Underutilization in the New York City Workforce in 2023

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

Volume 4A

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NYC Equal Employment Practices Commission

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Executive Summary

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

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

Findings

Underutilization in 2023 was largely unchanged from 2022, with slight improvements for Asians, Hispanics, and women.

There were small decreases in the percentage of job groups with underutilization of Asians, Hispanics, and women. There was a slight increase in the percentage of job groups with underutilization of Blacks. The shortfalls (the disparity between the expected number of employees from that demographic group – based on labor market availability (LMA) – and the actual number employed) improved for Asians (by 2%), Hispanics (by 2%), and women (by 5%). There was a small increase in disparities for Blacks (1%). Black workers remain the most underutilized demographic by far, with an underutilization disparity of 8,333 workers.

In the majority of job groups with underutilization, people of color and women were not hired at rates that match 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 LMA. In many job groups with underutilization in 2022, individuals from the underutilized groups were hired at a rate lower than their LMA. This was especially true for Black and Hispanic workers.

Separations had a considerable impact on underutilization, especially for women.

Combating underutilization requires, in part, retaining individuals from underrepresented groups at a rate that is higher than their incumbent availability in the workforce. Most job groups with underutilization in 2022 saw individuals from the underutilized groups leave in 2023 at rates higher than or equal to their presence in that job group. This was especially an issue for female personnel.

Recommendations

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

Update the availability estimates.

The City should update its availability estimates, which were last updated in 2013. The City is in the early stages of this process, but because of how the relevant systems and databases are designed, it will likely take some time. The City Council and the Mayor's Office should provide the resources necessary to ensure the City's availability estimates are updated regularly. The EEPC should be involved in this process. The EEPC's experience with CEEDS data gives us a unique perspective on its strengths and limitations and we are able to offer useful insights and suggestions. Adding a Labor Economist to the EEPC research staff, responsible for developing, maintaining, and analyzing a database of disparate labor market availability data, would aid citywide initiatives to ensure the City's availability estimates reflect the labor pools they are intended to represent.

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

The City has begun efforts to analyze applicant and hiring data, for example with the Local Law 14 (2019) report series. The EEPC is positioned to help City leaders understand why hiring activity often fails to help remediate underutilization. An additional EEPC research scientist would be able to analyze this applicant data and use these analyses to develop tailored recommendations to reduce underutilization via recruitment, hiring, and promotion.

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

Maximizing retention of existing workers is likely as important as recruitment and hiring in addressing underutilization, and may be less costly. It is crucial to understand why employees leave, particularly women and people of color. Local Law 130 (2023) – which goes into effect in March 2025 – will require exit surveys of departing City employees and should yield insight into employee motivations to leave City employment. To aid in these efforts, an additional EEPC research scientist responsible for separations analyses would enhance the City's understanding of separations and underutilization, which has particularly impacted women. The EEPC should also be involved in the development of questions for the survey and plans to implement them. These steps would result in tailored recommendations to reduce underutilization by helping to retain personnel in the City's workforce.

Adequately fund expanded employment initiatives stemming from Local Laws.

The City Council should introduce funding amendments for personnel to ensure the success of its legislative initiatives to understand the City's workforce. Summarized in Appendix H, the local laws and their associated reports will bring insight into employees' experiences, expectations, and aspirations. Many of these new reporting requirements are unfunded, meaning the responsible entities and staffs may feel overextended trying to meet expanded reporting expectations. The lack of funding for additional full-time staff may be more costly in the long term when overtime or attrition costs are factored in.

Introduction

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

This report provides an overview of the City's workforce and underutilization in job groups and at entities in Fiscal Year (FY) 2023. We illustrate underutilization for every job group and entity in the EEPC's jurisdiction for which we have data. We also illustrate some data on hiring and separations.

We at the EEPC thank the team at the New York City Department of Citywide Administrative Services (DCAS) for providing us with the data needed to produce this report. We look forward to continuing our work together. The author also thanks the EEPC Board of Commissioners: Chair Aldrin Rafael Bonilla, Vice-Chair Elaine S. Reiss, Minosca Alcantara, Ngozi Okaro, and Nicole Yearwood, for their guidance. Our Executive Director Jeanne M. Victor, Director of Research Russell Ferri, Manager of EEO Analysis and Audits Menelik Allsop, and EEO Research Specialist Pratima Doodnauth also provided helpful feedback.

