

Underutilization at the CUNY Community Colleges in 2021

A 2023 Report in Fulfillment of
New York City Local Law 13 of 2019

(Previously entitled Racial and Ethnic Classification Report)

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Practices Commission**



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

Prepared by

Pratima Doodnauth, EEO Research Specialist

Ilacia Zuell, Manager – EEO Analysis and Audit Unit

Russell Ferri, Director of Research

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Executive Summary

The Equal Employment Practices Commission (EEOC) is pleased to submit this report on underutilization at the CUNY community colleges in 2021, published in accordance with New York City Local Law 13 of 2019. This law requires the EEOC to analyze and report annually on underutilization of racial and ethnic groups in New York City's municipal government and the non-faculty positions at the CUNY community colleges. The EEOC has submitted a request to the City Council asking LL13 be amended to include gender. In anticipation of that change, we also include analyses of underutilization of females in this report.

In our first report in this series (published in 2021) we included analyses of the City's workforce and CUNY together. Beginning with this volume we will publish separate reports for the City and CUNY workforces. The two systems have different job groups, residency requirements, availability estimates, and methods for determining underutilization.

Asians were underutilized in 39 percent of job groups, Blacks in 19 percent, Hispanics in 25 percent, and women in 27 percent. The numbers of personnel by which each demographic group was underutilized were relatively small.

The EEOC has issued relatively few Corrective Actions to the community colleges in the two most recent audits. CUNY has undertaken many initiatives and efforts to address underutilization and those efforts are reflected in the data. Employers can always do more to analyze their workforce and better understand their candidate pool, address underutilization, and improve opportunities for underrepresented groups. CUNY is no exception. In that context, there are two primary findings from our analyses.

Females were underutilized in craft, trade, and IT job groups.

Females were underutilized in a high percentage of the "Skilled Trades," "IT Professionals," and similar job groups. Their labor market availability estimates for most of these groups was low to begin with, so the presence of females in these job groups was even lower than one might assume. For those familiar with employment and hiring practices, this should not be a surprise. Females are underrepresented in these kinds of jobs at employers across the country.

CUNY's metrics suggest considerable underutilization of Asians.

Of the Asian, Black, Hispanic, and female demographic groups, Asians experienced the greatest degree of underutilization at the colleges, whether measured as the number of job groups in which they were underutilized or the number of personnel by which they were underutilized. This underutilization was driven in large part by the two community colleges in the Bronx (Bronx Community College and Hostos Community College).

We offer several suggestions based on these findings.

Proactively address underutilization of females in certain job groups.

The underutilization or overutilization in job groups of individuals from certain demographics is often referred to as "occupational segregation." CUNY should conduct an occupational segregation analysis of females to identify areas of its workforce with the most prevalent occupational segregation,

including those in the craft, trade, and IT fields. In areas with occupational segregation, CUNY should make efforts to attract applicants and develop candidates of the underrepresented demographics for current and future vacancies.

Recruitment is important, but it is also crucial to address retention.

In the EEO world, recruitment is often seen as the primary way to address underutilization, improve opportunities for groups that have faced discrimination, and promote greater equity. Recruitment is certainly important, but it is only part of the story.

It is also important to assess opportunities for personnel and determine why some choose to leave, as CUNY does in its exit interviews. If women and people of color feel they do not have the same opportunities for growth and advancement provided to white men, they are probably more likely to leave. Toward that end, we offer several suggestions in the report to examine how people of color and women feel about their workplace and the opportunities it provides them.

Introduction

In 2019, the New York City Council enacted Local Law 13, requiring the New York City Equal Employment Practices Commission (EEPC) to conduct an annual review of underutilization of certain protected classes in New York City’s municipal workforce. In addition to mayoral and non-mayoral entities, Local Law 13 includes the non-faculty personnel at the City University of New York’s (CUNY) seven community colleges. In 2021, the EEPC issued its first of 10 reports in which it identified underutilization of Black, Hispanic, and Asian workers in City government and the community colleges. Thereafter, the EEPC requested City Council amend the law to include females in the analysis. In anticipation of the amendment, the EEPC has also included females in its analyses and reports. In the 2022 edition of this report series for the NYC municipal workforce, the EEPC examined underutilization for certain NYC mayoral entities that comprise a significant portion of the municipal workforce and/or have job titles that are well-known by the public. In this report we examine underutilization at the CUNY community colleges, to fulfill the requirement established by Local Law 13.

The seven CUNY community colleges that are the subject of this analysis are: (1) Borough of Manhattan Community College (BMCC), (2) Bronx Community College (BCC), (3) Stella and Charles Guttman Community College (GCC), (4) Eugenio Maria De Hostos Community College (HCC), (5) Kingsborough Community College (KCC), (6) Fiorella H. LaGuardia Community College (LCC), and (7) Queensborough Community College (QCC).

Key Terms

These are some of the key terms used in this report:

Protected classes are groups of people who are legally protected from being harmed or harassed by laws, policies, and practices that discriminate against them due to a shared characteristic, such as race, gender, age, disability, sexual orientation, etc. In this report, we focus on individuals who identify as female, Asian, Black, or Hispanic.

A **job group** is a group of job titles with similar duties, qualifications, and other conditions of employment.

Availability is an estimate of the percentage of individuals in the relevant labor market from a demographic group who are qualified to fill vacant positions.

Underutilization occurs when the number of employees in a job group who belong to a protected class is less than the number reasonably expected based on the availability of qualified persons in the relevant labor pool.

Utilization is the rate at which individuals who identify as female, Asian, Black, or Hispanic are employed at the CUNY community colleges.

The **80 percent rule** is the metric CUNY uses to determine if a job group has underutilization. The CUNY community colleges determine underutilization occurs when the number of employees in a job group who belong to a protected class is less than 80 percent of the availability of the protected class for that job group.

Methodology

The purpose of this analysis is to identify those job groups with underutilization of individuals who identify as female, Asian, Black, or Hispanic, to determine whether individuals in those groups experience barriers in selection, hiring, promotion and retention, or if their exclusion suggests the presence of discrimination. We also make recommendations as to how the CUNY community colleges can address such underutilization.

The data used in this report are of the colleges' personnel on June 1, 2021. CUNY is subject to audits of its Affirmative Action Programs by both the federal government and New York State; it calculates the statistics used in this report, which it provided to the EEPC, to comply with the standards and regulations of the federal government and New York State. This report includes only the colleges' non-pedagogical (non-teaching) staff, in accordance with Local Law 13. Moreover, CUNY does not identify underutilization in those job groups that contain less than five staff members; thus, this report is limited to those job groups and titles that meet that criterion. However, it must be noted that caution must be exercised when drawing conclusions from job groups with low numbers of personnel: the fewer the personnel in the job group, the greater the impact of small fluctuations in the results. Of the job groups included in this report, 71 percent have fewer than 30 personnel.

Protected Classes

CUNY collects demographic data from its employees, who self-identify as to their gender and race/ethnicity. Due to the small numbers of individuals who identify as American Indian/Alaska Native, this report is limited to individuals who identify as female, Asian, Black, or Hispanic. To prevent double counting, if a person identifies as both Hispanic and another protected group, they are recorded as Hispanic. With respect to gender, for the purpose of this analysis only those individuals who identify as "Female" are included in that category.¹

Availability

Assessing underutilization requires knowledge of the demographics of the labor market from which personnel are recruited and promoted. As does the City of New York when it estimates availability, CUNY considers both the internal and the external labor market. The internal labor market is defined as full-time personnel across the CUNY system. For each job group, CUNY's estimates are based on

¹ CUNY personnel can identify as Female, Male, Non-Binary, Transgender, Gender Non-Conforming, Other gender not listed, and Not Specified. The options were recently updated as per New York's requirements for State agencies.

internal hiring and feeder jobs – those jobs from which someone can reasonably enter the job group. External labor market availability estimates are calculated using defined geographic areas, which vary by job group. For most job groups, the Census Bureau’s New York-Newark-Jersey City Metropolitan Statistical Area (MSA) is used. However, the labor market for certain job groups may comprise New York State only. For example, because the position of Campus Peace Officer requires NY State residency and a NY State driver’s license, a New York State-only labor market is used. To assist in the estimation of external labor pools, the U.S. Census collects occupational data from survey responses and aggregates jobs with similar skills. These data can be found in the Census Bureau’s American Community Survey.

Reviews of internal availability were last conducted in 2019, using data from the previous two academic years. For external labor market availability, demographics were last updated in 2019 using the U.S. Census’ American Community Survey from 2013-2017, the most recent available. Each job group has a different weighting of internal and external availability (see Appendix D for the weightings). Each college uses the same availability estimates.

