

The background of the cover is a photograph of the Manhattan Bridge in New York City. The bridge's stone towers and suspension cables are prominent on the left side. In the background, the dense skyline of Lower Manhattan is visible under a clear blue sky with a few wispy clouds. In the foreground, the East River is visible, and a small carousel is situated on the waterfront near the bridge's base. A large, semi-circular graphic element in shades of blue and white curves across the bottom right of the image, framing the title text.

FY 2024 The NYC Government Workforce Insights Report

Local Law 14 (2019)

Table of Contents

	I. Introduction and Executive Summary	2
	Summary of Findings.....	2
	II. Data and Methodology	4
	III. NYC Workforce Composition and Affirmative	5
	A. NYC Workforce Profile Report	5
	General Description of the City's Hiring Practices	6
	B. New York City's Efforts to Ensure and Enhance Equity	7
	Agencies' Annual Diversity and EEO Plans	7
	Family-Friendly Policies	8
	C. Statistics on Hiring, Salary and Promotion by Job Category and Demographics	9
	D. Discretionary Vacancies and Applicants for Job Openings	22
	E. Diversity Recruitment Initiatives Across Various City Agencies	33
	F. Initiatives to Promote Opportunities for Women and Minority Groups Currently in the City's Workforce	36
	G. Employees' Response to Demographic Data Collection	39
	H. Programmatic and Budgetary Recommendations.....	40
	Appendix A	42
	Appendix B	46

I. Introduction and Executive Summary

This report has been prepared pursuant to Local Law 14 (LL14) of 2019 which amended Section 814.1 (c) (10) of the New York City Charter. The amended section mandates the Department of Citywide Administrative Services (DCAS) to publish and submit to the Mayor, the New York City Council, and the Equal Employment Practices Commission (EEOC) an annual report on the activities of DCAS and City agencies, “to provide fair and effective affirmative employment practices...”

This report is the continuation of reports created by DCAS since Fiscal Year (FY) 2020 and covers the period from July 2023 to December 2024.¹ It analyzes a variety of sources that demonstrates the City of New York’s (the City) efforts to provide fair and effective employment practices and ensure equal opportunity for minority groups and women. This report concentrates on aggregated citywide data and program information, including policies and initiatives that illustrate the work that City agencies have undertaken to enhance equity in recruitment, hiring and creating a diverse and inclusive workplace. It also includes a discussion of selected programs and initiatives undertaken in some individual City agencies.

Summary of Findings

- Similarly to prior fiscal years, FY 2019 through FY 2023, City agencies successfully continued their efforts to hire diverse talent. In FY 2024, the cumulative representation of minority groups among new hires exceeded those who self-identify as White in all job categories. This steady trend in the workforce composition can be attributed to available labor pools, where the non-White population is growing², and to successful recruitment efforts that include outreach to various demographic networks that represent non-White populations.
- Among new hires, female appointments exceeded male appointments among Administrative Support, Professionals, and Paraprofessionals, and increased among Professionals, Protective Service, and Service and Maintenance. Male new hires continue to constitute the majority in the following job groups: Protective Service, Service and Maintenance, Skilled Craft, and Technicians.
- Salary data and the demographic composition of new hires tends to remain stable or change very slightly in some job groups from year to year. This can be attributed to the

¹ The period covered represents 18 months because the various sources of data (outlined below in *Section II. Data and Methodology*) covers different periods.

² NYC Department of City Planning **2020 Census Results for New York City** (August 2021). However, it is worth noting that between the 2010 Census and 2020 Census the share of population identifying as White Non-Hispanic decreased from 33.3% to 30.9%, the share of the population identifying as Black Non-Hispanic decreased from 22.8% to 20.2%, and the share of the population identifying as Hispanic decreased from 28.6% to 28.3%, while the proportion of individuals identifying as Asian increased from 12.6% to 15.6%. These changes were affected in part by the considerable increase in the number of people identifying as ‘Some Other Race’ (by 84%) and ‘Two or More Races’ (by almost 102%), with the share of the whole population in these two categories increasing from 1.0% to 1.6%, and from 1.8% to 3.4%, respectively.

I. Introduction and Executive Summary

City's use of the civil service appointment system and a highly unionized environment where compensation matters are negotiated and set through the collective bargaining agreements, which often set forth applicable new hire or incumbent rates.

- Agencies increased their focus on equity and anti-racism-focused practices to further the inclusion and integration of all demographic groups, including minorities and women in the workforce.
- Agencies across the City are focused on filling their vacancies using various inclusive recruitment strategies. In FY 2024, there was a considerable 17% decrease in the number of discretionary positions (those not filled through a civil service list) but a large 38% increase in the number of applicants.
- Agencies continue to launch new initiatives and to pursue existing successful programs that are aimed at diversifying their workforce, attracting candidates from all racial and ethnic groups and communities across the City, and enhancing inclusive culture internally that supports employee retention.

I II. Data and Methodology³

Sources of data and information reviewed for the preparation of this report include:

- NYC Workforce Profile Report (WFPR) (FY 2024)
- Summarized data from the City's various personnel related systems, including New York City Automated Personnel System (NYCAPS), which also captures most of information on applicants for discretionary positions in its e-Hire module, and Citywide Equal Employment Data System (CEEDS) (FY 2024) which includes information on city agencies' workforce composition, dynamics, and utilization.
- Job applicant data from individual agencies⁴ (FY 2024)
- Agencies' Diversity and EEO Plans for FY 2025
- Agencies' Quarterly Diversity and EEO Reports (FY 2025)
- Programs and initiatives directed at enhancing EEO and diversity and inclusion throughout FY 2024 as well as the first half of FY 2025 (July 2024 - December 2024)

Note: CEEDS is a legacy system which does not capture some categories of demographic classification like 'Non-Binary' for Gender, or 'Two or More Races' for race/ethnicity. For this reason, some tables in this report do not report such categories, which is explained in the footnotes to each table. However, we were able to provide this information on new hires (in tables C.2 and C.3) by using data from the FY 2024 WFPR for agencies included in this report.

³ To effectively show the representation of gender, race, and ethnic demographics across City agencies, and to maintain consistency in how data is reported, the data included in this report are aggregated either by agency or by EEO-4 Job Groups, depending on the data being reported, and not by civil service jurisdictional class. This represents the appropriate categories in which to provide the analysis.

⁴ Most data were obtained from agencies' entries into the NYCAPS' e-Hire module. NYCAPS' e-Hire is an automated system that tracks job applications and the final hiring determination. Agencies that submitted their own data because they do not use NYCAPS e-Hire module include – Office of the Mayor, Borough President – Queens, Borough President – Staten Island, City Clerk, Public Advocate, District Attorney – New York, District Attorney – Queens, and District Attorney – Special Narcotics. Some smaller agencies did not have any discretionary job openings and, therefore, did not submit any applicant data.

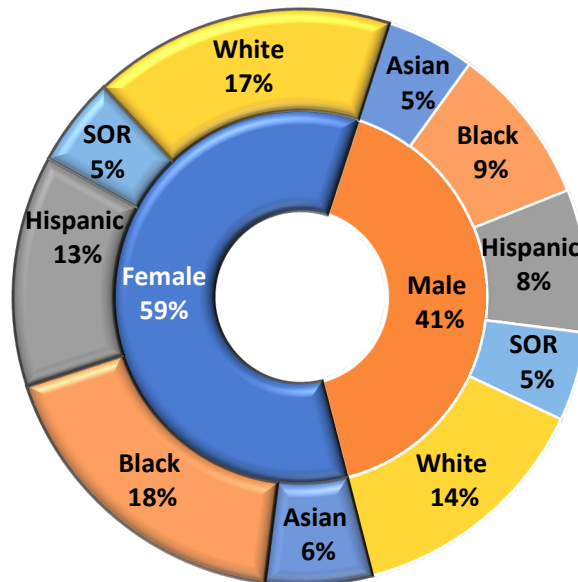
III. NYC Workforce Composition and Affirmative Employment Practices

A. NYC Workforce Profile Report

An overview and analysis of the City government workforce by fiscal year is made publicly available on an annual basis through the [New York City Government Workforce Profile Report](#).⁵ The report captures data for agencies that are covered within this report, as well as other entities that provide services to New Yorkers (e.g., Department of Education, NYC Health + Hospitals, School Construction Authority, and Independent Budget Office). A complete list of agencies included in the *Workforce Profile Report* can be found in Appendix II of that report.

The data below, from the most recent *FY 2024 Workforce Profile Report* shows that women and minority groups continue to comprise a substantial representation in the City's workforce. The City's workforce is 59% female and an aggregate 69% racial and ethnic minority groups (non-White).

NYC Government Workforce by Gender and Race/Ethnicity,
FY 2024*



***Race/ethnicity:** 'Some Other Race' (SOR) includes 'American Indian/Alaskan Native,' two (2) or more races, and unspecified race. 'Asian' includes the collective category referred to as 'Native Hawaiian or Pacific Islanders.'

Gender: Employees of other genders including employees who identify as non-binary and employees who do not disclose their gender make up <1% of the employee population and thus, are not reflected in the charts.

⁵ Detailed citywide workforce data and information for individual city agencies are available on DCAS website at https://dcas.shinyapps.io/WFPR_2024/. Agency specific data can be downloaded for any table by clicking on the "Download Agency Specific Data" icon below the selected table.

General Description of the City's Hiring Practices

Employment by the City of New York is largely governed by the New York State Civil Service Law. Approximately 80% of employees hold competitive class titles, which are titles for which it is deemed practicable to test the merit and fitness of job applicants by competitive examination.

- **Competitive Class**

Appointments to positions in the competitive class are made from lists established using the results of competitive civil service examinations. Job applicants are required to meet the minimum qualification requirements for a civil service title and take and pass an exam for that title to be considered for selection. Individuals who pass civil service exams are ultimately considered and selected for positions by agencies based on their exam score. Individuals are ranked from highest to lowest score. Under New York State Civil Service Law, to fill available vacancies for the title, and to ensure that hiring decisions are based on an objective measure of merit and fitness, agencies must select at least one of every three candidates ranked highest on the list who is able and willing to be appointed.

- **Non-Competitive Class**

When it is impractical to test merit and fitness through a competitive examination, a title can be classified as non-competitive. All proposals to classify a title as non-competitive must be approved by the New York State Civil Service Commission. To be appointed to a non-competitive class position, the applicant must meet minimum qualification requirements for the title as determined by DCAS. Merit and fitness are further determined through job interviews conducted by hiring managers.

- **Exempt Class**

Exempt class titles include positions for which competitive examinations are not practical, or the expertise or personal qualities cannot be measured by an exam. Appointees generally serve within the senior or executive ranks within an agency, with high levels of discretion and authority.

- **Labor Class**

The labor class titles include positions that cannot be tested competitively and generally have no formal education or experience requirements.

The New York City Charter mandates DCAS to exercise oversight of City agencies in implementing civil service laws on hiring, promotions, reassignments, terminations and other personnel actions. The New York City Automated Personnel System (NYCAPS) has various controls in place to ensure that such employment transactions are tracked and processed correctly.

B. New York City's Efforts to Ensure and Enhance Equity

Agencies are guided by the [City's Equal Employment Opportunity Policy \(EEO Policy\)](#) and federal, state, and local laws. City policy requires agencies to foster a workplace culture in which employment and advancement decisions are made fairly, and employees are treated equitably. The City includes in all job postings the following employer diversity and non-discrimination statement:

"The City of New York is an inclusive equal opportunity employer committed to recruiting and retaining a diverse workforce and providing a work environment that is free from discrimination and harassment based upon any legally protected status or protected characteristic, including but not limited to an individual's sex, race, color, ethnicity, national origin, age, religion, disability, sexual orientation, veteran status, gender identity, or pregnancy."

The City's EEO Policy covers all City agencies. DCAS Citywide Equity and Inclusion continues to monitor employment legislation and policies to ensure that the City's EEO Policy reflects the latest workplace protections.

Agencies' Annual Diversity and EEO Plans

Section 815(a)(19) of the New York City Charter requires City agencies to annually prepare, adopt and implement a Diversity and EEO Plan (Plan) to provide equal employment opportunity. Informed by their review of statistical data on their employees (including total employment, new hires, promotions, and separations by race/ethnicity and gender), agencies develop their respective Plans to prevent employment discrimination in recruitment, selection and promotion, administer programs and launch initiatives aimed at enhancing equity and inclusion, and address EEO complaints and reasonable accommodation requests, EEO training plans and other practices.

The Plan outlines the agency's commitment to promote equal employment opportunity, and diversity and inclusion. This is done by continuing effective measures and implementing new strategies and programs in areas such as recruitment, retention, training, selection, promotion, and dissemination of standards that prevent, diminish, or eliminate barriers to equal employment opportunity.

To ensure standardization and completeness, DCAS distributes a template of the Plan all City agencies must use. DCAS also provides recommendations regarding Plan development that are consistent with employment practices recommended by the City's EEO Policy, human resources management organizations, and enforcement entities. Agencies are encouraged to develop their Plans in collaboration with the key agency stakeholders including the agency head, the EEO officer, general counsel, agency personnel officer (APO), and, if applicable, chief diversity and inclusion officer.

Agency practices that DCAS encourages include but are not limited to:

- Regular analysis of workforce demographics, with particular attention to job categories reflecting underutilization⁶ of minority groups and women.
- Analysis of pay disparity and occupational segregation.
- Recruitment from diverse sources.
- Participation in the 55-a Program for employment of persons with disabilities.
- Maintenance of internship and fellowship programs that can serve as talent pipelines.
- Creating an inclusive workplace culture and enhancing equity.
- Effective outreach to communities served by the agency.
- Training of employees on responsibilities and protections against workplace discrimination and harassment, and procedures on filing EEO complaints.
- Compliance with specific local law mandates.

Each agency's Plan must be approved and signed by the agency head and posted on its intranet site. In addition to submitting their Plans to DCAS, agencies are required to share them with the New York City Council, the Equal Employment Practices Commission (EEOC) and the Civil Service Commission.

Family-Friendly Policies

In addition, the establishment of family-friendly work policies affecting City employees, such as paid family leave, paid parental leave, and childcare leave, contribute to making the City an equitable workplace. Employees of all genders are provided equal access to these benefits for purposes of childcare and family care.

⁶ Underutilization occurs when individuals in a demographic group are employed at a rate lower than their availability in the labor market. Utilization analysis involves comparing the representation of racial/ethnic or gender groups in the workforce (in a specific job group or occupational category) with their availability in the relevant labor market. If the representation of a race/ethnicity or gender group in the City's workforce is lower than in the local labor market, and the difference is statistically significant, then such finding indicates underutilization of this group in the City workforce. The goal is to reduce or eliminate underutilization.

C. Statistics on Hiring, Salary and Promotion by Job Category and Demographics

The following tables provide information on the distribution of demographic categories within job categories used in the EEO-4⁷ reports and salary bands⁸.

