

WORKFORCE DIVERSITY AND INCLUSION

Strategic Plan



NEW YORK
STATE OF
OPPORTUNITY.

**Department of
Civil Service**

OVERVIEW

The 2018 Strategic Plan for Workforce Diversity and Inclusion (the Plan) outlines the first phase of implementation of Executive Order 187, establishing comprehensive statewide objectives to promote diversity and inclusion in the State workforce.

Through this Plan, the State has undertaken an all-encompassing approach to diversity and inclusion in State government, ensuring New York's commitment to improving overall workforce and diversity management practices. The vision, values, and objectives outlined in the Plan provide a foundation for building and sustaining a diverse workforce through collaboration, flexibility, and equity, enabling all individuals to participate and contribute meaningfully to serving the constituents of New York State.

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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.

BACKGROUND

In 2016, Governor Andrew M. Cuomo announced the creation of the Advisory Council on Diversity and Inclusion and tasked the Council with identifying challenges to attracting, recruiting, and retaining a diverse and skilled workforce, and making recommendations for improvement. In March 2017, the Governor announced a series of bold actions – recommended by the Council – to make the State workforce more reflective of the strengths of New York’s communities. These actions, which focus on several key areas for improvement, including legislative action, recruitment and outreach, administration and oversight, and education and training, have formed the basis of this Plan.

Governor Cuomo signed Executive Order 187 (EO 187) in August 2018, further promoting a culture that values diversity, inclusion, and equal opportunity in New York State. This overarching Plan links the recommendations of the Council with the guiding principles of EO 187, providing the foundation for building a workforce that broadly reflects the diversity of the State. Specifically, EO 187:

- Establishes an Executive Committee for Diversity, Inclusion, and Equal Opportunity to advise the Governor, the Chief Diversity Officer, and the Commissioner of Civil Service on the formulation and coordination of plans, policies, and programs relating to diversity and inclusion within Affected State Entities, and to assure effective implementation of such policies, plans, and programs.
- Requires the Commissioner of Civil Service and the State’s Chief Diversity Officer to develop comprehensive Statewide objectives for the employment of women, minorities, lesbian, gay, bisexual, and transgender (LGBT) individuals, disabled persons, and veterans, along with a framework for State agencies to follow in preparing diversity and inclusion plans.
- Establishes the Office of Diversity and Inclusion Management within the Department of Civil Service to assist the Commissioner of Civil Service and the Chief Diversity Officer in the effective development and implementation of statewide diversity and inclusion plans, policies, and programs.
- Promotes the effective, complete, and timely investigation of complaints of employment-related protected class discrimination. As of December 1, 2018, the Governor’s Office of Employee Relations (GOER) will be responsible for conducting all investigations into employment-related discrimination complaints filed by employees, contractors, interns, or other persons engaged in employment at State agencies.

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.

CASE FOR DIVERSITY AND INCLUSION

The United States is projected to become a majority-minority nation for the first time in 2043. While the non-Hispanic White population will remain the largest single group, no group will make up a majority. All in all, ethnic minorities - now 37 percent of the U.S. population - are projected to comprise 57 percent of the population in 2060¹.

New York State's population is also one of the most diverse in the nation. The workforce and the public we serve continue to grow in the number of women, people with disabilities, people of color, and immigrants each year.

This trend is expected to continue as the State's population ages and the number of residents older than 65 doubles by 2050. By that same year, 54 percent of the population will be minorities, and one-third will be of Hispanic ancestry².

Delivering superior public service to all New Yorkers requires a workforce with broad perspectives based on diversity of culture and experiences. "New York's Diversity has always been its greatest strength," said Governor Cuomo. "We believe that bringing people together and being inclusive – not divisive – is the best way to create a State that works for everyone, and together we will continue to raise the bar and build a better future for all New Yorkers."

There has been significant research conducted on the value of a diverse workforce. A workforce comprised of employees with different backgrounds, skills, and experiences has proven to produce more innovative and creative solutions than a homogeneous workforce. Organizations that embrace diversity have demonstrated significant increases in productivity and performance. And in a broader sense, economic growth is encouraged as more women, ethnic minorities, individuals with disabilities, and LGBT individuals enter the workforce³.

1. U.S. Census Bureau. (2012). 2012 National Population Projections. Retrieved from U.S. Census Bureau website: <https://www.census.gov/population/projections/data/national/2012.html>

2. Population projections based on 2010 U.S. Census data. Retrieved From: <https://www.opm.gov/faq/diversityinclusion/Are-there-really-any-tangible-benefits-to-diversity-and-inclusion.ashx>

3. Harvard Business Review. (2016). Why Diverse Teams Are Smarter. Retrieved From: <https://hbr.org/2016/11/why-diverse-teams-are-smarter>

"NEW YORK'S DIVERSITY HAS ALWAYS BEEN ITS GREATEST STRENGTH."

- GOVERNOR ANDREW CUOMO

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 FOR MAXIMIZING DIVERSITY IN THE STATE WORKFORCE

New York State remains committed to ensuring access, expanding opportunity, and promoting inclusion for all. The objectives identified in this Plan also connect with the eight critical success factors that provide the foundation for promoting and maximizing the diversity of the State workforce. New York will remain an employer of choice, in part, by committing to the following objectives:



RECRUIT AND RETAIN A TALENTED WORKFORCE

Attract and retain a talented workforce capable of using their varied backgrounds and experiences to drive productivity and innovation.

DEVELOP STRATEGIC LEADERS

Develop and equip our leaders with the knowledge, skills, and resources necessary to increase organizational awareness of diversity and inclusion objectives, administer and sustain best practices, and measure performance.

FOSTER AN INCLUSIVE WORKPLACE CULTURE

Create an environment that encourages flexibility, fairness, and individuality by establishing processes, policies, and practices that reflect the diverse needs of the workforce and those we serve.

DELIVER EFFECTIVE PROGRAMS AND SERVICES

Deliver excellent public service by integrating diversity and inclusion principles with program planning practices and engaging in process improvement efforts to produce measurable results.

○ 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, human resources (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.

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.