

Underutilization in the New York City Workforce in 2024

A Report in Fulfillment of New York City Local Law 13 (2019)

Volume 5A
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Contents

Executive Summary	iii
Introduction	1
How we analyze underutilization.....	1
The job groups and entities we analyze	2
The extent of underutilization in New York City	6
Placements often perpetuated underutilization	12
Separations often perpetuated underutilization.....	14
How the EEPC helps entities combat underutilization	16
Conclusion.....	19
Appendix A: Underutilization.....	22
Appendix B: Methodology	43
Appendix C: Corrective Actions Issued, 2022 – 2024.....	44
Appendix D: Local Laws Related to the Municipal Workforce.....	45

Tables

Table 1 – Sample of Job Groups and Number of Employees	3
Table 2 – Largest and Smallest Entities Analyzed, # of Employees.....	4
Table 3 – Underutilization of Racial and Ethnic Groups in Select Job Groups, Citywide	7
Table 4 – Underutilization of Females in Select Job Groups, Citywide	7
Table 5 – Disparities in # of Personnel by Race and Ethnicity in Select Job Groups, Citywide	8
Table 6 – Disparities in # of Personnel by Gender in Select Job Groups, Citywide	8
Table 7 – Underutilization of Racial and Ethnic Groups at Entities.....	10
Table 8 – Underutilization of Females at Entities.....	10
Table 9 – Disparities in # of Personnel by Race and Ethnicity in Select Entities, Citywide	11
Table 10 – Disparities in # of Females in Select Entities, Citywide.....	11
Table 11 – EPA (UU) Audit Sections.....	17
Table 12 – Number of Job Groups and Number of Employees	22
Table 13 – Underutilization of Racial and Ethnic Groups by Job Group, Citywide.....	23
Table 14 – Underutilization of Females by Job Group, Citywide.....	24
Table 15 – Disparities in # of Personnel by Race and Ethnicity, Job Groups	26
Table 16 – Disparities in # of Personnel by Gender, Job Groups.....	27

Table 17 – Underutilization of Racial and Ethnic Groups, by Entity	28
Table 18 – Underutilization of Females, by Entity	31
Table 19 – Underutilization Shortfalls by Race and Ethnicity, by Entity.....	35
Table 20 – Underutilization Shortfalls: Females, by Entity	38
Table 21 – EEPC and CEEDS Findings of Underutilization.....	43
Table 22 – Corrective Actions for the EPA (UU) Audit, 2022 – 2024.....	44

Figures

Figure 1 – Racial and Ethnic Composition of Personnel Included in this Report	5
Figure 2 – Gender Composition of Personnel Included in this Report	5
Figure 3 – Actual vs. Expected Placements for Underutilized Racial/Ethnic Groups: Entities’ Job Groups	12
Figure 4 – Actual vs. Expected Placements for Underutilized Females: Entities’ Job Groups.....	13
Figure 5 – Actual vs. Expected Separations for Underutilized Racial/Ethnic Groups: Entities’ Job Groups	14
Figure 6 – Actual vs. Expected Separations for Underutilized Females: Entities’ Job Groups	15
Figure 7 – Share of Workforce Representation and Separations, Citywide, all Entities and all Job Groups	16

Executive Summary

The Equal Employment Practices Commission (EEPC) is pleased to submit this report on underutilization in New York City's municipal workforce, in accordance with New York City Local Law 13 (2019). This law requires the EEPC to analyze and report annually – for a period of ten years – on racial and ethnic underutilization in the City's municipal workforce and the non-faculty personnel at the City University of New York's (CUNY) community colleges, and submit to the Mayor's Office and New York City Council a report containing its findings and recommendations. This is the fifth year of the series.

Underutilization occurs when individuals in a demographic group are employed at a rate lower than their labor market availability (LMA). In this report, we measure underutilization of individuals who identify as Asian, Black, Hispanic, and female.

Findings

The rate of underutilization in 2024 was largely unchanged from 2023.

There were slight increases in the percentage of job groups with underutilization of Blacks and Asians. There was a small decrease in the percentage of job groups with underutilization of women. There was no change in the percentage of job groups with underutilization of Hispanics. Job groups most frequently had underutilization of Black workers (19 percent of job groups), followed by female workers (14 percent of job groups).

The underutilization disparities faced by Black workers (8,429) were five times greater than that of Asian workers (1,533), and almost eight times greater than that of Hispanic workers (1,116). The disparity for female workers was also substantial (3,374).

In the majority of job groups with underutilization, people of color and women were not hired and promoted at rates that match the City's labor market availability estimates.

Combating underutilization requires, in part, hiring and promoting individuals at a rate that matches or exceeds their labor market availability. In 2024, individuals from underrepresented groups were hired and promoted at lower rates than their LMA estimates in approximately 83 percent of job groups with underutilization. Placement activity poses a larger challenge than separations in addressing underutilization in the City of New York's municipal workforce.

Separations had a disproportionate impact on underutilization for women.

Combating underutilization requires, in part, retaining individuals from underrepresented groups at a rate that is higher than their existing presence. Most job groups with underutilization at the start of 2024 saw individuals from the underutilized groups leave at rates higher than or equal to their presence in that job group. This issue continued to disproportionately impact female personnel.

Recommendations

The City can do several things to address the underutilization analyzed in this report.

Update the availability estimates.

Until the City's availability estimates used to determine underutilization are updated, the top recommendation of this report will be to update the availability estimates. At the time of publication of this report, the City was in the process of making the City's CEEDS database system more modernized and easy-to-use. DCAS plans to proceed with efforts to update the availability estimates after the new database is launched.

Provide oversight of underutilization in City government.

Given that underutilization rates have remained fairly consistent over the years, it may be time to recognize that efforts targeting underutilization have not had the impact that would have been expected by now. We recommend that the City create a small group or unit whose sole purpose is to provide oversight of entities' efforts to address underutilization. This unit would work directly with City entities to simultaneously pursue specific initiatives to address underutilization and evaluate the effectiveness of those actions. Pursuing and evaluating initiatives at the same time will allow the City to more promptly determine what does and does not remediate underutilization. The centralized, citywide scope of the unit would also ensure a more coordinated effort, as opposed to the City's currently fragmented and inconsistent efforts that are not producing the desired results on underutilization.

Integrate underutilization and applicant flow data.

Applicant flow data is typically, but not always, under the purview of the Human Resources professional, while underutilization data is typically maintained and utilized by an entity's EEO professional. Oftentimes, the two sets of data are siloed: entities do not evaluate them together. This segregation may cause the entity to miss seeing the bigger picture. Integrating applicant flow and underutilization data, particularly for job groups that have underutilization, could provide entities with more insight into the effectiveness of their targeted recruitment efforts. Assessing applicant demographics by recruitment source and selection disposition, and by job group and at the different stages of recruitment, could reveal the fruitfulness of the targeted recruitment sources that were used. Determining whether the proportion of underutilized groups exceeded their availability, at each recruitment stage, will aid entities in determining whether they are reaching the underutilized demographics with their current efforts, and if they need to leverage different recruitment sources.

Introduction

New York City Local Law 13 (2019) requires the EEPCC to report annually for ten years on underutilization of racial and ethnic groups in the City’s municipal workforce and the non-faculty personnel at the City University of New York’s (CUNY) community colleges.¹ The law also mandates the EEPCC to offer recommendations on how to address underutilization. The EEPCC has formally requested the New York City Council (City Council) amend Local Law 13 to include gender as part of this series; therefore, we also include analyses of women in this report.

This report provides an overview of the City’s workforce and underutilization in job groups and at entities in Fiscal Year (FY) 2024. We illustrate underutilization for every job group and entity for which we have data. We also illustrate some data on placements and separations.

We at the EEPCC thank the team at the New York City Department of Citywide Administrative Services (DCAS) for providing us with the data needed to produce this report. We also thank the Mayor’s Office and City Council for their support in headcount and personnel funding to ensure we can continue to conduct our work. We look forward to continuing our work together. The authors also thank the EEPCC Board of Commissioners: Chair Aldrin Rafael Bonilla, Vice-Chair Elaine S. Reiss, Minosca Alcantara, Ngozi Okaro, and Nicole Yearwood, for their guidance. Our Executive Director Jeanne M. Victor, Director of Research Russell Ferri, and Manager of EEO Analysis and Audits Menelik Allsop, also provided helpful feedback.

How we analyze underutilization

Underutilization – for this report – is the employment of individuals who identify as Asian, Black, or Hispanic, and those who identify as female, at rates lower than their labor market availability (LMA), and the disparity meets a defined threshold. Underutilization is assessed for each job group within individual agencies. New York City classifies each of its job titles into a “job group,” combining jobs titles with similar tasks, responsibilities, and requisite skills. The City calculates the LMA for racial and ethnic groups, and for gender, for each job group, using different weightings for each. Many are derived from a combination of the demographics of those on relevant Civil Service lists, and Census data for New York City.

The analyses in this report are primarily based on data from the fourth quarter of FY 2024. The data illustrates the composition of New York City’s workforce on June 30, 2024, the last day of that quarter. To assess how underutilization has changed, comparisons are made to the workforce composition on June 30, 2023. The data primarily come from DCAS’s Citywide Equal Employment Database System (CEEDS). A more detailed explanation of the data and CEEDS can be found in our 2023 report, in Appendices E and F. Definitions of some key

¹ This is the fifth edition in this series. After the first edition in this series, we have published separate reports for the City and CUNY.

terms are provided below, and additional definitions are provided in our 2023 report, in Appendix A.²

Underutilization of which groups?

All personnel are protected from employment discrimination based on race, ethnicity, and gender (discrimination based on numerous other characteristics is also prohibited by the City of New York’s Equal Employment Opportunity Policy). Underutilization is assessed for some of the groups who have historically faced discrimination in employment and whose presence in New York City is large enough to conduct statistical analyses: those who identify as Asian, Black, or Hispanic, and those who identify as female.

Assessing underutilization for these groups is based on the mandate of Local Law 13 (2019) to analyze underutilization of racial and ethnic groups, and in anticipation of an amendment to Local Law 13 based on the EEP’s request to City Council to amend that law to include gender.

What methods are used to determine underutilization?

The City assesses underutilization for those job groups with more than eight employees. For the most part, the City determines underutilization exists when there is a “statistically significant” disparity between the actual presence of a demographic group in a job group and the expected presence of that demographic group, given the labor market availability estimate. The classification of a disparity as “statistically significant” is based on calculations that take into account the magnitude of the disparity and the number of personnel in the job group. A disparity is more likely to be statistically significant the larger it is. Disparities are also more likely to be statistically significant the more personnel are in the job group.

Using the City’s methodology, independent calculations of statistical significance were conducted for this report. Some job groups were classified as having underutilization while the City’s calculations did not; the primary reason for the different classifications is the City does not flag underutilization as existing in a job group if the disparity between the expected number of individuals from the demographic group and their actual number is less than or equal to five percent of the total personnel in the job group (the City calls this the “N-05 rule”). Appendix E in our 2023 report includes a deeper discussion of our methodology and some hypothetical examples to illustrate it. Appendix F in the 2023 Local Law 13 Report contains a description of the other metrics the City uses to determine underutilization.

The job groups and entities we analyze

This report analyzes 75 mayoral and non-mayoral entities, departments, offices, and boards, that are included in CEEDS. Only the full-time, active employees in those entities are assessed. CEEDS does not include data for numerous agencies, including Health + Hospitals

² Reports in the Local Law 13 series are available at <https://www.nyc.gov/site/eeep/reports/reportsllr.page>.

Corporation, the Department of Education’s pedagogical (i.e., teaching) employees, and the City’s 59 community boards. Because of these exclusions, the number of personnel analyzed in this report is considerably lower than the City’s total personnel.

Table 1 illustrates a sample of the job groups established by the City, how many of the entities included in this report have them, and the number of personnel. Because the City only determines whether underutilization exists for job groups with more than 8 employees, also indicated are the number of job groups that meet that criterion and the number of employees in those groups. Across all 75 entities included this report, the number of job groups with more than 8 employees increased by two compared to 2023, from 482 to 484. A complete account of the job groups established by the City, how many of the entities included in this report have them, and the number of personnel, can be found in Table 12, in Appendix A.