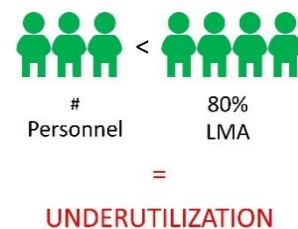
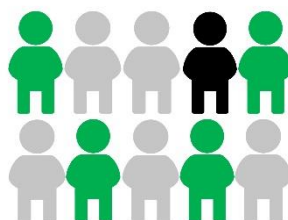
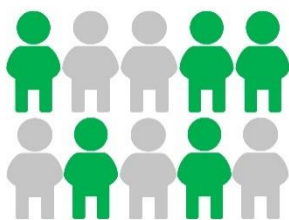
Statistical Analyses

While the City of New York primarily uses z-scores and statistical significance tests to determine underutilization, CUNY uses the 80 percent rule to determine underutilization. Specifically, CUNY finds underutilization in a job group when the protected class is employed at less than 80 percent of their availability in the relevant labor market. For example, suppose a job group is comprised of 10 individuals, the labor market availability (LMA) of females for that job group is 50 percent, and there are three females employed in the job group. If the number of females in the job group equaled the labor market availability there would be five females in the job group. The 80 percent rule sets the standard as 80% of the protected class’s LMA. In this example, that is four females (80% of 5 equals 4). If there are less than four females in the job group, 80 percent rule has not been satisfied and CUNY considers there to be underutilization of females in that job group.

If a job group has 10 personnel and 50% of the available labor pool is female, we expect 5 of the personnel in that job group to be female.

The 80% rule allows for a margin of flexibility, so to speak. It is based on the protected class being represented in the job group at 80% or more of their availability. In this example, that means 4 or more females.
(80% of 5 = 4)

In our example, there are 3 females in the job group, which is less than 4. Therefore, CUNY considers there to be underutilization of females.

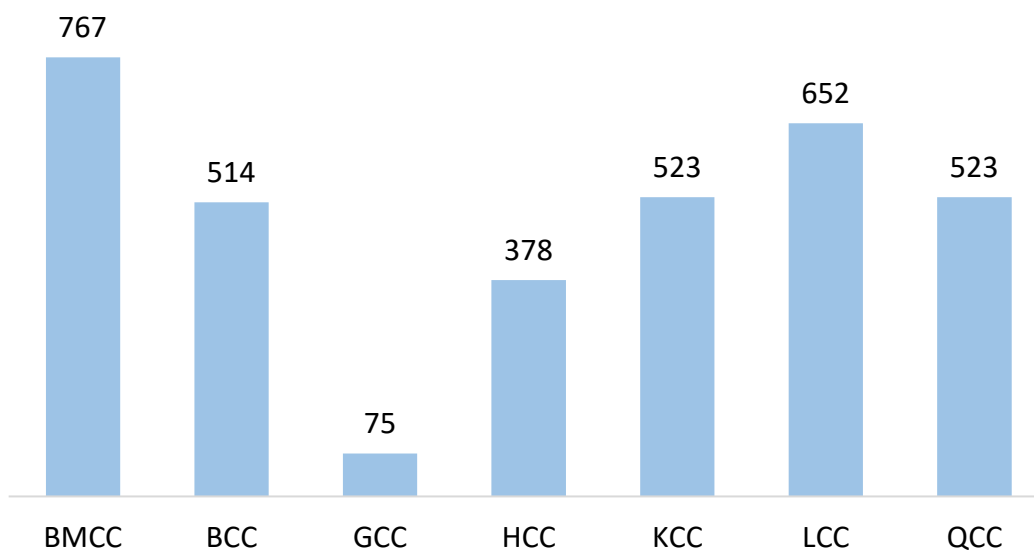


Entities analyzed

The seven CUNY Community Colleges are analyzed in this report: Borough of Manhattan Community College (BMCC), Bronx Community College (BCC), Stella and Charles Guttman Community College (GCC, located in Manhattan), Eugenio Maria De Hostos Community College (HCC, located in the Bronx), Kingsborough Community College (KCC, located in Brooklyn), Fiorella H. LaGuardia Community College (LCC, located in Queens), and Queensborough Community College (QCC). The tables and figures that follow use the acronyms to indicate each college.

Figure 1, below, illustrates the number of all personnel analyzed in this report, by college. This report only considers those job groups for which a determination of underutilization can be made. CUNY does not measure underutilization for those job groups with less than five individuals. Therefore, counts of employees, underutilization rates, and all other data provided in this report are only of those job groups at the colleges with five or more employees. Appendix B contains tables that provide data on the job groups in each college and the demographic breakdowns of the personnel in them.

**Figure 1 – Number of Personnel,
By College²**



The Borough of Manhattan Community College had the most personnel examined in this report (767), followed by LaGuardia Community College (652). Guttman Community College is an outlier: it had only three job groups large enough to be included in this report, with 75 personnel in those groups.

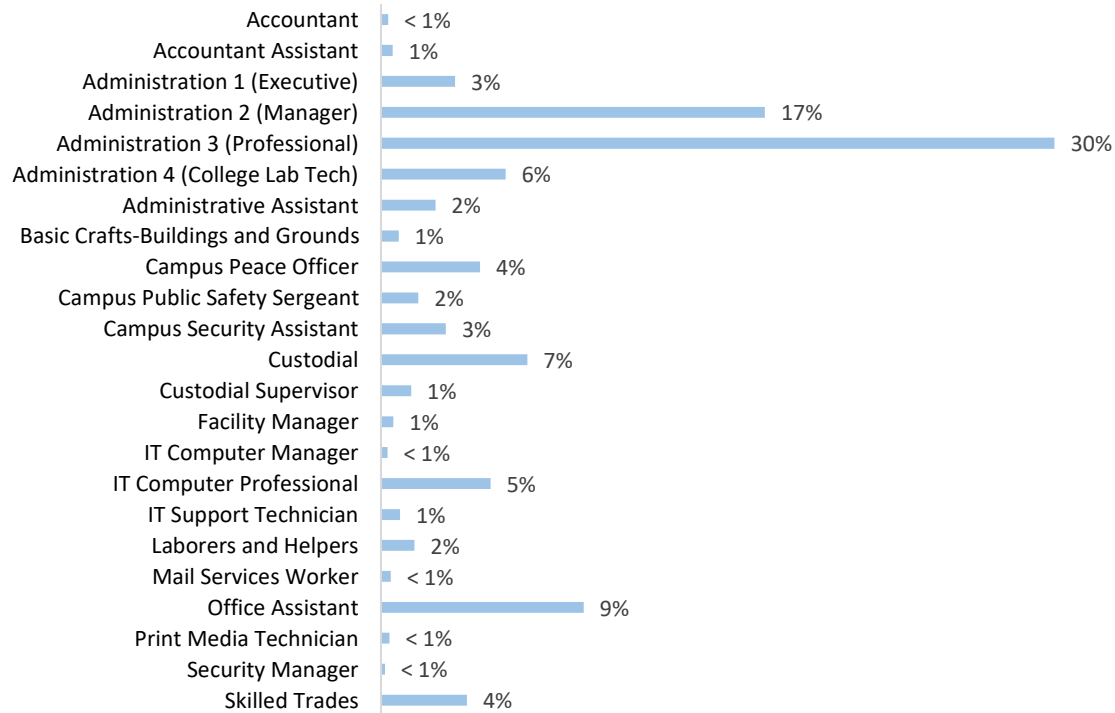
There were 3,432 personnel across the colleges in the job groups examined in this report.

² As indicated in the Methodology section, this report only includes non-teaching personnel. The data reported in this figure, and every other figure and table in this report, are only of non-teaching personnel.

Job groups

CUNY establishes job groups and reviews them annually. Each includes job titles with similar duties, qualifications, and other conditions of employment. There are 23 unique job groups included in this report. Figure 2 illustrates the composition of personnel by job group.

**Figure 2 – Job Group Composition,
All Colleges**



Administration 3 (Professional) was, by far, the job group with the most personnel (30%). It includes entry- and mid-level administrators. Administration 2 (Managerial), which includes manager-level administrators, had the second-most personnel (17%). Appendix A includes examples of the jobs in each group and how external and internal availability are weighted to determine the labor market availability for each.

Demographics

Figure 3 illustrates the racial/ethnic composition of the personnel in the job groups and titles included in this report. Figure 4 illustrates the racial/ethnic composition at each college.

