

Strategic Plan 2021:

DIVERSITY EQUITY & INCLUSION



NYSERDA

Letter from NYSERDA's President and CEO

To NYSERDA Colleagues, Members of the Board, and the Clean Energy Community in New York:

Reflecting on all that has transpired in our Nation, the last two years have provoked a deep sense of social awakening in so many dimensions. I feel this markedly not only with respect to the public health impacts of the global pandemic we've all endured, but also in light of how starkly that pandemic, more frequent extreme weather events, and other related circumstances have laid bare the many inequities and injustices that still sadly pervade our society and institutions in America. Among the most pressing of these awakenings was of course the mass outcry and mobilization against continued racial injustices affecting the Black community, which emerged in 2020 and still carries momentum today. And other calls-to-action for social progress have risen to the forefront as well, seeking to promote gender equality, stop violence against the Asian American and Pacific Islander (AAPI) community, protect and celebrate LGBTQ+ individuals, honor the heritage of Hispanic and Latinx populations, welcome immigrants and refugees, and so many others. I know these events have had a resounding impact on me personally and for so many of our colleagues here at NYSERDA and neighbors across New York State — they shape our collective psyche and day-to-day outlook, and we bring parts of them with us wherever we go. And that includes in the workplace, to which we all can and must feel comfortable bringing our full selves.

In this context, it is with tremendous excitement and gratitude that we're able to share with you all the outputs of the critical work NYSERDA has been conducting related to Diversity, Equity, and Inclusion (DEI) over the last two-plus years. Just as equity has risen in prominence for society at large and for NYSERDA's external, market-facing activities, so too must equity be elevated as an internal priority — promoting and sustaining an equitable, engaging environment and a diverse, inclusive workplace. This prioritization reflects the implicit, intrinsic importance of DEI on its own, but also as a catalyst to allow NYSERDA to meet the charge of New York's Climate Act and best serve the people of New York State — one of the top 10 most diverse states in the U.S., and increasingly so in the last decade. And so, going back to 2019 and even further ago, NYSERDA commenced a robust internal process designed to identify and implement the self-examination and improvements that will be needed to help us meet this moment. To make this happen over the past two or so years, dozens of NYSERDAs have stepped up in a variety of capacities — formal, informal, voluntary, and beyond — to guide us through a structured Strategic Planning process for DEI, coordinated by an external consultant (TH Easter Consulting). The output of that months-long effort is what you read today: NYSERDA's first-ever DEI Strategic Plan, a guiding document that outlines the goals, objectives, strategies, and tactics that we've developed to effectuate the progress we envision.

Like so many peer organizations, we at NYSERDA all have learning to do and progress to make, individually as colleagues and collectively as an organization. We recognize simultaneously that our progress and implementation must be swift and decisive, while understanding that effectuating enduring progress will be a long road — exactly why this DEI Strategic Plan is designed to be a roadmap for a ~five-year effort that also contains priorities for critical early action. We also have learned and reemphasized that the foundation for enduring DEI is the basic engagement of our employees and the environment of collaboration, creativity, and openness we seek to provide at the Authority. That Engagement is the silent 'E' that accompanies and really precedes all of our DEI efforts, as you will read in this DEI Strategic Plan.

I want to make it abundantly clear to all that the implementation of this DEI Strategic Plan is a top priority for me as President and CEO and for the full NYSERDA leadership team. While we have a long road ahead, I am thoroughly buoyed with confidence and enthusiasm for this work, owing largely to a few main reasons:

- **First, our people.** NYSERDAs have shown remarkable resilience over the last two years, pivoting to the unprecedented remote and hybrid work environments, raising their hands time and time again for urgent projects to help with the State’s COVID response, and dedicating countless hours to this DEI work — recognizing its vital importance despite the fact that it historically was not always a part of their respective job descriptions. Our people have also shown exemplary leadership through our Resource Groups (RGs) — the People of Color RG, the Women’s RG, and the LGBTQ+ RG — which have each individually and jointly grown even more engaged and impactful in their efforts to lead NYSERDA through conversations focused on learning, awareness, and improvement. Our people make NYSERDA what it is, plain and simple, and they will continue to shape our evolutions in the future.
- **Next, is our newly formed DEI Team.** I was so glad that we were able to appoint Michelle Andry to serve as NYSERDA’s first ever Diversity, Equity, and Inclusion Officer this summer to lead the implementation of this work, and — as I wrote at the time — I cannot think of a better person to assume this critical new position at the Authority following her ‘untitled’ leadership throughout the bulk of our DEI Strategic Planning effort. Michelle will be supported as DEI Officer through several internal teammates, which we’re now hiring for, and additional external support resources. While Michelle and her new team will be leading the implementation of this DEI Strategic Plan, this is not work that can be fulfilled by one person or one team — it will take each and every one of us participating, partnering, learning, and growing for us to mark progress as an organization. But with the DEI team helping us forge ahead in this new role, I have every confidence that we can and will realize success. And ultimately, I recognize and embrace the fact that I am, and will remain, the number-one point of accountability for getting this critical work done and done right.
- **Finally, the rising importance of Our Vision and Mission.** Our work on climate change and clean energy has never been more pressing and important, and the only way we will be able to get it done and best serve the people of New York State is by embracing this work to strive for continual internal improvement and growth. With Our Vision and Mission as our north star, we’ll use this DEI Strategic Plan as the key navigational aide on the trail that we seek to blaze for New York, for the US, and for the world as a whole.

In closing, I want to acknowledge the immense work of our colleagues on the DEI Strategic Planning Team, whose work and support over the last year was vital to the DEI Strategic Plan now before us: Elizabeth Boulton, Brian Cabezas, Pooja Chawda, Andre Davis, Kim Erle, Sara Jayanthi, Matt Miller, Davetta Thacher, Jamie Dickerson, Donna Rabito, and John Williams. On behalf of all of us at NYSERDA, I want our Strategic Planning Team members to know that your work on the DEI Strategic Plan has provided such great value for our organization, and we are so appreciative of the hard work you poured into this project.

Ever onward and upward, we strive ahead to the hard but rewarding work of implementing this DEI Strategic Plan. I look forward to partnering with all of you in those efforts in the months ahead.

Sincerely,
Doreen M. Harris



OUR VISION:

New York is a global climate leader building a healthier future with thriving communities; homes and businesses powered by clean energy; and economic opportunities accessible to all New Yorkers.

OUR MISSION:

Advance clean energy innovation and investments to combat climate change, improving the health, resiliency, and prosperity of New Yorkers and delivering benefits equitably to all.



Team

NYSERDA DEI ENGAGEMENT TEAM

Michelle Andry,
DEI Strategic Planning Chair/Leader

John Williams,
Executive Sponsor

Donna Rabito,
Director of Human Resources

NYSERDA DEI STRATEGIC PLANNING TEAM

Michelle Andry

Elizabeth Boulton

Brian Cabezas

Pooja Chawda

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Kim Erle

Sara Jayanthi

Matt Miller

Donna Rabito

Davetta Thacher

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DEI Strategic Plan:

Guiding
Principles
and Summary
of Goals

Guiding Principles for Building Sustainable DEI

We are committed to the importance of diversity in all its manifestations as an inherent good. Because our programs should best serve all the people of New York State, we are committed to hiring and retaining a diverse and engaged workforce and building a workplace that empowers all NYSERDA employees to achieve their full professional and personal potential.