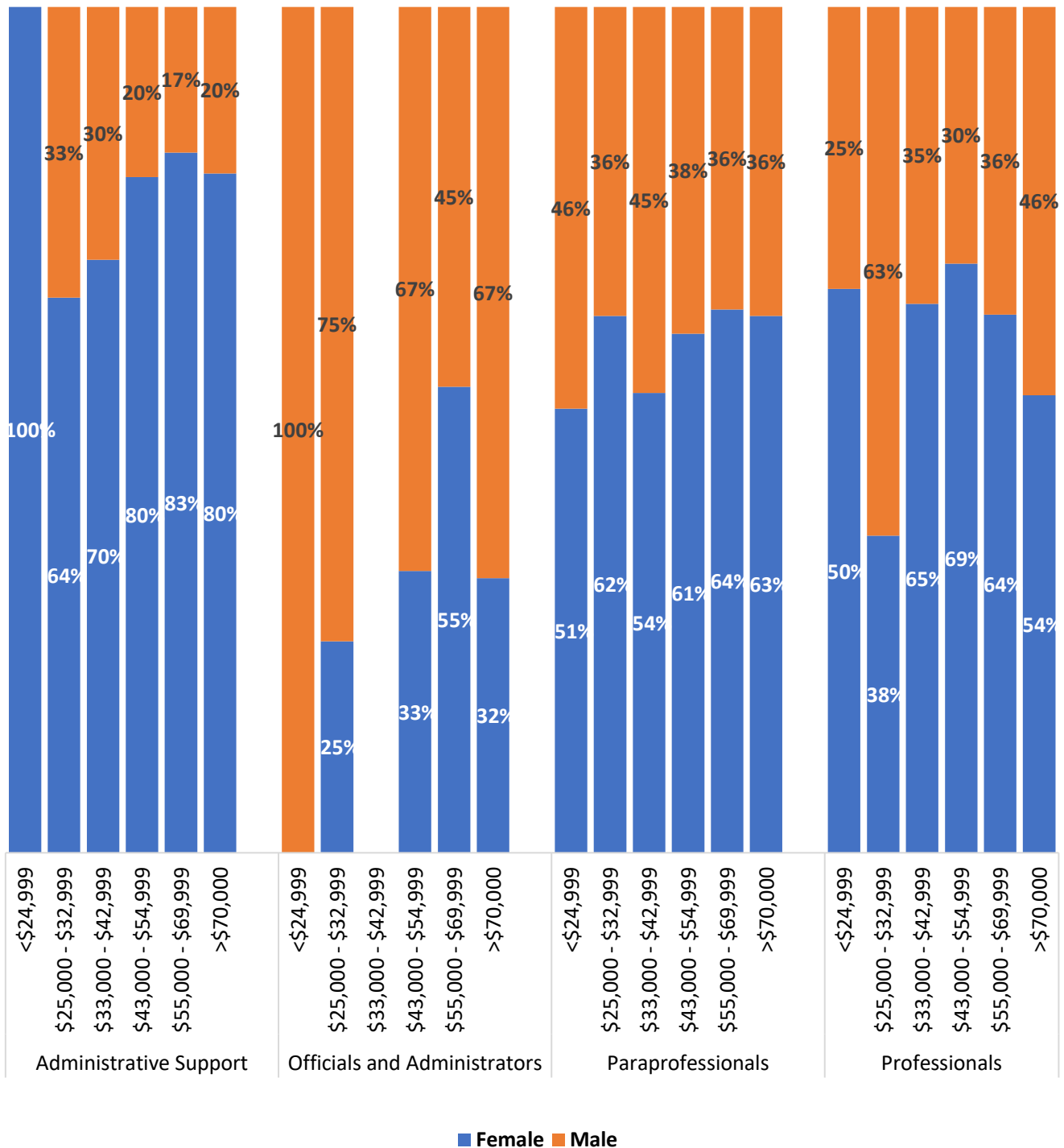
Tables C.1.a and C.1.b: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2024)

Representation of one gender over another in the top salary band remains consistent year over year across the eight EEO-4 job categories: Administrative Support, Officials and Administrators, Paraprofessionals, Professionals, Protective Service, Service and Maintenance, Skilled Craft, and Technicians. Females maintain greater representation than males in all or most salary bands of the Administrative Support, Professionals, and Paraprofessionals job categories. Conversely, females are generally underrepresented in the Protective Service, Skilled Craft and Service and Maintenance job categories where they also tend to fall into the lower salary bands.

⁷ EEO-4 Report is a mandatory aggregate data report the City submits biennially to the Equal Employment Opportunity Commission on workforce composition by categories including gender, race/ethnicity, job group categories and salary, which serves to evaluate and promote equal employment opportunities.

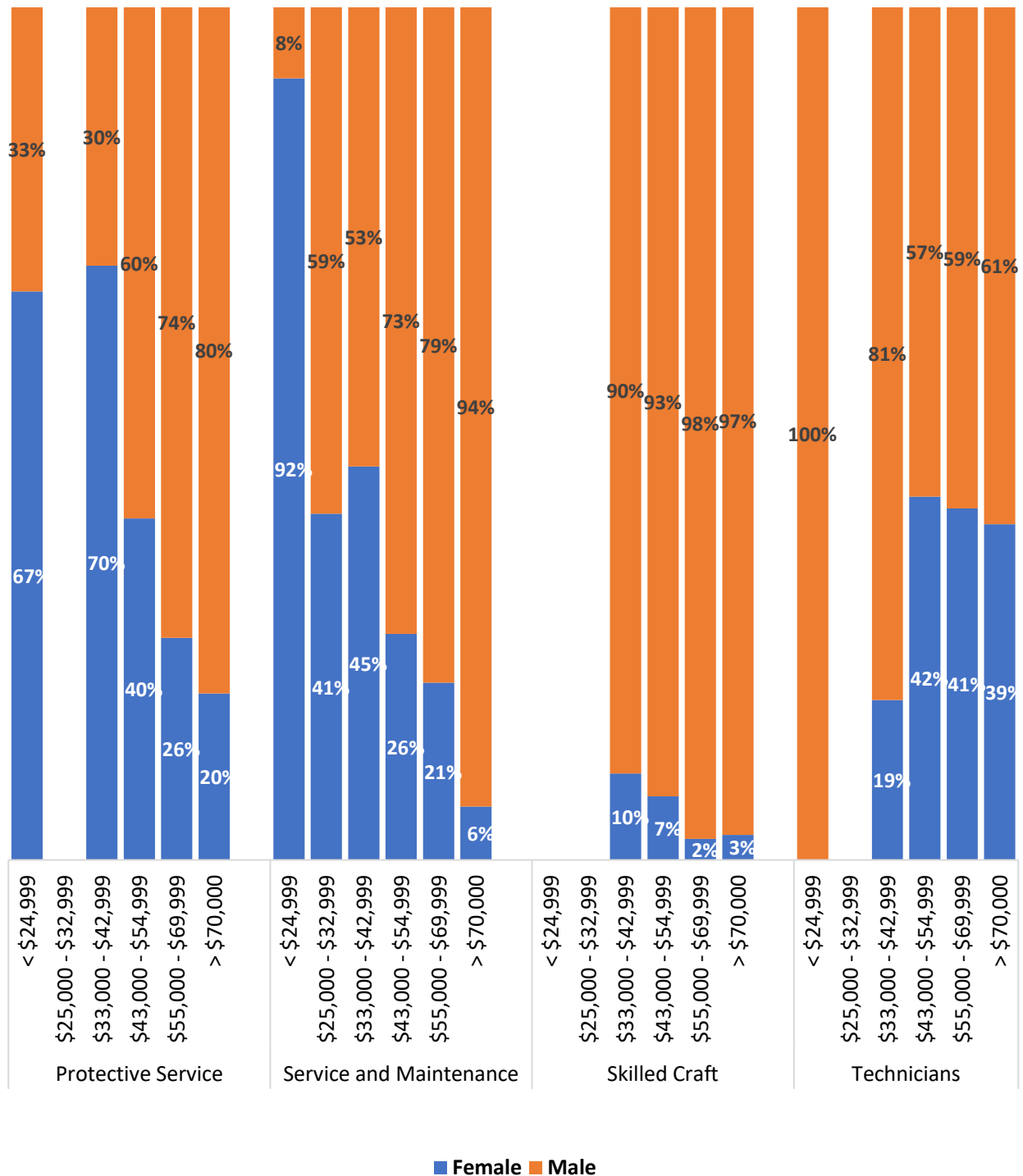
⁸ Salary bands include the annualized salaries of part-time employees.

Table C.1.a: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2024) *



* While 'Non-Binary' and 'Other' genders are not captured in the CEEDS data base and are not included in this table, the percentages in some bars may not add up to 100% due to rounding and a percentage with unknown gender.

Table C.1.b: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2024) *

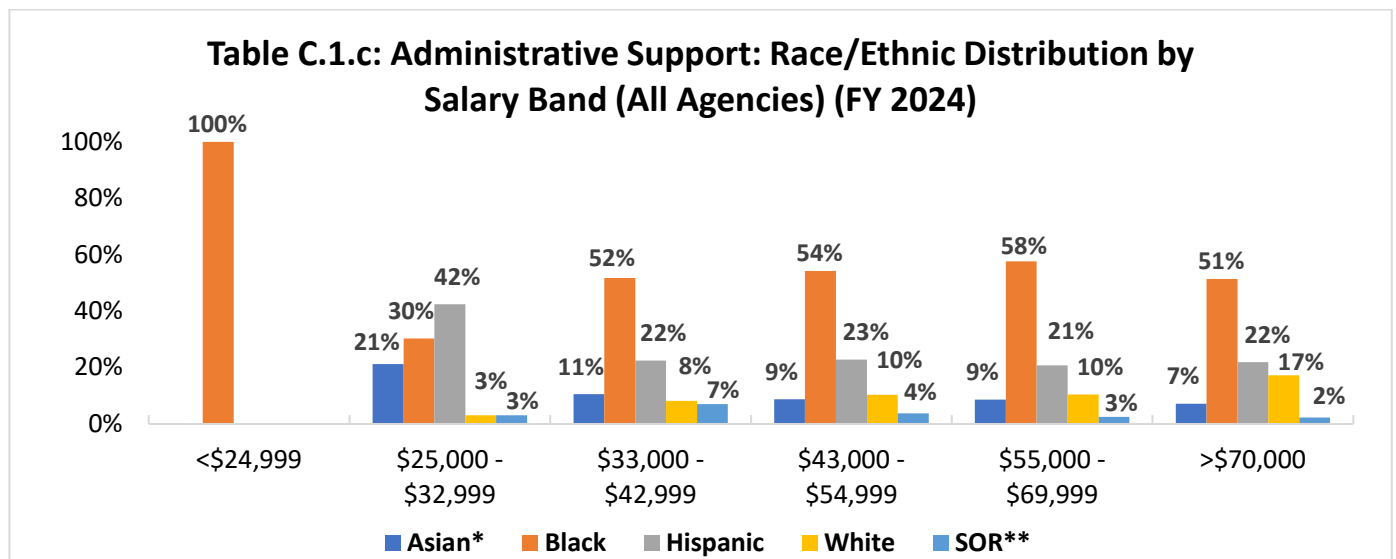


* While 'Non-Binary' and 'Other' genders are not captured in the CEEDS data base and are not included in this table, percentages in some bars may not add up to 100% due to rounding and a percentage with unknown gender.

Tables C.1.c—C.1.j: Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2024)

The racial and ethnic composition in the top salary band across the job categories is nearly unchanged from the previous fiscal year. Noticeable shifts in the lowest salary bands (employees earning less than \$33,000 a year) are due to the very small numbers of total employees in these bands. When viewing the various tables below, there is a greater representation of White employees within the higher salary bands across the job categories, except in the job groups of Administrative Support (Table C.1.c), Paraprofessionals (C.1.e) and Technicians (C.1.j). Since FY 2023, there has been a slow but steady increase in the number of non-White employees in the higher salary bands, moving towards a more even race/ethnic distribution, consistent with the growing share of minority groups in the workforce.

In tables C.1.c. - C.1.j., if a salary band displays no columns, there were no employees of any racial or ethnic group in that salary band. Salary bands include annualized salaries of part-time employees. Where some of the columns representing race/ethnic groups, i.e., Asian, Black, Hispanic, White, SOR, are missing from a salary band, there were no employees of that racial or ethnic group represented in that salary band.

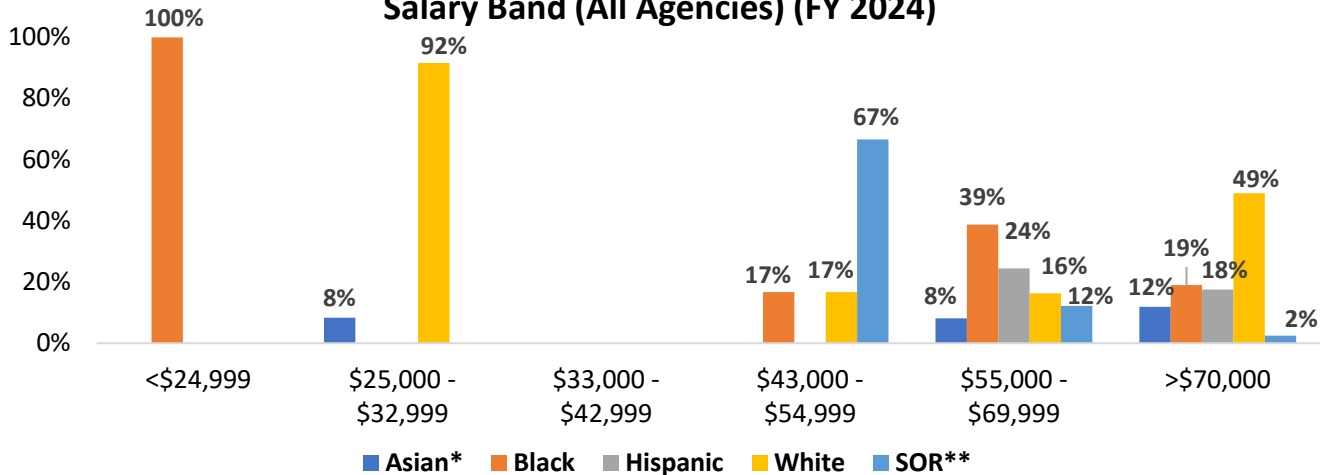


* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

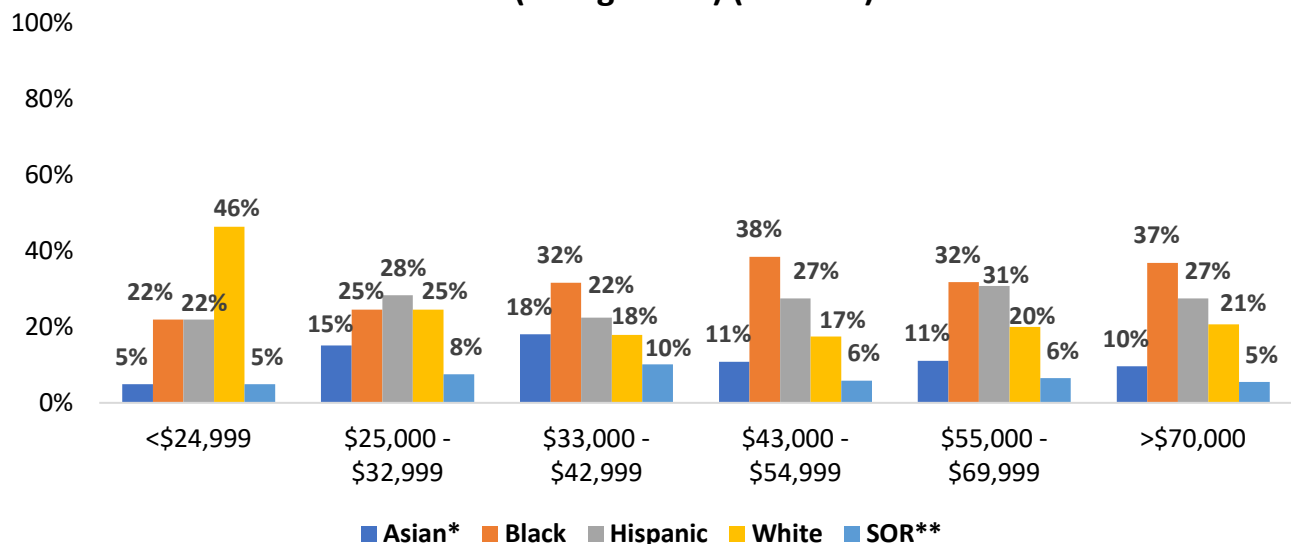
Table C.1.d: Officials and Administrators: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)



* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

Table C.1.e: Paraprofessionals: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)