How we analyze underutilization

In this report we compare the presence of Asians, Blacks, Hispanics, and females in various jobs at City entities to the availability of those groups in the labor market. The analyses in this report are primarily based on data from the fourth quarter of FY 2023. The data illustrates the composition of New York City's workforce on June 30, 2023, the last day of that quarter. To assess how underutilization has changed, comparisons are made to the workforce composition on June 30, 2022. The data primarily come from DCAS's Citywide Equal Employment Database System (CEEDS). A more detailed explanation of the data is provided in Appendices E and F. Definitions of some key terms are provided below, and additional definitions are provided in Appendix A.

Underutilization of whom?

All personnel are protected from employment discrimination based on race, ethnicity, and gender (discrimination based on numerous other characteristics is also prohibited). We focus on some of the groups who have historically faced discrimination in employment and whose

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

presence in New York City is large enough to conduct statistical analyses: those who identify as Asian, Black, or Hispanic, and those who identify as female.

Assessing underutilization for these groups is based on the mandate of Local Law 13 (2019) to analyze underutilization of racial and ethnic groups, and the EEPC's formal request to the City Council to amend that law to include gender.

How do we measure underutilization?

Underutilization – for this report – is the employment of individuals from the groups identified above at rates lower than their labor market availability (LMA), and the disparity meets a defined threshold. We measure underutilization for job groups within individual agencies. For example, multiple entities have personnel in the Police and Detectives job group, such as the New York City Police Department (NYPD) and the Department of Correction (DOC). We measure underutilization in this job group individually for the NYPD, the DOC, and all other entities that have personnel in that job group.

How is availability determined?

The City calculates the LMA for racial and ethnic groups, and for gender, for each job group. The LMA is an estimate of the percentage of individuals in the relevant labor market from a demographic group who are qualified to fill positions in that job group. The City uses different weightings for different job groups; many are derived from a combination of the demographics of those on relevant Civil Service lists, and Census data for New York City.

What is a "job group"?

New York City classifies each of its job titles into a "job group." These classifications combine jobs titles with similar tasks, responsibilities, and requisite skills. The City has created 31 job groups, 29 of which are currently used. All job groups are described in Appendix C.

Which City entities are included in this report?

This report includes analysis of mayoral and non-mayoral entities, departments, offices, and boards. As of June 30, 2023, New York City's workforce was approximately 347,000 employees, employed across 142 entities (that includes full-time, part-time, provisional, non-provisional, competitive class, non-competitive class, labor class, and exempt personnel).

In this report we analyze 75 City entities, and only the full-time, active employees in those entities. Exclusions include entities that are outside of the EEPC's jurisdiction (e.g., the Board of Elections, the Municipal Water Finance Authority and the Health and Hospitals Corporation employees), entities for which workforce data was unavailable (e.g., the City's 59 Community Boards), and partial exclusions, such as the Department of Education's pedagogical (i.e., teaching) employees, because the EEPC does not have jurisdiction over those personnel. Because of these exclusions, the number of personnel analyzed in this report is considerably lower than the City's total personnel.

What methods are used to determine underutilization?

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

We have conducted independent calculations of statistical significance for this report. We classify some job groups as having underutilization when the City does not; the primary reason for the different classifications is the City does not flag underutilization as existing in a job group if the disparity between the expected number of individuals from the demographic group and their actual number is less than or equal to five percent of the total personnel in the job group (the City calls this the "N-O5 rule"). Appendix E includes a deeper discussion of our methodology and some hypothetical examples to illustrate it. Appendix F contains a description of the other metrics the City uses to determine underutilization.

The job groups and entities we analyze

Table 1 illustrates the job groups established by the City, how many of the entities included in this report have them, and the number of personnel. Because the City only determines whether underutilization exists for job groups with more than 8 employees, we also indicate the number of job groups that meet that criterion and the number of employees in those groups. The number of job groups with more than eight employees across entities decreased by one compared to 2022, from 483 to 482.