We will strive to be a model for effective and sustainable diversity, equity, and inclusion for the State’s clean energy industry as a whole.

We are committed to an environment of continuous learning that encourages, through self-examination and the inclusion of all perspectives, those of our colleagues, other industries, and the communities we serve as sources of knowledge, insight, and inspiration. We pledge to empower and integrate their insights and aspirations to positively impact programs and better serve all New Yorkers.

We will create a culture of accountability for effective and sustainable diversity, equity, and inclusion at the individual, leadership, and organizational levels. Our leadership will set both the tone and expectations for performance to effectuate successful diversity, equity, and inclusion outcomes.

We always will accept and respect our colleagues as people and assume their good intentions, truly hearing differing perspectives, refraining from judgment or condemnation, and respectfully working towards optimal outcomes.

Only as a diverse, equitable, and inclusive organization can NYSERDA effectively serve New York.

NYSERDA will be a model to the clean energy industry for mission-driven diversity, equity, and inclusion.

NYSERDA will hold itself accountable at the individual, leadership, and organizational levels for effective and successful diversity, equity, and inclusion.

NYSERDA will ensure that all feel seen, heard, and included through respectful interactions and openness to difference — the underpinning for successful diversity, equity, and inclusion.

Continuous learning and openness to change will be the foundation to diversity, equity and inclusion at NYSERDA.

GOAL 1

Create and nurture an invigorated and enduring culture of engagement across NYSERDA that puts people first through demonstrable commitment to the goals and aspirations for growth and success of each employee, both personal and professional.

Goal 1 is the engagement goal — the foundation for any successful DEI strategic effort. Strong engagement is integral to any successful organization, as its presence indicates a level of equity and inclusion for employees that fosters a commitment to the organization. Its absence will doom any DEI initiative, as those who historically have been underrepresented will feel as disconnected, if not more so, than the existing staff. The DEI Strategic Planning Team identified three primary objectives for Goal 1 with associated strategies and tactics to achieve stronger engagement. These objectives, strategies, and tactics target greater leadership engagement with staff via professional growth efforts, greater cross-departmental communication and collaboration, professional development for all staff, safe spaces and the time for people to freely contribute, better systems for work prioritization, flexibility in work schedules, systems or processes for employee recognition, as well as meeting facilitation training.

OBJECTIVE A

Leaders and managers will lead in creating opportunities that build enduring diversity, equity, and inclusion by creating relationships of safety and trust within and across offices, teams, and departments. They will partner in each employee's personal and professional development and encourage each person to engage and contribute by bringing their true selves to work.

OBJECTIVE B

NYSERDA will create spaces that facilitate brainstorming and a free exchange for all employees, teams, and departments — where challenging the status quo is encouraged, new ideas are incubated, and creativity and innovation are unleashed — resulting in greater vibrancy in NYSERDA's service offerings and productivity for those we serve.

OBJECTIVE C

Build a culture where employees feel valued and motivated to do their very best work, through a formal permission structure that seeks to enhance a work/life balance. This will make NYSERDA a desirable place to work so all feel good about recommending NYSERDA to future employees.

GOAL 2

Build effective and enduring diversity, equity, and inclusion that represents and reflects the New York State communities we serve and is free of systemic and structural biases, including racism, that are historic barriers to the equitability of opportunity — both internal and external.

Goal 2 is the examination of the status quo goal. It is designed to require a thorough analysis of how NYSERDA works and what challenges or hurdles exist within its systems to effective and sustainable DEI within NYSERDA, as well as how those systems might adversely impact NYSERDA's work with the communities it serves. Without this understanding, any efforts at "improvement" will have minimal efficacy, as they will have no contextual underpinning. The strategic planning team identified two objectives for Goal 2 with associated strategies and tactics to implement this analysis. This analysis is designed to remove historical barriers to effective DEI, paying special attention to disparate impacts. At the same time, there will be an effort to meet employees where they are in their DEI journey, while trying to create a common understanding and appreciation for the values of equity and inclusion across NYSERDA. In addition, this effort will include an emphasis on recognizing, understanding, and aligning how we operate internally with our impact on the communities we serve in New York State. The DEI effort should radiate outwardly to more effectively partner with and serve those communities.

OBJECTIVE A

Ensure internal policies, systems, and processes engender ownership and organizational support for NYSERDA's DEI goals.

OBJECTIVE B

Align NYSERDA's mission and programs with our DEI goals to more effectively partner with and serve our communities.

GOAL 3

Be accountable for our DEI efforts and outcomes with comprehensive metrics and measurements across NYSERDA to show achievement of our DEI strategic goals.

Goal 3 is the accountability goal, i.e., NYSERDA will hold itself accountable for achieving its DEI goals in concrete ways. Without metrics and measurements to work toward, the DEI Strategic Plan could be a series of platitudes and aspirations without creating responsibility for its execution and realization. The DEI Strategic Planning Team identified two objectives for Goal 3 with associated strategies and tactics to hold NYSERDA accountable for its DEI goals, at both the individual and organizational levels. At the individual level, DEI is integrated as a skill into the performance management system at all levels — staff, manager, director, and leader. Further, because NYSERDA subjects all its programs to an internal level of rigor through routine evaluation, the DEI Strategic Plan implementation will be subjected to the same level of evaluative rigor.

OBJECTIVE A

Make DEI a personal competency for each NYSERDA employee that is evaluated in performance.

OBJECTIVE B

Hold NYSERDA's DEI efforts and outcomes to the same level of rigor and standard of evaluation as its programs.

GOAL 4

Endeavor to create the pathway for effective and enduring DEI by collaborating with and learning from other State agencies and clean energy organizations to build healthier and more diverse workplaces.

Goal 4 is a statement of NYSERDA's intention to be engaged in the DEI effort beyond its own organization.

There is a desire for NYSERDA to be both a partner in creating more diverse, equitable, and inclusive environments throughout New York State government and to be a model within the clean energy industry, which historically has lagged in DEI efforts and accomplishments. The two objectives identified for this goal emphasize integration of DEI in the public face of NYSERDA, i.e., panels, events, marketing materials, etc. This goal, with its associated objectives, strategies, and tactics, also incorporates the idea that DEI cannot and should not be separated from issues of environmental and climate justice, which are foundational to NYSERDA's mission. In addition, NYSERDA's approach to recruitment will be infused with the importance of DEI to the effectiveness of NYSERDA and its mission. The message will be that the perspective of those from the communities NYSERDA serves is invaluable to the quality of the services NYSERDA provides. Further, NYSERDA is uniquely positioned to be a leader for DEI in the clean energy industry. Engagement with partner agencies to align DEI efforts, as well as an examination of vendor and contractor relationships for areas of partnership and alignment can have a multiplying effect across the industry.

OBJECTIVE A

Integrate our DEI commitment in our marketing, messaging, and externally facing communications, including events and panels.

OBJECTIVE B

While building our own DEI capacity, leverage our leadership position to encourage the incorporation of DEI goals, and multiply progress and improvements made throughout New York's government and its clean energy industry.