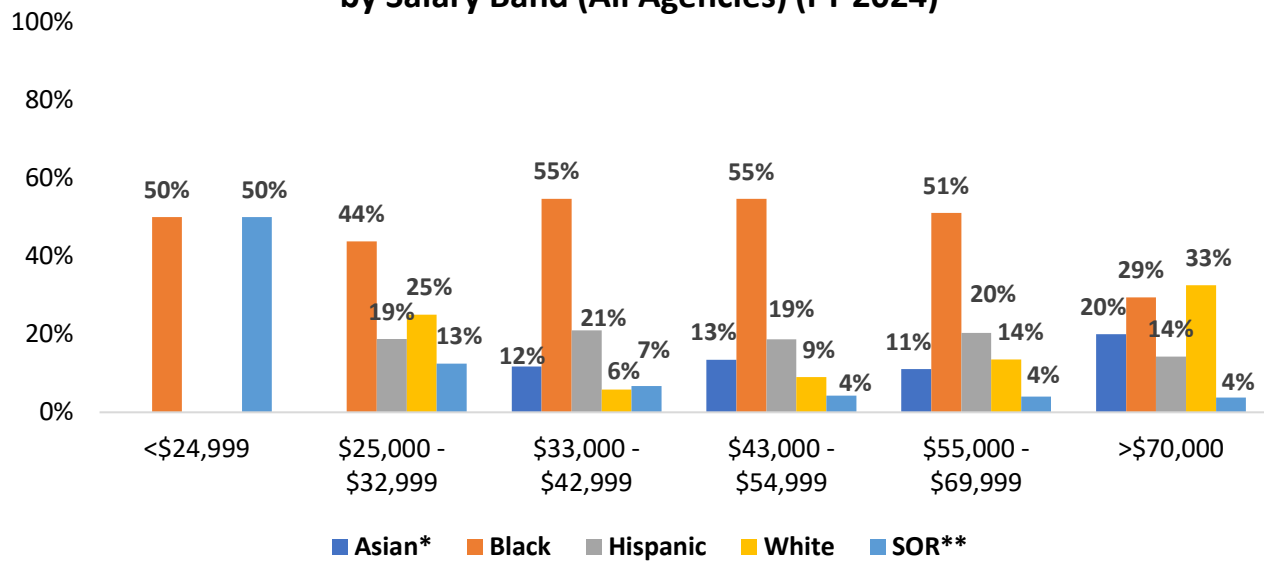


* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

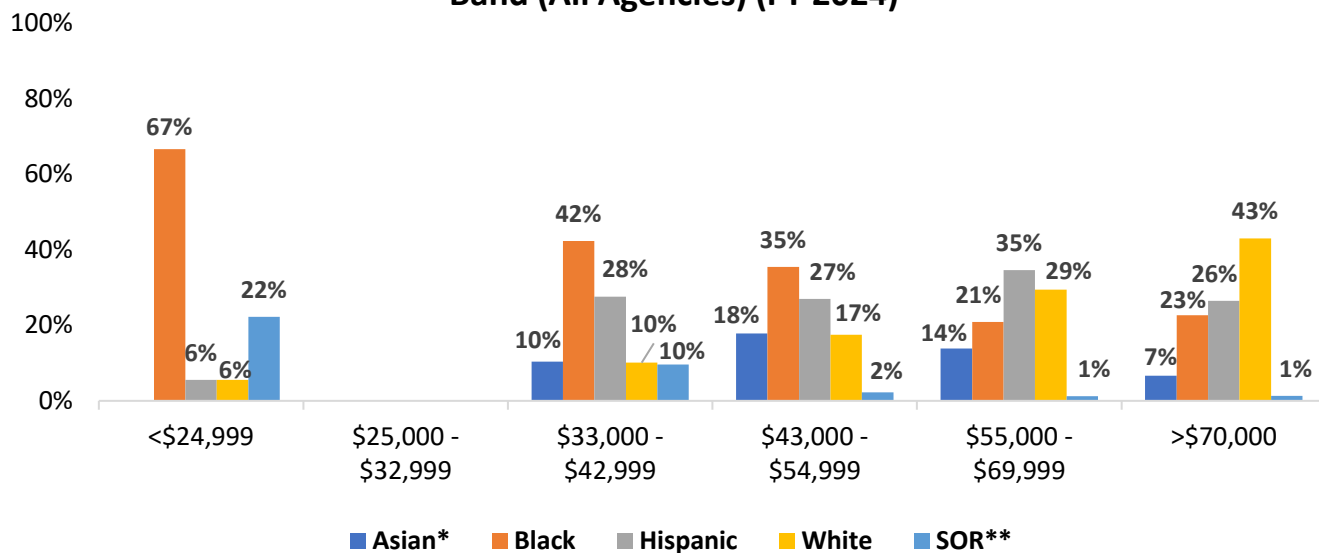
Table C.1.f: Professionals: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)



* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

Table C.1.g: Protective Service: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)

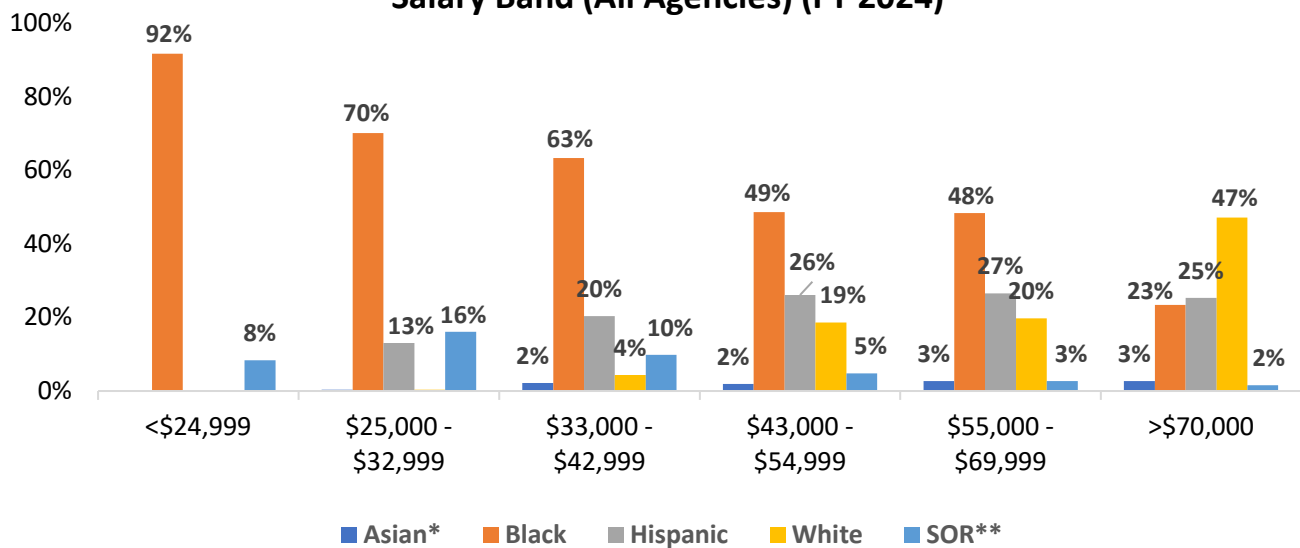


* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

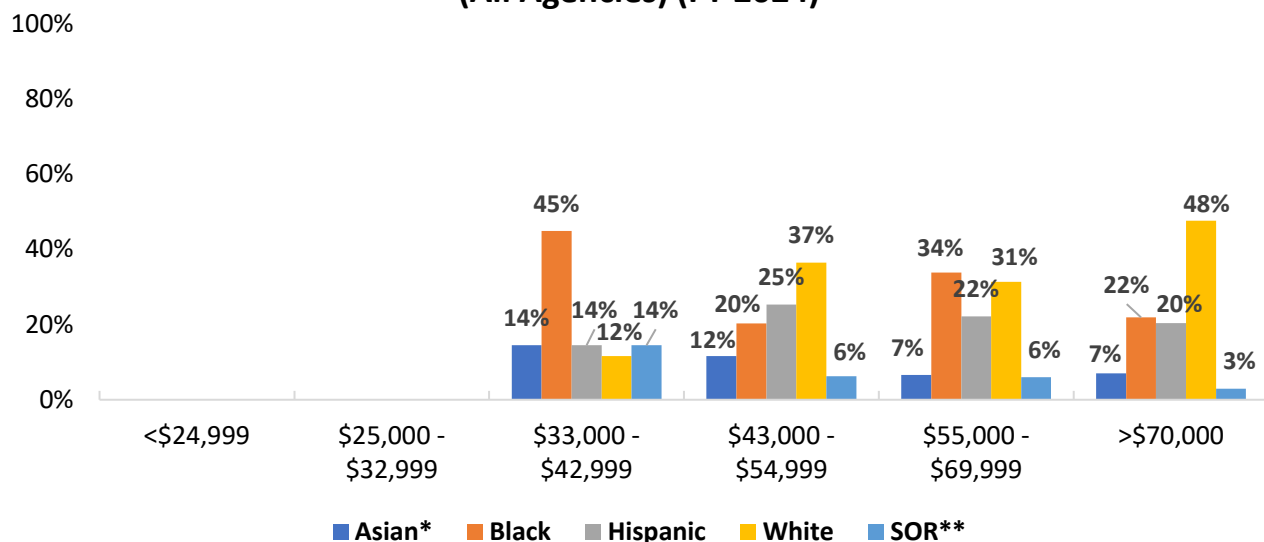
Table C.1.h: Service and Maintenance: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)



* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

Table C.1.i: Skilled Craft: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2024)

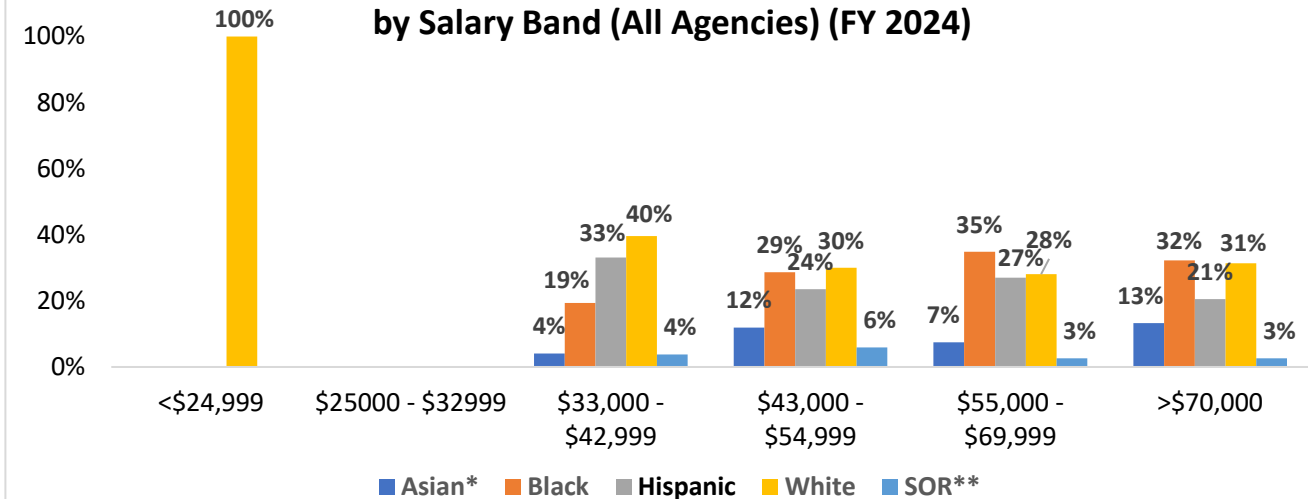


* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

**Table C.1.j: Technicians: Race/Ethnic Distribution
by Salary Band (All Agencies) (FY 2024)**



* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

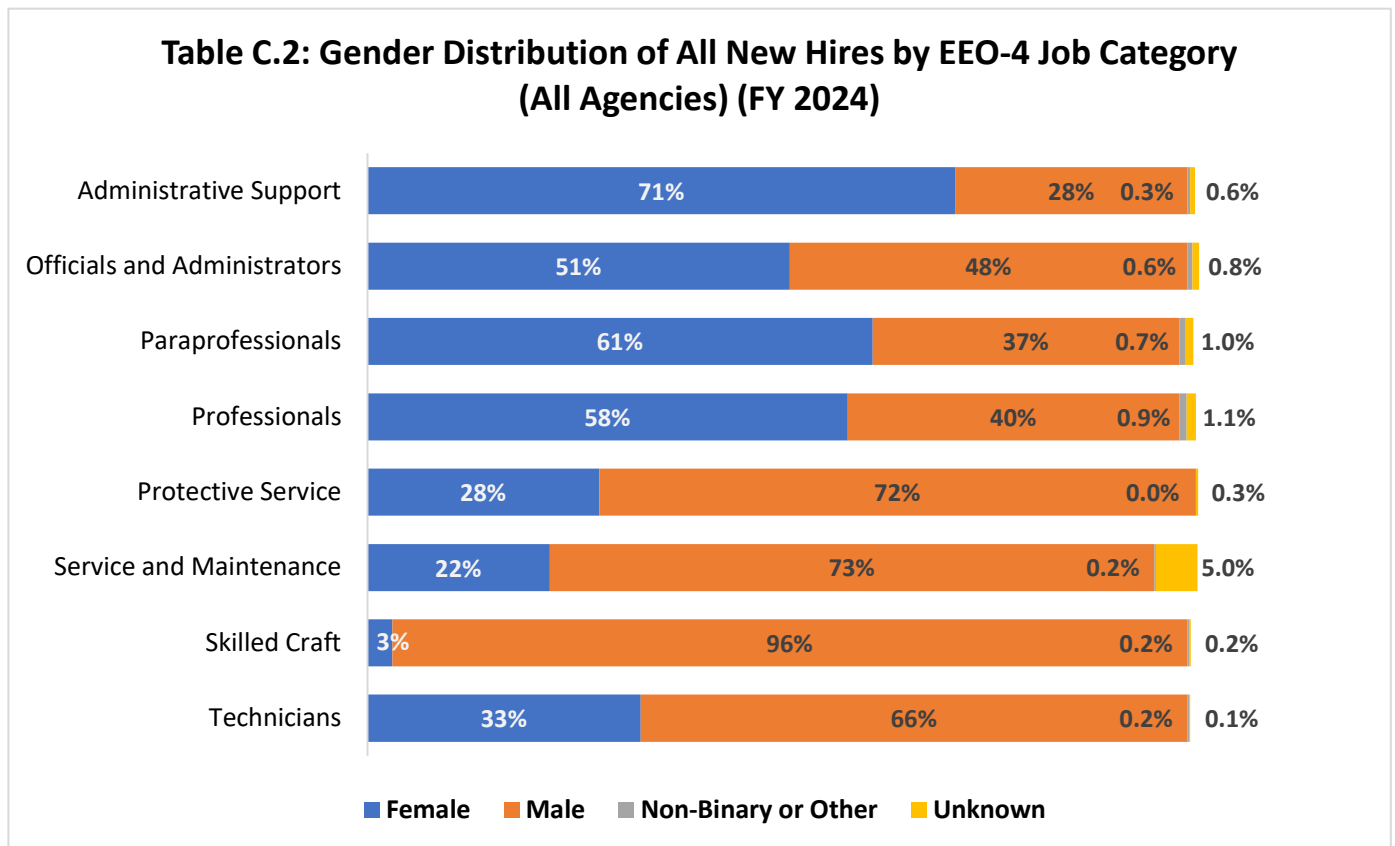
** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Race/ethnic percentages in some salary bands may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

The following tables, C.2, C.3, C.4 and C.5, provide information on the demographic distributions of citywide new hires and promotions by EEO-4 job category.⁹

Table C.2: Gender Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY 2024)

Among new hires, female representation has modestly decreased in the Administrative Support, Protective Service, and Technicians categories, and slightly increased among Officials and Administrators and Professionals. These changes were additionally affected by the inclusion of the ‘Unknown’ category in this year’s charts. The substantive reasons for the fluctuations in the gender composition may be due to a variety of factors, including the occupational structure and volume of discretionary vacancies; meaningful trends can only be perceived from a longer-term perspective.



⁹ Data on new hires (Tables C.2 and C.3) were obtained from the FY24 Workforce Profile Report (FY24 WPFR) for all agencies included in this report. WPFR captures ‘Non-Binary’ and ‘Other’ categories of gender, but percentages in some bars may not add up to 100% due to rounding. Data on promotions (Tables C.4 and C.5) were obtained from FY24 CEEDS.