The three largest job groups (Police and Detectives, Paraprofessionals, and Social Workers) account for 62,663 employees, 34 percent of the workforce in our analyses. The three smallest job groups (Personal Services, Health Services, and Operators) have a combined total of 465 employees, 0.3 percent of the workforce analyzed in this report. The Police and Detectives job group has the greatest number of personnel (36,596). This job group includes Police Officers, Correction Officers, Detectives, and several other titles across numerous agencies (e.g., the New York City Police Department, the various District Attorney offices, and the Department of Correction). The Operators job group has the fewest personnel (127).

Table 1 – Sample of Job Groups and Number of Employees

Job Group (JG)	# JGs	# Empl.	JG Frequency > 8 Empl. In JG	# Empl. in JG with > 8 Empl.
Managers	70	11832	61	11793
Social Workers	19	12400	12	12384
Police and Detectives	24	36596	20	36588
Craft	20	9915	15	9907
Operators	10	127	6	110
Transportation	24	268	10	241
Paraprofessionals	72	13667	58	13620
Total	798	182698	484	181727

Table 2 lists the five largest and five smallest entities, based on the number of personnel.

**Table 2 – Largest and Smallest Entities Analyzed,
of Employees**

Entity Name	# Job Groups (JG)	# Empl.	# JG with > 8 Empl. In JG	# Empl. in JG with > 8 Empl.
NYC Police Department	25	48402	23	48396
NYC Fire Department	19	17148	15	17131
Department of Education*	21	13086	18	13078
Department of Social Services (HRA+DHS)	21	12736	19	12728
NYC Housing Authority	22	12004	18	11985
Office of the New York County Public Administrator	4	12	0	0
Civil Service Commission	5	11	0	0
Office of the Bronx County Public Administrator	3	7	0	0
Office of the Queens County Public Administrator	3	7	0	0
Office of the Richmond County Public Administrator	3	5	0	0

*Data only includes non-pedagogical (i.e., non-teaching) personnel

Sixty-seven of the 75 agencies analyzed in this report had at least one job group large enough to measure underutilization.

This report includes analyses of 182,698 full-time personnel.³ The five largest entities had a combined headcount of 103,376 employees, approximately 57 percent of the personnel included in this report (and 29% of the City’s entire workforce). The New York City Police Department (NYPD) had the largest number of personnel, almost three times as many as the New York City Fire Department (FDNY) or the non-pedagogical staff in the Department of Education (DOE), the entities with the next-highest personnel numbers. Four of the five Public Administrator Offices had the fewest personnel. The EEPD was also one of the City’s smallest entities, with 13 personnel. The smallest entities listed in Table 2 (and three others, for a total of eight) do not have any job groups large enough to measure underutilization.

Workforce Demographics

Figures 1 and 2 illustrate the racial and ethnic composition, and the gender composition, respectively, of the personnel analyzed in this report. The gender composition reported here is substantially different than the one reported in the DCAS Workforce Profile Report (WPR) series. As previously explained (pages 2-3), this report series does not include various agencies, for example Health + Hospitals Corporation (H+HC) and DOE pedagogical employees, primarily because data for those agencies is not available for analysis. The bulk of H+HC and

³ To compare the subset of personnel analyzed in this report to the entire City workforce, the most recent available NYC Government Workforce Profile report (from 2022, available at <https://www.nyc.gov/site/dcas/reports/workforce-reports.page>) indicates the City had a workforce of 357,063. See Appendix B, Table 12 in the Local Law 13 Report for 2023 (2024) for a complete listing of the City entities included in this report.

DOE pedagogical employees are women. The differing gender compositions between this report and the DCAS WPR series exist primarily because these workforces are not included in the analyses conducted for this report.

Figure 1 illustrates Blacks are the largest group (32%) analyzed in this report, followed by Whites (31%). Other/Unknown (4%) includes Native American and Alaska Natives, and those who did not indicate their race/ethnicity in the City's personnel system.⁴

Figure 1 – Racial and Ethnic Composition of Personnel Included in this Report

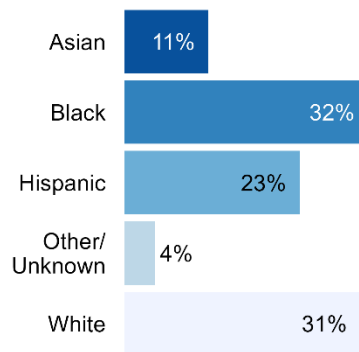
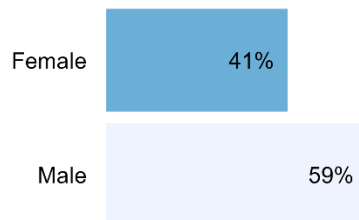


Figure 2 illustrates the gender composition of the personnel analyzed in this report.

Figure 2 – Gender Composition of Personnel Included in this Report



Men composed a majority of the personnel analyzed in this report (59%). A small percentage (0.1%) of the City's workforce identified as non-binary or did not provide information on their gender in the City's personnel system (data not illustrated).⁵

⁴ There are some slight differences, but the racial composition of the personnel analyzed in this report, compared to the entire City workforce as reported in the latest NYC Government Workforce Profile report, is similar. Ibid., 3.

⁵ The gender composition reported in the latest NYC Government Workforce Profile report is 58 percent female, 42 percent male. Ibid., 3.

The extent of underutilization in New York City

There was an increase in underutilization in 2024 compared to 2023, from 219 instances to 223.⁶ In 2024, Asians were underutilized in 8 percent of job groups, Blacks in 19 percent, Hispanics in 5 percent, and women in 14 percent. The percentage of job groups with underutilization of Blacks and Asians increased, and for women decreased. The percentage of job groups with underutilization of Hispanics was unchanged (changes for each group from 2023 to 2024 were less than one percentage point).

Blacks faced, by far, the greatest disparities between their expected personnel numbers and their actual employment. For Asians, the shortfall was 1,533, compared to 1,563 in 2023; for Blacks, it was 8,429, compared to 8,333 in 2023; for Hispanics, it was 1,116, compared to 1,081 in 2023. For women, the shortfall was 3,374, compared to 3,725 in 2023.

Underutilization in Job Groups

Tables 3 and 4 illustrate the citywide prevalence of underutilization in a subset of job groups. Tables 5 and 6 illustrate the citywide aggregate employment shortfalls in a subset of job groups. The shortfall is the disparity between the actual workforce and the expected workforce, *only* for the statistically significant cases where fewer personnel were employed than would be expected given their LMA. Appendix A contains complete citywide underutilization totals for job groups. Tables 13 and 14 provide of the prevalence of underutilization and Tables 15 and 16 provide the aggregate underutilization disparities.

Blacks are substantially more underutilized than other demographic groups.

Blacks were underutilized in 19 percent of job groups, the highest of the demographic groups analyzed in this report. In those job groups in which Black workers are underutilized, the disparity between their actual employment and their availability was 8,429 workers, more than double the disparity for women (who face the second-highest extent of underutilization).

Black workers were the most frequently underutilized demographic in the Managers and Management Specialists job groups (in 21 percent and 22 percent, respectively). Black workers were also underutilized in 73 percent of the Craft job groups. Citywide, Black workers were underutilized by 3,609 workers in the Police and Detectives job group. Each of these job groups includes titles that tend to pay higher than average City salaries.

Women are underutilized in the Police and Detectives, Craft, and Technicians groups.

Women also experienced considerable underutilization. Women were underutilized in 14 percent of the job groups analyzed in this report, with a shortfall of 3,374 workers. Women were underutilized in 80 percent of the Craft job groups, with a total disparity of 672 workers.

⁶ An “instance” of underutilization is defined as a unique combination of demographic, entity, and job group. For example, if an entity indicates underutilization in its Paraprofessionals job group of Asian workers but none of the other demographic groups analyzed in this report, it is counted as one instance. If an entity indicates underutilization of Asian and female workers in its Paraprofessionals job group, it counts as two instances.

Table 3 – Underutilization of Racial and Ethnic Groups in Select Job Groups, Citywide⁷

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Managers	61	8.2% ↑ (5)	21.3% (13)	8.2% (5)	11793
Management Specialists	49 ↑	2.0% ↓ (1)	22.4% ↓ (11)	2.0% ↓ (1)	12124
Police Supervisors	4	0% (0)	25.0% (1)	0% (0)	7579
Fire Supervisors	1	0% (0)	0% (0)	0% (0)	2247
Firefighters	1	0% (0)	0% (0)	0% (0)	8784
Police and Detectives	20 ↑	15.0% ↑ (3)	15.0% ↓ (3)	0% (0)	36588
Craft	15	13.3% (2)	73.3% ↑ (11)	6.7% (1)	9907
Laborers	13	38.5% (5)	7.7% (1)	7.7% (1)	5499
Paraprofessionals	58 ↓	8.6% ↑ (5)	13.8% ↑ (8)	8.6% ↑ (5)	13620
Total (all job groups)	484	7.9% ↑ (38)	19.2% ↑ (93)	5.0% (24)	181727

Table 4 – Underutilization of Females in Select Job Groups, Citywide

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Managers	61	13.1% ↓ (8)	11793
Management Specialists	49 ↑	6.1% ↓ (3)	12124
Police Supervisors	4	0% (0)	7579
Fire Supervisors	1	0% (0)	2247
Firefighters	1	0% (0)	8784
Police and Detectives	20 ↑	20.0% ↓ (4)	36588
Craft	15	80.0% (12)	9907
Laborers	13	76.9% ↑ (10)	5499
Paraprofessionals	58 ↓	6.9% ↑ (4)	13620
Total (all job groups)	484	14.0% ↓ (68)	181727

⁷ NOTE: The “Total” row includes all job groups, not only those listed in the rows above. The “Total” row indicates there were 484 job groups with more than eight employees across entities, which is two more compared to 2023.

The “# Job Groups > 8 Empl.” column indicates for each job group the number of entities that have more than eight employees in that job group. In the Asian, Black, and Hispanic columns, each row indicates the percentage of entities with underutilization for the demographic and job group at hand. The number in parentheses indicates the number of entities which have underutilization for the demographic and job group at hand. The arrows indicate changes from the previous year (FY 2023). Except where previously noted, if there is no arrow, the percentage was the same. For example, for all the entities analyzed in this report, 61 entities had more than eight personnel in the Managers job group. Eight percent of those entities had underutilization of Asians, twenty-one percent had

Table 5 – Disparities in # of Personnel by Race and Ethnicity in Select Job Groups, Citywide⁸

Job Group	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Managers	61	58	316	89	11793
Health Professionals	9	7	737	-	4870
Technicians	30	261	668	74	8574
Firefighters	1	-	-	-	8784
Police and Detectives	20	50	3609	-	36588
Craft	15	111	976	28	9907
Laborers	13	312	34	118	5499
Sanitation Workers	1	-	281	-	7810
Paraprofessionals	58	203	191	29	13620
Total (all job groups)	484	1533	8429	1116	181727

Table 6 – Disparities in # of Personnel by Gender in Select Job Groups, Citywide

Job Group	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Managers	61	364	11793
Management Specialists	49	185	12124
Science Professionals	36	176	7866
Social Workers	12	125	12384
Technicians	30	680	8574
Firefighters	1	-	8784
Police and Detectives	20	503	36588
Craft	15	672	9907
Laborers	13	251	5499
Total (all job groups)	484	3374	181727

underutilization of Blacks, and eight percent had underutilization of Hispanics. Compared to FY 2023, there was no change in the number of Managers job groups that met the minimum number of personnel needed to assess underutilization. The percentage of Managers job groups with underutilization of Asians increased from 2023 to 2024 but underutilization of Black, Hispanic and female workers in the Managers job group was unchanged from 2023.

⁸ Table 5 provides the aggregate underutilization employment disparities by race and ethnicity for a sample of job groups. The “Total” row provides the citywide totals, not just the totals of the job groups listed.

The number of job groups (“# Job Groups > 8 Empl.”) indicates those for which an assessment of underutilization is made (i.e., those with greater than 8 employees in the group). In the Asian, Black, and Hispanic columns, the numbers indicate the shortfall for each demographic only when underutilized. These values can range from “-” meaning no underutilization, to 3,609, the citywide utilization shortfall for Black workers in the Police and Detectives job group. That is, given the current citywide Police and Detectives job group headcount, an additional 3,609 employees in the Police and Detectives job group would need to be Black to achieve equal employment or parity between the workforce and the City’s labor market availability estimate.

