

# New York City Equal Employment Practices Commission

## Annual Report 2024

February 2025







New York City  
Equal Employment Practices Commission

Annual Report 2024

Published February 2025

## Commissioners



Aldrin Rafael Bonilla, EdD  
Chair



Elaine S. Reiss, Esq.  
Vice Chair



Minosca Alcantara, EdD



Ngozi Okaro, Esq.



Nicole Yearwood, MPA

## Executive Staff

Jeanne M. Victor  
**Executive Director**

Russell Ferri  
**Director of Research**

# Contents

Message from the Commission Chair, Dr. Aldrin Rafael Bonilla ..... 1

Message from the Executive Director, Jeanne M. Victor ..... 3

About the EEPC ..... 5

2024 Audits ..... 9

EEPC Symposium 2024..... 14

EEPC Research..... 15

Meetings of the Board of Commissioners..... 17

# Message from the Commission Chair, Dr. Aldrin Rafael Bonilla

---

Established in 1989 through an amendment to the New York City Charter, the Equal Employment Practices Commission (EEPC) proudly celebrates its 36<sup>th</sup> anniversary in 2025. Over the past three and a half decades, the EEPC has navigated a dynamic landscape of political, budgetary and institutional challenges, steadfastly fulfilling its charter mandate. Today, its mission has taken on heightened significance in light of federal-level challenges to diversity, equity, and inclusion (DEI) compliance efforts.

As New York City's premier independent oversight entity, the EEPC is charged with auditing, reviewing, and monitoring the equal employment practices and procedures of City agencies. In this capacity, the EEPC works diligently to foster a diverse, equitable and inclusive workforce that reflects the City's rich demographic human talent.



To advance this mission, the EEPC conducts comprehensive Equal Employment Opportunity (EEO) program audits on nearly 145 mayoral and non-mayoral agencies every four years. In addition, it produces data-rich annual citywide reports analyzing critical workforce issues, including occupational segregation, pay disparities, underutilization, and underrepresentation. The EEPC also facilitates knowledge-sharing through informational sessions, interagency task forces,

and practitioner conferences, held both in-person and remotely, to enhance collaboration and best practices across city agencies.

Despite the unwavering commitment and expertise of the EEPC's dedicated staff and Commissioners, the agency has faced significant setbacks due to personnel and budgetary constraints. Reductions in funding have led to the departure of experienced staff, leaving the remaining workforce overburdened with increasing responsibilities. Furthermore, the application of the Program to Eliminate the Gap (PEG) cost-saving measures has disproportionately hindered the EEPC's ability to fill vacancies, depleting its administrative, legal, technical, and institutional capacity. As a result, in 2024 the EEPC operated with a mere 11 staff members – a strikingly small team given the scale and importance of its mandate.

The disparity in resource allocation is stark: the City allocates more funding to remove a single two-inch snowfall – an event that may resolve itself naturally – than it invests annually in the independent oversight of equal employment practices. Employment practices within City agencies are the primary mechanisms for recruiting, hiring, promoting, and retaining women, Asian, Black, and Latino employees, and there is considerable variation in agency performance and compliance. It is imperative that the Mayor

and City Council allocate funding to the EEPC that is commensurate with its mission and mandate, aligning financial commitments with public commitments to fostering a diverse and equitable public sector workforce. A modest budget increase of less than \$300,000 – within the context of a proposed \$115 billion City budget – would be both fiscally responsible and effective. This investment pales in comparison to the approximately \$50-\$85 million the City expends annually to settle civil service employment discrimination lawsuits.

To their credit, the Mayor and City Council have reversed some of the previous year's PEG budget cuts, and the EEPC is actively working to fill vacancies and restore its operational capacity. Nevertheless, the challenges remain formidable. In response, the EEPC continues to drive operational innovation and efficiency within its limited resources. The agency proactively offers legislative and policy recommendations, convenes relevant stakeholders for long-term strategic planning, and facilitates robust discussions with City agencies to enhance compliance and accountability.

Among the EEPC's key initiatives in 2024 were:

- Creation of a Handbook to help the City's EEO Professionals ensure their agency's EEO program is in compliance prior, during, and after an EEPC audit;
- A symposium for all City agencies, focused on how the City can leverage its Employee Value Proposition (EVP) and employer brand to improve diversity;
- Continued a pilot program with a City agency to identify and dismantle barriers faced by women and people of color;
- Modernized the audit protocols to reflect emerging best practices;
- Fostered improved communication between agency heads and EEO professionals regarding the audit process and compliance requirements; and
- Enhanced public accessibility by improving website content and functionality.