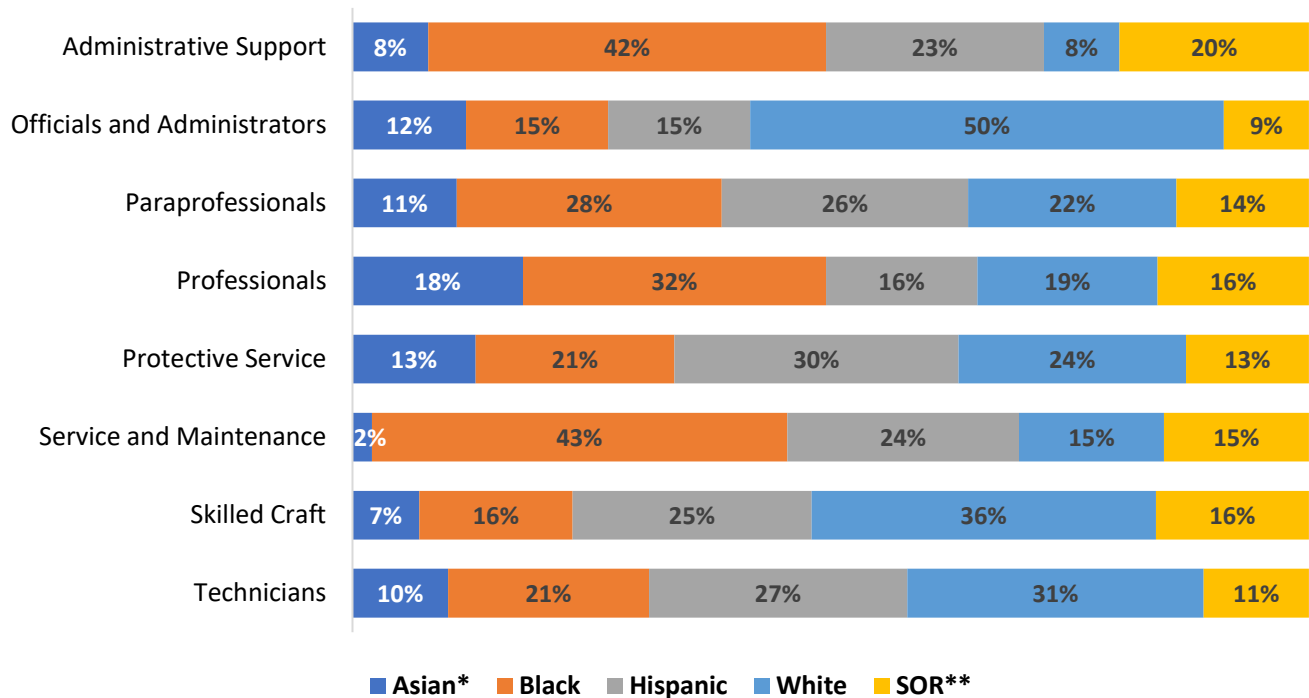
Table C.3: Race/Ethnic Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY 2024)

Similarly to prior fiscal years, from FY 2021 to FY 2023, the City is continuing its efforts to hire diverse talent. In FY 2024, the cumulative representation of minority groups among new hires exceeded those who self-identify as White in all the job categories listed below except Officials and Administrators. This consistent change in the workforce composition can be attributed to available labor pools, where the non-White population is growing, and to successful recruitment efforts that include outreach to all demographic networks, including those that function among non-White populations. The changes in the race/ethnic composition of new hires, when compared to FY 2023 are strongly affected by large increases in the ‘Some Other Race (SOR)’ category which also includes individuals who chose not to disclose their race/ethnicity. This factor makes it challenging to interpret changes in all other categories; however, the differences in the proportion of White new hires from FY 2023 are generally smaller and oscillate by a few (1%-3%) percentage points, except in Service and Maintenance (-6%) and Skilled Craft (+5%). Conversely, the proportion of Black new hires has fallen drastically among Administrative Support (-12%) and Skilled Craft (-16%) while falling by 4 or 5 percentage points in all other job categories except Service and Maintenance (+1%).

Such changes in the structure of data make the spotting of actual trends in the race/ethnic composition of new hires difficult.¹⁰

¹⁰ Self-ID responses of Hispanic ethnicity were combined with the Self-ID responses on race. Therefore, Asian, Black, White, and SOR are all non-Hispanic.

Table C.3: Race/Ethnicity Distribution of All New Hires by EEO-4 Job Category (All Agencies) (FY 2024)



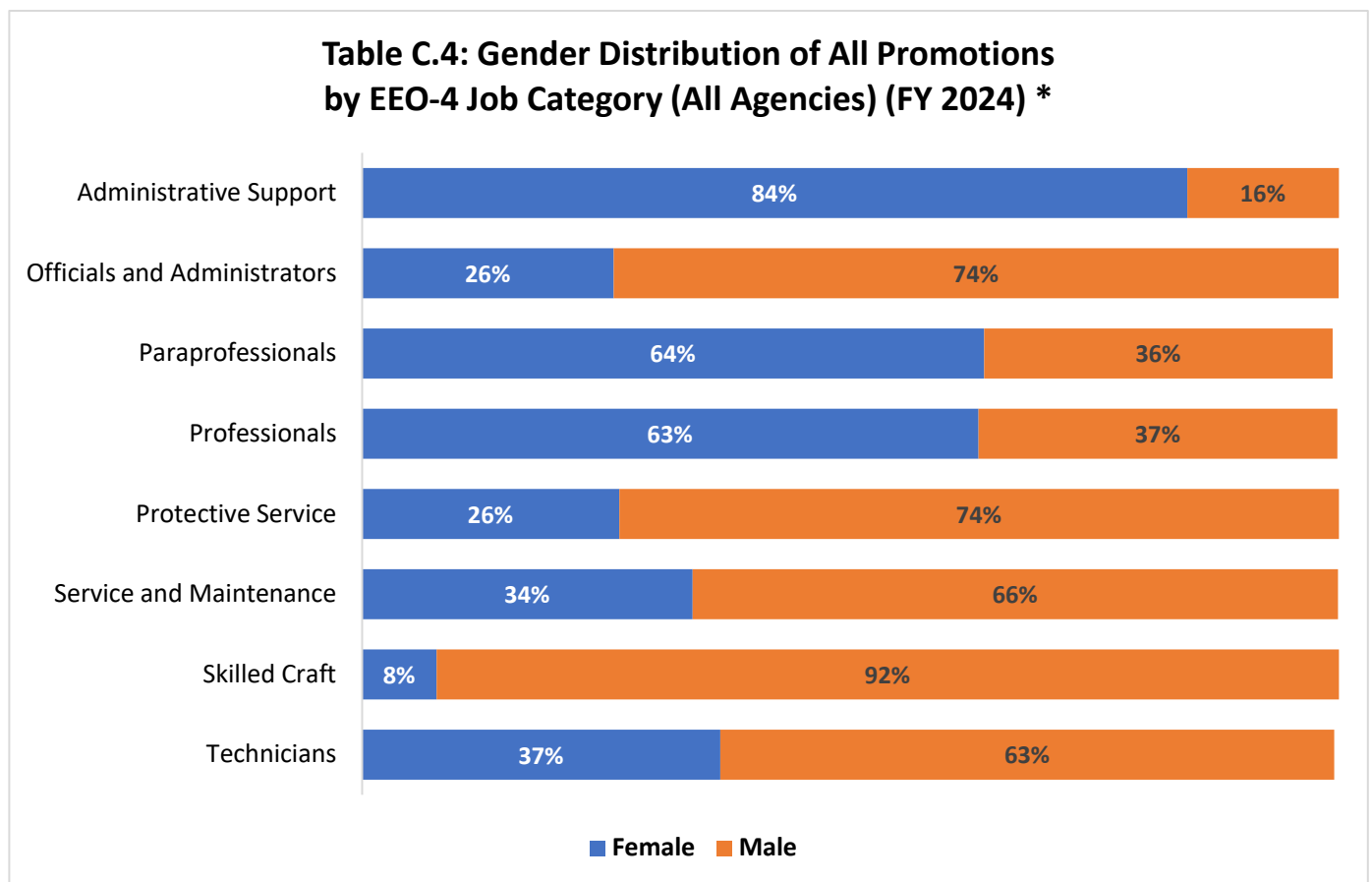
* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Percentages in some bars may not add up to 100% due to rounding.

Table C.4: Gender Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2024)

While we continue to see a higher representation of males being promoted in most job categories, there was a noticeable decrease of females promoted in the Officials and Administrators category (26% in FY 2024 vs. 33% in FY 2023 which followed a slight increase from 31% in FY 2022), but an increase of 4% among Professionals (63% in FY 2024 vs. 59% in FY 2023).

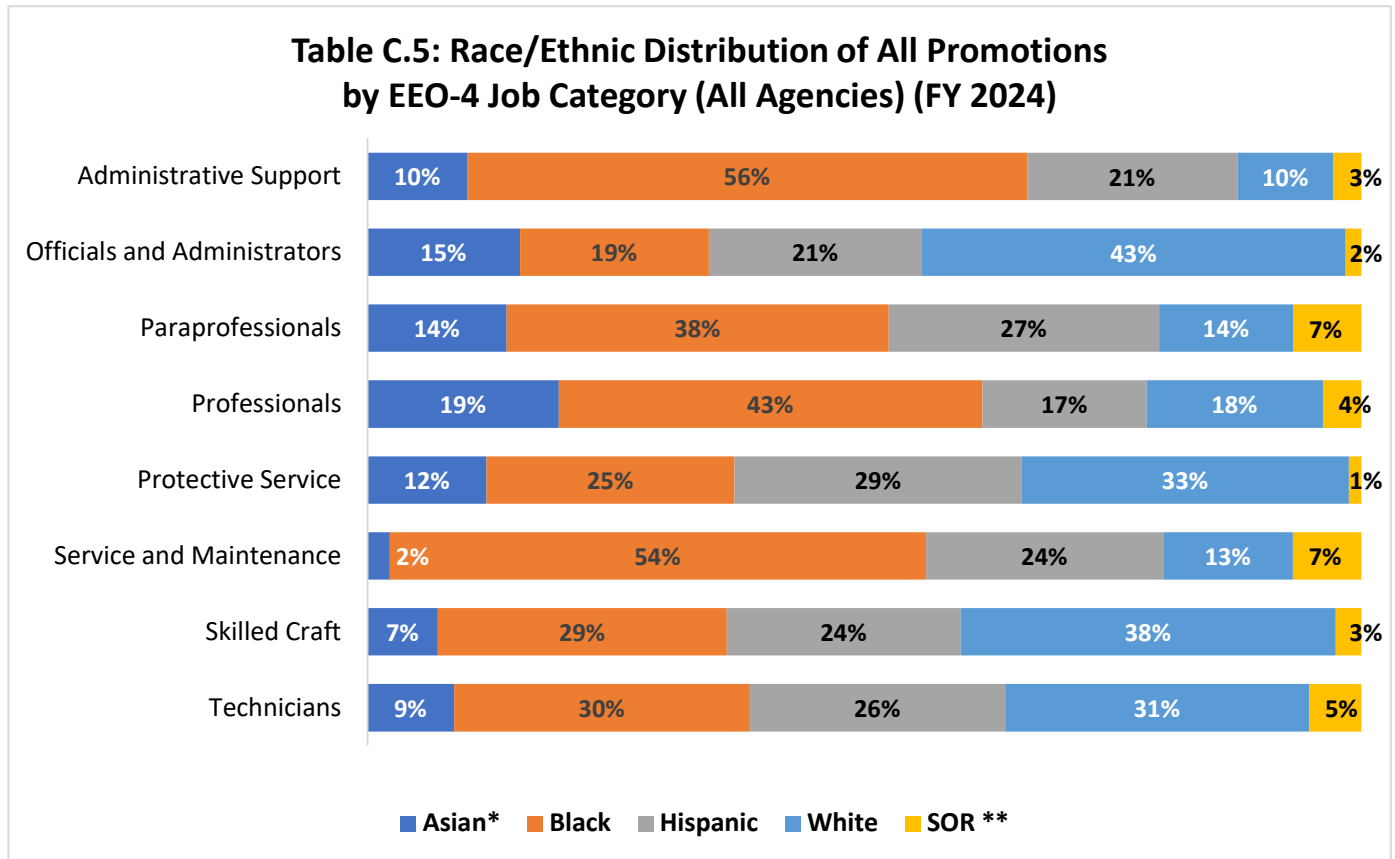
Promotion rates in all other groups remained within 1%-2% of each other in years FY 2023 to FY 2024.



* While Non-Binary and Other genders are not captured in the CEEDS data base and are not included in this table, the percentages in some bars may not add up to 100% due to rounding.

Table C.5: Race/Ethnic Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2024)

Race/ethnic distributions of promotions in FY 2024 have remained within 1%-2% when compared with FY 2023, demonstrating stability of occupational progress among all job categories. Larger year-to-year differences were noticeable in promotions of Asian employees among Officials and Administrators (15% in FY 2024 vs. 12% in FY 2023), Hispanic employees among Skilled Craft occupations (24% in FY 2024 vs. 20% in FY 2023), and White employees among Paraprofessionals (14% in FY 2024 vs. 11% in FY 2023). For Black employees, noticeable changes occurred in the Officials and Administrators category (-3% change), Paraprofessionals (-5%), and Skilled Craft (-6%). On the other hand, promotions for Black employees increased by 3% in Service and Maintenance and 8% in the Professionals category (43% in FY 2024 vs. 35% in FY 2023). The significance of this trend is underscored by the steady growth from 31% in FY 2022.



* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose. Percentages in some bars may not add up to 100% due to rounding.

D. Discretionary Vacancies and Applicants for Job Openings

The following tables provide information on the demographic distribution of all applicants for discretionary vacancies by EEO-4 job category and by agency. Discretionary vacancies include all vacant and new positions that are not filled from a civil service list, regardless of the classification of the title/position. Vacancies include positions in the exempt class, non-competitive and labor class, as well as competitive class positions that were filled provisionally. Provisional appointments pertain to competitive class titles and last for a period of up to nine months during the time that no civil service exam for the respective title has been administered that would result in an established civil service list with eligible candidates.

It should be noted that tables in this section should be analyzed with the following considerations:

- The 'Not Available' EEO-4 job category includes titles that could not be accurately mapped to an EEO-4 job category due to manual data submission.
- Race/ethnicity totals may exceed 100% because individuals identifying as Hispanic or Latino could also select one or more racial categories, resulting in a combined dual classification on the race/ethnicity dimension.
- The data includes all job openings where there may have been one or more target vacancies in the same title, and where there was at least one hire (i.e., the vacancy was filled).
- The tables show all applicants, regardless of whether they met the minimum qualification requirements or were selected for an interview. Number of applicants shown may include multiple entries for the same person because applicants could apply multiple times for the same or for different job openings.
- The number of applicants for each agency's posted vacancies is outlined in Appendix B under the table titled *Target Openings and Applicants for Discretionary Vacancies by Agency (FY 2024)*.

Table D.1 shows the number of job openings and the number of applications for those positions in the combined data set. In creating this data set DCAS merged the data from NYCAPS e-Hire¹¹ for all agencies that use e-Hire, with the data collected from those agencies which do not use e-Hire.

The height of the COVID-19 pandemic in 2020-2021 affected city recruitment because both the number of vacancies and applicants reached a low of 17,224 and 161,812, respectively, in FY 2021. Job openings and applications rebounded in FY 2022, with a 35% increase in the total number of target openings and a 27% increase in the number of applicants since FY 2021. In FY

¹¹ NYCAPS' e-Hire is an automated system that tracks job applications, selection process, and the final hiring determinations.

III. NYC Workforce Composition and Affirmative Employment Practices

2023 the number of vacancies decreased from FY 2022 by 6%, and even more steeply by 17% in FY 2024. The downward trend has occurred in all job categories except Protective Service, which, after an 8.3% dip in FY 2023, increased by 16.4% in FY 2024.

The decrease in the number of vacancies was not paralleled by diminished availability of labor for the City. To the contrary, the number of applicants for municipal jobs has been steadily increasing, by 27% from FY 2021 to FY 2022, 23% in FY 2023, and 38% in FY 2024. While the number of applicants is still considerably below the pre-pandemic level (i.e., there were more than 450,000 applicants in FY 2019), the total number of applicants in FY 2024, which exceeds 350,000, still suggests that the City remains an attractive employer even as it continues to be affected by changes in the labor market.

Some factors influencing labor supply for the City include pay scales that are generally lower than in the private sector, expanded scheduling and greater work flexibility offered in the other employment sectors, and increased childcare or elder care responsibilities, which are keeping some applicants from returning to the workplace or applying for employment. The City has made some efforts to address some of these challenges, including the implementation of remote work schedules for some workers and a compressed work week pilot for employees who are not eligible for remote work. There is no discernible trend in the number of applicants for jobs in different job groups but there were notable increases in FY 2024 in the number of applicants for paraprofessional jobs (77%) and professional occupations (61%).