The three largest job groups (Police and Detectives, Paraprofessionals, and Social Workers) account for 62,355 employees, 34 percent of the workforce in our analyses. The three smallest job groups (Personal Services, Health Services, and Operators) have a combined total of 436 employees, 0.2 percent of the workforce analyzed in this report. The Police and Detectives job group has the greatest number of personnel (37,401). This job group includes Police Officers, Correction Officers, Detectives, and several other titles across numerous agencies (e.g., the New York City Police Department, the various District Attorney offices, and the Department of Correction). It has almost three times more personnel than the Paraprofessionals job group (the second largest, with 12,800 employees), which includes Community Coordinators and Community Associates, among other titles. The Operators job group has the fewest personnel (133).

Table 1 – Number of Job Groups and Number of Employees

Job Group (JG)	# JGs	# Empl.	JG Frequency > 8 Empl. In JG	# Empl. in JG with > 8 Empl.
Administrators	67	417	11	234
Managers	70	11567	61	11527
Management Specialists	67	11937	48	11881
Science Professionals	57	7618	38	7564
Health Professionals	10	4853	9	4851
Social Scientists	28	955	12	905
Social Workers	22	12154	11	12125
Lawyers	49	2171	23	2093
Public Relations	35	284	9	210
Technicians	44	8439	29	8380
Clerical Supervisors	53	4868	32	4801
Clerical	64	7897	38	7820
Police Supervisors	9	7268	4	7244
Fire Supervisors	1	2411	1	2411
Firefighters	2	8623	1	8618
Police and Detectives	24	37401	19	37385
Guards	5	6810	5	6810
Food Preparation	4	1512	3	1511
Health Services	7	146	3	133
Building Services	16	4976	10	4953
Personal Services	8	157	3	144
Farming	5	2567	4	2563
Craft	21	9909	15	9901
Operators	9	133	6	118
Transportation	23	272	10	247
Laborers	20	5508	13	5486
Sanitation Workers	2	7767	1	7765
Teachers[2]	6	765	4	752
Paraprofessionals	71	12800	59	12754
Total	**799**	**182185**	**482**	**181186**

[2] Teachers for the Department of Education (DOE) are not included in this report; the EEPC does not have jurisdiction over them because they are subject to New York State rules and regulations. Therefore, the number reported here only indicates teachers who work for other agencies.

Table 2 lists the five largest and five smallest entities, based on the number of personnel. Table 12 (in Appendix B) contains a complete list.

<p style="text-align:center">Table 2 – Largest and Smallest Entities Analyzed,
of Employees</p>

Entity Name	# Job Groups (JG)	# Empl.	# JG with > 8 Empl. In JG	# Empl. in JG with > 8 Empl.
NYC Police Department	25	49522	23	49514
NYC Fire Department	18	17066	15	17049
Department of Social Services (HRA+DHS)	21	12503	18	12488
Equal Employment Practices Commission	6	11	0	0
Civil Service Commission	4	10	0	0
Department of Education*	21	12812	18	12804
Office of the Bronx County Public Administrator	3	8	0	0
Office of the Queens County Public Administrator	3	7	0	0
Office of the Richmond County Public Administrator	3	5	0	0
NYC Housing Authority	22	11915	18	11898

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

Seventy-five entities are included in this report. Sixty-six had at least one job group large enough to measure underutilization.

The entities included in this report employed 182,185 individuals full-time. The five largest entities had a combined headcount of 103,818 employees, approximately 57 percent of the total headcount analyzed (and 30 percent of the City's entire workforce). The New York City Police Department (NYPD) had the largest number of personnel, almost three times as many as the New York City Fire Department (FDNY) or the non-pedagogical staff in the Department of Education (DOE), the entities with the next-highest personnel numbers. Three of the five Public Administrator Offices had the fewest personnel. The EEPC was also one of the City's smallest entities, with 11 personnel. The five smallest entities (and four others) do not have any job groups large enough to measure underutilization.

Workforce Demographics

Figure 1 illustrates the racial and ethnic composition of the personnel analyzed in this report.