DEI Strategic Plan:

Goals,
Objectives,
Strategies,
and Tactics



YEAR 1-2 PRIORITIES

**Improving Employee
Engagement**

**Building Organizational
Capacity for DEI**

The following pages address the strategies and tactics that will be used to support each of the four goals and their respective objectives.

It is expected that all tactics associated with these goals will be implemented over the 5-year life of the DEI Strategic Plan.

The **highlighted tactics** represent those that will be prioritized during the first 18–24 months of implementation, which is focused on improving employee engagement and building NYSERDA's organizational capacity for DEI.

GOAL 1

Create and nurture an invigorated and enduring culture of engagement across NYSERDA that puts people first through demonstrable commitment to the goals and aspirations for growth and success of each employee, both personal and professional.

GOAL 1

OBJECTIVE A

Leaders and managers will lead in creating opportunities that build enduring diversity, equity, and inclusion by creating relationships of safety and trust within and across offices, teams, and departments. They will partner in each employee's personal and professional development and encourage each person to engage and contribute by bringing their true selves to work.

OBJECTIVE B

NYSERDA will create spaces that facilitate brainstorming and a free exchange for all employees, teams, and departments — where challenging the status quo is encouraged, new ideas are incubated, and creativity and innovation are unleashed — resulting in greater vibrancy in NYSERDA's service offerings and productivity for those we serve.

OBJECTIVE C

Build a culture where employees feel valued and motivated to do their very best work, through a formal permission structure that seeks to enhance a work/life balance. This will make NYSERDA a desirable place to work so all feel good about recommending NYSERDA to future employees.

OBJECTIVE A

GOAL 1

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STRATEGY 1

Examine existing systems, policies, and processes for ways leaders and managers can build connections with employees and identify opportunities for their professional growth.

Tactical Plan	Completion Timeline
1) Create, deploy, and evaluate an annual NYSERDA-wide survey to poll for perspectives and experiences on barriers to engagement and establishing relationships with managers or team leads.	Y1–Y2
2) Examine and refine job descriptions to increase transparency, make employees feel more engaged, improve productivity, and support employee retention by: <ul style="list-style-type: none"> ▪ ensuring expectations for performance are clearly defined and linked to performance reviews; ▪ evaluating and adjusting salary grades to ensure pay equity; and ▪ updating job descriptions and job postings as positions include more responsibilities. 	Y1–Y2
3) Update job descriptions and job postings to use more inclusive language that clearly communicates NYSERDA’s values and culture, and how all employees and candidates can thrive and succeed as part of our team.	Y1–Y3
4) Provide training and guidance materials to managers and staff on rules of engagement, creating safe spaces, effective communication, managing conflict, empathy-based listening, and vulnerability.	Y1–Y2
5) Evaluate and report exit interviews to examine motivations for staff departures and gain further insights for reasons for leaving.	Y3–Y5
6) Make individual professional development an important part of annual evaluations to ensure that managers are focused on them as an integral component of achieving the business goals.	Y1–Y2
7) Create an explicit requirement that Team Leads cultivate talent among their teams ensuring that staff have opportunities to advance throughout NYSERDA. Create a guidance document and identify online training or other professional development for supervisors on how to conduct check-ins and other managerial activities with their direct reports.	Y1–Y2

OBJECTIVE A

GOAL 1

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STRATEGY 2

Develop and implement new means to facilitate informal relationship building across offices, teams, and departments to create a cohesive culture of engagement.

Tactical Plan	Completion Timeline
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1) Build a greater sense of belonging at NYSERDA by creating a cohesive culture.

<ul style="list-style-type: none"> Document and periodically disseminate a summary of the many NYSERDA activities to foster belonging and engagement — mentoring, staff buddies, affinity and resource groups, company events, community services committee, etc. 	Y1–Y2
<ul style="list-style-type: none"> Standardize and provide guidance and implementation support for the welcoming program pairing new staff members with experienced staff members to begin relationship-building and integrating new into NYSERDA. 	Y1–Y2
<ul style="list-style-type: none"> Examine and update current physical and virtual office and work spaces to be more conducive for collaboration (open spaces with computers, white boards, and collaborative functionality in virtual platforms). 	Y3–Y5
<ul style="list-style-type: none"> Engage employees through staff surveys—using Qualtrix and/or a third party—to evaluate the effectiveness of NYSERDA-wide events or completion of initiatives, including onboarding. 	Y3–Y5

2) Improve how we engage with one another as individuals to facilitate better informal relationship-building.

<ul style="list-style-type: none"> Identify and deliver training to address empathy and sensitivity, microaggressions, workplace aggressions that hinder relationship-building, and how we should engage appropriately with one another. 	Y1–Y2
<ul style="list-style-type: none"> Create a Rules of Engagement Handbook – define and provide guidance on what it means to understand, appreciate, respect, and treat one another as individuals who have value. 	Y2–Y3
<ul style="list-style-type: none"> Establish a “see something, say something” culture where NYSERDA staff become allies to one another in the effort to create better relationships and eliminate microaggressions, et al., by creating a confidential reporting structure and providing bystander intervention and upstander training NYSERDA-wide. 	Y1–Y5

OBJECTIVE B

GOAL 1

NYSERDA will create spaces that facilitate brainstorming and a free exchange for all employees, teams, and departments — where challenging the status quo is encouraged, new ideas are incubated, and creativity and innovation are unleashed — resulting in greater vibrancy in NYSERDA’s service offerings and productivity for those we serve.

STRATEGY 1

Empower all employees to make contributions without judgement to organizational and programmatic development by building protected, non-hierarchical spaces that will facilitate learning, professional growth, forward looking innovation, and encourage cross-collaboration among teams, programs and departments.

Tactical Plan	Completion Timeline
1) Require managers and team members to undergo relevant leadership profile assessments. Create professional development spaces (on or offsite) utilizing the results to support managers with better understanding on how to have more effective communication and better understand teammates’ work affinities and behaviors.	Y1
2) Examine and update existing methods for breaking down departmental silos, including cross-mentoring, cross-training, cross-program staffing, lunch and learn meetings on NYSERDA teams, internal resources, and culture building.	Y1–Y3
3) Provide training and other support for consistent, effective, and inclusive periodic interdepartmental/ team “huddles” as a standard practice across NYSERDA, which creates a platform for team members to: <ul style="list-style-type: none"> ▪ Ask questions and state priorities, suggestions, and resource needs. ▪ Discuss what works and what doesn’t. ▪ Get feedback on how to improve. ▪ Recognize or thank individual team members. 	Y3–Y5
4) Create a formal system that provides support for teams to hold off-site meetings to brainstorm, innovate, and team build.	Y3–Y5

OBJECTIVE B

GOAL 1

NYSERDA will create spaces that facilitate brainstorming and a free exchange for all employees, teams, and departments — where challenging the status quo is encouraged, new ideas are incubated, and creativity and innovation are unleashed — resulting in greater vibrancy in NYSERDA’s service offerings and productivity for those we serve.

STRATEGY 2

To ensure employees are enabled and encouraged to participate in these efforts, an institutional commitment to making the time for participation will be formalized via leaders and managers.