III. NYC Workforce Composition and Affirmative Employment Practices

Table D.1: Job Opening for Discretionary Vacancies by EEO-4 Job Category (FY 2022-2024)

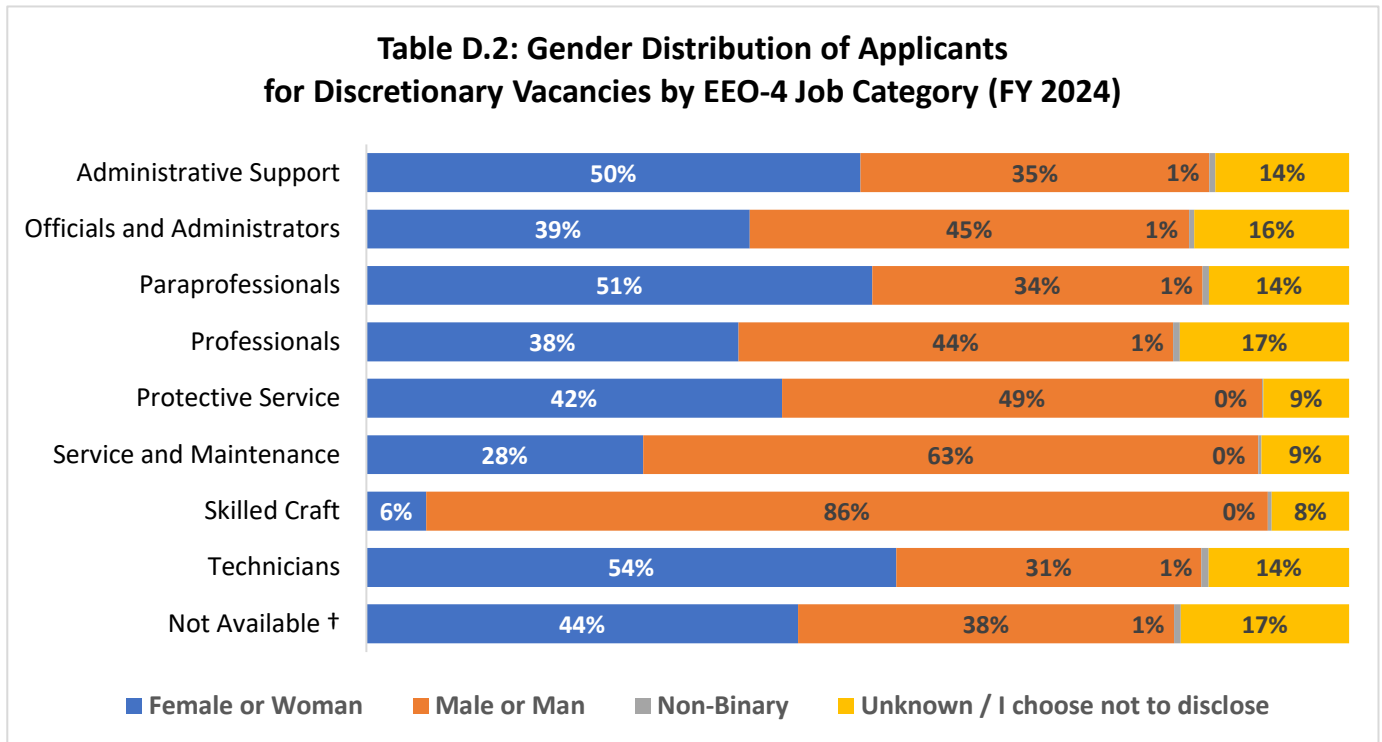
EEO-4 Job Category Description	FY 2022: Target Discretionary Openings (# of Positions)	FY 2023: Target Discretionary Openings (# of Positions)	FY 2024: Target Discretionary Openings (# of Positions)	FY 2022: # of Applicants	FY 2023: # of Applicants	FY 2024: # of Applicants
Administrative Support	277	530	261	6,016	9,423	6,664
Officials & Administrators	1,336	1,336	1,117	18,972	29,201	27,645
Para-professionals	3,321	4,274	3,531	83,993	98,364	173,892
Professionals	3,212	3,688	2,254	55,438	51,353	82,826
Protective Service	2,007	1,840	2,142	3,216	2,694	4,279
Service and Maintenance	12,030	9,223	7,990	23,255	40,495	33,658
Skilled Craft	574	661	293	6,743	9,690	3,917
Technicians	551	405	297	13,688	12,084	12,918
Not Available*	N/A	12	389	N/A	224	4,905
Total	23,308	21,969	18,274	205,305	253,528	350,704

* Unable to group under EEO-4 job category due to missing Title Code or conflicting Title Code and Title Description combination

Table D.2: Gender Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2024)

While the City continues to attract a high proportion of applicants who self-identify as ‘female or woman’ for positions across various EEO-4 job categories, their representation in FY 2024 has visibly decreased in almost all job groups since FY 2023, e.g., by 15 percentage points in Administrative Support, and 9 percentage points among Professionals and Paraprofessionals. In part, this decrease is a consequence of a 9-percentage point increase, on average, in the proportion of applicants who chose not to disclose their gender.¹² A similar factor affected the fluctuations in the race/ethnicity composition in Table D-3 below, but this has been further compounded by inclusion of the ‘Unknown/I choose not to disclose’ responses in the ‘Some Other Race’ category.

Applicants who identify as ‘female or woman’ make up about half of applicants for job groups such as Administrative Support, Paraprofessionals and Technicians, and account for a very small proportion of applicants in Skilled Craft occupations. Given the large increase in the ‘Unknown/I choose not to disclose’ category, the overall trends cannot be assessed until future data becomes available.



† Unable to group under EEO-4 job category due to missing Title Code or conflicting Title Code and Title Description combination.

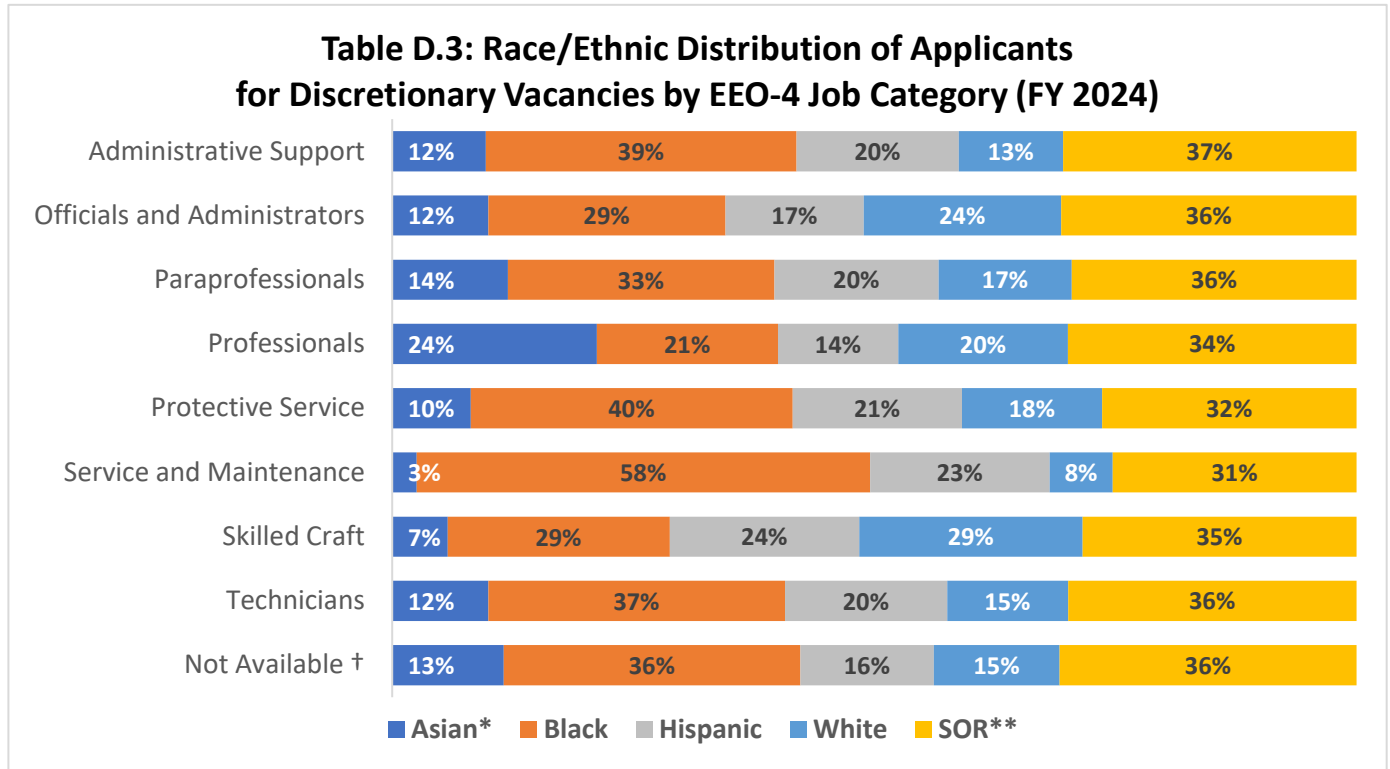
Note: Percentages in some bars may not add up to 100% due to rounding.

¹² In the FY 2023 Report Table D.2 showed between 1% and 3% share of ‘Unknown/I choose not to disclose.’ In FY 2024 the corresponding share ranges from 8% to 17%. The 9% average increase in the share of Unknown/Choose not to disclose was calculated by averaging the percentage point differences among the eight EEO-4 job categories.

Table D.3: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2024)

Positions filled outside of the competitive examination process continue to attract a diverse cross-section of applicants. When compared to FY 2023, race/ethnic distributions in most job categories are similar. The proportion of applicants who identified as Black in FY 2024 decreased by 11 percentage points in the Administrative Support category, 10 percentage points among Professionals and Paraprofessionals, and 7 percentage points in the Officials and Administrators category but these decreases may be an artifact resulting from the average 10 percentage point increase in the SOR ('Some Other Race') group.

Race/ethnicity categories in Tables D.3 and D.5 reflect those reported in the Workforce Profile Report. As a result, some races/ethnicities have been grouped under the 'Some Other Race' (SOR) category. Race/ethnicity totals exceed 100% because applicants can self-identify as Hispanic and select a race/ethnicity; this increases the count in the self-selected categories of race.



† Unable to group under EEO-4 job category due to missing Title Code or conflicting Title Code and Title Description combination

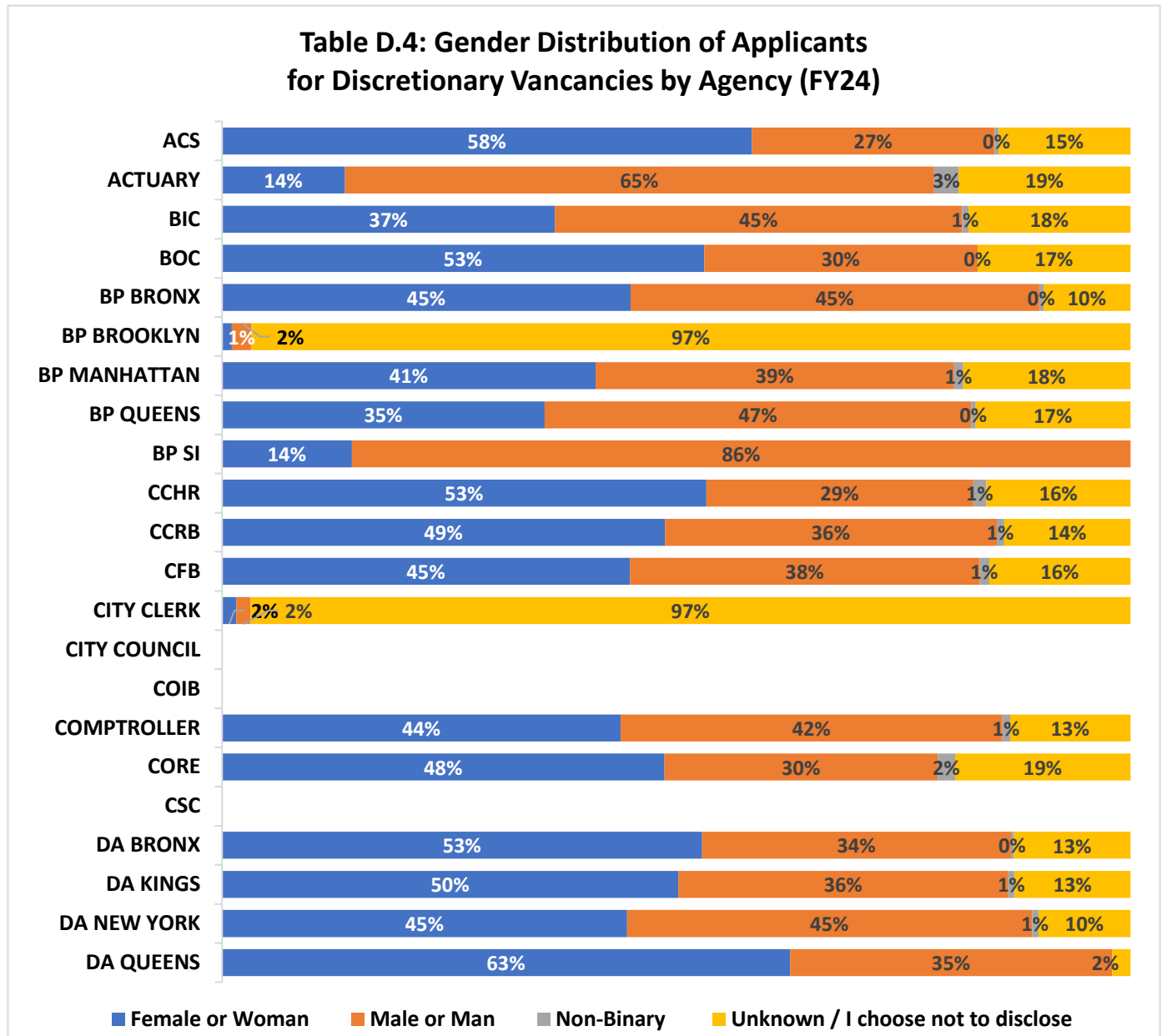
* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose.

Note: Race/ethnicity percentages add up to more than 100% because applicants could self-identify as Hispanic as well as select a race/ethnicity.