Figure 1 – Racial and Ethnic Composition of City Workforce

Group	Percentage
Asian	10%
Black	32%
Hispanic	22%
Other/Unknown	3%
White	32%
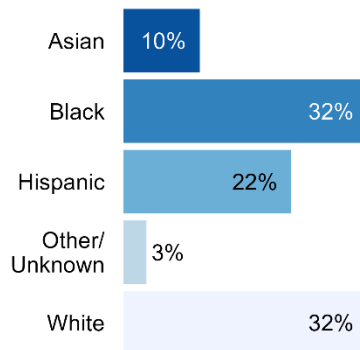
Blacks were the largest group (32%) followed by Whites (32%). Other/Unknown (3%) includes Native American and Alaska Natives, and those who did not indicate their race/ethnicity in the City's personnel system. The demographics of the personnel analyzed in this report are similar to the City's total workforce as reported in the most recent EEO-4 Report available (2021).[3]

Table 13 (in Appendix B) provides the racial and ethnic composition of each entity analyzed in this report.

Figure 2 illustrates the gender composition of the personnel analyzed in this report.[4]

Figure 2 – Gender Composition of City Workforce

Group	Percentage
Female	41%
Male	59%

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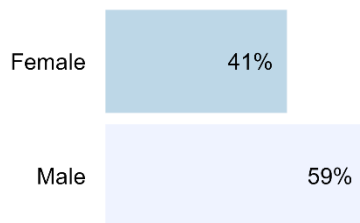
[3] The 2021 EEO-4 Report identified Blacks as the largest group (34%) followed by Whites (34%), Hispanics (21%), and Asian and Native Hawaiian Other Pacific Islanders (NHOPI) (10%). Employees that identified as Native American and Alaska Natives, or Two or More Races, comprised one percent of the City's workforce.

[4] The gender composition reported here is substantially different than the one reported in the DCAS Workforce Profile Report (WPR) series. As previously explained (page 2), this Local Law 13 report series does not include Health and Hospitals Corporation (H+HC) and Department of Education (DOE) pedagogical employees, because the EEPC does not have jurisdiction over them. The bulk of H+HC and DOE pedagogical employees are women. The differing gender compositions between this report and the DCAS WPR series exist primarily because these workforces are not included in the analyses conducted for this report.

Men composed a majority of the personnel analyzed in this report (59%). A small percentage (0.1%) of the City's workforce identified as non-binary or did not provide information on their gender in the City's personnel system (data not illustrated). Table 14 (in Appendix B) provides the gender composition of each entity analyzed in this report.

Across job groups and entities citywide, there was considerable variation in race/ethnicity and gender compositions. Black workers ranged from 3 percent of Fire Supervisors to 65 percent of Building Services personnel. Asian workers ranged from 1 percent of Fire Supervisors to 31 percent of Science Professionals. Hispanic workers ranged from 7 percent of Fire Supervisors to 31 percent of Paraprofessionals. Female workers ranged from less than 1 percent of Fire Supervisors to 86 percent of Health Professionals.[5]

Black workers ranged from 3 percent at the Office of the Actuary to 63 percent at the Administration of Children's Services. Asian workers ranged from 0 percent at the Office of the Staten Island Borough President and the Office of Collective Bargaining to 43 percent at the Office of the Actuary. Hispanic workers ranged from 6 percent at the Landmarks Preservation Commission to 46 percent at the Office of the Bronx Borough President. Women ranged from 9 percent at the Department of Sanitation to 72 percent at the Administration for Children's Services.

The extent of underutilization in New York City

Underutilization was relatively stable in 2023 compared to 2022. There were 219 instances of underutilization in 2023, the same as in 2022.[6] Asians were underutilized in 7 percent of job groups, Blacks in 19 percent, Hispanics in 5 percent, and females in 15 percent. Underutilization was less frequent for Asians, Hispanics, and females than in 2022. For Blacks, the frequency of underutilization increased by one percentage point compared to 2022.

The utilization shortfall for Asians, Blacks, and Hispanics (combined) was 10,977, compared to 10,956 in 2022 (approximately 6% of the overall workforce analyzed in this report and virtually identical to 2022). For Asians, the shortfall was 1,563 compared to 1,601 in 2022; for Blacks, it was 8,333 compared to 8,247 in 2022; for Hispanics, it was 1,081 compared to 1,108 in 2022. For women, the shortfall was 3,725, compared to 3,929 in 2022.

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[5] The Fire Supervisors job group, across all job groups, had the lowest representation of each of these demographic groups.

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

Underutilization in Job Groups

Blacks faced – by far – the greatest disparity between their expected and actual employment in underutilized job groups (8,333). Women were the second highest disparity in employment, (3,725), followed by Asians (1,563) and Hispanics (1,081).