However, much work remains to be done. As the largest and most diverse municipal workforce in the United States, New York City must continue striving toward full realization of equal employment opportunities and compliance. The EEPC recognizes that compliance alone does not equate to commitment. Therefore, the agency remains steadfast in its pursuit of eradicating systemic discrimination, pay disparities, occupational segregation, and workforce underutilization. In this endeavor, the EEPC calls upon policy-makers, advocates, and allies to join in ensuring the agency has the necessary resources to achieve these shared objectives. Only through sustained investment and collective commitment can New York City truly fulfill its promise of a fair, inclusive, and equitable workplace for all.

## Message from the Executive Director, Jeanne M. Victor

---



The Equal Employment Practices Commission (EEPC) is considered a tiny organization with a headcount of 11 in 2024. We are charged with performing two main tasks: (1) auditing the EEO programs of City agencies, and (2) analyzing and reporting annually on the underutilization of women and people of color in New York City government in accordance with Local Law 13 of 2019.

Specifically with respect to audits, Chapter 36, Sec. 831(d)(5) of the New York City Charter requires the EEPC to, among other things:

*[A]udit and evaluate the employment practices and procedures of each City agency and their efforts to ensure fair and effective equal employment opportunity for minority group members and women at least **once every four years**...* (Emphasis added)

A little more than half of our total staff are assigned to audit an average of 35 or so City agencies per year. In 2024, we were approved to fill 3 vacant EEO Program Analyst positions and promote our two most senior audit staff members to Director of Audits, and Manager, EEO Analysis and Audit Unit. While we were very hopeful that the new team would be able to issue all Final Determinations to the agencies within the current calendar year, despite our best efforts, 8 of the 32 agency audits that commenced in 2024 were carried over into calendar year 2025. This is significant because when the EEPC is audited by the NYC Comptroller's Office, and we are currently in the process of such an audit, this is one of the standards that we are evaluated against. It is significant to note that these 32 agency audits resulted in a total of 161 corrective actions that will be monitored during the 4-month compliance monitoring phase that takes place at the conclusion of the audit.

During the 2024 budget process, we noted that the corrective actions resulting from the audits serve to keep the City agencies in compliance with City, State, and Federal EEO laws, regulations, and best practices, which in turn serves to limit the number of complaints and monetary claims made against the City. The audits also serve to ensure consistency across the agencies in that the EEO program of one agency should be fairly similar to the EEO program of another. But as the role of the EEPC continues to mature, it is appropriate to consider how we can improve and make the audit program even stronger where we can, such as, instead of waiting 4 years to conduct an audit, conduct spot checks of those agencies that have had a significant number of corrective actions or agencies for which there have been claims of a failure to follow EEO processes or procedures. In addition, we should be conducting more outreach with the agencies, reminding them about the things they need to do to remain in compliance through the use of various media such as newsletters, information sessions, webinars, conferences,

and events, both in-person and remote. Taking the EEPC to the next level will require greater transparency, as well as becoming more of a resource to the City's agencies, which will require additional staff and resources given our very small size.

Similarly, Local Law 13 requires the Research Unit of our Office to review the City's workforce over a period of 10-years. We are halfway through the analysis period, and it has become clear that far more than a surface review of underutilization data is required due to the complexities and nuances of the analyses. Thus, in order to perform thorough and meaningful analyses, additional resources will be required.

In what I believe is strong support for the work of this organization, both the Mayor's Office and City Council supported last year's request for additional staff and restored 3 headcount to the EEPC, which had been previously lost to the City's Program to Eliminate the Gap, or PEG. Two of the 3 headcount will be assigned to the Research Unit and the remaining one to the Audit Unit. It is expected that the new staff will be on-boarded in or around February and March 2025.

As Executive Director, my personal goal for 2025 is for the EEPC to work closely with the City agencies, by becoming both a resource and a partner, with the ultimate aim of achieving ***zero corrective actions*** upon conclusion of an agency audit. No corrective actions means that the agencies' EEO programs are fully in compliance with City, State, and Federal EEO laws and regulations, regardless of which aspect of the EEO program we may be auditing. I believe we can get there through our work on an EEO Officers' Handbook to help EEO professionals understand how to prepare their program for an EEPC audit, newsletters, spot checks, and by holding periodic seminars and other events to inform and educate the agencies. I am certain this goal can be achieved and that the addition of an EEO Program Analyst to our team can help us get there.