Figure 3 – Racial/Ethnic Composition, All Colleges

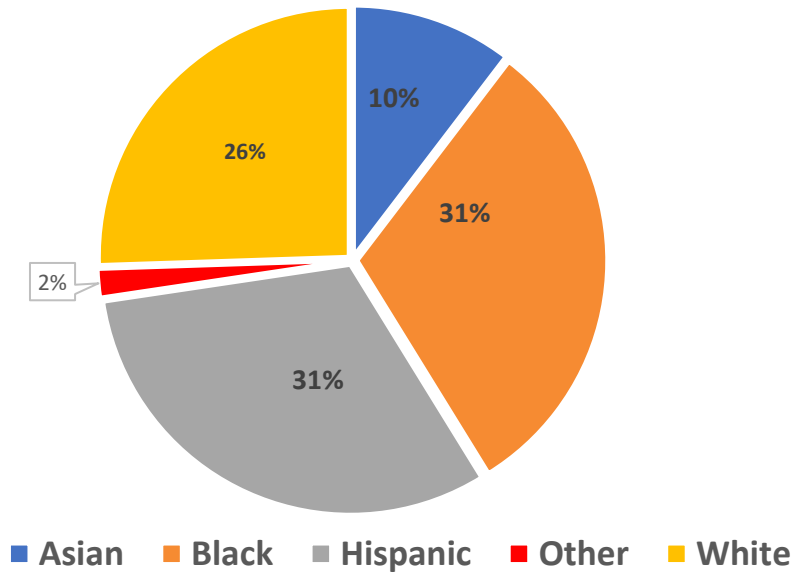
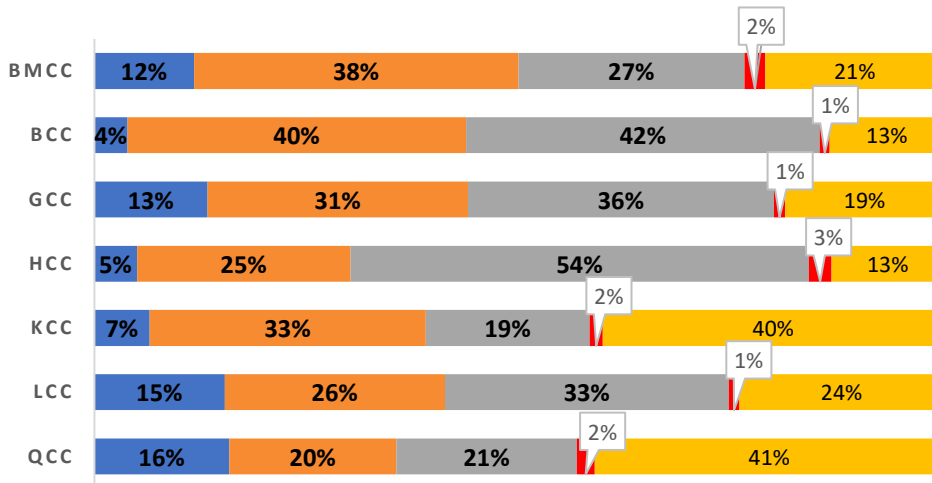


Figure 4 – Racial/Ethnic Composition, By College



Blacks and Hispanics were the two largest groups, at 31 percent each.

There was considerable variation among the colleges. The proportion of Asian personnel ranged from 4 to 16 percent, Black personnel from 20 to 40 percent, and Hispanic personnel from 19 to 54 percent.

Figure 5 illustrates the gender breakdown for all colleges, combined. Figure 6 illustrates the breakdown for each college.

Figure 5 – Gender Composition, All Colleges

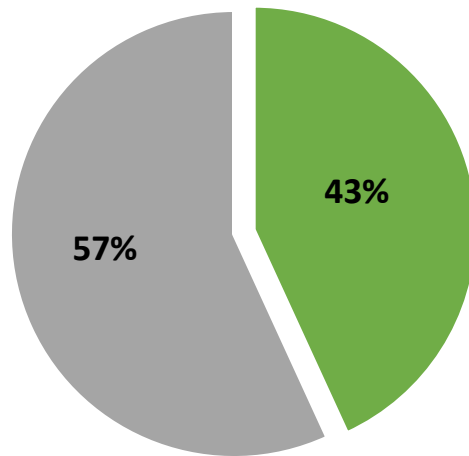
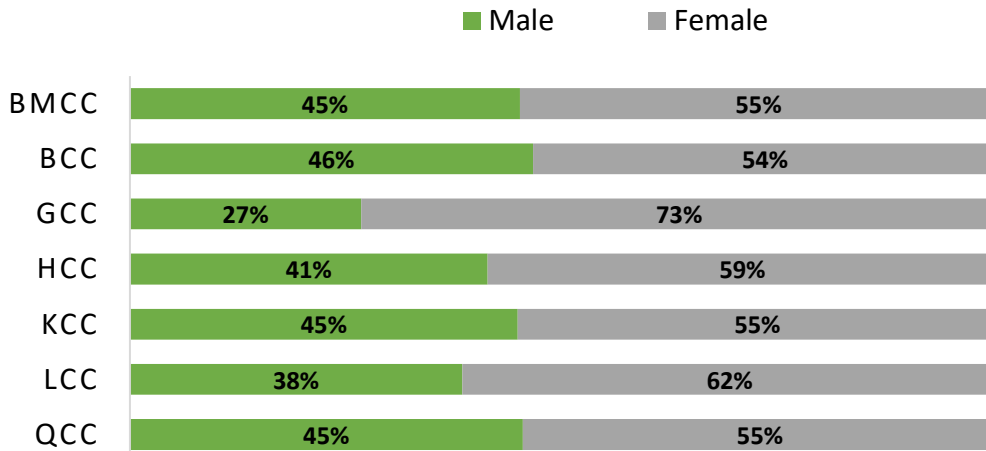


Figure 6 – Gender Composition, By College



Females made up a considerable majority of the personnel in the job groups examined in this report (57%). They were a majority of the personnel in each of the seven colleges, ranging from 54 percent at Bronx Community College to 73 percent at Guttman Community College.

Underutilization of Racial and Ethnic groups

Table 1 illustrates underutilization of Asians, Blacks, and Hispanics, by job group, across all the community colleges, and the arrow indicates the change (increase or decrease) in 2021 compared to 2020.³ The last row illustrates in total, Asians were underutilized in 39 percent of job groups across the colleges, Blacks in 19 percent, and Hispanics in 25 percent. Asians and Blacks saw improvement in the percentage of job groups with underutilization compared to 2020. For Hispanics, the percentage became worse.

Table 1 – Underutilization of Racial/Ethnic Groups, by Job Group

Job Group	Underutilization		
	Asian	Black	Hispanic
Accountant (2)	50% (1)	0% (0)	0% (0)
Accountant Assistant (2)	0% (0)	0% ↓ (0)	0% (0)
Administration 1 (Executive) (7)	29% (2)	0% ↓ (0)	0% (0)
Administration 2 (Manager) (7)	43% (3)	14% (1)	14% (1)
Administration 3 (Professional) (7)	57% (4)	0% (0)	0% (0)
Administration 4 (College Lab Tech)* (11)	64% (7)	18% (2)	18% (2)
Administrative Assistant (6)	33% (2)	50% (3)	50% (3)
Basic Crafts-Buildings and Grounds (4)	50% (2)	25% ↓ (1)	75% (3)

³ The numbers in parentheses in the “Job Group” column indicate how many examples of that job group there were with five or more staff, across the colleges. In the Asian, Black, and Hispanic columns, the numbers in parentheses in each cell indicate how many of those examples had underutilization of that demographic group. For example, go to the fourth job group listed in Table 1 (the “Administration 2 (Manager) job group). The “(7)” indicated after this title indicates there were seven “Administration 2 (Manager)” job groups across the colleges. In the “Asian” column of this row, “43%” is indicated and there is a “(3)” below it. This means 43% of the examples of this job group across the colleges had underutilization of that job group (a total of 3, out of the 7 examples). There was one instance of underutilization of Blacks (14%), and one of Hispanics (14%).

The arrows indicate whether the percentage of job groups with underutilization of that demographic group changed from the previous year. An arrow facing up indicates the percentage increased (i.e., became worse) and a down arrow indicates the percentage decreased. If the cell has no arrow, the percentage was unchanged.

Job Group	Underutilization		
	Asian	Black	Hispanic
Campus Peace Officer (6)	50% ↓ (3)	0% (0)	0% (0)
Campus Public Safety Sergeant (6)	0% ↓ (0)	67% (4)	33% ↑ (2)
Campus Security Assistant (6)	33% (2)	0% (0)	67% (4)
Custodial Supervisory (6)	50% (3)	17% (1)	17% (1)
Facility Manager (2)	100% ↑ (2)	0% (0)	0% (0)
Laborers and Helpers (5)	20% (1)	20% (1)	40% (2)
Mail Services Worker (2)	50% (1)	100% ↑ (2)	50% ↑ (1)
Office Assistant (6)	33% (2)	0% (0)	17% (1)
Print Media Technician (2)	0% (0)	0% (0)	0% (0)
Security Manager (1)	0% (0)	100% (1)	0% (0)
Skilled Trades (5)	20% (1)	20% (1)	60% (3)
Custodial Supervisory (5)	20% (1)	0% (0)	40% (2)
IT Professional (6)	67% (4)	33% ↓ (2)	17% (1)
IT Technician (3)	0% (0)	67% (2)	0% (0)
IT Manager (2)	50% (1)	0% (0)	50% (1)
Total (109)	39% ↓ (42)	19% ↓ (21)	25% ↑ (27)

* The Administration 4 (College Lab Tech) job group has 2 groups of titles: College Lab Tech: Other & College Lab Tech: Science, Tech, Eng.

Asians were especially underutilized in mid-level administrative job groups. There was underutilization of Blacks in four of the six Campus Public Safety Sergeant job groups, and underutilization of Hispanics in four of the six Campus Security Assistant job groups. For many of these job groups, the disparities between the expected number of personnel from these demographic groups and their

actual numbers were small, meaning an increase of only a few individuals would have had a substantial impact on the underutilization.