Underutilization at City Entities

Seventy-three percent of entities (49 of 67) had underutilization of at least one of these demographic groups. Tables 7 and 8 illustrate the prevalence of underutilization at a subset of entities. Tables 9 and 10 illustrate the aggregate employment disparities by entity, for a subset of entities. The “Total” row for each table provides the citywide totals for each column, not just of those entities listed. Appendix A contains a complete account of underutilization at entities, in Tables 17 and 18, and disparities in Tables 19 and 20.

The Department of Parks and Recreation had considerable underutilization of people of color.

Blacks were underutilized in seven job groups (44 percent) at the Department of Parks and Recreation (DPR). Asians were underutilized in three (19 percent) and Hispanics in one (6 percent). The disparity for these groups combined was 877 (10 percent of the DPR’s workforce). In 2023, the number of job groups with underutilization increased for Blacks and stayed the same for Asians and Hispanics. The disparity also increased for Blacks but decreased for Asians and Hispanics.

The New York City Police Department had considerable underutilization of Blacks and women.

The underutilization disparity for Blacks at the NYPD was 3,823 (8 percent of the NYPD’s workforce). For women the shortfall was 1 percent of the workforce (a small percent but equivalent to 537 individuals). Ninety-two percent of the underutilization of Blacks and women combined is in the Police and Detectives job group, which is, by far, the largest job group at NYPD (61 percent of the NYPD workforce).

The Fire Department had considerable underutilization of Asians, Blacks, and women.

At the FDNY, the combined shortfall for Asians and Blacks was 1,010; for women it was 706. This underutilization was driven largely by the Technicians, Clerical, Craft, Health Professionals, and Clerical Supervisors groups. Most of those underutilization disparities (81 percent for Asian and Black combined, and 82 percent for women) were in the Technicians job group.

The Department of Environmental Protection had considerable underutilization of Blacks and women, with some improvement compared to the previous year.

At the Department of Environmental Protection (DEP), employment disparities decreased slightly for Black and Hispanic workers and increased slightly for women and Asian workers. At DEP, Blacks were underutilized in eight job groups (53 percent), with disparities of 540 (9 percent of DEP’s workforce). Women were underutilized in eight job groups at the DEP (53 percent), with disparities of 403 (7 percent of DEP’s workforce). The Craft, Laborers, Managers, Science Professionals, and Police and Detectives job groups had underutilization of both Blacks and women.

Table 7 – Underutilization of Racial and Ethnic Groups at Entities⁹

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of the Mayor	5 ↑	0% (0)	20.0% ↓ (1)	0% (0)	451
NYC Police Department	23	4.3% (1)	26.1% (6)	0% (0)	48396
NYC Fire Department	15	6.7% (1)	33.3% (5)	0% (0)	17131
Department of Education	18	16.7% (3)	16.7% (3)	5.6% (1)	13078
Department of Environmental Protection	15	6.7% (1)	53.3% ↓ (8)	20.0% (3)	5827
Department of Sanitation	14	7.1% ↓ (1)	28.6% ↑ (4)	0% (0)	9994
Department of Transportation	14 ↑	14.3% ↓ (2)	21.4% ↓ (3)	0% ↓ (0)	5961
Department of Parks & Recreation	16	18.8% (3)	43.8% ↑ (7)	6.2% (1)	9173
NYC Office of Technology and Innovation	8 ↓	12.5% ↑ (1)	12.5% ↑ (1)	0% (0)	1526
Office of the Queens County District Attorney	7 ↓	0% (0)	85.7% ↑ (6)	0% (0)	882
NYC Housing Authority	18	33.3% (6)	5.6% (1)	5.6% (1)	11985
Total (all entities)	484	7.9% ↑ (38)	19.2% ↑ (93)	5.0% (24)	181727

Table 8 – Underutilization of Females at Entities

Entity	# Job Groups > 8 Empl.	Female	Headcount
NYC Police Department	23	21.7% (5)	48396
NYC Fire Department	15	33.3% ↓ (5)	17131
Department of Correction	20	20.0% ↓ (4)	7285
Department of Education	18	22.2% (4)	13078
Department of Environmental Protection	15	53.3% (8)	5827
Department of Sanitation	14	21.4% (3)	9994
Department of Transportation	14 ↑	42.9% ↑ (6)	5961
Department of Parks & Recreation	16	25.0% (4)	9173
NYC Office of Technology and Innovation	8 ↓	37.5% ↓ (3)	1526
Department of Citywide Administrative Services	15	13.3% ↓ (2)	2098
NYC Housing Authority	18	22.2% (4)	11985
Total (all entities)	484	14.0% ↓ (68)	181727

⁹ How to read these tables: the Office of the Mayor has five job groups with more than eight employees. None of those job groups have underutilization of Asians or Hispanics, and one has underutilization of Blacks. To determine which entities to include in Tables 7 and 8, the shortfall for each group (Asian, Black, and Hispanic) is added together and divided by the total number of personnel in the job groups large enough to be analyzed for underutilization (those with over 8 total employees). In other words, the entities listed here have some of the highest rates of underutilization, measured as a percentage of the personnel in eligible job groups. For perspective, we also include some entities with lower rates of underutilization.

Table 9 – Disparities in # of Personnel by Race and Ethnicity in Select Entities, Citywide

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of Management & Budget	3	-	75	5	457
NYC Police Department	23	7	3823	-	48396
NYC Fire Department	15	223	787	-	17131
Office of the City Clerk	1	-	14	-	36
Department of Education	18	204	798	146	13078
Department of Environmental Protection	15	20	540	66	5827
Department of Parks & Recreation	16	281	478	118	9173
Office of the New York County District Attorney	9	16	177	27	1634
Office of the Queens County District Attorney	7	-	99	-	882
NYC Housing Authority	18	375	129	523	11985
Total (all entities)	484	1533	8429	1116	181727

Table 10 – Disparities in # of Females in Select Entities, Citywide

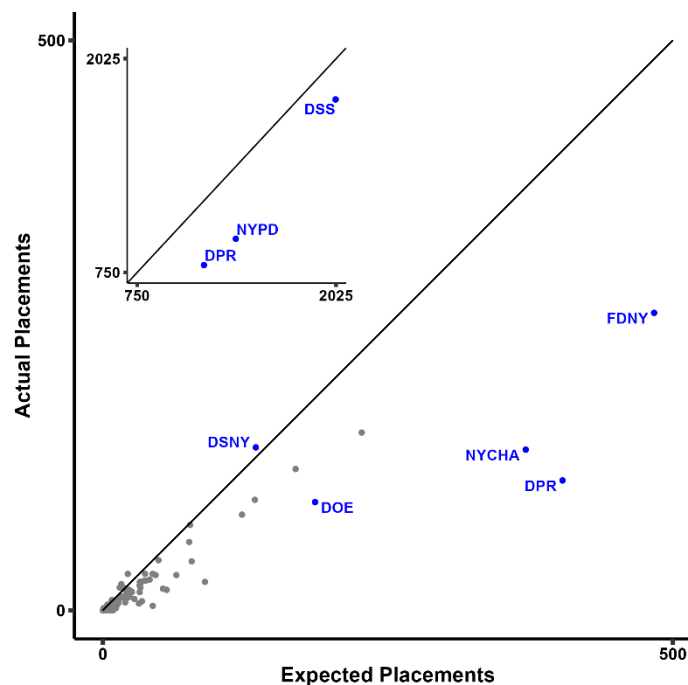
Entity	# Job Groups > 8 Empl.	Female	Headcount
NYC Police Department	23	537	48396
NYC Fire Department	15	706	17131
Department of Correction	20	59	7285
NYC Taxi & Limousine Commission	8	23	446
NYC Housing Preservation & Development	10	87	2412
Department of Buildings	8	126	1566
Department of Environmental Protection	15	403	5827
Department of Transportation	14	270	5961
Department of Parks & Recreation	16	289	9173
NYC Office of Technology and Innovation	8	110	1526
Total (all entities)	484	3374	181727

Placements often perpetuated underutilization

Placements – employee hiring and promotions decisions¹⁰ – offer a broader perspective on employment decisions in areas of underutilization than either alone. It allows one to explore whether people of color and women are being placed into new roles at rates greater than or equal to their Labor Market Availability.

Figure 3 illustrates the actual and expected placements in 2024 in job groups where there was underutilization of one or more racial/ethnic groups in 2023. If a point is to the right of/underneath the diagonal line, it indicates the number of placements – the combined hiring and promotions – of the underutilized racial/ethnic group(s) was less than the expected placements given the LMA estimates.

**Figure 3 – Actual vs. Expected Placements
for Underutilized Racial/Ethnic Groups: Entities' Job Groups**



Each point represents a job group at an entity. These job groups had underutilization in 2023 of one or more of the following groups: Asians, Blacks, and Hispanics. If more than one of these demographic groups were underutilized, the disparities and LMAs of those demographics are combined and represented by one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

¹⁰ The available data are imperfect. CEEDS promotions activity does not distinguish between promotions within the same job group, promotions from a different job group, or promotions out of an agency and into a new agency.

For example, note the “DPR” point towards the bottom and left on the smaller, inset graph. This represents the Laborers job group at the Department of Parks and Recreation (DPR). In 2023, there was underutilization of Asians and Hispanics in the Laborers job group at DPR. Of all the placements (new hires and promotions) in this group in 2024, 1,178 would have been Asian or Hispanic (combined) if the rate of their hiring and promotions matched their LMA. That number is represented by this point’s placement on the horizontal (x) axis, which measures expected placements of the underutilized groups, based on their LMA and the total placements in that job group. In 2024, there were 794 individuals hired who identified as Asian or Hispanic. This number is represented by this point’s placement on the vertical (y) axis, which measures the actual placements from the underutilized group(s). In this example, the placements of the underutilized groups was lower than their LMA, exacerbating underutilization.

The diagonal line that bisects the plot marks all the points at which the number of placements of underutilized groups exactly matches their LMA. Most points (90 percent of placements in 2024) are to the right of/below that line (such as the DPR point discussed above), indicating the rate of hiring and promotions of underutilized groups in 2024 was lower than those groups’ LMA. Points on that line or to the left of/above it (such as the NYPD point in the inset) represent job groups in which placement rates in 2024 were greater than or equal to their LMA. In the job groups with underutilization at the start of the year, there were 8,661 placements of individuals from underutilized groups, despite an expectation of 11,950 placements from those groups.

Figure 4 illustrates placements data for women, in the same way as Figure 3.