Tactical Plan	Completion Timeline
1) Provide budget and visible leadership support to carry out and encourage staff participation in the Community Services Committee and other group service activities.	Y1–Y2
2) Integrate the interagency sustainability activities that NYSERDA plans and implements into the work of the Community Services Committee, providing a platform to connect NYSERDA’s mission with staff members’ personal value for climate and environmental issues.	Y3–Y5
3) Establish and externally market “showcase” initiatives that encourage participation by staff across NYSERDA, Contractors and/or their households, and with the public in community-focused events and activities (e.g., Earth Day or Climate Week events, Plant-A-Tree, Career Day, student mentoring or informational programs)	Y3–Y5
4) Create a program within NYSERDA to encourage, recognize, and award staff for voluntary participation in, or contributions to, community-focused activities.	Y2–Y3
5) Create online, virtual, and physical spaces to serve as forums for sharing books, articles, and videos which can help educate and inspire DEI thoughtfulness and action.	Y1–Y2

OBJECTIVE C

GOAL 1

Build a culture where employees feel valued and motivated to do their very best work, through a formal permission structure that seeks to enhance a work/life balance. This will make NYSERDA a desirable place to work so all feel good about recommending NYSERDA to future employees.

STRATEGY 1

Create better systems for work prioritization by examining program and team operations, priorities, and goals to identify inefficiencies, unnecessary tasks, duplicative efforts, and communications needs to assert better control over and more efficiently approach work.

Tactical Plan	Completion Timeline
1) Implement an assessment or survey to learn what staff and leadership think are inefficiencies, unnecessary tasks, duplicative efforts, and communications that are contributing to staff burnout.	Y1
2) Analyze current systems for workload prioritization and distribution across programs and teams — documenting what works well and identifying the barriers to equitable distribution of work assignments.	Y1–Y3
3) Provide ongoing meeting planning and facilitation training, guidance materials, and tools that strengthen inclusion and the capacity within teams and across NYSERDA to constructively manage open discussions and dialogue.	Y1
4) Shift the culture to normalize smaller and more-directed meetings, while at the same time ensuring that meetings are not exclusionary to the point that transparency suffers.	Y2–Y5

OBJECTIVE C

GOAL 1

Build a culture where employees feel valued and motivated to do their very best work, through a formal permission structure that seeks to enhance a work/life balance. This will make NYSERDA a desirable place to work so all feel good about recommending NYSERDA to future employees.

STRATEGY 2

Create a formal permission structure that allows and facilitates flexibility in employee schedules.

Tactical Plan	Completion Timeline
1) Periodically survey Executive Team and staff to assess needs for update or refinement of schedule flexibility and other relevant policies.	Y1–Y2
2) Conduct research on and maintain ongoing awareness of other agencies' policies, standards, and practices with respect to schedule flexibility.	Y1–Y2
3) Assess existing practices utilized within teams across NYSERDA that support work/life balance relative to program priorities, managerial styles, and the existing schedule flexibility policy and use the analysis to develop standard guidance for managers.	Y1–Y3
4) Periodically review the implementation of personnel policies and procedures on employee work schedules to identify and address barriers to participation in flexible schedules.	Y1–Y3
5) Develop and communicate a policy from leadership around facilitating work/life balance taking into consideration program needs and expectations around professionalism of staff to meet demands when necessary.	Y2–Y3

OBJECTIVE C

GOAL 1

Build a culture where employees feel valued and motivated to do their very best work, through a formal permission structure that seeks to enhance a work/life balance. This will make NYSERDA a desirable place to work so all feel good about recommending NYSERDA to future employees.

STRATEGY 3

Further develop and enhance methods for demonstrating that employees are valued and appreciated for their efforts and impact on the communities NYSERDA serves.

Tactical Plan	Completion Timeline
1) Implement training, best practices, and tools — for use outside of the annual performance evaluation structure — that provide an avenue for staff to receive feedback on and discuss ways to increase the value of their role and work within the organization/team.	Y1–Y2
2) Develop a calendar guide for the use of employee benefits in support of health, wellness, and work/life balance (e.g., recommended annual time off for routine preventive health appointments). Managers and employees will be provided guidance to account for team members’ time off for use of health and wellness benefits (including personal and vacation days) in annual operations planning and scheduling.	Y1–Y2
3) 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.	Y3–Y5
4) Define ways to demonstrate to management the value of employee participation in CSC/Sustainability activities/NYSERDA-supported events in order to garner more support from supervisors and staff. Identify activities that align with employee values and would provide an opportunity for staff to work together.	Y3–Y5
5) Explore equity compensation and consider more progressive workplace benefits such as student loan repayment.	Y3–Y5
6) Conduct recurring regular NYSERDA-wide engagement surveys to gauge morale within the work environment and identify what would best support employee engagement.	Y1–Y5
7) Increase resources where possible and make readily accessible to staff information on EAP or other services that provide confidential and impartial resources for employees to discuss or get assistance with work/life balance and wellness issues.	Y3–Y5



ADDITIONAL TACTICS FOR GOAL 1

Tactical Plan	Completion Timeline
1) Showcase diverse backgrounds in NYSERDA leadership opportunities including among NYSERDA's Board members, executive leadership, and other senior management positions throughout the Authority. Leverage speaker series and other activities to engage employees with industry leaders from diverse backgrounds.	Y2
2) Hire a full-time Diversity, Equity, and Inclusion Officer to lead and oversee implementation of all tactics resulting from the Strategic Planning process. Establish an Office of Diversity Management similar to those at other New York State agencies, such as OSC, SED, DOCCS, DEC, and GOER.	Y1
3) Ensure there is NYSERDA Board awareness of and input into senior management's support of and accountability to DEI activities.	Y1

GOAL 2

Build effective and enduring diversity, equity, and inclusion that represents and reflects the New York State communities we serve and is free of systemic and structural biases, including racism, that are historic barriers to the equitability of opportunity — both internal and external.

GOAL 2

OBJECTIVE A

Ensure internal policies, systems, and processes engender ownership and organizational support for NYSERDA's DEI goals.

OBJECTIVE B

Align NYSERDA's mission and programs with our DEI goals to more effectively partner with and serve our communities.

OBJECTIVE A

GOAL 2

Ensure internal policies, systems, and processes engender ownership and organizational support for NYSERDA’s DEI goals.

STRATEGY 1

Audit and refine our internal policies, systems, and processes, where we have the power to do so, to identify and remove historical barriers to effective DEI, with special attention to disparate impacts on underrepresented employees and NYSERDA’s ability to attract them.