Table 2 illustrates underutilization of Asians, Blacks, and Hispanics at each of the colleges.

Table 2 – Underutilization of Racial/Ethnic Groups, by College

College	Underutilization		
	Asian	Black	Hispanic
BMCC (20)	20% ↑ (4)	5% ↑ (1)	20% ↑ (4)
BCC (17)	71% ↓ (12)	6% ↓ (1)	12% ↑ (2)
GCC (3)	33% ↑ (1)	0% ↓ (0)	0 (0)
HCC (16)	50% (8)	19% (3)	6% (1)
KCC (20)	55% ↓ (11)	25% ↑ (5)	50% ↑ (10)
LCC (16)	25% ↓ (4)	31% (5)	6% (1)
QCC (17)	12% ↑ (2)	35% ↓ (6)	53% (9)
Total (109)	39% ↓ (42)	19% ↓ (21)	25% ↑ (27)

As Table 2 illustrates, Bronx Community College, Kingsborough Community College, and Queensborough Community College had a considerably higher percentage of job groups with underutilization of people of color than the other colleges. For Bronx, underutilization of Asians was particularly high. There was considerable underutilization of Asians and Hispanics at Kingsborough, and Blacks and Hispanics at Queensborough.

Table 3 illustrates, across job groups and entities, the number of individuals from each racial/ethnic group that would need to replace another individual in that job group, to remediate the underutilization.

The percentages in the “Total” column measure the scale of the underutilization (what percentage of each college’s workforce analyzed in this report the disparity is).

Table 3 – Underutilization of Racial/Ethnic Groups: # of Personnel, by College

College	Underutilization			
	Asian	Black	Hispanic	Total
BMCC	8	1	7	16 (2%)
BCC	38	1	5	44 (9%)
GCC	1	0	0	1 (1%)
HCC	23	4	2	29 (8%)
KCC	29	10	25	64 (12%)
LCC	8	9	2	19 (3%)
QCC	2	19	20	41 (8%)
Total	109	44	61	214

Kingsborough Community College had both the greatest number of personnel (64) by which its job groups were underutilized, and the highest rate of underutilization as a percentage of its workforce analyzed in this report (12%). Kingsborough particularly underutilized Asians and Hispanics. Bronx Community College had the second highest degree of underutilization, with virtually all driven by the underutilization of Asians in the job groups included in this report. Blacks experienced the greatest underutilization at Queensborough Community College (19 personnel).

The Borough of Manhattan Community College and LaGuardia Community College had the lowest rates of underutilization (not including Guttman).

Underutilization of Females

Table 4 illustrates underutilization of females in job groups at the colleges, combined.⁴

**Table 4 — Underutilization of Females,
by Job Group**

Job Group	Underutilization
	Female
Accountant (2)	50% (1)
Accountant Assistant (2)	0% ↓ (0)
Administration 1 (Executive) (7)	0% ↓ (0)
Administration 2 (Manager) (7)	0% (0)
Administration 3 (Professional) (7)	0% (0)
Administration 4 (College Lab Tech)* (11)	27% (3)
Administrative Assistant (6)	17% ↑ (1)
Basic Crafts-Buildings and Grounds (4)	50% (2)
Campus Peace Officer (6)	17% ↑ (1)
Campus Public Safety Sergeant (6)	17% (1)
Campus Security Assistant (6)	17% (1)
Custodial Supervisory (6)	33% ↑ (2)
Facility Manager (2)	0% (0)
Laborers and Helpers (5)	100% (5)
Mail Services Worker (2)	0% ↓ (0)

⁴ See footnote 3 for an explanation of how to read this table.

Job Group	Underutilization
	Female
Office Assistant (6)	0% (0)
Print Media Technician (2)	50% (1)
Security Manager (1)	100% (1)
Skilled Trades (5)	60% ↑ (3)
Custodial Supervisory (5)	0% (0)
IT Professional (6)	83% ↓ (5)
IT Technician (3)	0% (0)
IT Manager (2)	100% (2)
Total (109)	27% ↑ (29)

*The Administration 4 (College Lab Tech) job group has 2 groups of titles: College Lab Tech: Other & College Lab Tech: Science, Tech, Eng.

Table 4 illustrates how the real world sometimes reflects stereotypes. Females were not underutilized in many of the job groups that can be classified as administrative support (e.g., the Administrative Assistant job group). Conversely, those job groups that are commonly thought of in the “trades” and “craft” categories had extensive underutilization of females (e.g., Laborers and Helpers). They were also underutilized in many of the IT job groups. Overall, females were underutilized in more job groups than Blacks or Hispanics, but in fewer than Asians. For many of these job groups, the disparity between the expected number of female personnel and the actual number was small, meaning an increase of only a few individuals would have had a substantial impact on the underutilization.

Table 5 illustrates underutilization of females at each college. Queensborough Community College had, by far, the highest percentage of job groups (53%) with underutilization of females. The next highest was Kingsborough Community College (30%).

The number of job groups analyzed in this report is 109; for 2020 it was 111. The number of job groups with underutilization of females across the colleges remained constant (29) but because of the number of job groups decreased, the percentage of job groups with underutilization increased slightly (from 26% to 27%).⁵

**Table 5 – Underutilization of Females,
by College**

College	Underutilization
Female	
BMCC (20)	20% ↓ (4)
BCC (17)	18% ↓ (3)
GCC (3)	0% ↓ (0)
HCC (16)	25% ↑ (4)
KCC (20)	30% ↓ (6)
LCC (16)	19% (3)
QCC (17)	53% ↑ (9)
Total (109)	27% ↑ (29)

⁵ In 2020, it was 26 percent (29/111). In 2021, it was 27 percent (29/109).

Table 6 illustrates the number of individuals by which each college is underutilizing females. The percentages in the Underutilization cells indicate the percentage of the workforce of each college the underutilization is (the workforce analyzed in this report, not the entire workforce).

Table 6 – Underutilization of Females: # of Personnel, by College

College	Underutilization
	Female
BMCC	12 (2%)
BCC	6 (1%)
GCC	0 (0%)
HCC	7 (2%)
KCC	10 (2%)
LCC	7 (1%)
QCC	14 (3%)
Total	56

Queensborough Community College had the greatest degree of underutilization (14 females, which was 3% of the workforce analyzed in this report). The Borough of Manhattan Community College had the second-highest frequency (12) and – along with Hostos Community College and Kingsborough Community College – the second-highest degree of underutilization as a percentage of their workforce (2% each).

In total, the colleges would have had to previously hire females in 56 instances when they instead hired a male, to match the labor market availability of females across job groups.

Standards and Corrective Actions

One of the EEPC's primary responsibilities is to audit the employment practices and procedures of New York City entities and the CUNY community colleges, to determine if they are complying with applicable laws, policies, and procedures. The EEPC has established standards on employment practices and procedures. 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.

When conducting audits, the EEPC communicates with entities' Equal Employment Opportunity (EEO) professionals, assesses the entities' EEO plans, analyzes workforce and utilization data, and reviews documents, records, and other data related to EEO regulations. The EEPC then determines whether the entity being audited has complied with each standard. The EEPC issues a "Corrective Action" for each standard the entity has not complied with.

Table 7 (page 17) illustrates some of the standards established by the EEPC related to underutilization. Some address underutilization directly; others are relevant because they address hiring and career advancement practices more broadly. Table 7 also illustrates the Corrective Actions issued to the community colleges in 2007-2008 and 2015-2016, the two most recent audit cycles that included review of these standards.

We discuss some of the standards in this section and the colleges' compliance with them. A more detailed description of every standard is provided in Appendix D.

During these two most recent audits, the EEPC determined there was underutilization of one or more protected classes at each college, based on the data provided by the colleges. This resulted in the assessment of Corrective Actions. All but one college (Hostos) successfully demonstrated they had conducted an analysis of their recruitment methods to determine their impact on underutilization (#1 in Table 7). To demonstrate compliance with the corrective action, Hostos provided recruitment plans for titles in the job groups with underutilization.

Each college – other than Queensborough – received a corrective action that required the college to demonstrate they assessed their candidate selection criteria for its impact on underutilization (#3). For this standard, the colleges assessed how candidates were selected for employment. The colleges may have then been required to determine whether the criteria used was job-related. The college would then be required to provide documentation the assessment was conducted, the outcomes of the assessment, and any plans or changes made because of the assessment.