In addition, my personal goal for the Research Unit is for it to be able to perform the nuanced review that is required in order to more fully understand the drivers of underutilization in the City's workforce and provide the City with meaningful recommendations and solutions. Such solutions will come in the form of proposed legislative and regulatory initiatives, as well as providing budgetary recommendations that the City can confidently rely upon. I believe the new talent we intend to bring on in 2025 will complement our existing team so that we will be in a better position to perform our best work.

In closing, I want to take this opportunity to thank the Mayor's Office and New York City Council for the faith they have placed in the EEPC. I would also like to thank the Department of Citywide Administrative Services (DCAS) for their continued support. We are excited to take on this challenge and look forward to producing our best work yet, as we strive to be the best that we can be in 2025 and beyond.

## About the EEPC

---

The Equal Employment Practices Commission (EEPC) is an independent, non-mayoral, oversight entity tasked with auditing, reviewing, and monitoring the equal employment practices of the City of New York.

Created by a 1989 amendment to the New York City Charter, the EEPC is empowered to audit and evaluate, at least once every four years, the employment practices and programs of municipal entities and their efforts to ensure equal employment opportunity (EEO) for women and people of color employed by, or seeking a position with, the City. The City Charter authorizes the EEPC to make a determination that any municipal entity's plans, programs, or procedures do not provide equal employment opportunity, require appropriate corrective action, and monitor the implementation of the corrective action prescribed.

The EEPC's mandate is to ensure the City's employment policies and practices comply with Federal, State, and City EEO requirements and industry best practices. Programmatic changes resulting from the EEPC's audits assist City entities in preventing employment discrimination and avoiding costly litigation.

### Structure

The EEPC has a Board of Commissioners, Executive Director, Administration Unit, Legal Unit, Audit Unit, and Research Unit. An organizational chart that illustrates EEPC personnel at the end of 2024 can be found on page 7.

### **Board of Commissioners**

The City Charter calls for the appointment of a Board of five per diem Commissioners. The Board is comprised of two appointees each from the Mayor and City Council, and a Chair jointly appointed by the Mayor and Speaker of the City Council. This arrangement ensures balance and insulation from political influence and facilitates exercise of jurisdiction over the employment practices of mayoral and non-mayoral entities, as well as the offices of elected officials and political appointees.

The City Charter requires the Board to meet at least once every eight weeks. In accordance with the New York Open Meetings Law, Board meetings are open to the public. Additionally, pursuant to Local Law 103 of 2013, Board meetings are recorded and made available to the public online.

During meetings, the Board adopts and approves audit-related Final Determination resolutions – which delineate corrective actions – and Determinations of Compliance, Partial Compliance, or Non-Compliance, which reflect entities'

implementation of the prescribed corrective actions. The Board also deliberates on whether issues and trends revealed through entity audits and relevant research are appropriate for further investigation, public hearings or – consistent with its role as monitor of the City’s employment practices – for recommendation to the Mayor, City Council, and the Department of Citywide Administrative Services (DCAS), to improve the City’s equal employment opportunity policies and programs.

### **Executive Director**

The Board appoints an Executive Director to advise and assist in the development and implementation of strategic plans and initiatives and oversee the EEPC’s daily operations to effectuate the powers and duties delegated to it by the City Charter.

### **Administration Unit**

The Administration Unit provides support for computer and technology systems and the development and implementation of human resources initiatives and personnel policies.

### **Legal Unit**

The Legal Unit serves to interpret legal issues related to the administration of the EEPC’s responsibilities and duties, interpret and reinforce the EEPC’s authority, ensure the legal application of the EEPC’s Uniform Standards to audits of municipal entities and the City as an employer, and maintain legal compliance with federal, state, and local EEO laws, regulations, and judicial decisions.