Tactical Plan	Completion Timeline
<p>1) Hiring and Talent Retention: Build a Hiring and Talent Retention Committee to review the hiring and talent retention practices of NYSERDA and build processes that increase the diversity of our staff, contractors, interns and the workforce of our consultants. This committee should include a representative from each ERG, Human Resources, and Shared Services. 90–120 days (90 days highly encouraged) after convening the committee meeting, the committee will finalize an implementation plan of new practices that can be implemented within 3–6 months, 1 year, and 2 years. The Hiring and Talent Retention implementation plan will include detail on all actions considered by the committee and justification for implementation or non-implementation, and how the actions considered map to findings from the Strategic Planning discovery process, the implementation sequence, and responsible parties.</p> <p><i>Recommended Review and Action Areas:</i></p> <ul style="list-style-type: none"> ▪ Rethink how NYSERDA crafts job descriptions and postings, and what makes candidates qualified for a role. ▪ Build processes to target and attract candidates from a range of backgrounds reflecting the diversity of the people that we serve, including how we position our organization in job notices, where we source our candidates, and how we communicate with candidates during the hiring process. ▪ Create guidelines, training, and protocols for hiring managers on how to review resumes, cover letters, and then interview with diversity and equity in mind. ▪ Build consistency in how we hire for each type of role, including when to use hiring committees. ▪ Build salary transparency into job notices and postings and align across the organization on salary offered for postings to ensure pay equity. ▪ Develop creative ways to bring people into the organization, including but not limited to apprenticeships, job-shadowing, and career transition programs. 	<p>Y1–Y2</p>

GOAL 2 OBJECTIVE A STRATEGY 1

Tactical Plan	Completion Timeline
<p>2) Promotion, Growth, and Development: Review and update the promotion, leadership, and advancement processes and protocols at NYSERDA to increase transparency and widen the funnel of who can grow and advance at the organization. This review should include input from representatives of each job level, 1–2 supervisors of staff at these levels, and 1–2 members from Employee Resource Groups.</p> <p><i>Recommended Review and Action Areas:</i></p> <ul style="list-style-type: none"> ▪ Ensure the performance evaluation process is being followed consistently across the organization. ▪ Make NYSERDA’s promotion process more codified and transparent. ▪ Create and provide access to stretch opportunities and a formal leadership development process — including the leadership training program — to any employee interested in growth and advancement. ▪ Ensure managers are helping their staff grow by having candid conversations about skill gaps that prevent advancement and building opportunities to close those gaps. ▪ Operationalize a mentoring program (with training for the mentors). ▪ Make more transparent that there is existing flexibility in job functions and workload across the organization, so employees can equitably spend time learning skills or participating in activities that can help them advance. Ensure this is consistently understood and followed across the organization. ▪ Review and refine NYSERDA’s performance evaluation processes to ensure there are no implicit biases or barriers to DEI. This should include guidelines on how to fill out 360-degree evaluations with implicit bias in mind. ▪ Ensure that employees’ job descriptions and performance evaluations reflect employees’ service on Employee Resource Groups and other DEI efforts, in recognition of the fact that this work is fundamental to the success of the organization. 	<p>Y1–Y3</p>
<p>3) Board Engagement: Establish formal engagement with the Board in respect to DEI outcomes and activities.</p>	<p>Y1</p>
<p>4) Gender Specific Guidelines: Complete updates to agency materials pursuant to the official changes received from Chamber in May 2021.</p>	<p>Y1</p>

GOAL 2 OBJECTIVE A STRATEGY 1

Tactical Plan	Completion Timeline
<p>5) Personnel Handbook Updates: Review and update for consistency and alignment with overall DEI and Strategy 1 tactics. Updates will be reviewed by the DEI Council, Legal, and Contracts before finalization. Periodic review and updates will follow the major update.</p> <p><i>Recommended sections for review and update include:</i></p> <ul style="list-style-type: none"> ▪ Section 4: Attendance Rules ▪ Section 6: Interview Policy ▪ Section 7: Performance Management Policy and Procedure ▪ Section 8: Compensation Policy and Procedure ▪ Section 9: Professional Development Program ▪ Section 10: Discipline Policy and Procedure ▪ Section 11: Problem-Solving Complaint Procedure ▪ Section 23: Intern Policy ▪ Section 26: Exit Clearance Policy 	<p>Y1–Y5</p>
<p>6) Operations and Procedures Manual Updates: Review and update for consistency and alignment with overall DEI and relevant Strategy 1 tactics (as per process and timelines for Personnel Handbook updates).</p> <p><i>Recommended sections for review and update include:</i></p> <ul style="list-style-type: none"> ▪ Section 4.0: General Program Guidelines ▪ Section 5.0: Initiative Planning and Development ▪ Section 6.0: Contracting Policies and Procedures ▪ Section 7.0: Contract Negotiation Preparation and Execution ▪ Section 9.0: Information Dissemination and Outreach 	<p>Y1–Y5</p>

OBJECTIVE A

GOAL 2

Ensure internal policies, systems, and processes engender ownership and organizational support for NYSERDA’s DEI goals.

We recognize that our employees are at different stages in their understanding and appreciation for DEI, and want to make sure NYSERDA is a place of engagement and belonging for all.

STRATEGY 2 **Build a common vocabulary and consistent internal communications that meet our employees where they are and reinforce our commitment to our DEI goals.**

Tactical Plan	Completion Timeline
<p>1) Ongoing Training and Reinforcement: Work with the Training Management team to develop training and educational materials that ensure DEI values are understood, imbued across all organizational levels, and integrated as a major pillar of organization-wide training platforms. Finalize a plan for new training practices to implement within 3–6 months, 1 year, 2 years, and 3 years.</p> <p><i>Recommended training actions to implement within Year 1:</i></p> <ul style="list-style-type: none"> ▪ Training for all supervisors (including those who supervise contractors) on how to build and maintain diverse and inclusive teams. ▪ Component of the official onboarding process which stresses the importance of DEI to the success of the organization, including clear expectations of DEI as a professional/performance competency for all new hires (and all existing employees). ▪ Reaffirmation of DEI importance to all NYSERDA employees in a regularly recurring training or DEI-focused meeting which includes and supports updates to policies. 	<p>Y1</p>
<p>2) Internal NYSERDA Communication: Ensure DEI programming is shared through existing internal channels that employees frequent — make it easy to find the information. Build capacity for the Communications team to develop holistic internal DEI messaging that aligns with public-facing DEI messaging.</p>	<p>Y1–Y2</p>

OBJECTIVE B

GOAL 2

Align NYSERDA's mission and programs with our DEI goals to more effectively partner with and serve our communities.

STRATEGY 1

Each NYSERDA program must be reviewed and examined with special attention to any impacts that are at odds with our DEI efforts.

Tactical Plan	Completion Timeline
<p>1) Marketing: Conduct end-to-end user experience analysis of NYSERDA's externally facing Marketing and Communications assets (website, applications, program manuals, etc.) to assess whether they are useful and understandable to members of the public and potential program participants, based on variables including (but not limited to) income, languages spoken, level of internet/technology access, and accessibility challenges due to disability.</p>	Y1–Y2
<p>2) Marketing: Update materials and processes to reflect DEI principles, specifically to incorporate DEI into external materials.</p> <ul style="list-style-type: none"> ▪ Develop DEI brand guidelines for translation requirements and other resources to ensure disadvantaged communities have access to information. ▪ Update Messaging and Style Guide to include DEI, ensuring we are speaking to, and fully serving, New Yorkers from different backgrounds and communities. ▪ Update Marketing solicitations to include DEI fluency (and diverse company demographics) as an important factor when selecting implementation contractors. 	Y1–Y2
<p>3) Strengthen Policies for Third-Parties: Develop a framework to assess the DEI commitment of partner organizations and those NYSERDA supports and prioritize those that have made DEI a core consideration of their decision-making. Include both DEI commitment and MWBE ownership as key criteria.</p> <ul style="list-style-type: none"> ▪ Review how other Authorities conduct these assessments. ▪ Assess subcontractors and consultants. ▪ Assess awardees. ▪ Make diverse representation a decision point for sponsoring events or sending NYSERDA speakers. ▪ Evaluate the collection and publishing of diversity data by proposers to solicitations. Publish NYSERDA's diversity data to demonstrate the importance of tracking. 	Y2–Y3