Each college received at least one Corrective Action to respond to underutilization in discretionary and/or Civil Service titles (#4 and #5). If females, people of color, or other protected groups were underrepresented in job groups where there was discretion in hiring, the college was required to determine the usefulness of their selection procedures (criteria, practices, and patterns) and their relevancy to measuring an applicants' suitability for the job. The college would also be expected to advertise in people of color- or female-oriented media outlets, contact organizations serving females, people of color, and other protected groups, participate in career fairs/open houses, and/or use internships to attract interested persons and to develop and hire interested and qualified candidates. If

**Table 7 – Corrective Actions Issued,
2007-2008 & 2015-2016 Audits**

Standard	BMCC	BCC	GCC*	HCC	KCC	LCC	QCC	Total
1. Assess recruitment methods for impact on underutilization	0	0	0	1	0	0	0	1
2. Annually review EEO program and statistical information	1	1	0	1	1	2	0	6
3. Assess candidate selection criteria for impact on underutilization	1	1	0	1	1	1	0	5
4. Review selection procedures and recruitment methods for discretionary titles	1	2	0	1	1	1	0	6
5. Review selection procedures and recruitment methods for Civil Service titles	1	2	0	1	1	1	1	7
6. Ensure personnel involved in hiring are trained in EEO standards	0	0	0	0	0	0	0	0
7. Ensure employees are aware of opportunities for advancement and transfer within the agency	0	0	0	0	1	0	0	1
8. Indicate in recruitment literature the agency is an equal opportunity employer	0	0	0	0	1	0	0	1
9. Use and maintain an applicant tracking system	1	1	0	1	1	1	1	6
10. Ensure employees are informed of and have access to an appointed career counselor	0	0	0	1	1	1	0	3
11. Ensure all employees have access to information on evaluation standards, etc. Ensure EEO Professionals understand the 55-a program	0	0	0	0	0	1	0	1
12. Ensure that EEO professionals are trained in EEO laws and procedures	0	0	0	0	0	0	0	0
Total	5	7	0*	7	8	8	2	37

*Guttman was established in 2012 and was not audited in either of these two cycles.

females, people of color, or other protected groups were underrepresented in Civil Service titles, CUNY was required to review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure these standards were updated, job-related, and required by business necessity.

Conclusion

Policymakers and leaders in New York City have emphasized the importance of addressing disparities in the workplace because many individuals – particularly women and people of color – have faced barriers to employment and have often ended up in jobs that are difficult to perform and do not pay well. The New York City Council enacted Local Law 13 so decisionmakers can better understand the extent to which people of color are under-represented in the City’s and CUNY’s workforces. It is difficult to develop effective policies and plans to address the problem without having data that illustrates the extent of it.

The extent of underutilization of people of color and females at the CUNY community colleges was relatively low in 2021. The number of Corrective Actions issued by the EEPC in its last two audits of the community colleges was lower than many other entities the EEPC audits. CUNY has undertaken numerous initiatives and efforts to address underutilization in its workforce. It is always possible to improve on those efforts, and as circumstances change institutions must adjust and consider alternative ways to address underutilization.

CUNY updates its availability estimates periodically and with considerably more frequency than New York City’s municipal government. As a result, it better captures the City’s dynamic population changes. CUNY’s frequent review of availability pools and the weightings used to calculate them demonstrates their belief it is the employer’s responsibility to use the most updated data available. Ideally, this means the availability and underutilization analyses are more accurate and resulting efforts and actions can better target and effectively remedy underutilization.

The data provided by CUNY and contained in this report highlight some key issues about underutilization in the CUNY system and New York City. After highlighting these issues, we offer some recommendations for addressing the underutilization discussed in this report.

Findings

Females were underutilized in craft, trade, and IT job groups.

As Table 4 illustrates, females were underutilized in a high percentage of job groups in the craft, trade, and IT fields. The extent of underutilization of females in craft, trade, and IT job groups may not seem high, but it is important to consider their underutilization in the context of the LMA estimates for these job groups. The LMA for females for the “Skilled Trades: Not Supervisory” job group was two percent. For the “Basic Crafts – Building and Grounds” it was 16 percent and for “Laborers and Helpers” it was 21 percent. These job groups have often failed to attract significant numbers of female workers not just at CUNY but across New York City. These availability estimates suggest the

number of females in these job groups would be small even if women were employed at 80 percent of their availability, and in many of these job groups their rate of employment was even lower and met the criteria of underutilization.

These issues are hardly unique to CUNY and New York City. CUNY's availability metrics for these job groups are driven primarily by external measures. In other words, the Census data (which is self-reported) indicates the percentage of women who are likely eligible for these positions is low. Still, the data highlight the need to make efforts to diversify the workforce and open opportunities to females they typically have not had.

CUNY's metrics suggest considerable underutilization of Asians.

Among Asians, Blacks, Hispanics, and females, Asians experienced the greatest degree of underutilization, both in the percentage of job groups in which they were underutilized and the number of personnel by which they would have had to increase to match their labor market availability. Underutilization of Asians was particularly prevalent at Bronx Community College, as illustrated in Tables 2 and 3, above. Hostos (located in the Bronx) was high, as was Kingsborough.

It is likely the LMA estimates for the Asian population were impacted by CUNY's practice of regularly updating availability based on updated U.S. Census data. The Asian population in New York City has increased considerably in recent years, at a rate that is probably far higher than the rate of openings the colleges have had the opportunity to fill.

Recommendations

To address the issues discussed above, CUNY may consider the following courses of action.

Proactively address underutilization of females in certain job groups.

Females were underutilized in a high percentage of job groups in the craft, trade, and IT fields. They were underutilized in very few administrative support job groups (e.g., Administrative Assistant positions). When demographic groups are disproportionately present in certain job groups (whether underutilized or overutilized) it is sometimes called "occupational segregation."

CUNY should conduct an occupational segregation analysis to identify areas of its workforce with the most prevalent occupational segregation, including those in the craft, trade, and IT fields. In areas with occupational segregation, CUNY should make efforts to attract female applicants and develop female candidates for current and future vacancies, including students in the CUNY system.

If a senior title has both competitive and discretionary feeder titles, it might be easier to focus on discretionary feeder titles. CUNY should make efforts to develop its internal candidates through relevant training and/or certificate programs, providing information and encouragement to take civil service exams, promoting college classes (if applicable), and providing employees with opportunities to take mobility assignments or other temporary assignments that will provide them with experience, such as job shadowing.

Recruitment is important, but it is also important to address retention.

Underutilization of females and people of color cannot be remedied by a single action, such as targeted recruitment. Rather, targeted recruitment should be part of a larger solution, which will involve many different areas within the colleges.

The workplace must be welcoming to all employees and equitably provide opportunities for advancement. If females and people of color do not believe they have the same opportunities as white males, the colleges will be unable to retain them. The colleges' Diversity and Inclusion Officers should conduct analyses to determine if employees from different demographic groups see the workplace in the same way. Do employees feel there are opportunities for advancement? Do they feel the colleges are a great place to work? In addition, the Human Resources representatives at the colleges should look at the comments contained in employee exit interviews and get an understanding as to why employees are leaving.

The Equal Employment Opportunity professionals should also look at employee EEO complaints to determine if there have been increases in complaints, or if there is a common thread throughout complaints, or if the complaints indicate the possibility of a larger problem in the workplace. The Human Resources professionals should also examine the workplace to see if "glass ceilings" exist; in other words, determine if there is a level in a career path where females and/or people of color exit because they cannot advance their careers any further. The Human Resources professionals should also ensure no other barriers exist, such as dead-end jobs with no career path, or determine if employees are not being routinely evaluated and as a result are unaware of those areas needed for improvement to advance in their careers. There should be a review to ensure employees are not being paid unequally based on a protected characteristic – such as race or ethnicity – for doing the same or substantially similar work, and any such disparities in pay must be redressed immediately. Moreover, the colleges should ensure all interview panel members have received training on the conduct of interviews, including structured interviewing practices and recognizing unconscious bias. Once the college has fully examined the dynamics within the workplace and has rectified any barriers that exist, it should then seek to target its recruitment efforts towards those job groups where underutilization exists.

In all instances, CUNY should review the applicant dispositions for when and why the candidacy of applicants ended. For competitive vacancies, CUNY should consider raising internal awareness of upcoming civil service exams for competitive titles and continue to utilize civil service list hiring pools. For discretionary vacancies, CUNY should review and possibly broaden its recruitment efforts to better reach and develop applicants of underutilized demographics.

CUNY should also work to better develop external candidates where applicable, including via Civil Service exams. To assist in this process, CUNY should consider reviewing the tenure of existing mid-level and senior employees (both by title and job group) to see how quickly employees have advanced in the organization.

These recommendations have been made with the goal of remedying underutilization and addressing the occupational segregation that can be found in some job groups. The colleges are doing a great job of recruiting talent and monitoring the numbers of new hires, promotions, and those job groups where underutilization has been identified. And there is no doubt that the recommendations being made in this report are probably already being done in some fashion at each of the colleges.

The goal, however, is for each of the colleges to make sure to connect all these recommendations so they are part of a plan, rather than separate and discrete actions by different groups in different departments.

If a comprehensive plan is created, where all of the different functions such as human resources, diversity and inclusion, equal employment opportunity, and management, work in concert to remedy underutilization and occupational segregation, utilizing all of the tools that are available, there is a better chance the work environment will be one where everyone can feel that there were no obstacles that impacted their hiring, where they can do their best work, and advance in their careers in a fair and equitable way.

Appendix A – Job Groups

Table 8 lists the CUNY job groups, a brief description of each group, and the availability composition. The “CUNY EEO-1 Classification” is based on the Equal Employment Opportunity Commission’s (EEOC) guidelines for employers and is typically used for federal reporting and regulatory requirements.