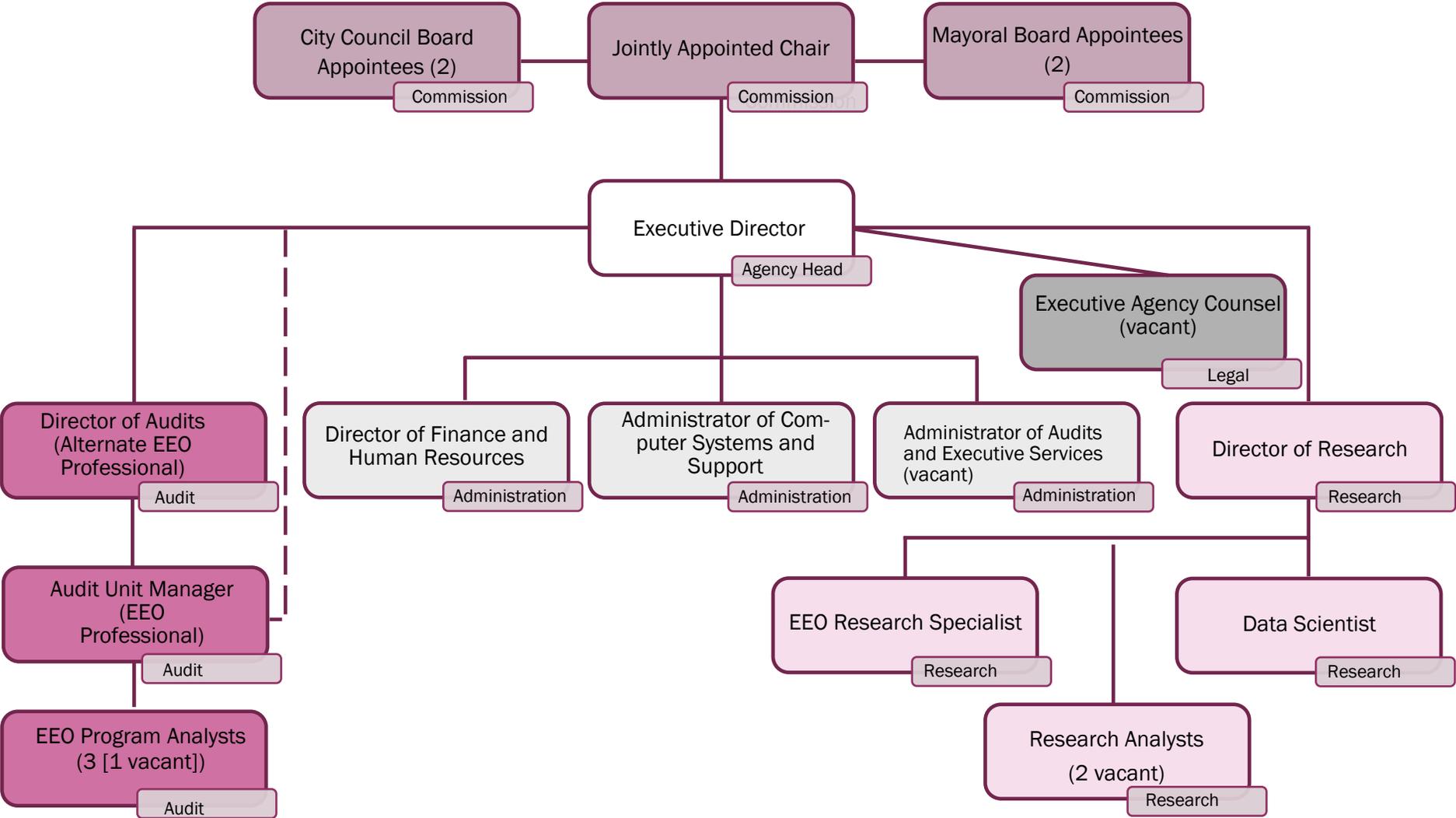
### **Audit Unit**

The Audit Unit reports to the EEPC’s Legal Unit to ensure interpretation of EEO laws and policies in the administration and management of audits. The EEPC’s Audit Unit conducts comprehensive and issue-specific audits of City entities’ employment programs and prescribes corrective action to bring entities into compliance with the EEPC’s Uniform Standards. The Audit Unit also aids agencies in the implementation of EEO program changes.

### **Research Unit**

The Research Unit conducts analyses of City employment data to examine issues in equal opportunity practices and trends in employment patterns of underrepresented demographics. The Research Unit publishes reports to fulfill requirements established by the City Council and supports the Audit and Legal Units.

# Organizational Chart



## Authority

The City Charter authorizes the EEPC to audit, evaluate, and monitor the employment practices, procedures, and programs of City agencies and other municipal entities, including their efforts to ensure equal employment opportunities. The EEPC recommends practices, procedures, and programs to be utilized by those entities for compliance with federal, state, and local laws, to increase equal opportunity for women, people of color, and other employees and job applicants identified for protection from discrimination. To that end, the City Charter also authorizes the EEPC to review the Annual EEO and Diversity Plans of City agencies, entities, and offices of elected officials, monitor execution of their Plans through review of Quarterly EEO Reports, and provide comments, suggestions, and recommendations for inclusion in future Plans.