GOAL 2 OBJECTIVE B STRATEGY 1

Tactical Plan	Completion Timeline
<p>4) Communications: Develop a DEI strategic external communications strategy that includes:</p> <ul style="list-style-type: none"> ▪ Review of external communications practices of other agencies. ▪ How to make announcements and instructions for programs and services accessible to all. ▪ Evaluation of the need for language diversity in program outreach, applications, and/or service providers to effectively engage program applicants in underserved and disadvantaged communities. ▪ Development of resources for language-appropriate assistance to program applicants. 	Y2–Y3
<p>5) Website and Salesforce: Review webpage and application development process, and develop guidelines so that developers (when creating webpages and applications) are considering accessibility, ease of use, and customer comfort at the earliest stages of development. The following resources are recommended for developing these guidelines.</p> <ul style="list-style-type: none"> ▪ New York State language Access Policy ▪ Digital.gov’s guidelines on accessible website development for public agencies 	Y1–Y2
<p>6) Website: Prioritize the planned multi-language functionality of webpages and applications so that it can be standard and accessible for all programs to use within 6 months.</p>	Y1
<p>7) Create a statement about our people and values to accompany our newly updated mission and vision statements, speaking directly to our DEI Goals/Principles — and with opportunity for all staff to shape this sentiment.</p>	Y1
<p>8) With the assistance of the Energy and Climate Equity team, all teams will assess NYSERDA programs to ensure they are designed to serve the Climate Leadership and Community Protection Act requirements and are effectively accessible to the most marginalized and historically excluded communities. If they are not, justify why.</p>	Y1–Y3

OBJECTIVE B

GOAL 2

Align NYSERDA's mission and programs with our DEI goals to more effectively partner with and serve our communities.

STRATEGY 2

Align NYSERDA program offerings with the Energy and Climate Equity program efforts and our DEI goals to facilitate consistent collaboration with and ownership by the communities we serve.

Tactical Plan	Completion Timeline
1) When designing and implementing NYSERDA programs, make sure they align with the DEI Strategic Plan and the Energy and Climate Equity team initiatives to focus on equitable engagement with, and benefits to, disadvantaged communities.	Y1–Y2

GOAL 3

Be accountable for our DEI efforts and outcomes with comprehensive metrics and measurements across NYSERDA to show achievement of our DEI strategic goals.

GOAL 3

OBJECTIVE A

Make DEI a personal competency for each NYSERDA employee that is evaluated in performance.

OBJECTIVE B

Hold NYSERDA's DEI efforts and outcomes to the same level of rigor and standard of evaluation as its programs.

OBJECTIVE A

GOAL 3

Make DEI a personal competency for each NYSERDA employee that is evaluated in performance.

STRATEGY 1

NYSERDA will develop and deploy a job competency for DEI that is integrated into our job descriptions and performance evaluation approach.

Tactical Plan	Completion Timeline
1) Define the DEI competency using sources that include external benchmarking, external DEI subject matter resources, and input from staff.	Y1
2) Following the Goal 1, Objective A, Strategy 1 tactics about job descriptions, work with HR to update job descriptions and create Traits & Characteristics documents for all parts of NYSERDA to explain DEI expectations for each role. These DEI expectations will be directly informed by the DEI competency definition.	Y1–Y2
3) Catalog and leverage existing professional development or training initiatives and resources to integrate DEI practices and trainings (e.g., add a DEI lens to Leadership Training).	Y1–Y2
4) Update the employee performance evaluation process to include self-assessments, manager reviews by team members, and 360 feedback so that staff can understand how they uphold the DEI competency, how others view them, where they have blind spots, and how they can improve.	Y1–Y2

OBJECTIVE A

GOAL 3

Make DEI a personal competency for each NYSERDA employee that is evaluated in performance.

STRATEGY 2

Create a DEI learning and engagement infrastructure to support the continued growth of each employee’s personal DEI competency, and our managers’ competency to evaluate performance.

Tactical Plan	Completion Timeline
1) Develop and provide DEI training for all staff that builds engagement for all, with specific focus on training for managers, since they are a driver of engagement. This training may include existing or new resources on leadership development competency models and training, facilitation for inclusivity, and multi/cross-cultural competency.	Y1–Y2
2) Expand the use of third-party tools (e.g., DiSC, Trakstar, Leadership360) to bring self-awareness and understanding of the diversity of engagement and work styles.	Y1–Y3
3) Review NYSERDA’s guiding principles under the lens of DEI. Investigate whether these guiding principles are sufficient for creating a safe and inclusive environment that puts NYSERDA staff at ease and fosters participation without anxiety. Develop training that supports NYSERDA employee’s use of these guiding principles in their daily work.	Y1–Y2
4) Identify best practices at other organizations to support and measure an effective learning and engagement infrastructure. Integrate these methods into the DEI training program.	Y1–Y2

OBJECTIVE B

GOAL 3

Hold NYSERDA’s DEI efforts and outcomes to the same level of rigor and standard of evaluation as its programs.

STRATEGY 1

NYSERDA’s evaluation team will develop a DEI evaluation process to include individual, programmatic, departmental, and leadership performance and outcomes.

Tactical Plan	Completion Timeline
1) Define and identify the DEI Evaluation Team, which will consist of members from the Evaluation and Market Characterization Team, HR, Internal Audit, the Executive Team, and at least one representative from all DEI tactical implementation teams or committees.	Y1–Y2
2) As tactics are implemented, the DEI Evaluation Team should ensure each activity is measurable.	Y1–Y5
3) Generate an inventory of existing performance tracking documents and processes, and leverage them to see where we can incorporate DEI organically for individuals, programs, departments, and leaders.	Y1–Y2
4) Develop additional performance tracking processes for individuals, programs, departments, and leaders to ensure all tactics are properly tracked and managed.	Y1–Y2
5) Include DEI awareness and accountability in employee performance evaluations by linking DEI goals to individual goals and training/professional development using Trakstar. DEI goals should be included in promotion discussions. NYSERDA should not promote someone who does not demonstrate behavior consistent with DEI goals.	Y1–Y2
6) Conduct an annual review of DEI Strategic Plan and revise based on results.	Y2–Y5
7) Identify and implement actions that will help propagate and improve organizational trust such as increasing transparency and identifying and improving how information is shared across NYSERDA.	Y1–Y2

OBJECTIVE B

GOAL 3

Our organizational DEI efforts and outcomes will be held to the same level of rigor and standard of evaluation as all NYSERDA programs.

STRATEGY 2

Clearly define metrics for each DEI strategy and tactic to ensure ownership and accountability for outcomes at the individual, program, and leadership levels.