Table 8 – CUNY Job Groups

CUNY Job Group	Job Group Description	CUNY EEO-1 Classification	Availability Composition
Accountant: Assistant	Accounting Support Staff (Accounting and Purchasing, Agent Assistants, Payroll Staff)	Administrative Support Workers	External- 70% Internal- 30%
Administrative Assistant	Administrative Support Staff-Senior Level	Administrative Support Workers	External- 0% Internal- 100%
Mail Services Worker	Mail Services Workers	Administrative Support Workers	External- 100% Internal- 0%
Office Assistant	Administrative Support Staff-Entry Level	Administrative Support Workers	External- 100% Internal- 0%
Basic Crafts-Buildings and Grounds	Buildings and Grounds Workers	Craft Workers	External- 80% Internal- 20%
Skilled Trades	Skilled Tradespeople	Craft Workers	External- 75% Internal- 25%
Admin 1: Executive	Executive Compensation Plan (Other Than Chief Executive)	Executive/Admin/Managerial	External- 50% Internal- 50%
Admin 2: Managerial	Manager-Level Administrators	Executive/Admin/Managerial	External- 50% Internal- 50%
Managerial: Facilities	Facility Superintendents (Managerial)	Executive/Admin/Managerial	External- 55% Internal- 45%
Managerial: Info Tech	Information Technology Managers (Managerial)	Executive/Admin/Managerial	External- 60% Internal- 40%

CUNY Job Group	Job Group Description	CUNY EEO-1 Classification	Availability Composition
Managerial: Security	Campus Security Managers (Managerial)	Executive/Admin/Managerial	External- 55% Internal- 45%
Laborers and Helpers	Entry-Level Craft Workers	Laborers and Helpers	External- 60% Internal- 40%
Accountant: Professional	Accountants (Professionals)	Professionals	External- 0% Internal- 100%
Admin 3: Professional	Entry and Mid-Level Administrators (Professionals)	Professionals	External- 85% Internal- 15%
Info Tech: Professional	Information Technology Professionals	Professionals	External- 75% Internal- 25%
Campus Peace Officer	Campus Security-Mid Level Staff	Service Workers	External- 80% Internal- 20%
Campus Public Safety Sergeant	Campus Security Supervisors and Campus Security Specialists	Service Workers	External- 0% Internal- 100%
Campus Security Assistant	Campus Security-Entry Level Staff	Service Workers	External- 100% Internal- 0%
Custodial: Assistant	Custodians-Entry Level	Service Workers	External- 100% Internal- 0%
Custodial: Supervisory	Custodial Supervisors	Service Workers	External- 45% Internal- 55%
Admin 4: College Lab Technician	College Laboratory Technicians	Technicians	External- 100% Internal- 0%
Info Tech: Technician	IT Technical Support Workers	Technicians	External- 100% Internal- 0%
Print Media Technician	Print Shop and Related Technicians	Technicians	External- 100% Internal- 0%

Appendix B – Demographics of Personnel

Table 9 illustrates the racial/ethnic breakdown of individuals in each job group, by college. Table 10 illustrates the gender breakdown.

Table 9 – Racial & Ethnic Composition of Job Groups, by College

Job Group	Asian	Black	Hispanic	Other	Total Employees
Borough of Manhattan CC					
Accountant	20% (1)	60% (3)	20% (1)	0% (0)	5
Accountant Assistant	23% (3)	31% (4)	31% (4)	15% (2)	13
Administration 1 (Executive)	11% (2)	28% (5)	17% (3)	44% (8)	18
Administration 2 (Manager)	15% (17)	30% (34)	14% (16)	41% (46)	113
Administration 3 (Professional)	12% (29)	41% (95)	23% (53)	24% (57)	234
Administration 4 (College Lab Tech)	14% (5)	31% (11)	29% (10)	26% (9)	35
Administrative Assistant	18% (2)	45% (5)	18% (2)	18% (2)	11
Campus Peace Officer	17% (5)	53% (16)	23% (7)	7% (2)	30
Campus Public Safety Sergeant	0% (0)	80% (8)	20% (2)	0% (0)	10
Campus Security Assistant	12% (4)	73% (24)	12% (4)	3% (1)	33
Custodial	2% (1)	41% (22)	54% (29)	4% (2)	54
Custodial Supervisory	0% (0)	63% (10)	31% (5)	6% (1)	16
Facility Manager	0% (0)	20% (1)	20% (1)	60% (3)	5
IT Professional	28% (9)	19% (6)	41% (13)	13% (4)	32

Job Group	Asian	Black	Hispanic	Other	Total Employees
Laborers and Helpers	10% (1)	60% (6)	20% (2)	10% (1)	10
Office Assistant	8% (7)	40% (35)	38% (33)	14% (12)	87
Print Media Technician	25% (2)	13% (1)	50% (4)	13% (1)	8
Security Manager	0% (0)	17% (1)	50% (3)	33% (2)	6
Skilled Trades	4% (2)	13% (6)	26% (12)	57% (27)	47
BMCC Totals	12% (90)	38% (293)	27% (204)	23% (180)	767

Bronx CC

Administration 1 (Executive)	0% (0)	32% (6)	37% (7)	32% (6)	19
Administration 2 (Manager)	2% (1)	39% (25)	31% (20)	28% (18)	64
Administration 3 (Professional)	4% (5)	43% (56)	42% (55)	11% (15)	131
Administration 4 (College Lab Tech)	0% (0)	33% (10)	53% (16)	13% (4)	30
Administrative Assistant	7% (1)	40% (6)	33% (5)	20% (3)	15
Basic Crafts-Buildings and Grounds	0% (0)	25% (2)	50% (4)	25% (2)	8
Campus Peace Officer	0% (0)	35% (8)	61% (14)	4% (1)	23
Campus Public Safety Sergeant	0% (0)	40% (4)	60% (6)	0% (0)	10
Campus Security Assistant	0% (0)	38% (6)	56% (9)	6% (1)	16
Custodial	0% (0)	45% (17)	55% (21)	0% (0)	38
Custodial Supervisory	0% (0)	71% (5)	29% (2)	0% (0)	7

Job Group	Asian	Black	Hispanic	Other	Total Employees
Facility Manager	7% (1)	29% (4)	64% (9)	0% (0)	14
IT Professional	17% (5)	24% (7)	52% (15)	7% (2)	29
Laborers and Helpers	8% (1)	31% (4)	38% (5)	23% (3)	13
Office Assistant	8% (6)	53% (40)	32% (24)	7% (5)	75
Skilled Trades	0% (0)	23% (5)	9% (2)	68% (15)	22
BCC Totals	4% (20)	40% (205)	42% (214)	15% (75)	514

Guttman CC

Administration 1 (Executive)	11% (1)	22% (2)	11% (1)	56% (5)	9
Administration 2 (Manager)	18% (6)	24% (8)	39% (13)	18% (6)	33
Administration 3 (Professional)	9% (3)	39% (13)	39% (13)	12% (4)	33
GCC Totals	13% (10)	31% (23)	36% (27)	20% (15)	75

Hostos CC

Administration 1 (Executive)	20% (3)	13% (2)	33% (5)	33% (5)	15
Administration 2 (Manager)	3% (2)	23% (14)	47% (29)	27% (17)	62
Administration 3 (Professional)	4% (6)	25% (35)	60% (84)	11% (16)	141
Administration 4 (College Lab Tech)	0% (0)	13% (1)	63% (5)	25% (2)	8
Administrative Assistant	0% (0)	43% (3)	43% (3)	14% (1)	7

Job Group	Asian	Black	Hispanic	Other	Total Employees
Basic Crafts-Buildings and Grounds	0% (0)	33% (2)	0% (0)	67% (4)	6
Campus Peace Officer	6% (1)	39% (7)	39% (7)	17% (3)	18
Campus Public Safety Sergeant	17% (1)	17% (1)	67% (4)	0% (0)	6
Campus Security Assistant	0% (0)	67% (4)	33% (2)	0% (0)	6
Custodial	0% (0)	38% (9)	58% (14)	4% (1)	24
Custodial Supervisory	0% (0)	43% (3)	57% (4)	0% (0)	7
IT Professional	21% (3)	7% (1)	57% (8)	14% (2)	14
IT Technician	20% (1)	0% (0)	80% (4)	0% (0)	5
Laborers and Helpers	0% (0)	33% (2)	50% (3)	17% (1)	6
Office Assistant	5% (2)	24% (10)	69% (29)	2% (1)	42
Skilled Trades	0% (0)	9% (1)	27% (3)	64% (7)	11
HCC Totals	5% (19)	25% (95)	54% (204)	16% (60)	378

Kingsborough CC

Administration 1 (Executive)	18% (3)	29% (5)	18% (3)	35% (6)	17
Administration 2 (Manager)	3% (3)	29% (28)	27% (26)	41% (40)	97
Administration 3 (Professional)	8% (11)	35% (46)	16% (21)	40% (53)	131
Administration 4 (College Lab Tech)	6% (2)	19% (6)	13% (4)	63% (20)	32