In addition to its audit responsibilities, the EEPC is also authorized to make policy, legislative, and budgetary recommendations to ensure equality of employment opportunity; establish advisory committees to support and advance its goals of increasing EEO; request and receive information from City entities, as needed, to effectuate its mandates; and conduct research and hold hearings and symposiums to address EEO matters that affect the municipal workforce.

## Jurisdiction

The City Charter and New York City Corporation Counsel opinions accord the EEPC oversight over approximately 145 City entities that include, but are not limited to: mayoral and non-mayoral agencies; the offices of elected officials, such as the Mayor, City Council, Borough Presidents, City Comptroller, District Attorneys, and Public Advocate; non-pedagogical employees of the Department of Education and the community colleges of the City University of New York; the New York City Housing Authority; and the Pension and Retirement Systems.

## NYC Open Data

The New York City Open Data Law mandates that public data be freely available on a single web portal. NYC Open Data is the free public data published by New York City entities. It provides an opportunity for New Yorkers to engage with the information that is produced and used by City government. The EEPC is committed to NYC Open Data for all to increase transparency, accountability, and accessibility within City government. For additional information on NYC Open Data, please visit: <https://opendata.cityofnewyork.us/>.

## 2024 Audits

---

The purpose of an EEPC audit is to analyze and evaluate a municipal entity's employment practices and EEO program to ensure they provide equal opportunity for women, people of color, and all employees and applicants.

### Methodology

The EEPC's audits consist of four phases.

#### **Audit Preparation**

The EEPC reviews its four-year audit plan, determines which entities will be audited for the upcoming year, and sends out Audit Initiation Letters. The EEPC also conducts audit information sessions for Agency Heads and Principal EEO Professionals.

#### **Data Collection**

The EEPC sends Preliminary Interview Questionnaires (PIQs) to the principal EEO professionals of each audited agency. The PIQs ask the agency to provide information about their EEO programs and submit documentation that illustrates their EEO efforts.

#### **Evaluation**

The EEPC reviews the information provided by the audited agencies via the PIQs, analyzes the agencies' EEO practices against the EEPC's Uniform Standards, and issues a *Preliminary Determination* detailing initial findings, after which agencies have the option to respond and provide additional documents and information. After reviewing the agency's response to the *Preliminary Determination*, the EEPC will issue a *Final Determination*, which identifies areas related to the audit standards where the agency's EEO program may be lacking, and includes steps needed to remedy the deficiencies identified (if any).

#### **Compliance Monitoring**

The issuance of a *Final Determination* marks the beginning of Compliance Monitoring, which is the last phase of an audit. During this period, the EEPC will work with the audited entity to implement program enhancements. Upon completion of all prescribed corrective actions or the end of the Compliance Monitoring period, whichever is first, the EEPC will issue a *Determination of Compliance, Partial Compliance, or Non-Compliance*, as applicable. The EEPC has the authority to compel the attendance of witnesses and administer oaths for the purpose of ascertaining whether City entities are in compliance with EEO requirements.

# Employment Practices Audit with a Focus on Underutilization

2024 was the third year of the EEPC’s Employment Practices Audit with a Focus on Underutilization (EPA (UU)). This audit is projected to last four years. The goal of the EPA (UU) is to evaluate the following components of an agency’s EEO program: distribution of EEO policies and procedures, annual EEO plans, EEO training for employees and EEO professionals, and the EEO resources available for employees and applicants with disabilities. It also includes assessments of an agency’s workforce data and recruitment and selection processes to ensure the entity is taking action to address underutilization of people of color and women in the City’s workforce.