**Figure 4 – Actual vs. Expected Placements
for Underutilized Females: Entities’ Job Groups**

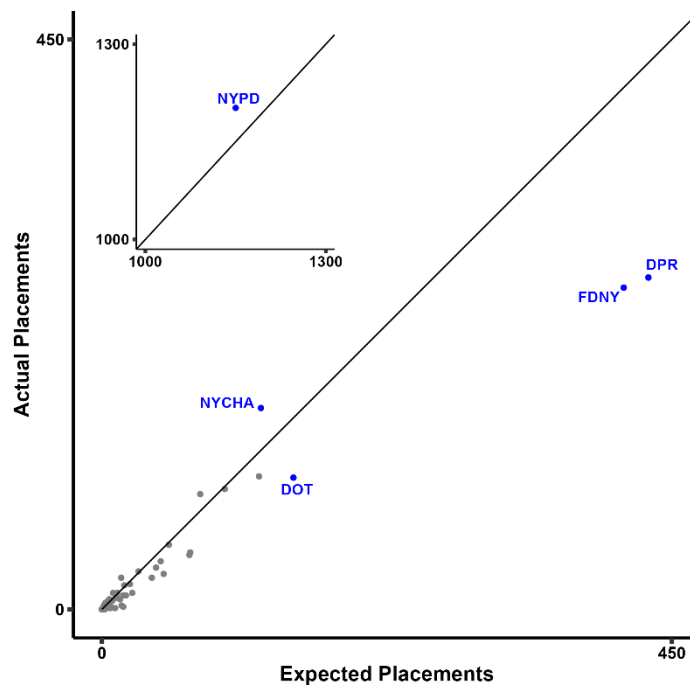
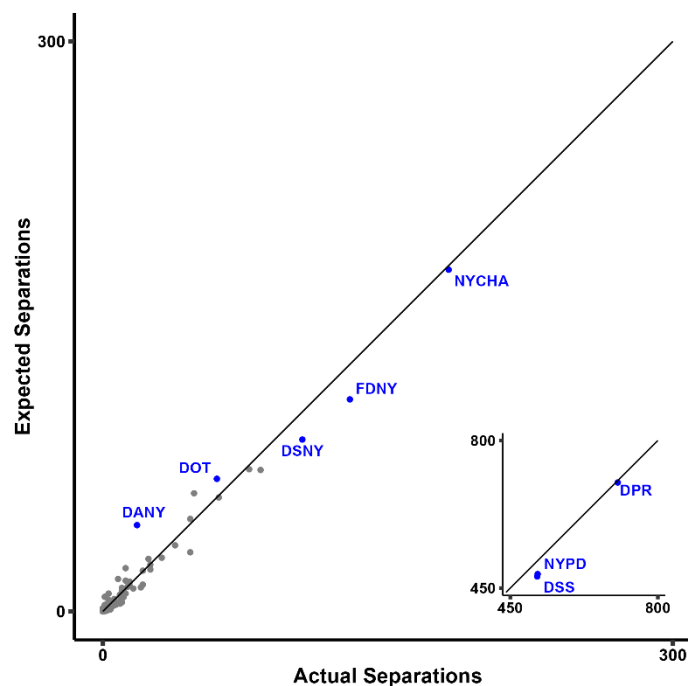


Figure 4 illustrates most points (72%) are to the right of/below the diagonal line, indicating their hiring of women in 2024 was below the LMA of women. Placements at some of the job groups at the FDNY and DPR had particularly high disparities.

Separations often perpetuated underutilization

There was more separation activity in 2024 compared to 2023, and separations continued to impact underutilization. Figure 5 illustrates separations in 2024 impacted underutilization of people of color in lower amounts and frequencies compared to placements. Points to the right of/underneath the diagonal line indicate job groups in which individuals from the underutilized group(s) separated in 2024 at a rate higher than their presence in that group at the beginning of the year.

**Figure 5 – Actual vs. Expected Separations
for Underutilized Racial/Ethnic Groups: Entities' Job Groups**



Each point represents a job group at an entity. At the end of 2023, these job groups had underutilization of one or more of the following groups: Asians, Blacks, and Hispanics. If more than one of these demographic groups were underutilized, those demographics are combined and represented by one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

For example, note the “FDNY” point towards the center of the main graph (below the diagonal line). This represents the Technicians job group at FDNY. In 2023, there was underutilization of Asians and Blacks in the Technicians job group at FDNY. Of all employees in this

group who separated in 2024, 112 would have been of Asians and Blacks (combined) if their separations rate matched their workforce representation in the job group. That number is represented by this point's placement on the vertical (y) axis, labelled "Expected Separations". Instead of 112 Asian and Black separations in the Technicians job group, there were 130. This is represented by this point's placement on the horizontal (x) axis, which measures the actual separations of the underutilized group(s). In this example, individuals from underutilized groups separated from their jobs more than expected, worsening underutilization.

The diagonal line that bisects the plot marks all the points at which the number of separations of underutilized groups exactly matches their presence in the job group. Fifty percent of the points are to the right of/below the diagonal line, indicating separations in 2024 made underutilization worse. In 46 percent of job groups separations of individuals from underutilized groups was less than expected, helping remediate underutilization (these points are to the left of/above the diagonal line, such as in the NYCHA example discussed above). In five percent of instances separations of underutilized groups equaled what was expected, thus having no impact on underutilization.

Figure 6 illustrates the same data as Figure 5, for women.

**Figure 6 – Actual vs. Expected Separations
for Underutilized Females: Entities' Job Groups**

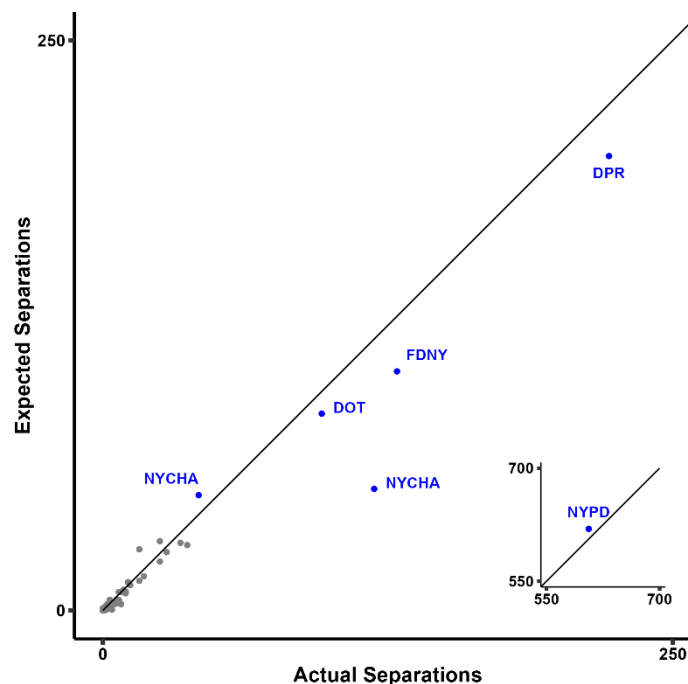
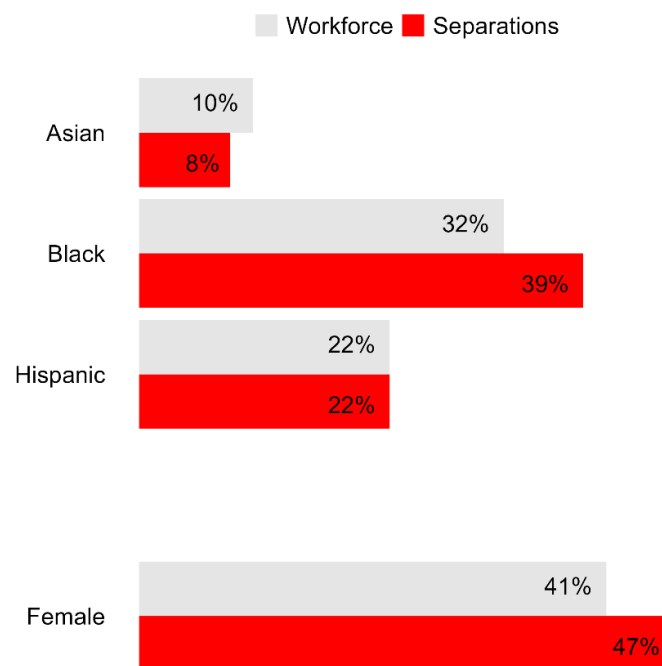


Figure 6 illustrates separations had a slightly worse impact on the underutilization of females. In 54 percent of instances of underutilization, separations of women were higher than their presence in the job group (illustrated by the points to the right of/below the diagonal line). In 30 percent of job groups separations of females were fewer than expected, which helped remediate underutilization (represented by the points to the left of/above the

diagonal line) and for 17 percent of job groups with underutilization, there was no difference in expected versus actual separations.

Figure 7 illustrates the aggregated separation rates for every job group and entity analyzed in this report (compared to Figures 5 and 6, which only illustrate separations for those job groups with underutilization in 2023). Figure 7 also illustrates the workforce composition at the end of the prior year (the 4th quarter of FY 2023).

Figure 7 – Share of Workforce Representation and Separations, Citywide, all Entities and all Job Groups



The rate of separation of Asian and Hispanic personnel in 2024 was less than or equal to their presence in the workforce in 2023. Blacks continued to see a substantial degree of separations compared to their presence in the workforce: in 2023 they composed 32 percent of the workforce, but in 2024 were 39 percent of the separations. The pattern was similar for women: in 2023 they composed 41 percent of the workforce, and in 2024 were 47 percent of the separations.

How the EEPC helps entities combat underutilization

One of the EEPC's primary responsibilities is to audit the employment practices and procedures of New York City entities, to determine if they are complying with applicable laws and policies. The EEPC has established standards on employment practices founded upon federal, state, and local laws. Many of these standards are intended to help institutions address

underutilization by improving opportunities for historically underrepresented groups who have faced discrimination and barriers to employment.

At the time this report was published, the EEPC was conducting its *Employment Practices Audit with a Focus on Underutilization* (EPA (UU)). The goal of the EPA (UU) is to evaluate components of an entity's EEO program. It also includes assessments of an entity's workforce data, and recruitment and selection processes, to ensure the entity is taking action to address underutilization of people of color and women in the City's workforce. A determination of compliance indicates an entity has successfully established and implemented measures to ensure it is providing equal employment opportunities. The EEPC issues a "Corrective Action" for each standard the entity has not demonstrated compliance.

For example, the EPA (UU) audit requires entities to:

- Review recruitment sources to ensure they include those specific to the underutilized demographic group and add sources as necessary; for example, adding recruitment sources like *Society of Women Engineers* when recruiting for engineering positions or Hispanic-serving institutions when recruiting for positions in job groups with underutilization of Hispanics.
- Annually review workforce statistics and EEO complaints to identify trends and the agency's employment practices, policies and programs to ensure they are up to date.
- Assess selection criteria being used to determine whether it is job-related and required by business necessity. For example, is a physical test truly necessary to measure one's ability to do the job? When filling a vacancy, what is the most appropriate job title and Civil Service class?
- Use an applicant tracking system to enable an entity's EEO professionals (e.g., the EEO Officer) to gather and review pertinent applicant data such as demographics, applicant stage, dispositions, and selection decisions.

The EPA (UU) contains 20 standards, divided into eight sections.

Table 11 – EPA (UU) Audit Sections

Section	# of Standards
EEO policy issuance, distribution, and posting	2
Complaint investigation procedures	1
Annual EEO plan	1
Entity training	4
Employees and applicants with disabilities	3
Workforce review and analysis	2
Recruitment	3
Selection (hiring and promotion)	4
Total	20

Compliance-Monitoring of equal employment opportunity procedures.

As of December 31, 2024, seventy-four¹¹ audits were initiated between 2022 and 2024. Sixty-six entities had reached the Final Determination and Compliance-Monitoring phase by the end of 2024. There were 357 corrective actions (CAs) assigned, illustrated in Table 22 in Appendix C. Across 2022, 2023, and 2024, all audit standards had one or more CAs issued.

In the best-case scenario, efforts to reduce or eliminate underutilization have an immediate impact. Typically, however, efforts have a slower and inconsistent effect on underutilization. Efforts to address underutilization must overcome many hurdles. Despite the City's targeted recruitment efforts, historically, it has been hard to recruit individuals from certain demographic groups into certain jobs (e.g., female Sewage Treatment Workers and Watershed Maintainers). When hiring from a Civil Service list, entities usually must abide by the legally mandated One in Three Rule¹² when filing vacancies and thus have limited flexibility in who they hire. This also suggests the City and entities must do more in recruitment outreach and raising awareness of upcoming civil service exams. The need to attract a diverse and skilled pool of exam takers rests with both individual agencies and centrally via DCAS. Broad responsibility and action in recruitment outreach and exam awareness may attract a more diverse and skilled pool of exam takers.

External factors impact underutilization.

The Adams Administration has enacted several hiring restrictions in recent years, citing fiscal concerns.¹³ Most recently, the Administration enacted a hiring freeze in October 2023, but in February 2024 replaced the freeze with a 2-for-1 restriction. The Administration has also reduced the number of authorized positions. The result has been a net decline in personnel from FY 2020-2022, as separations have outpaced new hires. In FY 2023 there was a net gain of 321 personnel, but 2024 saw a reversion back to a net loss.¹⁴ Hiring is one important part of addressing underutilization; limits on new hires are likely to slow the rate at which underutilization improves.