Tables 3 and 4 illustrate the citywide prevalence of underutilization in a subset of job groups. Tables 5 and 6 illustrate the citywide aggregate employment shortfalls in a subset of job groups. The shortfall is the disparity between the actual workforce and the expected workforce, *only* for the statistically significant cases where fewer personnel were employed than would be expected given the demographic availabilities. The complete data for the number of job groups with underutilization can be found in Tables 17 and 18, and the disparities in Tables 19 and 20 (in Appendix D).

Blacks are substantially more underutilized than other demographic groups.

Blacks were underutilized in 19 percent of job groups, the highest of the demographic groups analyzed in this report. In those job groups in which Black workers are underutilized, the disparity between their actual employment and their availability was 8,333 workers, more than double the disparity for women (who face the second-highest extent of underutilization of the groups analyzed in this report).

Black workers were the most frequently underutilized demographic in the Managers and Management Specialists job groups (in 21 percent and 23 percent, respectively). They were also underutilized in 67 percent of the Craft job groups, with a combined shortfall of 970 workers. Citywide, Black workers were underutilized by 3,824 workers in the Police and Detectives job group. Each of these job groups includes titles that tend to pay higher than average City salaries.

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

Women also faced considerable underutilization: they were underutilized in 15 percent of the job groups analyzed in this report, with a shortfall of 3,725 workers.

The disparity in the Police and Detectives job group was 820. Women were underutilized in 80 percent of the Craft job groups, with a total disparity of 696 workers, and by 662 workers across the Technicians job groups.

Table 3 – Underutilization of Racial and Ethnic Groups in Select Job Groups, Citywide[7]

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Managers	61	4.9% ↑ (3)	21.3% ↑ (13)	8.2% ↓ (5)	11527
Management Specialists	48	2.1% ↑ (1)	22.9% ↑ (11)	2.1% ↓ (1)	11881
Police Supervisors	4 ↓	0% (0)	25.0% ↑ (1)	0% (0)	7244
Fire Supervisors	1	0% (0)	0% (0)	0% (0)	2411
Firefighters	1	0% (0)	0% (0)	0% (0)	8618
Police and Detectives	19 ↑	10.5% ↑ (2)	21.1% ↑ (4)	0% (0)	37385
Craft	15	13.3% (2)	66.7% (10)	6.7% (1)	9901
Laborers	13	38.5% (5)	7.7% (1)	7.7% ↓ (1)	5486
Paraprofessionals	59	8.5% ↓ (5)	13.6% ↑ (8)	5.1% ↓ (3)	12754
Total (all job groups)	482	7.1% ↓ (34)	18.7% ↑ (90)	5.0% ↓ (24)	181186

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

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Managers	61	14.8% (9)	11527
Management Specialists	48	6.2% ↑ (3)	11881
Police Supervisors	4 ↓	0% (0)	7244
Fire Supervisors	1	0% (0)	2411
Firefighters	1	0% (0)	8618
Police and Detectives	19 ↑	26.3% ↓ (5)	37385
Craft	15	80.0% ↑ (12)	9901
Laborers	13	69.2% ↑ (9)	5486
Paraprofessionals	59	5.1% ↓ (3)	12754
Total (all job groups)	482	14.7% ↓ (71)	181186

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[7] NOTE: The "Total" row includes all job groups, not only those listed in the rows above. The "Total" row indicates there were 482 job groups with more than eight employees across entities, which is one less compared to 2022.

The "# Job Groups > 8 Empl." column indicates for each job group the number of entities that have more than eight employees in that job group. In the Asian, Black, and Hispanic columns, each row indicates the percentage of entities with underutilization for the demographic and job group at hand. The number in parentheses indicates the number of entities which have underutilization for the demographic and job group at hand. The arrows indicate changes from the previous year (FY 2022). Except where previously noted, if there is no arrow, the percentage was the same. For example, for all the entities analyzed in this re-port, 61 entities had more than eight personnel in the Managers job group. Five percent of those entities had underutilization of Asians, twenty-one percent had

Table 5 – Disparities in # of Personnel by Race and Ethnicity in Select Job Groups, Citywide[8]