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

### EPA (UU) audit sections

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

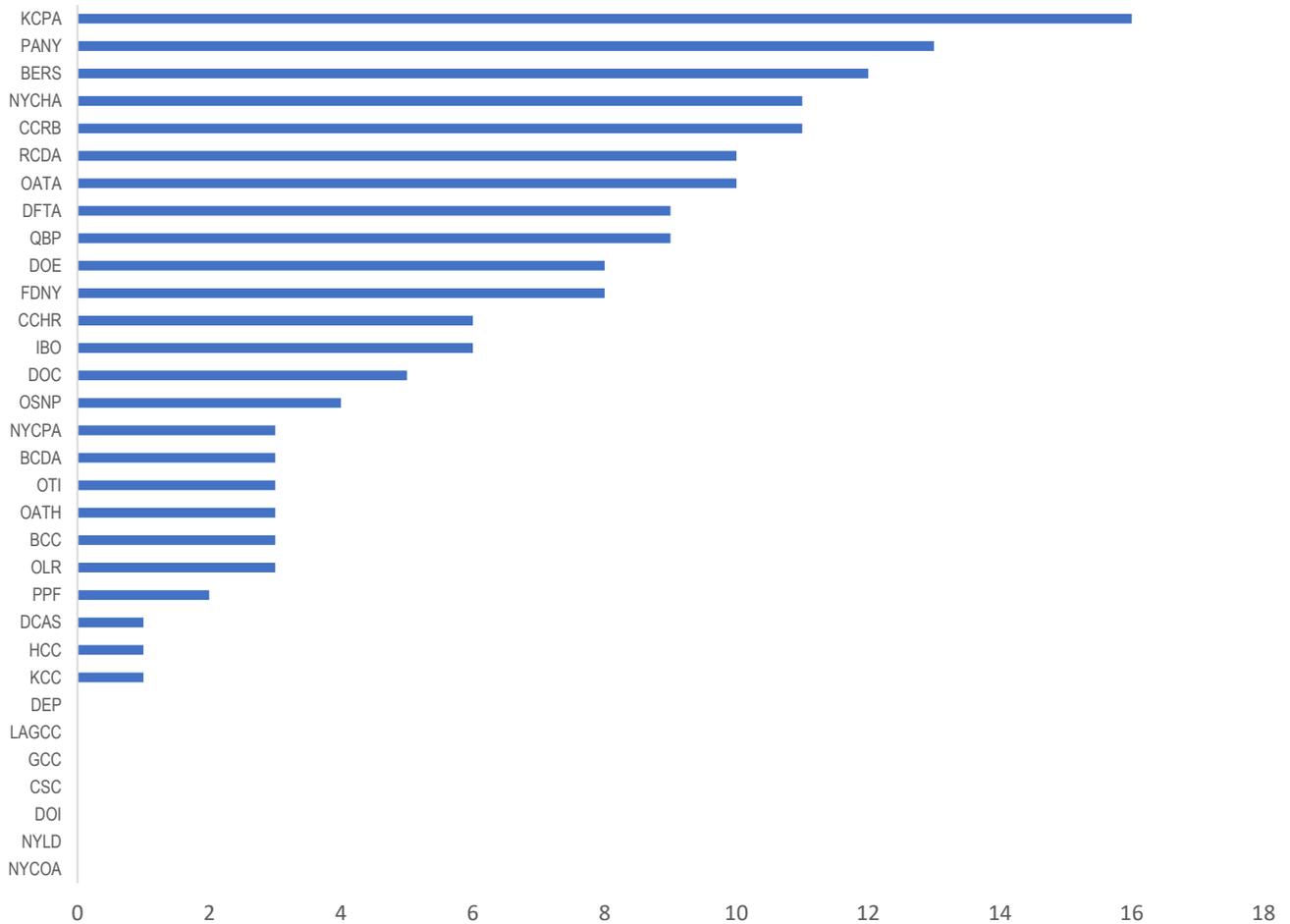
### 2024 Audits

The EEPC conducted an EPA (UU) of 33 entities in 2024<sup>1</sup>. In total, 161 corrective actions were assigned to these entities (an average of slightly less than 5 per agency). The figure below shows the number of corrective actions that remained for compliance monitoring after the Final Determination for each of the agencies audited in 2024.

---

<sup>1</sup> The Civic Engagement Commission (CEC) is included in the OTI audit.