Table D.4: Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 2024)*

Applicants who self-identified as ‘female or woman’ exceeded the number of applicants who self-identified as ‘male or man’ in most of the agencies listed below.¹³

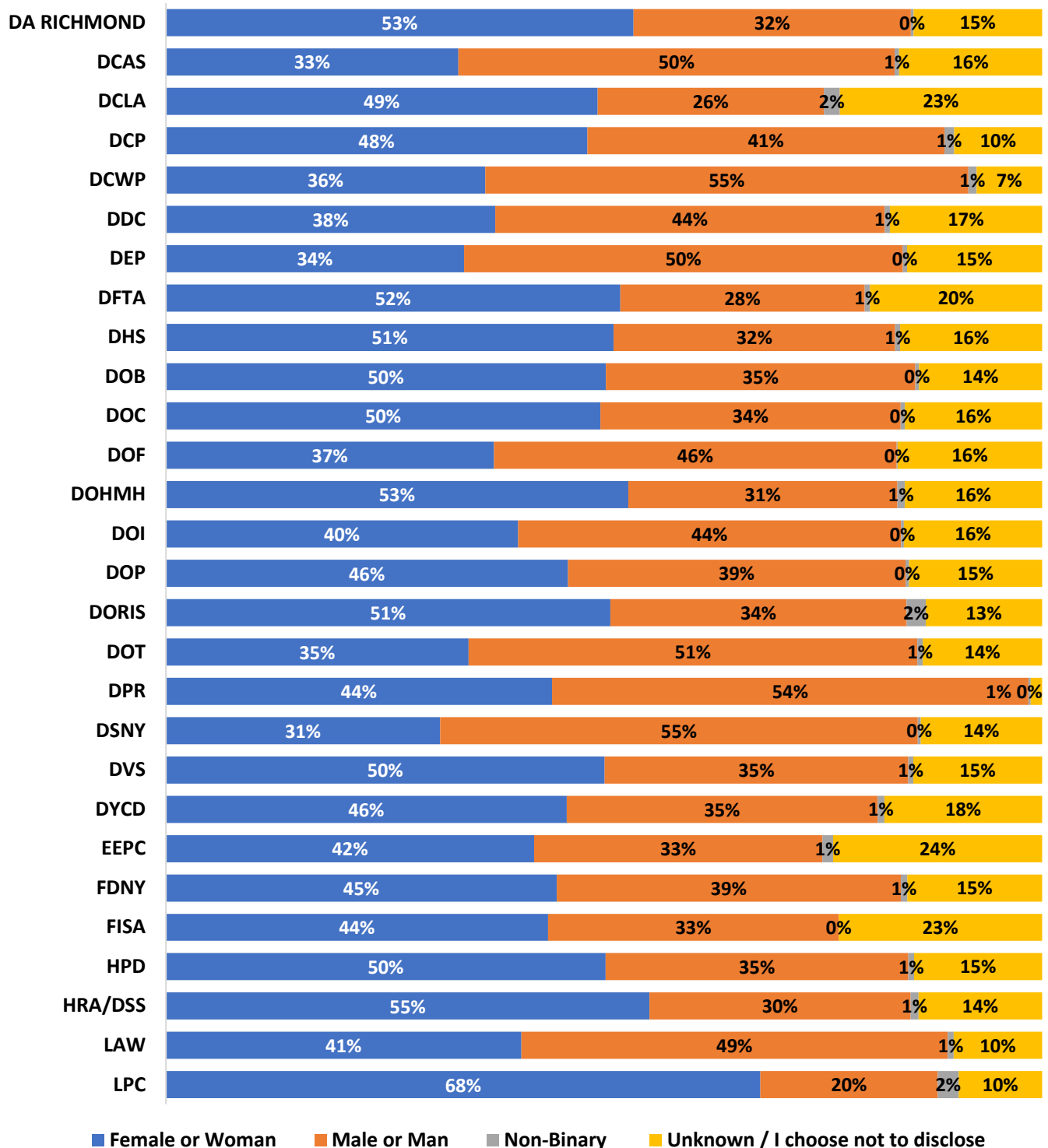


Note: Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency. Community Board job openings and applicant data, where available, were included under their respective Borough President Office. Percentages in some bars may not add up to 100% due to rounding.

¹³ Distributions shown in this table have also been affected by the large increase of individuals who did not identify their gender in comparison with the previous year. (See the analysis for Table D.2 above.) While it is impractical to assess the effect of this change on the data shown in Table D.4a-c, it can be seen for any individual agency by comparing it with the parallel Table D.4 in the FY 2023 Report,

III. NYC Workforce Composition and Affirmative Employment Practices

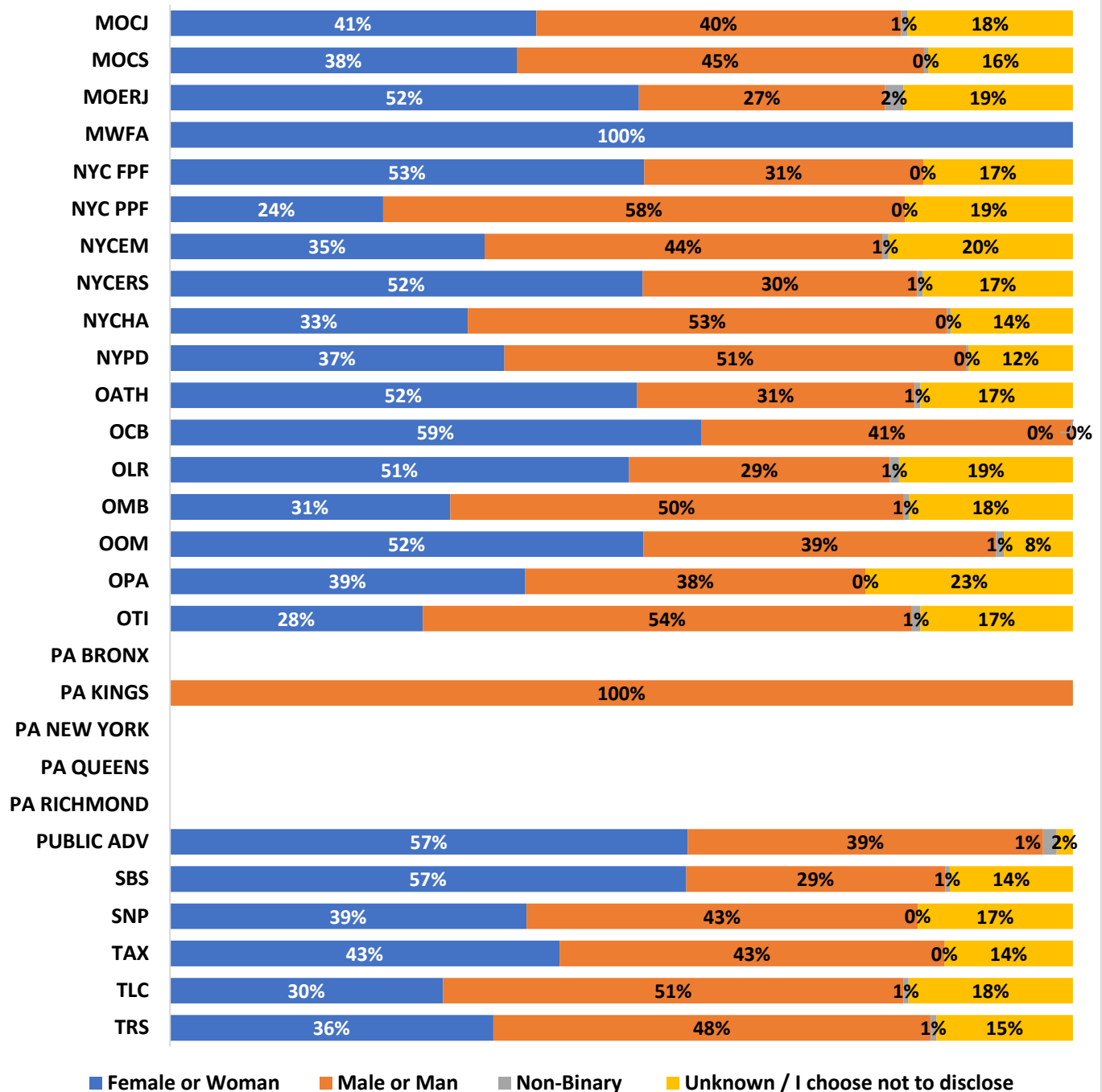
Table D.4 (continued, 2 of 3): Gender Distribution of Applicants for Discretionary Vancancies by Agency (FY24)



Note: Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency. Community Board job openings and applicant data, where available, were included under their respective Borough President Office. Percentages in some bars may not add up to 100% due to rounding.

III. NYC Workforce Composition and Affirmative Employment Practices

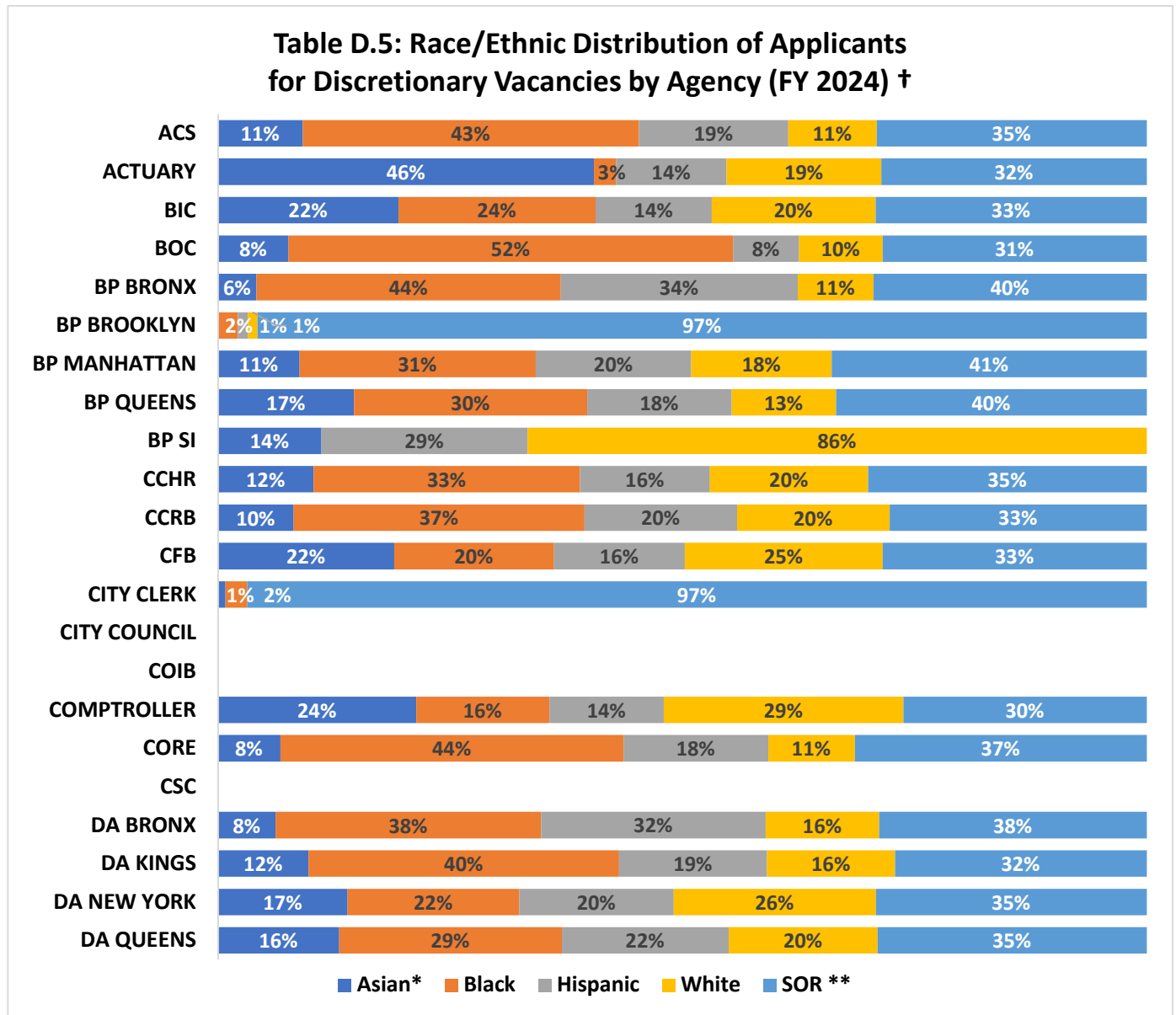
Table D.4 (continued, 3 of 3): Gender Distribution of Applicants for Discretionary Vancancies by Agency (FY24)



Note: Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency. Community Board job openings and applicant data, where available, were included under their respective Borough President Office. Percentages in some bars may not add up to 100% due to rounding.

Table D.5: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY 2024)

Data shows that vacancies across the City attracted an overwhelming number of applicants, in practically all City agencies, who identified as a racial/ethnic minority compared to those that self-identified as White.



† Race/Ethnicity percentages add up to more than 100% because applicants could self-identify as Hispanic as well as select a race/ethnicity. Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency.

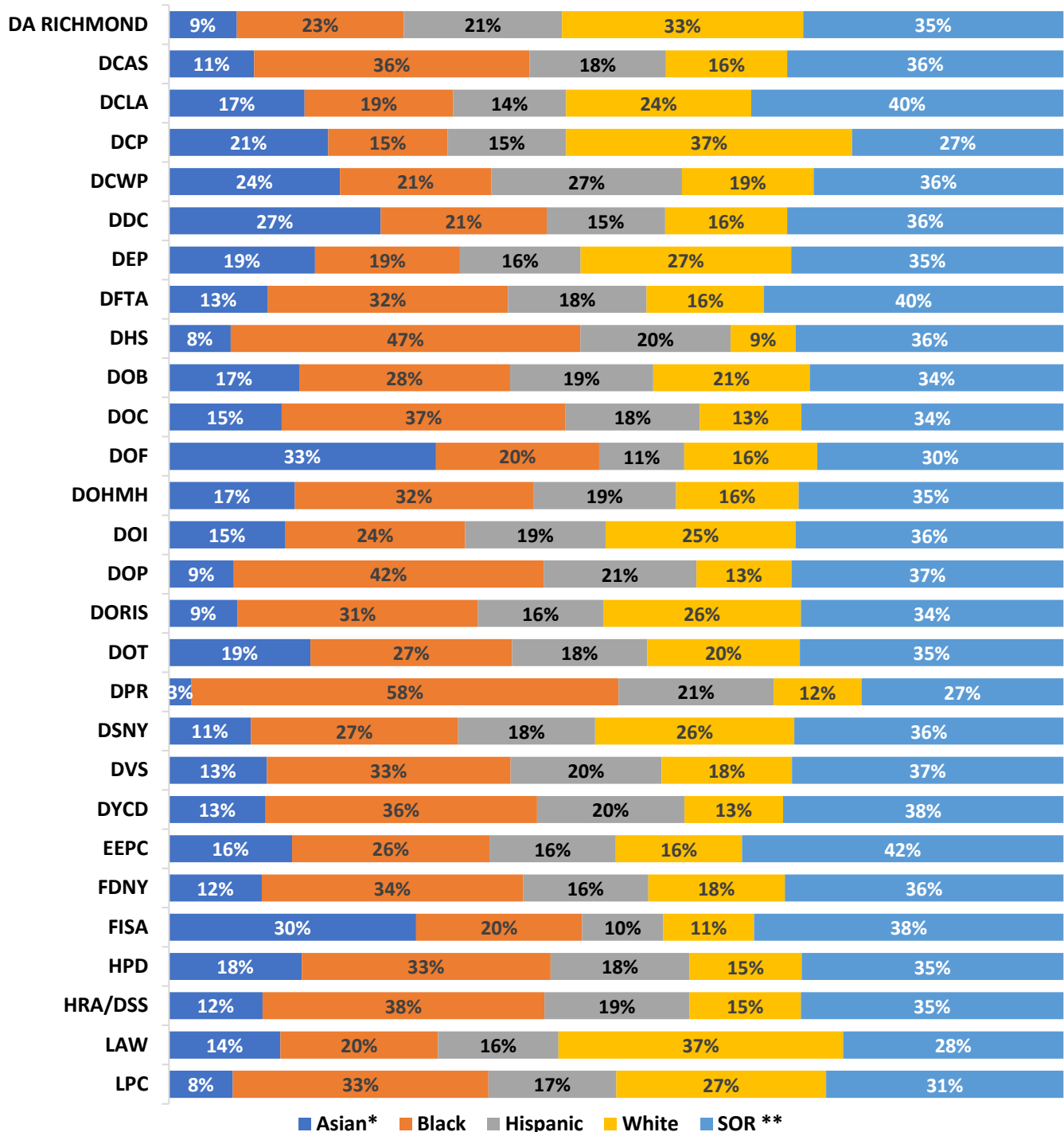
* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose.

Note: Community Board job openings and applicant data, where available, were included under their respective Borough President Office.