Tactical Plan	Completion Timeline
1) Use the annual engagement survey as the central measurement for overall progress on employee engagement and DEI. In later years, consider leveraging the Internal Audit team to conduct the engagement survey and any other survey outreach as a way of signaling continued confidentiality and independence of this effort. The DEI Evaluations Team will analyze (or contract an outside consultant to analyze) the results of the survey to ensure progress towards targets on engagement-related tactics.	Y1–Y5
2) Meet with each DEI Implementation Team to inventory each tactic, identify those which are measurable, and prioritize key metrics.	Y1–Y2
3) Conduct a benchmarking effort for each tactic flagged from the prioritization step, to ensure there is a baseline against which we can measure progress.	Y1–Y2
4) For each tactic, define clear, measurable, and obtainable targets at individual, department, or leadership levels and establish a monitoring approach, incorporating best practices from NYSERDA’s Performance Management Team, as well as industry and government partners. Conduct a measurement of each tactic (some of these will be through the annual engagement survey) annually, and revise activities and tactics according to the results.	Y1–Y5
5) Create reports and dashboards that visually and transparently show the progress of each tactic and share that information with NYSERDA and the public. Identify and implement how the organization can embed these tracking tools and updates into existing conversations, meetings, processes to avoid this being an orphaned effort. Consider reporting DEI goals and satisfactory completion in the procurement reporting for the Board.	Y2–Y5

GOAL 4

Endeavor to create the pathway for effective and enduring DEI by collaborating with and learning from other State agencies and clean energy organizations to build healthier and more diverse workplaces.

GOAL 4

OBJECTIVE A

Integrate our DEI commitment in our marketing, messaging, and externally facing communications, including events and panels.

OBJECTIVE B

While building our own DEI capacity, leverage our leadership position to encourage the incorporation of DEI goals, and multiply progress and improvements made throughout New York's government and its clean energy industry.

OBJECTIVE A

GOAL 4

Integrate our DEI commitment in our marketing, messaging, and externally facing communications, including events and panels.

STRATEGY 1

Revisit and refine our organizational marketing and communications materials and external messaging to align with NYSERDA's commitment to DEI, both visually and in written word, mindful of the importance of consistency with messages of environmental and climate justice.

Tactical Plan	Completion Timeline
1) Inventory, prioritize, and update NYSERDA's public-facing website and other digital properties (social media, brochures, etc.) to reflect our DEI efforts and commitments, and the State and utility resources that are available to the diverse communities they serve.	
<ul style="list-style-type: none"> Define messaging and work with the Energy and Climate Equity team to align messaging. 	Y1
<ul style="list-style-type: none"> Update website and digital properties where beneficial or necessary. 	Y1
<ul style="list-style-type: none"> Implement six-month reviews of results and improvements. 	Y1–Y5
2) Engage a consultant to identify our communications-related DEI strengths and weaknesses and incorporate into our marketing and communications strategies.	
<ul style="list-style-type: none"> Determine if this work can be done through existing or new marketing consultants or contractors. 	Y1
<ul style="list-style-type: none"> Work with marketing contractor or consultant to incorporate findings into marketing and communications messaging and campaigns. 	Y2
<ul style="list-style-type: none"> Hire staff or engage a consultant to train staff with specific competency in DEI. 	Y3–Y5

OBJECTIVE A

GOAL 4

Integrate our DEI commitment in our marketing, messaging, and externally facing communications, including events and panels.

STRATEGY 2

Revisit and refine recruitment and community outreach approaches to incorporate DEI as a priority and specifically identify how it's aligned with and vital to NYSERDA's effectiveness.

Tactical Plan	Completion Timeline
<p>1) Ensure the events that NYSERDA hosts, participates in, supports and/or sponsors incorporate and reflect NYSERDA's DEI principles and goals.</p> <ul style="list-style-type: none"> ▪ More careful consideration toward location and timing for events, based on the targeted audience (in their neighborhoods, after hours, easily accessible, low- or no-cost, libraries, community events, cultural events, street fairs.) ▪ DEI considerations integrated into the planning of speakers and panelists for NYSERDA-organized events. ▪ Selecting appropriate speakers to represent NYSERDA, with an intentional focus on diversity; leveraging our contractor networks and relationships as an opportunity to engage more diverse speakers/participants. ▪ Expand opportunities for all staff to participate in external events. 	<p>Y2–Y5</p>
<p>2) Develop and implement post-event surveys to evaluate an event's DEI impact and continuously improve future events based on feedback.</p>	<p>Y1</p>
<p>3) Determine the appropriate communication channels to reach underserved communities and priority populations.</p> <ul style="list-style-type: none"> ▪ Include DEI considerations in implementation of local and regional outreach and engagement initiatives such as the Clean Energy Hubs. ▪ Determine the most effective ways to overcome technology challenges (“the digital divide”) and related barriers to accessing NYSERDA program information and resources for underserved communities. ▪ Retain a group of companies to assist with translation of materials and events-related items. 	<p>Y1</p>
<p>4) Develop and implement a communication strategy to reach a more diverse audience — social media, print, digital, tv/radio, working with community-based organizations and local governments, and utilizing partnerships with existing audiences.</p>	<p>Y2–Y5</p>

OBJECTIVE B

GOAL 4

While building our own DEI capacity, leverage our leadership position to encourage the incorporation of DEI goals, and multiply progress and improvements made throughout New York’s government and its clean energy industry.

STRATEGY 1

Leverage peer agency relationships to influence and align partner initiatives, programming, and communications with DEI goals across New York to speak with one voice on matters of DEI.

Tactical Plan	Completion Timeline
1) Leverage NYSERDA’s Green NY initiative to inform, learn from, and collaborate with other governmental agencies to align DEI-related communications and messaging.	
<ul style="list-style-type: none"> ▪ Develop teams and working groups to conduct communications and messaging, and inventory and prioritize Green NY’s current digital and written communications. 	Y1
<ul style="list-style-type: none"> ▪ Provide recommendations and support for tracking and measuring progress and alignment 	Y3–Y5

OBJECTIVE B

GOAL 4

While building our own DEI capacity, leverage our leadership position to encourage the incorporation of DEI goals, and multiply progress and improvements made throughout New York’s government and its clean energy industry.

STRATEGY 2

Examine contractor and vendor relationships for opportunities to extend DEI efforts throughout the clean energy industry, specifically identifying the importance of DEI and its intersection with industry initiatives, particularly environmental and climate justice.

Tactical Plan	Completion Timeline
1) All entities doing business with NYSERDA should comply with NYSERDA DEI requirements. NYSERDA will develop and update all awardees, suppliers and contractors’ Code of Conduct to reflect DEI principles.	
<ul style="list-style-type: none"> Partner with NYSERDA’s legal and contracts teams to determine and understand NYSERDA’s current DEI-related requirements and performance (contracting goals, terms and conditions, Code of Conduct, etc.). 	Y1
<ul style="list-style-type: none"> Survey current vendors, suppliers, and awardees to determine their current DEI-related efforts. 	Y1
<ul style="list-style-type: none"> Identify steps and approvals needed to revise solicitations, contracts, and awards. 	Y1
<ul style="list-style-type: none"> Incorporate language within the terms and conditions of contracts and awards. 	Y1–Y2
<ul style="list-style-type: none"> Add bonus points to procurement for exceeding NYSERDA DEI requirements. 	Y1–Y2
<ul style="list-style-type: none"> Add a reference to contracts and solicitations on the “Doing Business with NYSERDA” webpage. 	Y1–Y2
<ul style="list-style-type: none"> Publish demographic data about respondents to solicitations. 	Y3–Y5
<ul style="list-style-type: none"> Rank and publish NYSERDA-approved contractors’ and sub-contractors’ DEI-related performance data. 	Y3–Y5
<ul style="list-style-type: none"> Develop an annual survey for contractors and vendors to measure changes in composition of their workforces with respect to DEI. 	Y3–Y5
<ul style="list-style-type: none"> Summarize DEI-related findings and lessons learned. 	Y3–Y5



DEI Council Structure and Responsibilities

DEI Council

The NYSERDA Diversity, Equity, and Inclusion (DEI) Council is the nexus that brings together representatives from across the Authority to connect NYSERDA's diversity, equity, and inclusion activities to the Authority's broader mission-driven, results-oriented strategy.