## Number of Corrective Actions, by Entity<sup>2</sup>



<sup>2</sup> **KCPA**: Office of the Kings County Public Administrator; **PANY**: Office of the Public Advocate for the City of New York; **BERS**: Board of Election Retirement System; **NYCHA**: NYC Housing Authority; **CCRB**: Civilian Complaint Review Board; **RCDA**: Office of the Richmond County District Attorney; **OATA**: Office of Administrative Tax Appeals; **DFTA**: Department for the Aging; **QBP**: Office of the Queens Borough President; **DOE**: Department of Education; **FDNY**: NYC Fire Department; **CCHR**: NYC Commission on Human Rights; **IBO**: NYC Independent Budget Office; **DOC**: Department of Correction; **OSNP**: Office of Special Narcotics Prosecutor; **NYCPA**: Office of the New York County Public Administrator; **BCDA**: Office of the Bronx County District Attorney; **OTI**: NYC Office of Technology and Innovation; **OATH**: Office of Administrative Trials & Hearings; **BCC**: Bronx Community College; **OLR**: Office of Labor Relations; **PPF**: NYC Police Pension Fund; **DCAS**: Department of Citywide Administrative Services; **HCC**: Hostos Community College; **KCC**: Kingsborough Community College; **DEP**: Department of Environmental Protection; **LAGCC**: La Guardia Community College; **GCC**: Guttman Community College; **CSC**: Civil Service Commission; **DOI**: Department of Investigation; **NYLD**: NYC Law Department; **NYCOA**: NYC Office of the Actuary.

Seven agencies had no corrective actions after the issuance of the Final Determination:

- Department of Environmental Protection
- La Guardia Community College
- Guttman Community College
- Civil Service Commission
- Department of Investigation
- NYC Law Department
- NYC Office of the Actuary

Twelve agencies had 1-5 corrective actions:

- Department of Correction
- Office of Special Narcotics Prosecutor
- Office of the New York County Public Administrator
- Office of the Bronx County District Attorney
- NYC Office of Technology and Innovation
- Office of Administrative Trials & Hearings
- Bronx Community College
- Office of Labor Relations
- NYC Police Pension Fund
- Department of Citywide Administrative Services
- Hostos Community College
- Kingsborough Community College

The assignment of a corrective action does not mean an agency is lacking all components of an audit standard. In most cases, entities are missing some aspect of the standard, and the corrective action is issued for the agency to correct only the specific portion of the audit standard that is deficient.

### **Compliance Monitoring**

The 119 corrective actions assigned for monitoring are illustrated in the table below. All the audit standards had one or more CAs issued.

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

## 2025 Audits

The EEPC plans to conduct EPA (UU) audits for the following 35 entities in 2025:

1. New York City Police Department
2. Department of Veterans' Services
3. New York City Council
4. Mayor's Office of Contract Services
5. Special Commissioner of Investigation for the New York City School District
- 6-17. Manhattan Community Boards 1-12
- 18-31. Queens Community Boards 1- 14
32. Office of the Kings County District Attorney
33. Office of the Queens County District Attorney
34. Office of the Bronx County Public Administrator
35. Office of the Richmond County Public Administrator

## EEPC Symposium 2024

---

### Leveraging the Employee Value Proposition (EVP) and Employer Brand to Improve Diversity

The EEPC held a symposium on June 18, 2024, focusing on how the City can better attract diverse personnel to join its workforce. Several participants from the EEPC spoke, including Chair and Commissioner Aldrin Bonilla, and Commissioner Nicole Yearwood. Representatives from the Department of Citywide Administrative Services (DCAS) joined to discuss the City's transformation of its human resources infrastructure. Dr. Beverly Tarulli, a Clinical Assistant Professor at New York University, gave the keynote address, discussing the "employee value proposition" and how the City can use it to improve diversity in the municipal workforce.

Dr. Tarulli's presentation highlighted the importance of understanding what motivates people to apply for positions in City government and how to appeal to those motivations throughout the employee lifecycle. Crystal Monge and Ivy Nguyen shared DCAS' ongoing efforts to improve the City's "brand" by streamlining the City's human relations infrastructure, including hiring and onboarding. Menelik Alsop and Jeanne Victor from the EEPC discussed the EEPC's audits of agencies' employment practices and how the EEPC works with the City to encourage employment practices that improve diversity. William Peterson, from the EEPC's Research Department, illustrated how underutilization persists despite agencies' efforts to diversify the workforce, and discussed potential ways to better understand and combat it.

At end of the Symposium, participants were placed into small groups and offered the opportunity to brainstorm ideas for how their agency and the City can improve employee outcomes. The EEPC hopes the Symposium was an engaging presentation and participants walked away with ideas that can help them in their agencies' work.

Materials from the symposium, including the video and presentations, are available on the EEPC's website, at:

<https://www.nyc.gov/site/eepc/conference/conferences2024.page>.

# EEPC Research

---

## Local Law 13: Underutilization in the City’s Workforce

In 2019, the New York City Council enacted Local Law 13. It requires the EEPC to report annually for ten years on underutilization of racial and ethnic groups in the City’s municipal workforce. In 2024, the EEPC published its fourth edition in the series (available at <https://www.nyc.gov/site/eepc/reports/reportsllr.page>), analyzing the City’s workforce representation by race, ethnicity, and gender at the end of Fiscal Year (FY) 2023. Several key findings and recommendations were highlighted.