Separations are also important to addressing underutilization. In recent years, the separation rates of women and Blacks have been particularly high compared to their presence in the workforce (as illustrated in Figure 7). The proportion of Black residents in the City has been declining in recent years and may partly explain their decline in the municipal workforce. Research suggests women in the workforce were especially affected by the COVID pandemic, although it is less clear why their rate of separation continues to be high as we move further

¹¹ The audit numbers reported in this section do not include the 33 Community Board Employment Practices Audits (CB EPA) of the Bronx, Staten Island and Brooklyn Community Boards initiated in 2022 and 2023. Community Boards are very different from most other entities and the EEPC uses a subset of standards when reviewing their employment practices.

¹² The One In Three Rule pertains to job titles classified as the competitive civil service. The majority of the City's workforce is in the competitive civil service.

¹³ In recent years there have been "2-for-1" and "3-for-1" hiring restrictions. These policies limit agency hiring by allowing one new hire for every two or three personnel who leave.

¹⁴ The changes described here refer to the portion of the workforce analyzed in this report (as explained on pages 2-3). The pattern in recent years is similar for the City workforce as a whole, as described in various reports. For example, see "Spotlight: Watching the Workforce – Introducing the Comptroller's NYC Agency Staffing Dashboard" (June 2024), available at <https://comptroller.nyc.gov/reports/spotlight-watching-the-workforce-introducing-the-comptrollers-nyc-agency-staffing-dashboard/>.

away from the pandemic's height. Some research suggests women's participation in the labor force has returned to pre-pandemic levels.¹⁵

Changes such as expanded opportunities for remote work may have an impact on retention. Remote work provisions are a part of several recently ratified union contracts, and many entities have now implemented some version of a remote work policy. The impact of these policies on retention is yet unknown. The City will take a first step in addressing that gap in research by instituting exit interviews citywide starting this year (2025).

Each City agency is responsible for the hiring and retention of its workforce, addressing underutilization based on their specific needs and operations. The efforts within these agencies are supported by the DCAS Office of Citywide Recruitment (OCR). OCR plays a key role in building a diverse talent pipeline by engaging the public and providing information about job opportunities in City government, as well as the civil service examinations required for permanent employment. In FY24, OCR participated in over 186 outreach events, engaging more than 16,600 participants. These outreach events target populations that are underutilized and underrepresented in City government. Additionally, OCR collaborates with agencies to enhance the visibility of their job vacancies by promoting hard-to-fill positions in a monthly jobs newsletter and sharing agency-specific recruitment events on the City's job board. In March 2024, the City's hiring hall initiatives were revamped by the Mayor's Office. The hiring hall events were updated to also include private sector job opportunities (in addition to the public sector) and the goal was to hold at least one hiring hall event in each borough each month.¹⁶ Twenty-six hiring halls were held by the Mayor's Office between February and July 2024.¹⁷ Hiring Halls are now being led by NYC Small Business Services (SBS) and continue to serve the needs of New Yorkers by providing job opportunities and job-related services to those in need.

Conclusion

The data highlight several important outcomes in 2024.

The rate of underutilization in 2024 was largely unchanged from 2023.

There were slight increases in the number and percentage of job groups with underutilization of Blacks and Asians. There was a small decrease in the number and percentage of job groups with underutilization of women. There was no change in the number and percentage of job groups with underutilization of Hispanics.

¹⁵ See Beth Almeida and Isabela Salas-Betsch (February 6, 2023). Fact Sheet: The State of Women in the Labor Market in 2023, available at <https://www.americanprogress.org/article/fact-sheet-the-state-of-women-in-the-labor-market-in-2023/>.

¹⁶ See *Mayor Adams Launches Multi-Pronged Effort to Connect More New Yorkers to Jobs and Training, Reduce Barriers to Opportunities* (March 27, 2024), <https://www.nyc.gov/office-of-the-mayor/news/229-24/mayor-adams-launches-multi-pronged-effort-connect-more-new-yorkers-jobs-training-reduce#/0>

¹⁷ See *Mayor Adams Celebrates Milestone in Connecting New Yorkers to Jobs, Training Opportunities, Building on Record-Breaking Job Growth*, (September 16, 2024), <https://www.nyc.gov/office-of-the-mayor/news/690-24/mayor-adams-celebrates-milestone-connecting-new-yorkers-jobs-training-opportunities->

The underutilization disparities Black workers experienced (8,429) were five times greater than that of Asian workers (1,533), and almost eight times greater than that of Hispanic workers (1,116). Black workers were most frequently underutilized (19% of job groups), followed by women workers (14 percent of job groups), Asian workers (8 percent of job groups), and Hispanic workers (5 percent of job groups). The disparity for female workers was also substantial (3,374).

In the majority of job groups with underutilization, people of color and women were not hired and promoted at rates that match the City’s labor market availability estimates.

Combating underutilization requires, in part, hiring and promoting individuals at a rate that matches or exceeds their labor market availability. In 2024, individuals from underrepresented groups were hired and promoted at lower rates than their LMA estimates in approximately 83 percent of job groups with underutilization, down from 86 percent in 2023. Placement activity poses a larger challenge than separations in addressing underutilization in the City of New York’s municipal workforce.

Separations had a disproportionate impact on underutilization for women.

Combating underutilization requires, in part, retaining individuals from underrepresented groups at a rate that is higher than their existing presence. Most job groups with underutilization at the start of 2024 saw individuals from the underutilized groups leave at rates higher than or equal to their presence in that job group. This issue continued to disproportionately impact female personnel.

There is no one thing entities can do to address underutilization. Sometimes, the primary focus is on recruitment, but many experienced EEO and HR professionals know recruitment alone usually is not sufficient. Entities should develop a multi-pronged approach and will usually need to persist with efforts for years before seeing results. New York City has recently focused its entities on prioritizing career development and retention, such as through career counseling, performance evaluations, launching a learning management system for all employees, and requiring exit interviews. While there is much that can and should be done, we provide recommendations that can complement those actions the City is taking.

Update the availability estimates.

Until the City’s availability estimates used to determine underutilization are updated, the top recommendation of this report will be to update the availability estimates. Our report on underutilization in 2023 (published in 2024) contains a thorough discussion of things the City may wish to consider when updating them.¹⁸ At the time of publication of this report, the City was in the process of making the City’s CEEDS database system more modernized and easy-to-use. DCAS plans to proceed with efforts to update the availability estimates after the new database is launched.

¹⁸ The report can be accessed at <https://www.nyc.gov/site/eepc/reports/reportsllr.page>.

The City Council and the Mayor's Office have allocated resources for updating the CEEDS database. Updating the CEEDS database is crucial to understanding the degree of underutilization within the City's workforce and is therefore vital in crafting the appropriate recommendations to address it.

Provide oversight of underutilization in City government

Given that underutilization rates have remained fairly consistent, and that in many job groups placements do not match the availability of the underutilized groups, it may be time to recognize that efforts targeting underutilization have not had the intended impact. We recommend the City create a unit whose sole purpose is to provide oversight of entities' efforts to address underutilization. This unit would work directly with City entities to simultaneously pursue specific initiatives to address underutilization and evaluate the effectiveness of those actions. Pursuing and evaluating initiatives at the same time will allow the City to determine more promptly what does and does not remediate underutilization. The centralized, citywide scope of the unit would also ensure a more coordinated effort, as opposed to the City's currently fragmented and inconsistent efforts that are not producing the desired results.

Integrate underutilization and applicant flow data.

Integrating applicant flow and underutilization data, particularly for job groups that have underutilization, could provide entities with more insight into the effectiveness of their targeted recruitment efforts. Assessing applicant demographics by recruitment source, selection disposition, and job group, at the different stages of recruitment, could reveal the impact of entity efforts. Knowing the proportion of underutilized groups at each recruitment stage will aid entities in determining which step(s) in the recruitment process to focus efforts.

Data at the different stages of the recruitment-to-hiring process will show where applicants drop out. HR professionals should use that information, along with that from recruitment sources, to determine the effectiveness of those sources. That will inform entities on whether to add additional recruitment sources, discontinue use of ineffective sources, or to consider whether different types of recruiting events might be appropriate. Looking at these aspects of the process and their effectiveness could ultimately lead to better outcomes in hiring and entity efforts to remediate underutilization.

For the aforementioned reasons, we recommend the City integrate underutilization data and applicant flow data for its recruitment-to-hiring analyses. We recommend this occur at a citywide level for each entity with jobs that have underutilization, for two reasons. First, this would make it logistically possible to discern larger trends that might not be apparent on an entity level. Second, the joining, analysis and reports of each entity's applicant flow and underutilization data would likely be more cost effective when centralized, compared to on a localized basis by each entity's EEO and HR professionals. Once underutilization and applicant flow data are connected and analyzed, EEO and HR professionals will have a fuller picture in how positions are filled and could then focus their efforts where they are needed most.

Appendix A:

Underutilization

Table 12 illustrates the job groups established by the City, how many of the entities included in this report have them, and the number of personnel.

Table 12 – Number of Job Groups and Number of Employees

Job Group (JG)	# JGs	# Empl.	JG Frequency > 8 Empl. in JG	# Empl. > 8 Empl. in JG
Administrators	68	451	11	259
Managers	70	11832	61	11793
Management Specialists	66	12168	49	12124
Science Professionals	57	7933	36	7866
Health Professionals	10	4872	9	4870
Social Scientists	28	978	12	925
Social Workers	19	12400	12	12384
Lawyers	51	2185	24	2109
Public Relations	33	280	8	204
Technicians	44	8620	30	8574
Clerical Supervisors	54	4694	32	4626
Clerical	64	7544	38	7466
Police Supervisors	9	7600	4	7579
Fire Supervisors	1	2247	1	2247
Firefighters	2	8788	1	8784
Police and Detectives	24	36596	20	36588
Guards	5	6127	5	6127
Food Preparation	4	1478	3	1477
Health Services	6	131	3	124
Building Services	16	4838	11	4824
Personal Services	7	207	3	194
Farming	5	2654	4	2646
Craft	20	9915	15	9907
Operators	10	127	6	110
Transportation	24	268	10	241
Laborers	21	5525	13	5499
Sanitation Workers	2	7812	1	7810
Teachers	6	761	4	750
Paraprofessionals	72	13667	58	13620
Total	798	182698	484	181727

Table 13 illustrates job groups with underutilization based on race and ethnicity.

Table 13 – Underutilization of Racial and Ethnic Groups by Job Group, Citywide

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Administrators	11	0% (0)	0% (0)	0% (0)	259
Managers	61	8.2% ↑ (5)	21.3% (13)	8.2% (5)	11793
Management Specialists	49 ↑	2.0% ↓ (1)	22.4% ↓ (11)	2.0% ↓ (1)	12124
Science Professionals	36 ↓	5.6% ↑ (2)	25.0% ↑ (9)	0% (0)	7866
Health Professionals	9	11.1% (1)	44.4% (4)	0% (0)	4870
Social Scientists	12	0% (0)	33.3% ↑ (4)	0% (0)	925
Social Workers	12 ↑	25.0% ↓ (3)	50.0% ↓ (6)	0% (0)	12384
Lawyers	24 ↑	0% (0)	0% (0)	8.3% ↓ (2)	2109
Public Relations	8 ↓	0% (0)	0% (0)	0% ↓ (0)	204
Technicians	30 ↑	10.0% ↓ (3)	16.7% ↓ (5)	10.0% ↓ (3)	8574
Clerical Supervisors	32	0% (0)	15.6% (5)	0% (0)	4626
Clerical	38	5.3% ↑ (2)	26.3% ↑ (10)	0% (0)	7466
Police Supervisors	4	0% (0)	25.0% (1)	0% (0)	7579
Fire Supervisors	1	0% (0)	0% (0)	0% (0)	2247
Firefighters	1	0% (0)	0% (0)	0% (0)	8784
Police and Detectives	20 ↑	15.0% ↑ (3)	15.0% ↓ (3)	0% (0)	36588
Guards	5	0% (0)	20.0% (1)	0% (0)	6127
Food Preparation	3	66.7% (2)	0% (0)	100.0% ↑ (3)	1477
Health Services	3	0% (0)	0% (0)	33.3% (1)	124
Building Services	11 ↑	18.2% ↓ (2)	0% (0)	18.2% ↓ (2)	4824

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Personal Services	3	0% ↓ (0)	0% (0)	0% (0)	194
Farming	4	50.0% (2)	0% (0)	0% (0)	2646
Craft	15	13.3% (2)	73.3% ↑ (11)	6.7% (1)	9907
Operators	6	0% (0)	0% (0)	0% (0)	110
Transportation	10	0% (0)	0% (0)	0% (0)	241
Laborers	13	38.5% (5)	7.7% (1)	7.7% (1)	5499
Sanitation Workers	1	0% (0)	100.0% (1)	0% (0)	7810
Teachers	4	0% (0)	0% (0)	0% (0)	750
Paraprofessionals	58 ↓	8.6% ↑ (5)	13.8% ↑ (8)	8.6% ↑ (5)	13620
Total	484	7.9% ↑ (38)	19.2% ↑ (93)	5.0% (24)	181727

Table 14 illustrates jobs groups with underutilization of females.