III. NYC Workforce Composition and Affirmative Employment Practices

Table D.5 (continued, 2 of 3): Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agencies (FY 2024) †



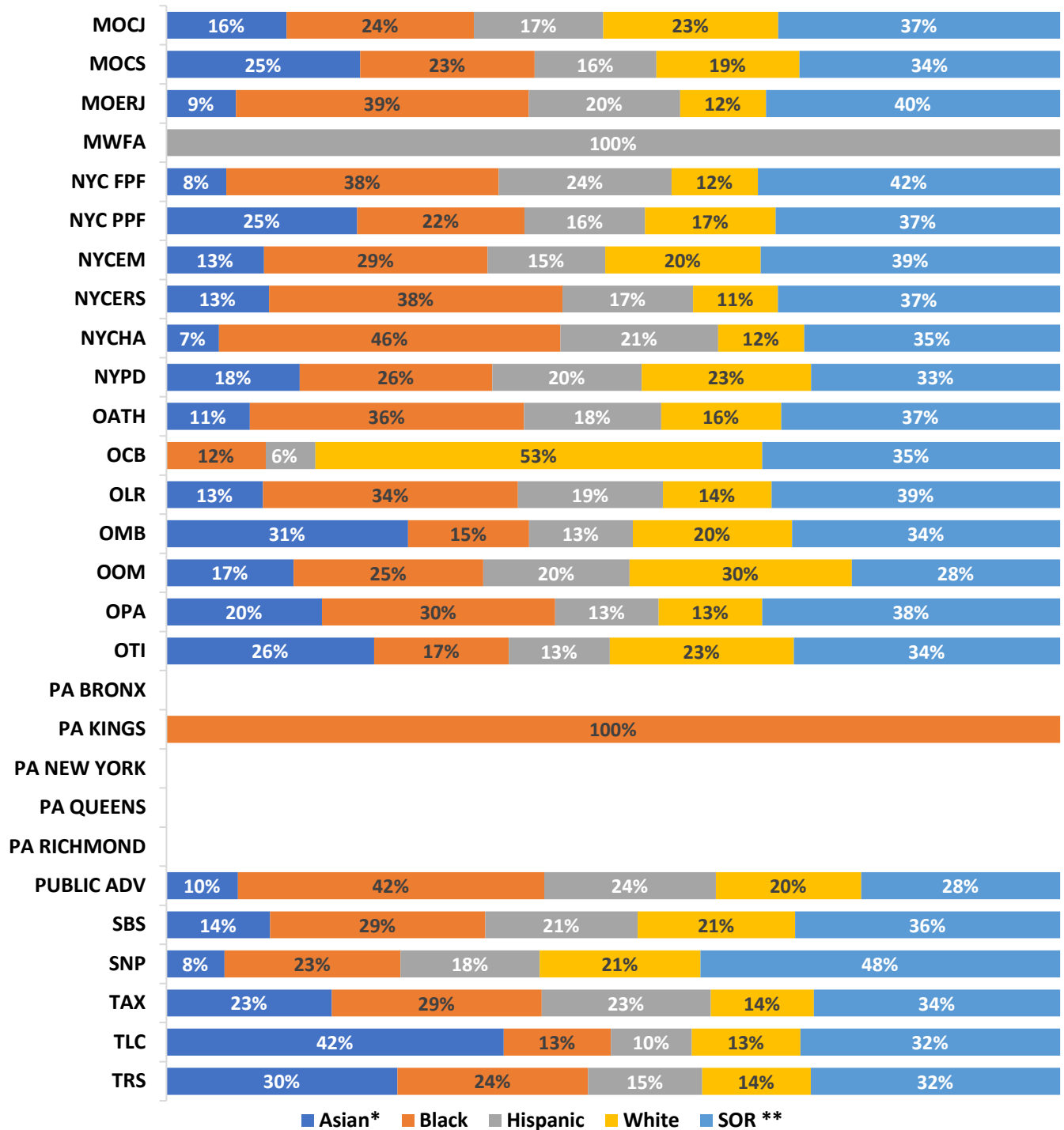
† Race/ethnicity percentages add up to more than 100% because applicants could self-identify as Hispanic as well as select a race/ethnicity. Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency.

* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose.

III. NYC Workforce Composition and Affirmative Employment Practices

Table D.5 (continued, 3 of 3): Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agencies (FY 2024) †



† Race/ethnicity percentages add up to more than 100% because applicants could self-identify as Hispanic as well as select a race/ethnicity. Agency acronyms are defined in Appendix B. Blank rows indicate that no data was available for this agency.

* 'Asian' includes 'Native Hawaiian or Pacific Islander.'

** SOR ('Some Other Race') includes 'American Indian,' two (2) or more races, and unspecified race. Self-identification is voluntary; therefore, there are individuals who do not disclose.

E. Diversity Recruitment Initiatives Across Various City Agencies

New York City is a civil service municipality where approximately 80% of positions are filled through a process that is comprised of civil service examination for competitive class titles, selection from the eligible lists, and the appointment process. Therefore, changes in gender and ethnic representation across job categories and titles, especially those subject to competitive examination, tend to be very small in the short-term and year-to-year fluctuations may not signify actual trends.

DCAS' commitment to diversity, equity and inclusion means ensuring that city government leads the way in recruiting, hiring, and retaining a diverse and inclusive workforce that is reflective of the city we serve. This includes providing all individuals with access to City government and equal employment opportunities and providing all City employees with opportunities to further build their careers.

DCAS also offers to all City employees a variety of citywide trainings, both mandated and elective, including but not limited to training on topics that include sexual harassment prevention, overview of EEO principles, structured interviewing, unconscious bias, etc.

In addition, DCAS provides support to agencies in recruitment and hiring by increasing streams of access for groups that are underrepresented in city government to civil service exams and city government careers. For example, DCAS:

- Revised the Minimum Qualification Requirements (MQRs) for 48 civil service titles, 33 of which were finalized in 2024, impacting over 25,000 jobs. This initiative will continue to remove barriers to employment by allowing relevant work experience and practical skills to substitute for formal education. It aligns the MQRs with industry standards per Department of Labor (DOL) statistics and to updated State regulations or licensing criteria, by broadening qualifying education/experience, and including additional qualifying pathways.
- Expanded the Civil Service Pathways Fellowship (CSPF) program, a City initiative that provides recent graduates with paid, full-time placements in City agencies to launch their careers in public service. The program was doubled in size, increasing the number of available lines from 100 to 200, allowing agencies to better address ongoing staffing challenges. The approved expansion also broadened the program's scope to include new and high-demand career tracks such as architecture, engineering, and digital media.
- Conducted targeted recruitment events for college students seeking City internships, as well as for current interns aiming to transition into full-time positions. These events provided an impactful way to introduce underrepresented groups to City careers and build strong pathways to full-time employment and long-term career growth.

In addition to the new initiatives listed above, DCAS continues to:

- Offer NYC Bridge Exams, a single exam that covers multiple civil service titles and allows test takers to take a single exam, pay just one fee and be eligible for hiring under different titles.

III. NYC Workforce Composition and Affirmative Employment Practices

- Issue a monthly NYC Jobs newsletter featuring updates on civil service exams, current City jobs submitted by different agencies and upcoming recruitment events.
- Conduct outreach to build a diverse talent pipeline of applicants through educating the public on civil service exams and city government career pathways. DCAS regularly educates the public on civil service careers and conducts outreach to historically underrepresented communities.
- Manage the City's 55-a Program¹⁴, a diversity and inclusion program that allows people with disabilities to be hired into competitive class positions without taking civil service competitive exams. All City agencies with competitive positions are encouraged to participate in the 55-a Program to advance equity for New Yorkers with disabilities. DCAS continues to educate agencies' 55-a coordinators, human resources staff and hiring managers on effectively using the 55-a Program and the application process.
- Assist city agencies in devising and targeting their recruitment strategies to address underutilization and underrepresentation in the workforce. DCAS supports them in their review of trends in employee demographics by providing relevant and timely metrics on the gender and race/ethnic composition of their workforce. DCAS provides agencies with quarterly workforce demographic reports summarizing demographic composition of current employees, workforce dynamics (new hires, promotions, separations), and analysis of utilization by race/ethnicity and gender in all occupational job categories. It is the agencies' responsibility to ensure equal opportunity by analyzing the demographic composition of their workforce with special attention to job categories where underutilization of some demographic groups may exist. Such analyses form the basis for drafting their programs and practices to enhance diversity, equity and inclusion mentioned in this report. Since most of city jobs are in the competitive class where appointments are made from eligible lists, targeted recruitment is often focused on encouraging targeted populations to apply for civil service examinations when offered.

In furtherance of the City's efforts to diversify its workforce, City agencies commonly employ a variety of recruitment strategies to address underutilization and underrepresentation in the workforce.

Overall, City agencies continued engaging in inclusive recruitment strategies to diversify the talent pipeline for public service careers. Some notable examples of initiatives pursued by city agencies include:

- Participating in specialized recruitment events and utilizing diverse media to promote targeted openings, as well as general career pathways in New York City government. Agencies frequently participate in virtual and in-person job fairs and career information events designed to engage and attract a variety of underrepresented groups. These include panel discussions, podcasts and lecture series that are designed to highlight career paths in titles not traditionally held by women and racial/ethnic minority groups.

¹⁴ Section 55-a of the New York State Civil Service Law allows qualified people with a certified mental or physical disability to be hired into competitive civil service positions without taking an exam.

III. NYC Workforce Composition and Affirmative Employment Practices

- Participating in Jobs NYC Hiring Halls held throughout the City to support agencies in building a diverse, high-performing workforce by providing opportunities for on-the-spot interviews and hiring.
- Hosting agency and title-specific career fairs with hiring opportunities and sponsoring interactive learning events that provide insights on specific career pathways for prospective job applicants and/or current employees.
- Partnering with educational institutions (including middle and high schools), professional associations, faith-based institutions, affinity-based groups, and community-based organizations. Some agencies prepare on-campus recruiting packets for schools and career fairs and conduct on-campus interviews to attract applicants for internships and open positions.
- Maintaining an official agency recruitment website which includes up-to-date and interactive information about civil service exams and hiring, such as job descriptions, exam and qualification requirements, enhanced salary and benefits, promotional opportunities and military benefits. Additionally, developing an electronic means to collect email addresses, and contact information via agency smartphones and an agency recruitment website, and using software as a paperless, efficient means for follow-up relationship marketing. Direct emails are then sent to prospective candidates by the recruitment section.
- Creating the new position of Director of Workforce Development who will create partnerships with key stakeholders to build pathways for job seekers. The position conducts outreach to organizations which represent populations who are underrepresented in various agency titles, builds partnerships with community-based, non-profit organizations, and pursues opportunities to partner with other City agencies, including the Mayor's Office for Talent and Workforce Development, the Mayor's Office of Immigrant Affairs, the Mayor's Office for People with Disabilities, HRA and CUNY. The agency will continue to attend CUNY career fairs and events, host CUNY leadership, faculty and students at agency events, as well as share job openings and exam notices to students, alumni, and career services staff.
- Extending robust internship, fellowship, mentorship, and apprenticeship opportunities that foster early career pathways for youth, women, veterans. This occurs by outreach to communities that self-identify in such demographic categories.
- Advertising job vacancies through a variety of recruitment sites, job boards and traditional media outlets. This includes increasing the use of social media channels to market and promote the agency and open positions.
- Utilizing the City's new Smart Recruiter system to review and analyze the demographics of the applicant population, including interview and selection data, to assess whether the diversity of the candidates selected for interview and/or hire match that of the diversity of the applicant pool. If positions that require more diverse recruitment are identified, HR and hiring managers are notified. The EEO office tracks job vacancies through NYCAPS to determine if vacant discretionary positions exist for titles in underutilized job groups. It then alerts HR and the hiring manager of the specific position and requests to post the position in diverse recruitment resources.

III. NYC Workforce Composition and Affirmative Employment Practices

- Re-visit hiring, promotion, and retention practices on an annual basis, including implementing DCAS' Diverse and Inclusive Recruitment Best Practices; continue to support the promotion and retention of staff with diverse experience and attributes by regularly analyzing the composition of the workforce.
- Training agency personnel involved in both discretionary and civil service hiring in Structured Interviewing best practices, conducting assessment of prior recruitment efforts, and ensuring ongoing collaboration between our EEO and HR. Some agencies have developed detailed structured hiring guides for that purpose and use standardized skills-based interview questions to promote equity in the interview process to assure that candidates are treated fairly.

LL14 requires analyzing the effectiveness of the City's efforts to provide fair and effective affirmative employment practices to ensure equal employment opportunity for all, including minority groups and women who are employed by, or who seek employment with the City of New York. Therefore, given the differences in City agencies' size and function, analyses also need to be conducted at the agency level. Given that changes in workforce demographics occur slowly, such analyses need to consider looking at extended longer timeframes.

The City's *Workforce Profile Report* shows that racial/ethnic minority groups and women continue to constitute a majority of the City's workforce. The applicant data charts show that many applicants for discretionary hire positions are in fact women and/or belong to racial/ethnic minority groups. This is an important indication that the practices highlighted above are effective in attracting diverse applicants to positions in city government.

To measure the effectiveness of these programs and initiatives, factors such as structural changes within the agency, hiring initiatives or hiring freezes, attrition, and the impact of the current economic and social climate, must be considered. The City's drive to include diversity, equity and inclusion considerations in its employment practices is a catalyst for equalizing access and opportunity for all New Yorkers.

As previously mentioned, DCAS reviews the drafts of agency Annual Diversity and EEO Plans with special focus on agency efforts to measure the outcomes of their recruitment and equity initiatives and initiatives to evaluate and revise their programs to improve effectiveness.

F. Initiatives to Promote Opportunities for Women and Minority Groups Currently in the City's Workforce

The City of New York sponsors ongoing citywide initiatives to foster equal employment opportunities and awareness for the existing workforce.

Citywide initiatives by DCAS include:

- Hosting Citywide Training Expo for approximately 1,300 diverse employees across 62 City agencies. This event featured 70 classes focusing on professional skills development networking and professional growth.

III. NYC Workforce Composition and Affirmative Employment Practices

- Hosting the NYC Management Academy, a unique and distinctive program designed for emerging leaders who have assumed or will assume positions of greater responsibility in their agencies. The goal of the academy is to provide diverse participants who have demonstrated exceptional technical competence in their chosen areas of expertise with a fundamental grounding in managerial processes and systems.
- Coordinating with agencies to host *CityTalk* panel discussions that spotlight diverse employees across various agencies and the different career paths available in the City. *CityTalk* sessions promote career possibilities that are open to all, while showcasing the inclusivity of city agencies that welcome employees from various communities, including LGBTQI+, veterans, people with disabilities, and ethnic and racial groups.
- Hosting monthly Civil Service 101 information sessions for employees to educate them on civil service and the examination process. Additionally, agencies share the monthly DCAS exam schedule with their employees and encourage them to take different exams.
- Administering mandatory diversity, equity, and inclusion trainings such as *LGBTQ Power of Inclusion*, *Everybody Matters*, and *Sexual Harassment Prevention* to all City employees, interns, and consultants to eliminate discrimination and harassment in the workplace.
- DCAS has enhanced Citywide DEI training curricula to provide better guidance to Agency EEO Officers. New and revised trainings included EEO Officer Overview Training, EEO Officers Essentials – The Complaint and Investigative Process, Reasonable Accommodations, Intersectionality, Creating Culture of Inclusion, Neurodiversity, etc. These trainings serve to enhance EEO Officers' understanding of variety of issues and challenges they will encounter in their work.

Notable NYC agency-specific initiatives include:

- Implementing fellowship programs for future leaders that provide early to mid-career agency employees, with a particular focus on employees of color and women, with exposure to agency leadership and the full range of agency functions, including a month-long rotation in another agency division, and opportunity to develop networking, communication, and presentation skills, culminating with group presentations to pitch ideas to senior staff.
- Developing a customized leadership development initiative tailored specifically for the agency mission. Aiming to cultivate management and leadership skills, the program offers two pathways: the cohort-based 'Catalyst Cohort,' a three-month sequential workshop series, and 'Open Catalyst,' which provides year-round, flexible individual workshops.
- Providing all staff access to the McKinsey Connected Leaders Academy, a free, fully virtual leadership, a three to four months-long program for Black, Asian, and Hispanic/Latino leaders at various career stages. The three curricula offered are The Executive Leadership Program, the Management Accelerator Program, and the Leadership Essentials Program.
- Conducting agency-specific studies and exit interviews to understand why employees are leaving; planning steps that can be taken to improve retention. Such analyses include conducting surveys, a review of career paths, expanding training opportunities, and

III. NYC Workforce Composition and Affirmative Employment Practices

providing stretch assignments to promote continued growth. One agency, in response to the unprecedented attrition over several years, commenced planning to achieve a more equitable workforce. The DEEO Office and HR proposed a new pay and title restructuring for support professionals. The initiative outlines a plan to achieve equitable salary increases and career growth opportunities and create transparency around organizational structure and the agency's use of civil service titles.