Job Group	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Managers	61	44	276	97	11527
Health Professionals	9	6	719	-	4851
Technicians	29	253	636	85	8380
Firefighters	1	-	-	-	8618
Police and Detectives	19	39	3824	-	37385
Craft	15	112	970	30	9901
Laborers	13	335	33	108	5486
Sanitation Workers	1	-	309	-	7765
Paraprofessionals	59	227	181	24	12754
Total (all job groups)	482	1563	8333	1081	181186

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

Job Group	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Managers	61	412	11527
Management Specialists	48	189	11881
Science Professionals	38	185	7564
Social Workers	11	116	12125
Technicians	29	662	8380
Firefighters	1	-	8618
Police and Detectives	19	820	37385
Craft	15	696	9901
Laborers	13	268	5486
Total (all job groups)	482	3725	181186

underutilization of Blacks, and eight percent had underutilization of Hispanics. Compared to FY 2022, there was no change in the number of Managers job groups that met the minimum number of personnel needed to assess underutilization. The percentage of Managers job groups with underutilization of Asians increased from 2022 to 2023, as it did for Black workers. It decreased for Hispanic workers.

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

The number of job groups ("# Job Groups > 8 Empl.") indicates those for which an assessment of underutilization is made (i.e., those with greater than 8 employees in the group). In the Asian, Black, and Hispanic columns, the numbers indicate the shortfall for each demographic only when underutilized. These values can range from "-" meaning no underutilization, to 3,824, the citywide utilization shortfall for Black workers in the Police and Detectives job group. That is, given the current citywide Police and Detectives job group headcount, an additional 3,824 employees in the Police and Detectives job group would need to be Black to achieve equal employment or parity between the workforce and the City's labor market availability estimate.

Underutilization at City Entities

Seventy-four percent of entities (49 of 66) had underutilization of at least one of these demographic groups in. The entities with no underutilization tended to be smaller, with an average headcount of 88 and three job groups large enough to be assessed for underutilization.

Tables 7 and 8 illustrate the prevalence of underutilization at a subset of entities. Tables 9 and 10 illustrate the aggregate employment disparities by entity, for a subset of entities. The "Total" row for each table provides the citywide totals for each column, not just of those entities listed. A complete account of underutilization at entities can be found in Tables 21 and 22, and the disparities can be found in Tables 23 and 24 (in Appendix D).

The Department of Parks and Recreation had considerable underutilization of people of color, but saw improvement compared to the previous year.

Blacks were underutilized in six job groups at the Department of Parks and Recreation (DPR) (38%). Asians were underutilized in three (19%), and Hispanics in one (6%). The disparity for these groups combined was 843 (10% of the DPR's workforce). Blacks were underutilized in numerous job groups, including Management Specialists and Science Professionals, but the total disparity was driven largely by their underutilization in the Guards group. Asians were especially underutilized in the Laborers job group, and underutilization of Hispanics was entirely due to their underutilization in the Laborers job group. In 2023, the number of job groups with underutilization decreased for Asians and Blacks, as did the disparities. The number of job groups with underutilization of Hispanics remained the same, but the overall disparity decreased.

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

The underutilization disparity for Blacks at the NYPD was 3,981 (8% of the NYPD's workforce). For women the shortfall was 2 percent of the workforce (a small percent but equivalent to 845 individuals due to the size of the Department). Ninety-four percent of the underutilization of these groups is in the Police and Detectives job group, which is, by far, the largest job group at NYPD. The hiring of women in 2023 in the Police and Detectives job group was considerably higher than expected (as illustrated in the following section), but there is still a considerable shortfall.

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

At the FDNY, the combined shortfall for Asians and Blacks was 974; for women it was 715 (a 7% increase). This underutilization was not in the Firefighters job group (which has very low LMA estimates for these groups[9]); it was driven largely by those job groups with higher LMAs for these demographic groups, including the Technicians, Health Professionals, Clerical,

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[9] The availability estimates in CEEDS indicate that Asian, Black, Hispanic, and women are all statistically significantly *over*utilized, or employed at rates greater than their presence in the LMA. See Figure 26 in the EEPC's 2022 LL13 (Volume 2) report for an overview of the availability percentages of the Firefighters job group at FDNY.