Table 14 – Underutilization of Females by Job Group, Citywide

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Administrators	11	0% ↓ (0)	259
Managers	61	13.1% ↓ (8)	11793
Management Specialists	49 ↑	6.1% ↓ (3)	12124
Science Professionals	36 ↓	11.1% ↓ (4)	7866
Health Professionals	9	22.2% (2)	4870
Social Scientists	12	16.7% ↑ (2)	925
Social Workers	12 ↑	25.0% ↓ (3)	12384
Lawyers	24 ↑	0% (0)	2109

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Public Relations	8 ↓	0% (0)	204
Technicians	30 ↑	16.7% ↑ (5)	8574
Clerical Supervisors	32	0% ↓ (0)	4626
Clerical	38	2.6% (1)	7466
Police Supervisors	4	0% (0)	7579
Fire Supervisors	1	0% (0)	2247
Firefighters	1	0% (0)	8784
Police and Detectives	20 ↑	20.0% ↓ (4)	36588
Guards	5	20.0% ↓ (1)	6127
Food Preparation	3	0% (0)	1477
Health Services	3	66.7% (2)	124
Building Services	11 ↑	45.5% ↓ (5)	4824
Personal Services	3	33.3% (1)	194
Farming	4	25.0% (1)	2646
Craft	15	80.0% (12)	9907
Operators	6	0% ↓ (0)	110
Transportation	10	0% ↓ (0)	241
Laborers	13	76.9% ↑ (10)	5499
Sanitation Workers	1	0% (0)	7810
Teachers	4	0% (0)	750
Paraprofessionals	58 ↓	6.9% ↑ (4)	13620
Total	484	14.0% ↓ (68)	181727

Table 15 illustrates disparities for race and ethnicity in each job group.

**Table 15 – Disparities in # of Personnel by Race and Ethnicity,
Job Groups**

Job Group	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Administrators	11	-	-	-	259
Managers	61	58	316	89	11793
Management Specialists	49	4	242	24	12124
Science Professionals	36	21	181	-	7866
Health Professionals	9	7	737	-	4870
Social Scientists	12	-	37	-	925
Social Workers	12	93	508	-	12384
Lawyers	24	-	-	31	2109
Public Relations	8	-	-	-	204
Technicians	30	261	668	74	8574
Clerical Supervisors	32	-	100	-	4626
Clerical	38	16	186	-	7466
Police Supervisors	4	-	130	-	7579
Fire Supervisors	1	-	-	-	2247
Firefighters	1	-	-	-	8784
Police and Detectives	20	50	3609	-	36588
Guards	5	-	235	-	6127
Food Preparation	3	92	-	181	1477
Health Services	3	-	-	4	124
Building Services	11	228	-	540	4824
Personal Services	3	-	-	-	194
Farming	4	76	-	-	2646
Craft	15	111	976	28	9907
Operators	6	-	-	-	110
Transportation	10	-	-	-	241
Laborers	13	312	34	118	5499
Sanitation Workers	1	-	281	-	7810
Teachers	4	-	-	-	750
Paraprofessionals	58	203	191	29	13620
Total	484	1533	8429	1116	181727

Table 16 illustrates disparities by gender for each job group.

**Table 16 – Disparities in # of Personnel by Gender,
Job Groups**

Job Group	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Administrators	11	-	259
Managers	61	364	11793
Management Specialists	49	185	12124
Science Professionals	36	176	7866
Health Professionals	9	35	4870
Social Scientists	12	28	925
Social Workers	12	125	12384
Lawyers	24	-	2109
Public Relations	8	-	204
Technicians	30	680	8574
Clerical Supervisors	32	-	4626
Clerical	38	75	7466
Police Supervisors	4	-	7579
Fire Supervisors	1	-	2247
Firefighters	1	-	8784
Police and Detectives	20	503	36588
Guards	5	147	6127
Food Preparation	3	-	1477
Health Services	3	20	124
Building Services	11	42	4824
Personal Services	3	6	194
Farming	4	8	2646
Craft	15	672	9907
Operators	6	-	110
Transportation	10	-	241
Laborers	13	251	5499
Sanitation Workers	1	-	7810
Teachers	4	-	750
Paraprofessionals	58	58	13620
Total	484	3374	181727

Table 17 illustrates underutilization of Asians, Blacks, and Hispanics, at each entity analyzed in this report.

Table 17 – Underutilization of Racial and Ethnic Groups, by Entity

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of the Mayor	5 ↑	0% (0)	20.0% ↓ (1)	0% (0)	451
Campaign Finance Board	3	0% (0)	33.3% (1)	0% (0)	150
NYC Office of the Actuary	2	0% (0)	50.0% ↑ (1)	0% (0)	35
NYC Employees' Retirement System	7	0% (0)	14.3% (1)	14.3% (1)	508
Office of the Manhattan Borough President	2	0% (0)	0% (0)	0% (0)	43
Office of the Bronx Borough President	2	0% (0)	0% (0)	0% (0)	52
Office of the Brooklyn Borough President	2	0% (0)	0% (0)	0% (0)	43
Office of the Queens Borough President	2	0% (0)	0% (0)	0% (0)	42
Office of the Richmond Borough President	1	0% (0)	0% (0)	0% (0)	26
Office of the NYC Comptroller	9	0% (0)	22.2% ↑ (2)	0% (0)	705
Department of Emergency Management	2 ↓	0% (0)	50.0% ↑ (1)	0% (0)	212
Office of Management & Budget	3 ↓	0% (0)	100.0% ↑ (3)	33.3% ↑ (1)	457
Office of Administrative Tax Appeals	1	0% (0)	0% (0)	0% (0)	20
NYC Law Department	8	0% (0)	0% (0)	37.5% ↑ (3)	1508
Department of City Planning	6	0% (0)	50.0% (3)	16.7% (1)	301
Department of Investigation	6	0% (0)	16.7% (1)	0% (0)	257
Teacher's Retirement System	7	0% (0)	0% ↓ (0)	0% ↓ (0)	386
Civilian Complaint Review Board	5	0% (0)	20.0% (1)	0% (0)	224
NYC Police Department	23	4.3% (1)	26.1% (6)	0% (0)	48396
NYC Fire Department	15	6.7% (1)	33.3% (5)	0% (0)	17131

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Department of Veterans' Services	2	0% (0)	0% (0)	0% (0)	27
Administration for Children's Services	16 ↑	25.0% ↓ (4)	0% (0)	6.2% ↑ (1)	6476
Department of Social Services (HRA+DHS)	19 ↑	15.8% ↑ (3)	5.3% ↓ (1)	5.3% ↓ (1)	12728
Department of Correction	20	10.0% (2)	5.0% (1)	10.0% (2)	7285
Board of Correction	1 ↓	0% (0)	0% (0)	0% (0)	10
Mayor's Office of Contract Services	3	0% (0)	33.3% (1)	0% (0)	201
Office of the Public Advocate	3	0% (0)	0% (0)	0% (0)	61
NYC Council	6	0% (0)	16.7% (1)	0% (0)	834
Office of the City Clerk	1 ↓	0% (0)	100.0% ↑ (1)	0% (0)	36
Department for the Aging	7 ↑	0% (0)	14.3% ↓ (1)	0% (0)	320
Department of Cultural Affairs	3	0% (0)	0% (0)	0% (0)	58
Office of Payroll Administration (FISA+OPA)	6	0% (0)	16.7% (1)	16.7% (1)	532
NYC Independent Budget Office	2	0% (0)	50.0% (1)	0% (0)	46
Landmarks Preservation Commission	2 ↓	0% (0)	50.0% ↑ (1)	0% (0)	58
NYC Taxi & Limousine Commission	8	0% (0)	0% (0)	0% (0)	446
Office of Labor Relations	5	0% (0)	0% (0)	0% (0)	140
NYC Commission on Human Rights	4 ↓	0% (0)	25.0% ↑ (1)	0% (0)	94
NYC Police Pension Fund	6	0% (0)	0% (0)	0% (0)	134
NYC Fire Pension Fund	2	0% (0)	0% (0)	0% (0)	25
Department of Youth & Community Development	7 ↑	0% (0)	0% (0)	0% (0)	605
Office of Collective Bargaining	1	0% (0)	0% (0)	0% (0)	12
Department of Education	18	16.7% (3)	16.7% (3)	5.6% (1)	13078

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Department of Probation	7	57.1% ↑ (4)	0% (0)	0% (0)	842
Department of Small Business Services	4	0% (0)	0% (0)	0% (0)	296
NYC Housing Preservation & Development	10 ↑	0% (0)	10.0% ↑ (1)	0% (0)	2412
Department of Buildings	8	0% (0)	12.5% (1)	0% (0)	1566
Department of Health & Mental Hygiene	21 ↑	0% (0)	4.8% ↓ (1)	4.8% ↓ (1)	6423
Office of Administrative Trials & Hearings	9 ↑	0% (0)	0% (0)	11.1% ↓ (1)	765
Department of Environmental Protection	15	6.7% (1)	53.3% ↓ (8)	20.0% (3)	5827
Department of Sanitation	14	7.1% ↓ (1)	28.6% ↑ (4)	0% (0)	9994
Business Integrity Commission	3	0% (0)	0% ↓ (0)	0% (0)	59
Department of Finance	10	0% (0)	0% (0)	30.0% (3)	1733
Department of Transportation	14 ↑	14.3% ↓ (2)	21.4% ↓ (3)	0% ↓ (0)	5961
Department of Parks & Recreation	16	18.8% (3)	43.8% ↑ (7)	6.2% (1)	9173
Department of Design & Construction	9 ↑	0% (0)	11.1% ↓ (1)	0% (0)	1100
NYC Office of Technology and Innovation	8 ↓	12.5% ↑ (1)	12.5% ↑ (1)	0% (0)	1526
Department of Records & Information Services	2	0% (0)	50.0% (1)	50.0% ↑ (1)	38
Department of Consumer & Worker Protection	7	0% (0)	71.4% (5)	0% (0)	399
Department of Citywide Administrative Services	15	6.7% (1)	6.7% (1)	0% (0)	2098
Office of the New York County District Attorney	9	11.1% (1)	55.6% ↑ (5)	11.1% (1)	1634
Office of the Bronx County District Attorney	8 ↓	37.5% ↑ (3)	37.5% ↑ (3)	0% (0)	1132
Office of the Kings County District Attorney	9	0% (0)	22.2% (2)	0% (0)	1335
Office of the Queens County District Attorney	7 ↓	0% (0)	85.7% ↑ (6)	0% (0)	882
Office of the Richmond County District Attorney	3	33.3% ↑ (1)	66.7% ↓ (2)	0% ↓ (0)	213

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of Special Narcotics Prosecutor	4	0% (0)	25.0% (1)	0% (0)	172
Office of the Kings County Public Administrator	1 ↑	0% (0)	0% (0)	0% (0)	9
NYC Housing Authority	18	33.3% (6)	5.6% (1)	5.6% (1)	11985
Total	484	7.9% ↑ (38)	19.2% ↑ (93)	5.0% (24)	181727

Table 18 illustrates underutilization of Females at each entity analyzed in this report.