The DEI Council plays a critical role in fostering real organizational change and maintaining a dedicated focus on diversity, equity, and inclusion priorities, while informing and shaping the ongoing implementation of the DEI program.

Moreover, it provides a platform for overseeing and assessing the effectiveness of the DEI function and introducing change when needed. The Council is the means through which staff Resource Groups can expand on their constituencies to gain support on identified issues and opportunities, as well as the forum for engagement for all representative groups.

The Council will be data-driven and responsive to the needs and experiences of employees, supporting all to most effectively pursue our mission while making NYSERDA a workplace where everyone can thrive.

MISSION

**BOLDLY ADVOCATE FOR
A VIBRANT CULTURE
OF ENGAGED EMPLOYEES
THAT SUPPORTS THE
ADVANCEMENT OF
NYSERDA'S GOALS FOR
DIVERSITY, EQUITY,
AND INCLUSION.**



DEI COUNCIL

Responsibilities

The DEI Council’s role is to influence and enhance the culture at NYSERDA, not to be the sole vision-holder and driver of culture. The Council’s responsibilities will include:

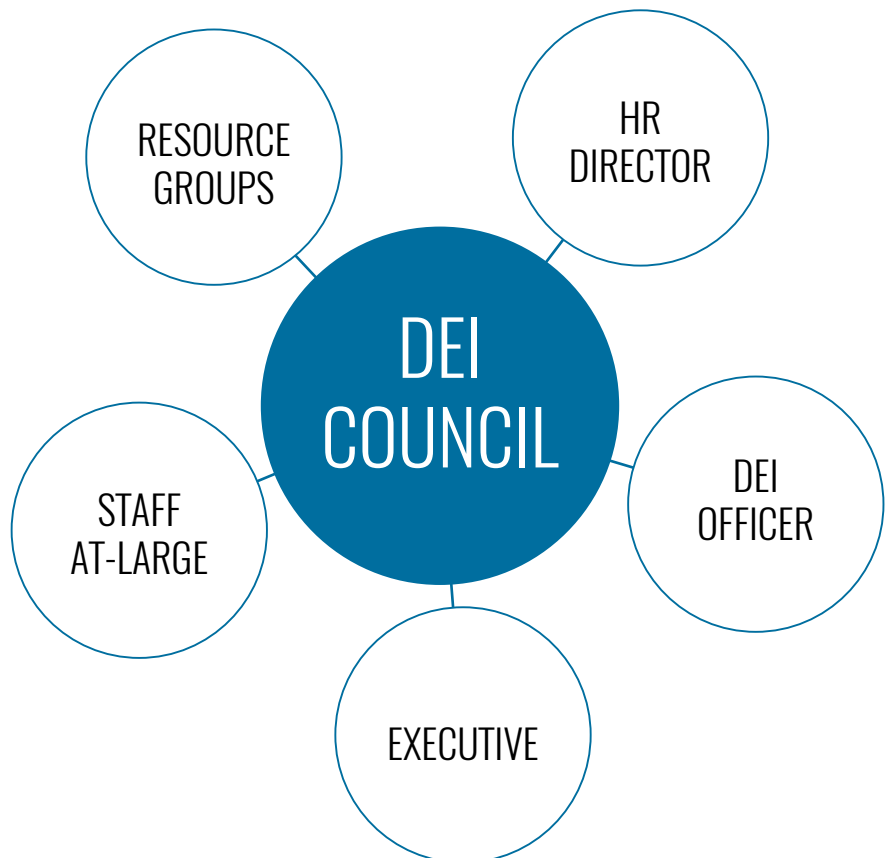


- Acting as trusted DEI leaders within the NYSERDA community, with each member embodying the DEI Guiding Principles in all work, both on and outside of the Council.
- Maintaining awareness and understanding of the current reality of the organization at all levels and areas relative to DEI standards and practices, and continuously advising on improvements.
- Contributing to engagement outside the organization on the DEI goals, and supporting exchange and/or collaboration on scalable best practices.
- Evaluating ongoing DEI efforts for alignment with the Authority’s DEI mission and goals, and supporting communication and messaging about evolving internal policies, practices, and successes.
- Advising on difficult topics, having the resources to think and engage deeply and carefully on issues.
- Having a seat at the table in determining budgets and allocation of resources needed for DEI efforts.
- Owning or contributing to projects related to annual DEI Council objectives or ongoing Council functions.

DEI COUNCIL

Membership

- Executive – NYSERDA President & CEO (permanent member), two additional Executive representatives (1 year terms)
- DEI Officer – permanent member
- HR Director – permanent member
- Staff At-Large – three representatives who self-nominate and are selected by a prescribed application process (1 year terms)
- Staff Resource Groups – two representatives from each RG (a primary and an alternate) nominated and selected by their respective RGs (1 year terms)



Budget Considerations

DEDICATED STAFF

FULL TIME

- DEI Team year 1 formation with three staff members

ALLOCATED TIME

- DEI tactic implementation staff, including backfill or staff augmentation support
- DEI Council members
- Resource Group leads

TRAINING

PROCUREMENT

- Years 1–3 initial training resources
- Years 4–5 ongoing training resources

STAFF TIME

- DEI Team
- Human Resources
- Training Management Team
- Strategic Operations
- Executive

EMPLOYEE TOOLS/ PROCEDURES

STAFF TIME

- DEI Team
- Executive
- Human Resources
- Strategic Operations
- Program team management

EMPLOYEE PERFORMANCE MANAGEMENT

STAFF TIME

- Human Resources
- DEI Team
- Strategic Operations
- Training Management Team
- Performance Management (Evaluation) Team

ENGAGEMENT SURVEY

PROCUREMENT

- Years 1–2 external survey provider and consultant; decision on external/internal administration years 3–5

STAFF TIME

- DEI Team
- Executive
- Human Resources
- Strategic Operations

EVALUATION/ REPORTING

STAFF TIME

- DEI Team
- DEI Council
- Performance Management (both Evaluation and Reporting teams)
- Executive
- Human Resources
- IT
- Strategic Operations
- Other DEI tactic implementation staff

INTERNAL AWARENESS

STAFF TIME

- DEI Team
- Executive
- DEI Council
- Resource Groups
- Corporate Communications
- Events Management
- IT

COMMUNICATIONS STRATEGIES/EVENTS

STAFF TIME

- DEI Team
- Corporate Communications
- Marketing
- Events Management
- DEI Council
- Resource Groups
- Program teams

LEADERSHIP/EMPLOYEE APPRECIATION INITIATIVES

STAFF TIME

- Executive
- Human Resources
- Corporate Communications