Job Group	Asian	Black	Hispanic	Other	Total Employees
Administrative Assistant	0% (0)	13% (2)	6% (1)	81% (13)	16
Basic Crafts-Buildings and Grounds	13% (1)	13% (1)	13% (1)	63% (5)	8
Campus Peace Officer	5% (1)	59% (13)	27% (6)	9% (2)	22
Campus Public Safety Sergeant	9% (1)	27% (3)	36% (4)	27% (3)	11
Campus Security Assistant	0% (0)	88% (7)	13% (1)	0% (0)	8
Custodial	9% (4)	49% (23)	26% (12)	17% (8)	47
Custodial Supervisory	0% (0)	50% (4)	38% (3)	13% (1)	8
IT Manager	0% (0)	20% (1)	0% (0)	80% (4)	5
IT Professional	13% (3)	46% (11)	17% (4)	25% (6)	24
IT Technician	22% (2)	0% (0)	22% (2)	56% (5)	9
Laborers and Helpers	0% (0)	57% (8)	29% (4)	14% (2)	14
Mail Services Worker	20% (1)	0% (0)	0% (0)	80% (4)	5
Office Assistant	2% (1)	17% (7)	10% (4)	71% (29)	41
Print Media Technician	0% (0)	20% (1)	40% (2)	40% (2)	5
Skilled Trades	4% (1)	17% (4)	13% (3)	65% (15)	23
KCC Totals	7% (34)	33% (170)	19% (101)	42% (218)	523

Job Group	Asian	Black	Hispanic	Other	Total Employees
LaGuardia CC					
Accountant	0% (0)	50% (3)	33% (2)	17% (1)	6
Accountant Assistant	20% (1)	20% (1)	60% (3)	0% (0)	5
Administration 1 (Executive)	11% (2)	39% (7)	11% (2)	39% (7)	18
Administration 2 (Manager)	14% (18)	19% (24)	28% (35)	38% (48)	125
Administration 3 (Professional)	17% (36)	29% (63)	31% (67)	24% (51)	217
Administration 4 (College Lab Tech)	22% (9)	12% (5)	32% (13)	34% (14)	41
Administrative Assistant	21% (3)	21% (3)	21% (3)	36% (5)	14
Campus Peace Officer	7% (2)	48% (13)	22% (6)	22% (6)	27
Campus Public Safety Sergeant	0% (0)	50% (5)	30% (3)	20% (2)	10
Campus Security Assistant	23% (6)	62% (16)	12% (3)	4% (1)	26
Custodial	8% (2)	15% (4)	73% (19)	4% (1)	26
IT Professional	17% (8)	8% (4)	48% (23)	27% (13)	48
IT Technician	20% (3)	27% (4)	33% (5)	20% (3)	15
Mail Services Worker	0% (0)	0% (0)	70% (7)	30% (3)	10
Office Assistant	16% (10)	27% (17)	42% (27)	16% (10)	64
LCC Totals	15% (100)	26% (169)	33% (218)	25% (165)	652

Job Group	Asian	Black	Hispanic	Other	Total Employees
Queensborough CC					
Administration 1 (Executive)	6% (1)	6% (1)	12% (2)	76% (13)	17
Administration 2 (Manager)	16% (15)	11% (10)	11% (10)	62% (56)	91
Administration 3 (Professional)	17% (23)	18% (25)	22% (31)	43% (60)	139
Administration 4 (College Lab Tech)	20% (9)	9% (4)	25% (11)	45% (20)	44
Administrative Assistant	10% (2)	15% (3)	10% (2)	65% (13)	20
Basic Crafts-Buildings and Grounds	20% (1)	20% (1)	20% (1)	40% (2)	5
Campus Peace Officer	3% (1)	48% (15)	39% (12)	10% (3)	31
Campus Public Safety Sergeant	20% (2)	30% (3)	20% (2)	30% (3)	10
Campus Security Assistant	40% (4)	60% (6)	0% (0)	0% (0)	10
Custodial	6% (2)	32% (11)	50% (17)	12% (4)	34
Custodial Supervisory	0% (0)	63% (5)	25% (2)	13% (1)	8
IT Manager	20% (1)	20% (1)	20% (1)	40% (2)	5
IT Professional	45% (9)	20% (4)	10% (2)	25% (5)	20
Laborers and Helpers	0% (0)	13% (1)	38% (3)	50% (4)	8
Office Assistant	21% (11)	23% (12)	26% (14)	30% (16)	53
Skilled Trades	7% (2)	4% (1)	4% (1)	86% (24)	28

Job Group	Asian	Black	Hispanic	Other	Total Employees
QCC Totals	16% (83)	20% (103)	21% (111)	43% (226)	523

**Table 10 – Gender Composition of Job Groups,
by College**

Job Group	Female	Male	Total Employees
Borough of Manhattan CC			
Accountant	80% (4)	20% (1)	5
Accountant Assistant	92% (12)	8% (1)	13
Administration 1 (Executive)	50% (9)	50% (9)	18
Administration 2 (Manager)	62% (70)	38% (43)	113
Administration 3 (Professional)	71% (165)	29% (69)	234
Administration 4 (College Lab Tech)	37% (13)	63% (22)	35
Administrative Assistant	100% (11)	0% (0)	11
Campus Peace Officer	30% (9)	70% (21)	30
Campus Public Safety Sergeant	50% (5)	50% (5)	10
Campus Security Assistant	36% (12)	64% (21)	33
Custodial	37% (20)	63% (34)	54
Custodial Supervisory	31% (5)	69% (11)	16
Facility Manager	20% (1)	80% (4)	5

Job Group	Female	Male	Total Employees
IT Professional	19% (6)	81% (26)	32
Laborers and Helpers	0% (0)	100% (10)	10
Office Assistant	89% (77)	11% (10)	87
Print Media Technician	38% (3)	63% (5)	8
Security Manager	0% (0)	100% (6)	6
Skilled Trades	0% (0)	100% (47)	47
BMCC Totals	55% (422)	45% (345)	767

Bronx CC

Administration 1 (Executive)	47% (9)	53% (10)	19
Administration 2 (Manager)	66% (42)	34% (22)	64
Administration 3 (Professional)	75% (98)	25% (33)	131
Administration 4 (College Lab Tech)	37% (11)	63% (19)	30
Administrative Assistant	93% (14)	7% (1)	15
Basic Crafts-Buildings and Grounds	25% (2)	75% (6)	8
Campus Peace Officer	22% (5)	78% (18)	23
Campus Public Safety Sergeant	20% (2)	80% (8)	10
Campus Security Assistant	19% (3)	81% (13)	16
Custodial	21% (8)	79% (30)	38

Job Group	Female	Male	Total Employees
Custodial Supervisory	29% (2)	71% (5)	7
Facility Manager	21% (3)	79% (11)	14
IT Professional	38% (11)	62% (18)	29
Laborers and Helpers	0% (0)	100% (13)	13
Office Assistant	85% (64)	15% (11)	75
Skilled Trades	5% (1)	95% (21)	22
BCC Totals	54% (275)	46% (239)	514

Guttman CC

Administration 1 (Executive)	44% (4)	56% (5)	9
Administration 2 (Manager)	79% (26)	21% (7)	33
Administration 3 (Professional)	76% (25)	24% (8)	33
GCC Totals	73% (55)	27% (20)	75

Hostos CC

Administration 1 (Executive)	60% (9)	40% (6)	15
Administration 2 (Manager)	55% (34)	45% (28)	62
Administration 3 (Professional)	78% (110)	22% (31)	141
Administration 4 (College Lab Tech)	63% (5)	38% (3)	8

Job Group	Female	Male	Total Employees
Administrative Assistant	71% (5)	29% (2)	7
Basic Crafts-Buildings and Grounds	17% (1)	83% (5)	6
Campus Peace Officer	22% (4)	78% (14)	18
Campus Public Safety Sergeant	17% (1)	83% (5)	6
Campus Security Assistant	67% (4)	33% (2)	6
Custodial	17% (4)	83% (20)	24
Custodial Supervisory	29% (2)	71% (5)	7
IT Professional	21% (3)	79% (11)	14
IT Technician	40% (2)	60% (3)	5
Laborers and Helpers	0% (0)	100% (6)	6
Office Assistant	90% (38)	10% (4)	42
Skilled Trades	0% (0)	100% (11)	11
HCC Totals	59% (222)	41% (156)	378

Kingsborough CC

Administration 1 (Executive)	59% (10)	41% (7)	17
Administration 2 (Manager)	75% (73)	25% (24)	97
Administration 3 (Professional)	75% (98)	25% (33)	131

Job Group	Female	Male	Total Employees
Administration 4 (College Lab Tech)	44% (14)	56% (18)	32
Administrative Assistant	100% (16)	0% (0)	16
Basic Crafts-Buildings and Grounds	0% (0)	100% (8)	8
Campus Peace Officer	18% (4)	82% (18)	22
Campus Public Safety Sergeant	27% (3)	73% (8)	11
Campus Security Assistant	25% (2)	75% (6)	8
Custodial	32% (15)	68% (32)	47
Custodial Supervisory	38% (3)	63% (5)	8
IT Manager	0% (0)	100% (5)	5
IT Professional	29% (7)	71% (17)	24
IT Technician	44% (4)	56% (5)	9
Laborers and Helpers	0% (0)	100% (14)	14
Mail Services Worker	40% (2)	60% (3)	5
Office Assistant	93% (38)	7% (3)	41
Print Media Technician	0% (0)	100% (5)	5
Skilled Trades	0% (0)	100% (23)	23
KCC Totals	55% (289)	45% (234)	523