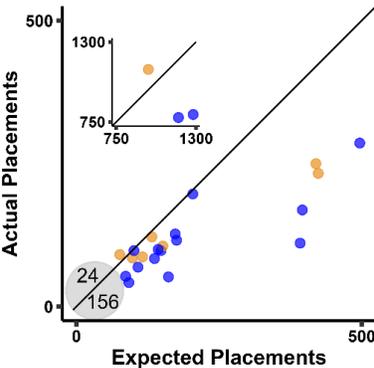
### **Underutilization in 2023 was largely unchanged from 2022.**

Underutilization was mostly unchanged, with 85% of the job groups with underutilization in 2022 having the same underutilization in 2023.

### **In the majority of job groups with underutilization, people of color and women were hired at rates below the City’s labor market availability estimates.**

Combating underutilization requires, in part, hiring individuals from underrepresented groups at a rate that is greater than or equal to their labor market availability (LMA). In most job groups with underutilization in 2022, individuals from the underutilized groups were hired at a rate lower than their LMA.

The figure below illustrates the pattern of new hires in those job groups with underutilization. The orange points correspond to underutilization of women and the blue points correspond to underutilization by race/ethnicity.



Points above the diagonal line indicate placements (new hires and promotions) in the underutilized group(s) exceeded their availability, helping to remediate

underutilization. Points below indicate new hires in the underutilized group(s) were below their availability, perpetuating underutilization.<sup>3</sup>

### **Separations had a considerable impact on underutilization of women.**

Combating underutilization requires, in part, retaining individuals from underrepresented groups at a rate that is higher than or equal to their existing presence. Most job groups with underutilization in 2022 saw individuals from the underutilized groups leave at rates higher than or equal to their presence in that job group. This was especially an issue for women.

Many of the EEPs recommendations from prior reports were still pertinent.

### **Provide resources to understand the drivers of underutilization from hiring, and prioritize recruitment efforts in areas of underutilization.**

Hiring of underutilized groups in job groups underutilizing them was often considerably below their labor market availability. Additional staff could aid City efforts to understand drivers of underutilization from hiring.

### **Provide resources to understand the drivers of separations of underutilized demographic groups and improve retention.**

In the EEO world, retention is often second to recruitment in efforts to address underutilization. Local Law 130 (2023) will require entities to conduct exit surveys and interviews. Analyzing exit interview data will help the City better understand its personnel and should inform efforts to improve retention.

### **Update the availability estimates.**

The most important action the City can take regarding underutilization almost certainly is to update its availability estimates and establish protocols to ensure they are updated regularly. The EEP has highlighted this issue and offered recommendations in prior Local Law 13 (2019) Reports.

The EEP will continue publishing reports on underutilization in the City's workforce, and the CUNY community colleges (as mandated by Local Law 13) annually. These reports will be available on our website and distributed to relevant stakeholders.

---

<sup>3</sup> The "24" inside the circle and above the line indicates there are 24 additional points above the line but are not individually illustrated. Similarly, the "156" indicates there are 156 additional points below the line but not illustrated. These points are not in the plot because their proximity to each other would make the figure less legible.

# Meetings of the Board of Commissioners

---

The Commission met 7 times in 2024, on:

Thursday, February 8

Thursday, April 4

Thursday, May 30

Thursday, July 25

Thursday, September 5

Thursday, October 31

Tuesday, December 17

Links for the video recording of each meeting can be found at <https://www.nyc.gov/site/eepc/meetings/meetings04.page>

Seven meetings are scheduled for 2025:

Thursday, January 30, 10:15 AM

Thursday, March 27, 10:15 AM

Friday, May 2, 10:15 AM

Monday, July 7, 10:15: AM

Thursday, September 4, 10:15 AM

Thursday, October 30, 10:15 AM

Tuesday, December 16, 10:15 AM

These dates are subject to change. Public notice of the Board's meetings is published in the City Record for five successive days prior to the date of the meeting. Meetings are live streamed.









# **Equal Employment Practices Commission**

Equal Employment Practices Commission  
253 Broadway, Suite 602  
New York, NY 10007

Phone: (212) 615-8939  
Fax: (212) 676-2724

[www.nyc.gov/site/eepc/index.page](http://www.nyc.gov/site/eepc/index.page)