Table 18 – Underutilization of Females, by Entity

Entity	# Job Groups > 8 Empl.	Female	Headcount
Office of the Mayor	5 ↑	0% (0)	451
Campaign Finance Board	3	0% (0)	150
NYC Office of the Actuary	2	0% (0)	35
NYC Employees' Retirement System	7	0% (0)	508
Office of the Manhattan Borough President	2	0% (0)	43
Office of the Bronx Borough President	2	0% (0)	52
Office of the Brooklyn Borough President	2	0% (0)	43
Office of the Queens Borough President	2	0% (0)	42
Office of the Richmond Borough President	1	0% (0)	26
Office of the NYC Comptroller	9	0% (0)	705
Department of Emergency Management	2 ↓	0% (0)	212
Office of Management & Budget	3 ↓	0% (0)	457
Office of Administrative Tax Appeals	1	0% (0)	20
NYC Law Department	8	12.5% (1)	1508

Entity	# Job Groups > 8 Empl.	Female	Headcount
Department of City Planning	6	16.7% ↑ (1)	301
Department of Investigation	6	0% (0)	257
Teacher's Retirement System	7	0% (0)	386
Civilian Complaint Review Board	5	0% (0)	224
NYC Police Department	23	21.7% (5)	48396
NYC Fire Department	15	33.3% ↓ (5)	17131
Department of Veterans' Services	2	0% (0)	27
Administration for Children's Services	16 ↑	6.2% ↓ (1)	6476
Department of Social Services (HRA+DHS)	19 ↑	15.8% ↓ (3)	12728
Department of Correction	20	20.0% ↓ (4)	7285
Board of Correction	1 ↓	0% (0)	10
Mayor's Office of Contract Services	3	0% (0)	201
Office of the Public Advocate	3	0% (0)	61
NYC Council	6	0% (0)	834
Office of the City Clerk	1 ↓	0% (0)	36
Department for the Aging	7 ↑	0% (0)	320
Department of Cultural Affairs	3	33.3% ↑ (1)	58
Office of Payroll Administration (FISA+OPA)	6	33.3% (2)	532
NYC Independent Budget Office	2	0% (0)	46
Landmarks Preservation Commission	2 ↓	0% (0)	58
NYC Taxi & Limousine Commission	8	12.5% (1)	446
Office of Labor Relations	5	0% (0)	140

Entity	# Job Groups > 8 Empl.	Female	Headcount
NYC Commission on Human Rights	4 ↓	0% (0)	94
NYC Police Pension Fund	6	0% (0)	134
NYC Fire Pension Fund	2	0% (0)	25
Department of Youth & Community Development	7 ↑	0% (0)	605
Office of Collective Bargaining	1	0% (0)	12
Department of Education	18	22.2% (4)	13078
Department of Probation	7	0% (0)	842
Department of Small Business Services	4	0% (0)	296
NYC Housing Preservation & Development	10 ↑	20.0% ↓ (2)	2412
Department of Buildings	8	12.5% (1)	1566
Department of Health & Mental Hygiene	21 ↑	9.5% ↓ (2)	6423
Office of Administrative Trials & Hearings	9 ↑	0% (0)	765
Department of Environmental Protection	15	53.3% (8)	5827
Department of Sanitation	14	21.4% (3)	9994
Business Integrity Commission	3	0% (0)	59
Department of Finance	10	10.0% ↓ (1)	1733
Department of Transportation	14 ↑	42.9% ↑ (6)	5961
Department of Parks & Recreation	16	25.0% (4)	9173
Department of Design & Construction	9 ↑	22.2% ↑ (2)	1100
NYC Office of Technology and Innovation	8 ↓	37.5% ↓ (3)	1526
Department of Records & Information Services	2	0% (0)	38
Department of Consumer & Worker Protection	7	14.3% (1)	399

Entity	# Job Groups > 8 Empl.	Female	Headcount
Department of Citywide Administrative Services	15	13.3% ↓ (2)	2098
Office of the New York County District Attorney	9	0% (0)	1634
Office of the Bronx County District Attorney	8 ↓	0% (0)	1132
Office of the Kings County District Attorney	9	0% (0)	1335
Office of the Queens County District Attorney	7 ↓	0% (0)	882
Office of the Richmond County District Attorney	3	33.3% (1)	213
Office of Special Narcotics Prosecutor	4	0% (0)	172
Office of the Kings County Public Administrator	1 ↑	0% (0)	9
NYC Housing Authority	18	22.2% (4)	11985
Total	484	14.0% ↓ (68)	181727

Table 19 illustrates employment disparities from race and ethnicity underutilization at each entity.

Table 19 – Underutilization Shortfalls by Race and Ethnicity, by Entity

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Office of the Mayor	5	-	13	-	451
Campaign Finance Board	3	-	14	-	150
NYC Office of the Actuary	2	-	4	-	35
NYC Employees' Retirement System	7	-	18	19	508
Office of the Manhattan Borough President	2	-	-	-	43
Office of the Bronx Borough President	2	-	-	-	52
Office of the Brooklyn Borough President	2	-	-	-	43
Office of the Queens Borough President	2	-	-	-	42
Office of the Richmond Borough President	1	-	-	-	26
Office of the NYC Comptroller	9	-	18	-	705
Department of Emergency Management	2	-	16	-	212
Office of Management & Budget	3	-	75	5	457
Office of Administrative Tax Appeals	1	-	-	-	20
NYC Law Department	8	-	-	31	1508
Department of City Planning	6	-	24	7	301
Department of Investigation	6	-	20	-	257
Teacher's Retirement System	7	-	-	-	386

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Civilian Complaint Review Board	5	-	13	-	224
NYC Police Department	23	7	3823	-	48396
NYC Fire Department	15	223	787	-	17131
Department of Veterans' Services	2	-	-	-	27
Administration for Children's Services	16	97	-	4	6476
Department of Social Services (HRA+DHS)	19	61	233	17	12728
Department of Correction	20	45	27	35	7285
Board of Correction	1	-	-	-	10
Mayor's Office of Contract Services	3	-	7	-	201
Office of the Public Advocate	3	-	-	-	61
NYC Council	6	-	34	-	834
Office of the City Clerk	1	-	14	-	36
Department for the Aging	7	-	4	-	320
Department of Cultural Affairs	3	-	-	-	58
Office of Payroll Administration (FISA+OPA)	6	-	27	21	532
NYC Independent Budget Office	2	-	6	-	46
Landmarks Preservation Commission	2	-	6	-	58
NYC Taxi & Limousine Commission	8	-	-	-	446
Office of Labor Relations	5	-	-	-	140
NYC Commission on Human Rights	4	-	14	-	94

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
NYC Police Pension Fund	6	-	-	-	134
NYC Fire Pension Fund	2	-	-	-	25
Department of Youth & Community Development	7	-	-	-	605
Office of Collective Bargaining	1	-	-	-	12
Department of Education	18	204	798	146	13078
Department of Probation	7	28	-	-	842
Department of Small Business Services	4	-	-	-	296
NYC Housing Preservation & Development	10	-	9	-	2412
Department of Buildings	8	-	18	-	1566
Department of Health & Mental Hygiene	21	-	8	36	6423
Office of Administrative Trials & Hearings	9	-	-	15	765
Department of Environmental Protection	15	20	540	66	5827
Department of Sanitation	14	10	464	-	9994
Business Integrity Commission	3	-	-	-	59
Department of Finance	10	-	-	44	1733
Department of Transportation	14	82	227	-	5961
Department of Parks & Recreation	16	281	478	118	9173
Department of Design & Construction	9	-	36	-	1100
NYC Office of Technology and Innovation	8	11	15	-	1526
Department of Records & Information Services	2	-	6	3	38

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Department of Consumer & Worker Protection	7	-	55	-	399
Department of Citywide Administrative Services	15	16	54	-	2098
Office of the New York County District Attorney	9	16	177	27	1634
Office of the Bronx County District Attorney	8	49	48	-	1132
Office of the Kings County District Attorney	9	-	35	-	1335
Office of the Queens County District Attorney	7	-	99	-	882
Office of the Richmond County District Attorney	3	7	31	-	213
Office of Special Narcotics Prosecutor	4	-	8	-	172
Office of the Kings County Public Administrator	1	-	-	-	9
NYC Housing Authority	18	375	129	523	11985
Total	484	1533	8429	1116	181727

Table 20 illustrates employment disparities from female underutilization at each entity.

Table 20 – Underutilization Shortfalls: Females, by Entity

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Mayor	5	-	451
Campaign Finance Board	3	-	150
NYC Office of the Actuary	2	-	35
NYC Employees' Retirement System	7	-	508

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Manhattan Borough President	2	-	43
Office of the Bronx Borough President	2	-	52
Office of the Brooklyn Borough President	2	-	43
Office of the Queens Borough President	2	-	42
Office of the Richmond Borough President	1	-	26
Office of the NYC Comptroller	9	-	705
Department of Emergency Management	2	-	212
Office of Management & Budget	3	-	457
Office of Administrative Tax Appeals	1	-	20
NYC Law Department	8	4	1508
Department of City Planning	6	12	301
Department of Investigation	6	-	257
Teacher's Retirement System	7	-	386
Civilian Complaint Review Board	5	-	224
NYC Police Department	23	537	48396
NYC Fire Department	15	706	17131
Department of Veterans' Services	2	-	27
Administration for Children's Services	16	11	6476
Department of Social Services (HRA+DHS)	19	28	12728

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Department of Correction	20	59	7285
Board of Correction	1	-	10
Mayor's Office of Contract Services	3	-	201
Office of the Public Advocate	3	-	61
NYC Council	6	-	834
Office of the City Clerk	1	-	36
Department for the Aging	7	-	320
Department of Cultural Affairs	3	5	58
Office of Payroll Administration (FISA+OPA)	6	24	532
NYC Independent Budget Office	2	-	46
Landmarks Preservation Commission	2	-	58
NYC Taxi & Limousine Commission	8	23	446
Office of Labor Relations	5	-	140
NYC Commission on Human Rights	4	-	94
NYC Police Pension Fund	6	-	134
NYC Fire Pension Fund	2	-	25
Department of Youth & Community Development	7	-	605
Office of Collective Bargaining	1	-	12
Department of Education	18	110	13078

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Department of Probation	7	-	842
Department of Small Business Services	4	-	296
NYC Housing Preservation & Development	10	87	2412
Department of Buildings	8	126	1566
Department of Health & Mental Hygiene	21	21	6423
Office of Administrative Trials & Hearings	9	-	765
Department of Environmental Protection	15	403	5827
Department of Sanitation	14	182	9994
Business Integrity Commission	3	-	59
Department of Finance	10	3	1733
Department of Transportation	14	270	5961
Department of Parks & Recreation	16	289	9173
Department of Design & Construction	9	30	1100
NYC Office of Technology and Innovation	8	110	1526
Department of Records & Information Services	2	-	38
Department of Consumer & Worker Protection	7	12	399
Department of Citywide Administrative Services	15	30	2098
Office of the New York County District Attorney	9	-	1634
Office of the Bronx County District Attorney	8	-	1132

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Kings County District Attorney	9	-	1335
Office of the Queens County District Attorney	7	-	882
Office of the Richmond County District Attorney	3	4	213
Office of Special Narcotics Prosecutor	4	-	172
Office of the Kings County Public Administrator	1	-	9
NYC Housing Authority	18	289	11985
Total	484	3374	181727

Appendix B: Methodology

Determining Underutilization

The City has established a database – the Citywide Equal Employment Database System (CEEDS) – to analyze its workforce and assess underutilization. This database contains the necessary data and calculations to measure underutilization and flags instances where it occurs, using definitions and standards established by the City. A more detailed explanation of CEEDS can be found in our 2023 report, in Appendix F.

Rather than solely rely on the calculations and assessments in CEEDS, for this report we conducted our own analyses of the data. This results in different counts of underutilization than those reported in CEEDS. Table 21 illustrates those differences.

Table 21 – EEPD and CEEDS Findings of Underutilization

How Job Groups and Underutilization are Classified	# Job Groups with Underutilization
CEEDS and the EEPD determine UU exists	172
The underutilization disparity is less than 5% of the workforce: CEEDS does not count as UU but the EEPD does	39
The EEPD combines data for entities that have merged operations, but that CEEDS still counts separately	12
Total	223

The overlap between the determinations in CEEDS and ours is greater than the disparities, but we conducted these independent analyses to address two issues in CEEDS: 1) the (lack of) flagging underutilization if the size of the disparity – as measured by the number of personnel – is considered “low”; 2) not combining data for entities that in practice have collated their operations. A more detailed explanation of the differences in methodology can be found in Appendix E of our 2023 report.