Job Group	Female	Male	Total Employees
LaGuardia CC			
Accountant	67% (4)	33% (2)	6
Accountant Assistant	100% (5)	0% (0)	5
Administration 1 (Executive)	39% (7)	61% (11)	18
Administration 2 (Manager)	68% (85)	32% (40)	125
Administration 3 (Professional)	75% (162)	25% (55)	217
Administration 4 (College Lab Tech)	46% (19)	54% (22)	41
Administrative Assistant	100% (14)	0% (0)	14
Campus Peace Officer	15% (4)	85% (23)	27
Campus Public Safety Sergeant	30% (3)	70% (7)	10
Campus Security Assistant	38% (10)	62% (16)	26
Custodial	46% (12)	54% (14)	26
IT Professional	31% (15)	69% (33)	48
IT Technician	20% (3)	80% (12)	15
Mail Services Worker	70% (7)	30% (3)	10
Office Assistant	81% (52)	19% (12)	64
LCC Totals	62% (402)	38% (250)	652

Job Group	Female	Male	Total Employees
Queensborough CC			
Administration 1 (Executive)	53% (9)	47% (8)	17
Administration 2 (Manager)	68% (62)	32% (29)	91
Administration 3 (Professional)	77% (107)	23% (32)	139
Administration 4 (College Lab Tech)	18% (8)	82% (36)	44
Administrative Assistant	95% (19)	5% (1)	20
Basic Crafts-Buildings and Grounds	0% (0)	100% (5)	5
Campus Peace Officer	19% (6)	81% (25)	31
Campus Public Safety Sergeant	10% (1)	90% (9)	10
Campus Security Assistant	10% (1)	90% (9)	10
Custodial	35% (12)	65% (22)	34
Custodial Supervisory	38% (3)	63% (5)	8
IT Manager	0% (0)	100% (5)	5
IT Professional	25% (5)	75% (15)	20
Laborers and Helpers	13% (1)	88% (7)	8
Office Assistant	98% (52)	2% (1)	53
Skilled Trades	0% (0)	100% (28)	28
QCC Totals	55% (286)	45% (237)	523

Appendix C – Underutilization

Local Law 13 requires the EEPC to report “aggregate, citywide results” for underutilization. In the spirit of the law, in this Appendix we analyze the community colleges as if they were one entity; in other words, we determined the extent of underutilization if personnel at the different colleges were combined and compared to availability estimates. Analyzing the colleges in this way is similar to how City entities are analyzed: underutilization is determined across an entity. Numerous entities are in different boroughs and have different teams making hiring decisions, but the numbers are aggregated when determining underutilization.

We do not have complete personnel data for CUNY, because they have only provided numbers for job groups with five or more personnel. Thus, the data presented here is not complete. Still, these analyses provide a big picture overview of the community colleges that can be useful for determining the extent and nature of underutilization.

If the colleges’ numbers are added together, and underutilization determined by their combined workforces, the disparities for 2021 were even smaller than those indicated throughout the report. Table 11 illustrates the number of job groups with underutilization of people of color, with the personnel in all colleges combined and compared with availability estimates.

Table 11 – Underutilization of Racial/Ethnic Groups, College Personnel Combined

Job Group	Underutilization		
	Asian	Black	Hispanic
Accountant	N	N	N
Accountant Assistant	N	N	N
Administration 1 (Executive)	N	N	N
Administration 2 (Manager)	N	N	N
Administration 3 (Professional)	N	N	N
Administration 4 (College Lab Tech)*	Y	N	N
Administrative Assistant	N	Y	N
Basic Crafts-Buildings and Grounds	N	N	N
Campus Peace Officer	N	N	N
Campus Public Safety Sergeant	N	N	N
Campus Security Assistant	N	N	N
Custodial Supervisory	Y	N	N

Job Group	Underutilization		
	Asian	Black	Hispanic
Facility Manager	N	N	N
Laborers and Helpers	N	N	N
Mail Services Worker	N	Y	N
Office Assistant	N	N	N
Print Media Technician	N	N	N
Security Manager	N	N	N
Skilled Trades	N	N	Y
Custodial Supervisory	N	N	N
IT Professional	N	N	N
IT Technician	Y	N	N
IT Manager	N	N	N
Total	13% (3)	9% (2)	4% (1)

* The Administration 4 (College Lab Tech) job group has 2 groups of titles: College Lab Tech: Other & College Lab Tech: Science, Tech, Eng.

Assessing underutilization for the seven community colleges as one workforce, there was underutilization of people of color in very few job groups. The disparities were also small: the shortfall for Asians was 12, Blacks five, and Hispanics six (data not shown).

The results were similar for females. Table 12 illustrates the number of job groups with underutilization of females if the personnel in all colleges combined and compared with availability estimates.

Assessing underutilization for the seven community colleges as one workforce, there was underutilization of females in approximately the same percentage of job groups as when analyzing the colleges separately. The disparities were much smaller however, with a shortfall of female personnel of 22 (data not shown).

**Table 12 – Underutilization of Females,
College Personnel Combined**

Job Group	Underutilization
	Female
Accountant	N
Accountant Assistant	N
Administration 1 (Executive)	N
Administration 2 (Manager)	N
Administration 3 (Professional)	N
Administration 4 (College Lab Tech)*	N
Administrative Assistant (6)	N
Basic Crafts-Buildings and Grounds	N
Campus Peace Officer	N
Campus Public Safety Sergeant	N
Campus Security Assistant	N
Custodial Supervisory	N
Facility Manager	N
Laborers and Helpers	Y
Mail Services Worker	N
Office Assistant	N
Print Media Technician	N
Security Manager	Y
Skilled Trades	Y
Custodial Supervisory	N
IT Professional	Y
IT Technician	N
IT Manager	Y
Total	22% (5)

*The Administration 4 (College Lab Tech) job group has 2 groups of titles: College Lab Tech: Other & College Lab Tech: Science, Tech, Eng.

Appendix D – EEPD Employment Practices Standards

In Table 9 (page 19) we highlight some of the employment practices standards established by the EEPD that are most relevant to underutilization, and the community colleges' compliance with them. Here, we provide more details for each standard illustrated in that table.

- 1) Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when positions become available or where the college may otherwise use discretion in hiring.
- 2) Ensure that the principal EEO Professional, HR Professional, and General Counsel, review the College's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender) the annual number of EEO complaints, and the College's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal employment opportunities and determine what, if any, actions are required to correct deficiencies. (e.g. underutilization or adverse impact).
- 3) Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon a particular racial, ethnic, disability, or gender group. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.
- 4) If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, determine the usefulness of the selection procedures (criteria, practices, and patterns) and their relevancy to measuring suitability for the job and advertise in minority- or female-oriented media outlets; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and hire qualified candidates.
- 5) If women, minorities, or other protected groups are underrepresented in civil service (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with DCAS or the Civil Service Commission if applicable). Then advertise in minority- or female-oriented media outlets, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

- 6) Ensure that human resources professionals, managers, supervisors, and other personnel involved in recruiting and hiring are trained to consider EEO laws/policies and use uniform, job-related techniques to identify, interview and select the most capable candidates (e.g. structured interview training or guide).
- 7) Promote employees' awareness of opportunities for advancement and transfer within the college by: administering incentive programs; publicizing promotions, including promotions into, or changes in, the managerial ranks; and/or using other methods to communicate internal opportunities.
- 8) At minimum, indicate the college is an equal opportunity employer in recruitment literature.
- 9) Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the position, applicants'/candidates' names or identification number, race/ethnicity, gender, disability, veteran status, interview date, interviewers' names, result (or disposition), reason selected/not selected for each applicant, and recruitment source. (For employers that collect protected status criteria via visual observation: Minimize the risk that an applicant's protected status may play a role in his/her hire by having someone other than the final decision-maker conduct the visual observation.)
- 10) Designate a professional (may be referred to as the Career Counselor) with training, knowledge and familiarity with career opportunities in City government to provide career counseling to employees upon request. Remind employees of the identity/type of guidance available from the Career Counselor at least once each year.
- 11) Assign the Human Resources Professional (or designee) the responsibilities to ensure that all employees have access to information regarding job responsibilities, performance evaluation standards, examinations, training opportunities, job postings, and Career Counseling (including the identity of the Career Counselor); and to inform and involve the principal EEO Professional in the 55-a program and/or efforts to employ, promote or accommodate qualified individuals with disabilities.
- 12) Appoint a principal EEO Professional to implement EEO policies and standards within the agency. The principal EEO Professional is trained and knowledgeable regarding city, federal and state EEO laws; the requirements of the agency's EEO policies, standards and procedures; and the prevention, investigation, and resolution of discrimination complaints.

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