives at all levels: organizational, leadership, and employees.

Evaluate challenges and successes broadly and consistently across the enterprise.

Report on results and issues in a transparent manner.

SUCCESS INDICATORS

Agency action plans align with employee input.

Leadership is open to scrutiny and shares the successes and challenges with employees.

Employee retention rates improve and turnover rates decrease.

Employees contribute to solutions and innovations.

Employees actively participate in diversity and inclusion initiatives.

EDUCATION AND TRAINING

AGENCY ACTIVITY

Promote training and educational programs and encourage employee participation.

Incorporate workplace diversity principles, policy, standards of behavior, and relevant practices into training.

Consider underrepresented groups in training development. Offer access to information and resources on workplace policy, accessibility, reasonable accommodations, unconscious bias, and cultural competence.

Provide employees with tools for recognizing and managing workplace diversity issues.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Ensure links between Statewide diversity and inclusion principles and agency training programs.

Ensure quality standards for education and training programs.

Remove barriers to training or access to information.

Develop competent and committed employees and leaders who are well-versed in workplace diversity principles and values.

SUCCESS INDICATORS

Employee feedback or surveys indicate increased awareness of workplace diversity concepts, policies, and practice.

Increase in number and type of relevant training and educational opportunities for employees.

Employee training participation rates and evaluation results improve.

Customer feedback reflects that employees are respectful and responsive.

Decrease in number of reported incidents of harassment, discrimination, or inappropriate behavior that violates standards of behavior.

PROGRAM PLAN INTEGRATION

AGENCY ACTIVITY

Engage with community and customers to collect feedback on program and service delivery.

Review and revise marketing and web materials to be accessible and supportive of diversity and inclusion principles.

Use inclusive terminology in program and service delivery.

Consider underrepresented groups and non-users in development of programs and services.

Require staff to consider diverse audiences when planning programs.

Identify and minimize service access barriers.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Ensure compliance with relevant legal or statutory accessibility requirements.

Communicate commitment, strategy, and plans for improved programs and service delivery.

Routinely review and share community demographic data.

Engage with community leaders and partners to exchange best practices and expertise in program planning.

SUCCESS INDICATORS

Communication and outreach material reflect diversity and inclusion principles.

Increase in outreach to underrepresented groups.

Improved engagement with non-users.

Customer feedback surveys, social media interactions, and internet communications indicate increased satisfaction with service delivery and/or program accessibility.

PERFORMANCE MEASURES

AGENCY ACTIVITY

Establish baseline data for diversity and inclusion activities or elements.

Share internal or observational data with leaders and employees.

Assign staff members (more than one) responsible for measurement and tracking.

Utilize qualitative data through employee and customer feedback surveys.

Identify strengths and areas in need of improvement.

Report to leadership on progress and assessment results.

OFFICE OF DIVERSITY AND INCLUSION MANAGEMENT SUPPORT

Articulate performance standards.

Establish key quantitative and qualitative performance indicators.

Monitor activities with agencies to identify and benchmark quantitative metrics.

Regularly review and utilize demographic and workforce data to modify or re-direct agency activity.

Collect and share practices, successes, challenges, priorities, and other indicators of progress.

SUCCESS INDICATORS

Demographic and workforce data reflect measurable and sustained progress in relation to diversity and inclusion.

Data collected informs future action.

APPENDIX 3: LEADERSHIP AND SUPERVISORY PERSPECTIVE

In your role, consider how you can commit to and promote the values of workplace diversity and inclusion.

Have you:

Created diversity and inclusion plans as part of your overall workforce planning process?

Connected individual job performance standards with organizational goals?

Demonstrated responsibility for adhering to diversity workforce management practices:

In daily interactions with staff?

In daily interactions with leadership?

In your interactions with the public, your customers, and/or external stakeholders?

Integrated diversity and inclusion principles into current programs and planning activities?

Analyzed the recruitment management tools available to HR professionals?

Identified job location barriers?

Analyzed existing and potential obstacles to participation in the workforce?

Evaluated employee job and workplace satisfaction?

YES

NO

APPENDIX 4: HUMAN RESOURCES PROFESSIONAL PERSPECTIVE

In your role, consider how you can commit to and promote the values of workplace diversity and inclusion.

Have you:

Enhanced your data collection efforts on current workforce and user characteristics?

Utilized data on terminations, disciplinary actions, investigations, and exit interviews to identify trends for employees with low participation rates?

Tracked attrition, retention, and turnover rates?

Tracked ADA and harassment complaints?

Engaged in succession planning efforts?

Reviewed employment practices to ensure compliance?

Evaluated utilization of hiring programs and employment initiatives – including 55b/c and reasonable accommodation?

Assessed promotional opportunities or limits on advancement?

Assessed hiring, retention, and promotion of diverse individuals?

YES

NO

APPENDIX 5: EMPLOYEE PERSPECTIVE

In your role, consider how you can commit to and promote the values of workplace diversity and inclusion.

Have you:

Engaged in opportunities for training on bias and cultural awareness?

Participated in formal or informal mentoring programs?

Recognized or awarded the accomplishments and excellence of others?

Utilized or promoted work/life balance programs?

Identified and communicated barriers to inclusion in existing plans, policies or workplace practices?

Assessed your own reactions to differences in others? Think about your relationships and interactions with the following groups:

Coworkers and colleagues?

Public or customers served?

Leaders and supervisors?

Community members?

Friends and family members?

Incorporated the perspectives of others to develop solutions to issues or conflict?

Promoted respect and fairness in interactions with others?

Been proactive in addressing diversity and inclusion issues, harassment, discrimination, or disrespect?

Engaged in opportunities to interact or network with employees from diverse backgrounds?

YES

NO

APPENDIX 6: PROGRAM PLANNING AND SERVICE DELIVERY PERSPECTIVE

In your role, consider how you can commit to and promote the values of workplace diversity and inclusion.

Have you:

Sought regular feedback from customers, community members, audiences, or end-users in program planning?

Evaluated local or regional community demographics to determine program or service needs?

Engaged community leaders in the development of programs or needs assessments?

Connected with other agencies, advocacy groups, or external stakeholders with relevant or similar program expertise?

Involved staff with insight into diverse populations in the design and development of programs?

Varied the schedules, locations and times of customer and service delivery when possible?

Offered program information in a variety of formats and locations to reach a wider audience?

Engaged with non-users to determine presence of program or service access barriers?

Assessed the impact of your programs and services on diverse groups?

Adapted your programs or adjusted service delivery mechanisms to address issues or impacts?

YES

NO