Appendix C:

Corrective Actions Issued, 2022 – 2024

Table 22 illustrates the number of times each Corrective Action was issued to an agency for remediation in the Compliance-Monitoring phase of an audit, through December 31, 2024.

Table 22 – Corrective Actions for the EPA (UU) Audit, 2022 – 2024

Audit Standard	Total
1 Annual distribution of an EEO policy statement	14
2 Annual distribution of an EEO Policy	9
3 Establish and utilize a complaint tracking system	6
4 Submit annual EEO plans and quarterly reports	19
5 Establish and implement an EEO training plan	28
6 Appoint a principal EEO Professional	15
7 Appoint support EEO professionals	24
8 Training for personnel involved in recruiting/hiring	40
9 Designate a Disability Rights or ADA Coordinator	18
10 Distribute reasonable accommodation process	17
11 Utilize the Section 55-a Program	1
12 Annual workforce data review	31
13 Use and maintain an applicant/candidate log	29
14 Diversity in entity-produced content	2
15 Designate staff to assess recruitment efforts for discretionary titles	8
16 Assess recruitment efforts for discretionary titles	9
17 Designate Career Counselor	35
18 Designate a principal HR professional to provide agency-wide job information	22
19 Assess selection methods for discretionary titles	12
20 Assess selection methods for Civil Service titles	18

Appendix D:

Local Laws Related to the Municipal Workforce

In recent years a series of Local Laws pertaining to the City's workforce have been enacted that will help advance equal employment opportunity. Many of these laws stipulate additional reporting, often without additional funding. The majority of these laws broadly pertain to City agencies. A series of laws pertain only to the Fire Department (FDNY), four of which we identify in a separate section below.

We provide a summary of the laws, their reporting requirements, and the funding provisions. The piecemeal accounting of these laws does not seem to account for the totality of the work required, nor the capacity of the units within entities responsible for the additional mandates. The unfunded mandates will likely further strain the affected entities. To ensure the success of its legislation, the City Council should evaluate the totality of these laws and allocate funding for additional personnel and resources where needed.

General Employment Practices Laws Pertaining to the City's Workforce

2024

Local Law 28 (2024) - Requires each agency to designate an employee as the agency's mental health coordinator. The mental health coordinator assists the agency in ensuring compliance with regulations concerning accessibility and support for city employees with mental health needs, providing such employees with information about mental health support and services. Agencies are expected to use existing resources to fulfill the requirements.

Local Law 75 (2024) - Requires each mayoral agency to appoint a career counselor. The counselor will provide information to eligible employees on opportunities for promotion, and opportunities at other agencies. The Department of Citywide Administrative Services (DCAS) is required to provide training to career counselors and develop written materials about the promotional examination application process. Agencies are required, every two years, to provide data on personnel utilization of career counselor services. DCAS is required to submit biennial reports to the Mayor and Speaker of the City Council regarding these activities by December 31, 2025 and every subsequent two years. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 76 (2024) - Requires DCAS to administer workplace culture surveys. The surveys will be designed to address employees' views of their workplace culture, management practices, perceived barriers to promotion, diversity and equity within their agency, workplace culture or equity-related concerns that may cause the employee to consider leaving their agency, and ideas on how to improve their workplace culture. DCAS is required to submit a report regarding these activities to the Mayor, Speaker of the City Council, each agency head, and the Equal Employment Practices Commission (EEPC), by January 1, 2026 and every subsequent two years. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 77 (2024) - Requires DCAS to report, every two years, on the administration of promotion exams. The report will contain data on the demographics of employees eligible for the promotion exam, the impact of expanding eligibility of promotion, and information on vacancies that could have been filled with a promotional exam but instead an open competitive exam was used. DCAS is required to post conspicuously on its webpage and to submit to the Mayor and the Speaker of the Council a report that contains information in relation to its administration of promotion examinations pursuant to sections 51 and 52 of the civil service law. Each such report shall be posted no later than January 31, 2026, and January 31 of each even-numbered year thereafter, and shall contain the information for the previous 2-year period. DCAS is expected to use existing resources to fulfill the requirements.

2023

Local Law 2 (2023) - Requires DCAS to provide education and outreach citywide, through City programs, to populations that could benefit from information regarding the benefits of joining the Civil Service, and the process of taking Civil Service examinations. Target populations include those served by high schools, colleges, universities, trade schools, mental health programs, social work programs, juvenile justice facilities, foster care programs, shelters, and drop-in centers that are funded, operated, or contracted by the City. At least one event in each borough quarterly is required, and no less than 40 outreach initiatives are required annually. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding these activities. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 4 (2023) - Requires DCAS to administer a public service corps program pursuant to which undergraduate and graduate students may participate in internships at City agencies. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding its administration of the public service corps program. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 27 (2023) - Requires DCAS to contract for equity pay analyses, and for City agencies to include, in their annual employment plans, compensation analyses and measures to address pay disparities and occupational segregation. The legislation specifies timelines and stipulations for the DCAS pay equity analysis reports, as well as the contents of the agency annual employment plans. DCAS's contractor is to prepare and submit three reports to the Mayor, the Speaker of the City Council, and the relevant collective bargaining units. DCAS's contractor is estimated to cost \$250,000 annually. No expenditures were provided to DCAS or other agencies to comply with the additional analyses and discussion in their annual employment plans mandated by the law.

Local Law 28 (2023) - Requires DCAS to annually collect, analyze, and report on applicants for Civil Service examinations and admission and graduation statistics from agency training programs. This law also requires DCAS to train City agencies to develop job postings and recruitment materials that promote diverse recruitment. City agencies are required to provide DCAS with information related to their recruitment efforts, including related expenditures, events, and development of examination preparatory materials. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding these activities. No

expenditures were provided to DCAS or other City agencies to comply with the additional data collection, analyses, and trainings mandated by the law.

Local Law 29 (2023) - Amends the existing Pay Equity Law (Local Law 18 (2019)), by requiring the DCAS to collect and provide additional employment data to the City Council, through the Mayor's Office of Data Analytics (MODA), for the purpose of identifying pay disparity in the municipal workforce. This bill eliminates time limitations on the City Council's access to such data. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 113 (2023) - Requires the Commissioners of DCAS and the Department of Correction (DOC) to collaborate to administer Civil Service examinations for individuals incarcerated for a period of 10 days or longer in Borough-Based Jails. Requires DCAS, DOC, and the Mayor's Office of Criminal Justice (MOCJ), to coordinate in administering informational programming about the Civil Service examination system to justice-involved individuals (arrested, prosecuted, or incarcerated). DCAS, DOC, and MOCJ are required to annually report on the program activities to the Mayor and the Speaker of the City Council. No expenditures were provided to DCAS, DOC, or MOCJ to comply with the informational programming, Civil Service exam administration¹⁹, or reporting requirements.

Local Law 130 (2023) - Requires DCAS to create a comprehensive exit survey and interview protocol designed to gather feedback from resigning and retiring municipal employees. City agencies would be required to offer resigning and retiring employees for voluntary completion, an electronic exit survey and an in-person exit interview. DCAS is required to submit a report to the EEPD and the Speaker of the City Council summarizing the responses received in exit surveys and interviews. No expenditures were provided to DCAS or other City agencies to create, administer, analyze, or report on the exit interviews and surveys.

2018 - 2022

Local Law 12 (2019) - Creates an office of diversity and inclusion within DCAS, that is tasked with compiling and releasing employment statistics related to compensation, personnel activity, Civil Service classification, and other categories as appropriate. The office is also responsible for creating directives, policies, procedures, and training City employees in their implementation. DCAS is required to submit an annual report to the Mayor, City Council, and EEPD summarizing the equal employment program activities of DCAS and other City agencies. No additional expenditures were provided to DCAS or other City agencies, as this legislation was intended to codify existing practices.

Local Law 13 (2019) - Requires the EEPD to conduct a citywide analysis of racial and ethnic classification underutilization and to provide recommendations, including to strengthen agency affirmative employment plans, and improve diversity in recruitment, selection, retention, and promotion of City government employees. The EEPD is required to submit an annual

¹⁹ The Fiscal Impact Statement for Local Law 113 (2023) estimates an average cost of \$192 for the City to administer a Civil Service exam, and that the total cost to administer exams would range from \$50,000-\$350,000 for the first year. The total annual cost is anticipated to decrease in subsequent years, as the size of the incarcerated population in the City is anticipated to decline. See the Fiscal Impact Statement for Proposed Intro. No. 645-B (2023), (July 12, 2023), available at <https://legistar.council.nyc.gov/View.ashx?M=F&ID=12157472&GUID=6C9854A1-E5E1-446B-BF1C-090E30E80D72>.

report of findings and recommendations, for a period of ten years, to the Mayor and the Speaker of the City Council. The EEPD was estimated to require two additional staff to meet the requirements of this legislation, at the cost of \$226,000 annually.

Local Law 14 (2019) - Requires DCAS to include in its annual report an analysis of employee response rates and recommendations for improvement regarding the City's efforts to provide fair and effective affirmative employment practices to ensure equal employment opportunity, and efforts to collect racial demographic information of City employees, and whether changes in the racial and ethnic classification categories have had an impact on employee response rates. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 18 (2019) - Requires MODA to analyze the pay and employment data of City agencies to find and eliminate pay disparities in public employment citywide. MODA is required to annually report its findings to the Mayor and Speaker of the City Council. Based on the disparities indicated in MODA's report, DCAS is required to make recommendations to the Mayor and Speaker of the City Council on the development and implementation of pay, employment, and retention equity action plans. MODA was estimated to require one additional staff person to meet the requirements of this legislation, at a cost of \$133,407 annually. No expenditures were provided to agencies to comply with data collection associated with the laws.

Local Law 54 (2019) - Requires DCAS to submit to the New York State Civil Service Commission for its approval a comprehensive revision of its provisional employee reduction plan. The New York State Legislature's bill (A11241/S8837A) provided an extension to the City to reduce its number of provisional employees. DCAS is also required to submit its provisional reduction plan revision to the Speaker of the City Council. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 173 (2018) - Requires DCAS to provide the Department of Education (DOE) with information about the Civil Service exams administered by DCAS. DOE is required to distribute the Civil Service exam information to students who will be graduating from high school in the current school year. DCAS and DOE are expected to use existing resources to fulfill its requirements.

FDNY Focused Employment Practices Laws

Local Law 116 (2022) - Requires the FDNY, in consultation with DCAS, to develop and implement a plan regarding the recruitment and retention of individuals from populations that are underrepresented within the rank of Firefighter. FDNY is required to post on its website an annual report of its activities and efforts to implement the prior year's plan, and include an overview of its recruitment and retention efforts, including reference to all related budgetary expenditures for such efforts, and the projected change in the percentage of firefighters from populations that are underrepresented within the rank of Firefighter. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 117 (2022) - Requires the FDNY to survey each firehouse to determine the permanent facility upgrades necessary to establish a working environment that facilitates use by a mixed gender workforce. FDNY is required to submit a report of its survey findings to the

Mayor and the Speaker of the City Council. The report is to detail permanent facility upgrades necessary at each firehouse, the feasibility of implementing such upgrades, and any construction plans to make such upgrades. Where practicable, FDNY is required to implement interim measures to accommodate a mixed gender workforce until permanent upgrades are made. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 118 (2022) - Requires the FDNY to submit to the Mayor and the Speaker of the City Council, and post on its website, an annual report on the number of employees assigned to each firehouse or special operations unit, disaggregated by gender and race or ethnicity, as well as the number of individuals who reside within the immediate service area of each fire company, disaggregated by gender and race or ethnicity. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 49 (2015) - Requires the FDNY to report on the gender and racial demographics of the applicant pool at every step of the multiple phases of testing and evaluation process for firefighter Civil Service examinations, and admission and graduation statistics from the probationary firefighter school. FDNY is required to report the statistics for its most recent application period, and for each application period going forward on a yearly basis. FDNY is also required to report on its recruiting activities for the firefighter position, including its recruiting expenditures, a list of the recruiting events it attended, and a list of the preparatory materials it creates to assist firefighter applicants. FDNY is expected to use existing resources to fulfill the requirements.



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