- Establishing and promoting equity-related working groups focused on increasing diversity in the agency's recruitment efforts and promoting inclusion within the workplace. Agencies identified some available and underutilized DEI resources: Seramount – a professional services and research firm dedicated to advancing high-performing, inclusive workplaces by providing comprehensive, employee-focused DEI and talent solutions; and Catalyst – an organization with preeminent thought leadership, actionable solutions, and a community of multinational corporations to accelerate and advance women into leadership. The City has contracted with these organizations to provide DEI resources, such as trainings, informational materials, and knowledge bursts to city employees.
- Examination of how internal agency practices, policies, operations and working relationships across all levels contribute to systemic racism and its impact on the internal and external community. The Race to Justice (RTJ) initiative for advancing racial equity and social justice aims to promote justice and build capacity to embed equity within the agency to improve equitable outcomes for all New Yorkers by building staff awareness of how racism and other intersecting systems of oppression operate within institutions and by improving skills to address how these systems shape inequities.
- Enhancing intergenerational diversity at the agency where staff range from college aides to mature older workers by shaping programs to build a cohesive working environment.
- Providing professional development programming to address gender bias in promotion and pay. This includes advancing the work of leadership programs for women to host networking sessions and programs to further improve communication and presentation skills.
- Enhancing the role and activities of agency career counselors by created a coaching program open to all employees at all levels aimed to enhance employee growth, engagement, and performance through structured, goal-oriented personalized coaching.
- Implementing a learning management system (LMS) that will provide access to a 50-course menu to all employees, designed specifically to address key skills and personal development needs. The LMS will also centralize and streamline training materials developed by internal SMEs.
- Providing ongoing support through the Quality of Work Life committee (QWL), comprised of agency employees at all levels. QWL committee hosts events that promote employee recognition and engagement and hosts annual employee recognition awards ceremony.
- Ensuring that diverse voices are represented in public-facing agency projects to provide policymakers and others with a tool for soliciting feedback on policy documents and practices from members of underrepresented employees. This serves to integrate input from underrepresented experiential experts into the draft of policy document.

III. NYC Workforce Composition and Affirmative Employment Practices

- Launching an Anti-Racist Impact and Accountability (ARIA) initiative, in collaboration with the Mayor's Office for Economic Opportunity. Participants engage in leadership training sessions focused on foundational racial equity knowledge-building and action through anti-racist, results-based accountability; assess practices and policies for opportunities to advance racial equity; and design and develop preliminary cross-strategies intended to produce greater racially equitable impact in areas relevant to the agency's mission.
- Ongoing mentoring program designed to offer professional development opportunities and skills enhancements for mentees. Mentees are guided and encouraged to take ownership of their career development plan and are paired with mentors with leadership skills and experience.

G. Employees' Response to Demographic Data Collection

This report is based on demographic information derived from employees' and applicants' self-identification of their race/ethnicity and gender. A small number of employees choose not to self-identify, but a much larger proportion of applicants did use this option, as reflected in the preceding tables.

DCAS continues to encourage City employees to self-identify and, if necessary, to check and update their demographic information using the option available in NYCAPS' Employee Self Service (ESS). DCAS assures the user that such data is kept confidential and is only reported in the aggregate. DCAS also instituted an ongoing campaign that includes pop-up messaging on the ESS landing page that reminds employees to complete and/or update their information. Agencies are also strongly encouraged to promote the importance of employee self-identification among their workforces. City workforce reports show that these efforts are successful, as illustrated by the small number of unknown demographic information on employees. However, the number of unknowns is somewhat larger in agencies that employ substantial numbers of seasonal and temporary employees.

To maintain consistency and uniformity of recordkeeping and reporting, the City utilizes race and ethnic demographic values that are set by the Equal Employment Opportunity Commission (EEOC) and are used for completing EEO-4 reports. Gender and race/ethnic categories were expanded in recent years and are included on the voluntary Self-ID Form in NYCAPS. However, the legacy data systems from which EEO-4 reports are generated do not capture 'Non-binary and Other' category for Gender. Race/ethnicity now includes 'Native Hawaiian or Pacific Islander' (separated from 'Asian & PI'), and 'Two or More Races.' The expanded race/ethnic categories are included in the charts for Hiring and Promotion in Section C above, while full gender and race/ethnicity taxonomy is reflected in the Applicant charts in Section D. However, as noted above, the large number of applicants who chose not to disclose their demographic information has made the analysis of trends in the gender and race/ethnicity composition of the applicant population more difficult.

The NYCAPS system does not track when an employee enters or changes their self-identification data. Therefore, the progression of employee response rates over time cannot be tracked by

date. However, many applicants for employment still elect to self-identify and the expectation is that as more employees enter the workforce, they will continue to be responsive to the citywide efforts to promote self-identification and take advantage of the multiple opportunities to register the data.

H. Programmatic and Budgetary Recommendations

The City is dedicated to promoting a diverse and inclusive workforce. This is especially important as we strive to fill various City vacancies with talented individuals. To achieve this goal, agencies are encouraged to create more opportunities for entry-level positions in City service. This involves expanding current fellowship programs, modifying existing civil service titles to support new apprenticeships and internships, and introducing new fellowship and apprenticeship opportunities. DCAS encourages City agencies to use and adapt fellowship and internship programs in ways that encourage fellows and interns to seek permanent employment with the City. Additionally, agencies should actively participate in citywide programs to enhance recruitment efforts and attract a diverse pool of candidates.

Agencies are also urged to further analyze their workforce data to assess employee demographics and identify any underutilization of women and minority groups as well as examine ways to reduce or eliminate occupational segregation occurring in some job groups. This information will help agencies develop targeted diversity and inclusion initiatives to address any disparities. By taking a more proactive approach, agencies can promote a more diverse and inclusive workforce while fostering a culture of fairness and opportunity within their organization. Utilizing workforce data effectively will help agencies ensure that their recruitment, retention, and advancement practices align with diversity principles, ultimately creating a more inclusive and supportive workplace for all employees.

Furthermore, to cultivate a more diverse, equitable, and resilient workforce, city agencies must invest in offering or expanding career counseling services and creating meaningful opportunities for employee engagement. Career development is not just a personal benefit, it's a strategic imperative. By providing tailored guidance, mentorship, and pathways for advancement, agencies can empower employees from underrepresented backgrounds to thrive within their agency. Enhanced engagement initiatives, such as leadership development programs, peer networks, and skill-based training, can foster a sense of belonging and purpose, ultimately driving retention and innovation. These efforts are essential to building a public sector that reflects the communities it serves and is equipped to meet evolving challenges with creativity and inclusivity.

Additionally, agencies can use employment surveys to measure employee engagement and job satisfaction. This will enable agencies to tailor their organizational strategies according to the feedback received. These surveys offer valuable insights into employees' perceptions, concerns, and overall satisfaction levels, allowing agencies to implement targeted initiatives that promote a supportive and fulfilling work environment. By regularly assessing and responding to employee feedback through surveys, agencies will demonstrate their commitment to continuous improvement and the well-being of their workforce.

III. NYC Workforce Composition and Affirmative Employment Practices

To improve their recruitment efforts, agencies should establish partnerships with educational institutions, community-based organizations, faith-based institutions, and professional associations.

It is also important to create job descriptions that are inclusive and do not discourage any group from applying. Job descriptions are candidates' first introduction to the City's values of diversity and should be crafted inclusively, avoiding gendered or biased language and focusing solely on the essential responsibilities of the position.

The accomplishments described in this report were often driven, and accomplished, by small EEO-DEI and HR units with extremely limited resources. The City's commitment to further diversify the municipal workforce, eliminate or reduce underutilization, and enhance and expand recruitment and retention programs would be strengthened by increased allocation of staffing and budgetary resources to the agencies for this purpose, especially since new local laws mandate new initiatives and expanded training and reporting requirements.

The City remains committed to diversifying the municipal workforce, eliminating or reducing underutilization, as well as enhancing and expanding recruitment and retention programs.

| Appendix A

Agencies included in this report.

Agency Name and Acronym
Administration for Children's Services (ACS)
Business Integrity Commission (BIC)
Board of Corrections (BOC)
Board of Standards and Appeals (BSA)
Borough President - Bronx (incl. Community Boards) (BP BRONX)
Borough President - Brooklyn (incl. Community Boards) (BP BROOKLYN)
Borough President - Manhattan (incl. Community Boards) (BP MANHATTAN)
Borough President - Queens (incl. Community Boards) (BP QUEENS)
Borough President - Staten Island (incl. Community Boards) (BP SI)
Campaign Finance Board (CFB)
City Clerk
Civil Service Commission (CSC)
Civilian Complaint Review Board (CCRB)
Commission on Human Rights (CCHR)
Commission on Racial Equity (CORE)
Conflicts of Interest Board (COIB)
Department for the Aging (DFTA)
Department of Buildings (DOB)
Department of Business Services (SBS)
Department of City Planning (DCP)

Agency Name and Acronym
Department of Citywide Administrative Services (DCAS)
Department of Consumer and Worker Protection (DCWP)
Department of Correction (DOC)
Department of Cultural Affairs (DCLA)
Department of Design and Construction (DDC)
Department of Environmental Protection (DEP)
Department of Finance (DOF)
Department of Health and Mental Hygiene (DOHMH)
Department of Homeless Services (DHS)
Department of Investigation (DOI)
Department of Parks & Recreation (DPR)
Department of Probation (DOP)
Department of Records and Information Services (DORIS)
Department of Sanitation (DSNY)
Department of Transportation (DOT)
Department of Veterans' Services (DVS)
Department of Youth and Community Development (DYCD)
District Attorney - Bronx County (DA BRONX)
District Attorney - Kings County (DA KINGS)
District Attorney – New York County (DA NEW YORK)
District Attorney – Queens County (DA QUEENS)
District Attorney - Richmond County (DA RICHMOND)

Agency Name and Acronym
District Attorney - Special Narcotics Prosecutor (SNP)
Equal Employment Practices Commission (EEOC)
Financial Information Services Agency/Office of Payroll Administration* (FISA/OPA)
Fire Department of the City of New York (FDNY)
Housing Preservation & Development (HPD)
Human Resources Administration/Department of Social Services (HRA/DSS)
Landmarks Preservation Commission (LPC)
Law Department (LAW)
Mayor's Office of Equity and Racial Justice (MOERJ)
Mayor's Office of Contract Services (MOCS)
Mayor's Office of Criminal Justice (MOCJ)
Municipal Water Finance Authority (MWFA)
New York City Emergency Management (NYCEM)
New York City Employees' Retirement System (NYCERS)
New York City Fire Pension Fund (NYC FPF)
New York City Housing Authority (NYCHA)
New York City Police Pension Fund (NYC PPF)
New York Police Department (NYPD)
Office of the Actuary (ACTUARY)
Office of Administrative Trials and Hearings (OATH)
Office of Collective Bargaining (OCB)
Office of Labor Relations (OLR)

* FISA and OPA are reported together except in Tables D-4 and D-5 and in Appendix B table below.

Agency Name and Acronym
Office of Management and Budget (OMB)
Office of Technology & Innovation (OTI)
Office of the Comptroller (COMPTROLLER)
Office of the Mayor (OOM)
Public Administrator - Bronx County (PA BRONX)
Public Administrator - Kings County (PA KINGS)
Public Administrator - New York County (PA NEW YORK)
Public Administrator - Queens County (PA QUEENS)
Public Administrator - Richmond County (PA RICHMOND)
Public Advocate (PUBLIC ADV)
Tax Commission (Office of Administrative Tax Appeals) (TAX)
Taxi and Limousine Commission (TLC)
Teachers' Retirement System (TRS)

| Appendix B

Target Openings and Applicants for Discretionary Vacancies by Agency (FY 2024) *

* Agencies that had no vacancies or did not submit data on job openings and applicants, were omitted from this table.

ACRONYM	LL14 Covered Agency Name	Target Openings (# of Positions)	# of Applicants
ACS	Administration for Children's Services	293	18,391
ACTUARY	Office of the Actuary	2	37
BIC	Business Integrity Commission	5	734
BOC	Board of Correction	4	196
BP BRONX	Borough President - Bronx (incl. Community Boards)	9	648
BP BROOKLYN	Borough President - Brooklyn (incl. Community Boards)	14	93
BP MANHATTAN	Borough President - Manhattan (incl. Community Boards)	12	1,772
BP QUEENS	Borough President - Queens (incl. Community Boards)	10	646
BP STATEN IS	Borough President – Staten Island (incl. Community Boards)	1	7
CCHR	Commission on Human Rights	30	1,322
CCRB	Civilian Complaint Review Board	28	483
CFB	Campaign Finance Board	52	10,424
City Clerk	City Clerk	4	128

ACRONYM	LL14 Covered Agency Name	Target Openings (# of Positions)	# of Applicants
COMPTROLLER	Office of the Comptroller	108	8,724
CORE	Commission on Racial Equity	7	580
DA BRONX	District Attorney - Bronx County	536	10,835
DA KINGS	District Attorney - Kings County	338	7,602
DA NEW YORK	District Attorney - New York County	871	22,134
DA QUEENS	District Attorney - Queens County	59	3,734
DA RICHMOND	District Attorney - Richmond County	89	3,589
DCAS	Department of Citywide Administrative Services	277	10,698
DCLA	Department of Cultural Affairs	5	553
DCP	Department of City Planning	44	819
DCWP	Department of Consumer and Worker Protection	35	107
DDC	Department of Design & Construction	199	10,919
DEP	Department of Environmental Protection	338	2,766
DFTA	Department for the Aging	36	3,404
DHS	Department of Homeless Services	120	10,544
DOB	Department of Buildings	69	456

ACRONYM	LL14 Covered Agency Name	Target Openings (# of Positions)	# of Applicants
DOC	Department of Correction	235	6,342
DOF	Department of Finance	133	2,942
DOHMH	Department of Health and Mental Hygiene	700	36,792
DOI	Department of Investigation	30	2,462
DOP	Department of Probation	94	4,055
DORIS	Department of Records and Information Services	8	829
DOT	Department of Transportation	978	10,321
DPR	Department of Parks & Recreation	7,240	6,215
DSNY	Department of Sanitation	240	1,221
DVS	Department of Veterans' Services	8	1,260
DYCD	Dept of Youth & Comm Dev Services	173	10,100
EEPC	Equal Employment Practices Commission	4	973
FDNY	Fire Department of The City Of New York	52	1,093
FISA*	Financial Information Services Agency*	5	431
HPD	Housing Preservation & Development	181	10,369

ACRONYM	LL14 Covered Agency Name	Target Openings (# of Positions)	# of Applicants
HRA/DSS	Human Resources Administration/Department of Social Services	747	14,804
LAW	Law Department	117	604
LPC	Landmarks Preservation Commission	2	84
MOCJ	Mayor's Office of Criminal Justice	18	2,143
MOCS	Mayor's Office of Contract Services	47	6,303
MOERJ	Mayor's Office of Equity and Racial Justice	13	545
MWFA	Municipal Water Finance Authority	1	1
NYC FPF	New York City Fire Pension Fund	3	217
NYC PPF	New York City Police Pension Fund	5	462
NYCEM	New York City Emergency Management	50	3,324
NYCERS	New York City Employees' Retirement System	59	3,860
NYCHA	New York City Housing Authority	1,705	46,037
NYPD	New York Police Department	1,216	8,042
OATH	Office Of Administrative Trials and Hearings	90	5,431
OCB	Office Of Collective Bargaining	1	17

ACRONYM	LL14 Covered Agency Name	Target Openings (# of Positions)	# of Applicants
OLR	Office Of Labor Relations	14	1,953
OMB	Office of Management & Budget	97	13,706
OOM	Office of the Mayor	118	5,302
OPA*	Office of Payroll Administration*	1	61
OTI	Office of Technology & Innovation	64	3,131
PA KINGS COUNTY	Public Administrator – Kings County	2	3
PUBLIC ADV	Public Advocate	55	606
SBS	Department of Business Services	52	579
SNP	District Attorney - Special Narcotics Prosecutor	12	390
TAX	Tax Commission (Office of Administrative Tax Appeals)	2	197
TLC	Taxi & Limousine Commission	24	942
TRS	Teachers Retirement System	82	4,210
	Total NYC FY 2024	18,273	350,704

*NOTE: FISA AND OPA are reported separately because their respective vacancies were posted separately.

DCAS