Craft, and Social Workers groups. Over three quarters of those underutilization disparities (79% for Asian and Black combined, and 78% for women) were in the Technicians job group.

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

At the Department of Environmental Protection (DEP), employment disparities increased for Blacks and remained the same across the other demographics groups in 2023. Blacks were underutilized in nine job groups (60%), with disparities of 566 (10% of DEP's workforce). Women were underutilized in eight job groups at the DEP (53%), with disparities of 415 (7% of DEP's workforce). The Craft, Laborers, Science Professionals, Managers, Police and Detectives, and Technicians job groups had underutilization of both Blacks and women.

Table 7 – Underutilization of Racial and Ethnic Groups at Entities[10]

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of the Mayor	4	0% (0)	25.0% (1)	0% ↓ (0)	464
NYC Police Department	23	4.3% (1)	26.1% (6)	0% (0)	49514
NYC Fire Department	15 ↓	6.7% ↓ (1)	33.3% ↓ (5)	0% (0)	17049
Department of Education	18	16.7% ↑ (3)	16.7% ↓ (3)	5.6% (1)	12804
Department of Environmental Protection	15	6.7% (1)	60.0% ↑ (9)	20.0% (3)	5861
Department of Sanitation	14	14.3% (2)	21.4% (3)	0% (0)	10006
Department of Transportation	13	15.4% (2)	23.1% (3)	7.7% ↓ (1)	5748
Department of Parks & Recreation	16 ↓	18.8% ↓ (3)	37.5% ↓ (6)	6.2% ↑ (1)	8865
NYC Office of Technology and Innovation	9 ↓	0% ↓ (0)	11.1% ↑ (1)	0% (0)	1541
Office of the Richmond County District Attorney	3	0% (0)	100.0% ↑ (3)	33.3% (1)	196
NYC Housing Authority	18	33.3% (6)	5.6% (1)	5.6% ↓ (1)	11898
Total (all entities)	**482**	**7.1% ↓ (34)**	**18.7% ↑ (90)**	**5.0% ↓ (24)**	**181186**

Table 8 – Underutilization of Females at Entities

Entity	# Job Groups > 8 Empl.	Female	Headcount
NYC Police Department	23	21.7% (5)	49514
NYC Fire Department	15 ↓	46.7% ↑ (7)	17049
Department of Correction	20 ↑	25.0% ↓ (5)	7666
Department of Education	18	22.2% (4)	12804
Department of Environmental Protection	15	53.3% (8)	5861
Department of Sanitation	14	21.4% ↓ (3)	10006
Department of Transportation	13	38.5% (5)	5748
Department of Parks & Recreation	16 ↓	25.0% ↑ (4)	8865
NYC Office of Technology and Innovation	9 ↓	44.4% ↑ (4)	1541
Department of Citywide Administrative Services	15	20.0% ↓ (3)	2061
NYC Housing Authority	18	22.2% (4)	11898
Total (all entities)	**482**	**14.7% ↓ (71)**	**181186**

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

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

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Office of Management & Budget	4	-	63	-	436
NYC Police Department	23	6	3981	-	49514
NYC Fire Department	15	217	757	-	17049
Office of the City Clerk	2	-	14	-	44
Department of Education	18	223	784	150	12804
Department of Environmental Protection	15	24	566	74	5861
Department of Parks & Recreation	16	303	432	108	8865
NYC Housing Authority	18	368	126	472	11898
Total (all entities)	482	1563	8333	1081	181186

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

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of Administrative Tax Appeals	1	-	22
NYC Police Department	23	845	49514
NYC Fire Department	15	715	17049
Department of Correction	20	56	7666
Department of Buildings	8	141	1596
Department of Environmental Protection	15	415	5861
Department of Transportation	13	271	5748
NYC Office of Technology and Innovation	9	127	1541
Total (all entities)	482	3725	181186

Hiring often perpetuated underutilization

Hiring in 2023 perpetuated underutilization in many job groups. Figure 3 illustrates the actual and expected new hires in 2023 in job groups where there was underutilization of one or more racial/ethnic groups in 2022. If a point is to the right of/underneath the diagonal line, it indicates hiring of the underutilized racial/ethnic group(s) was below their LMA.

Figure 3 – Actual vs. Expected New Hires
for Underutilized Racial/Ethnic Groups: Entities' Job Groups
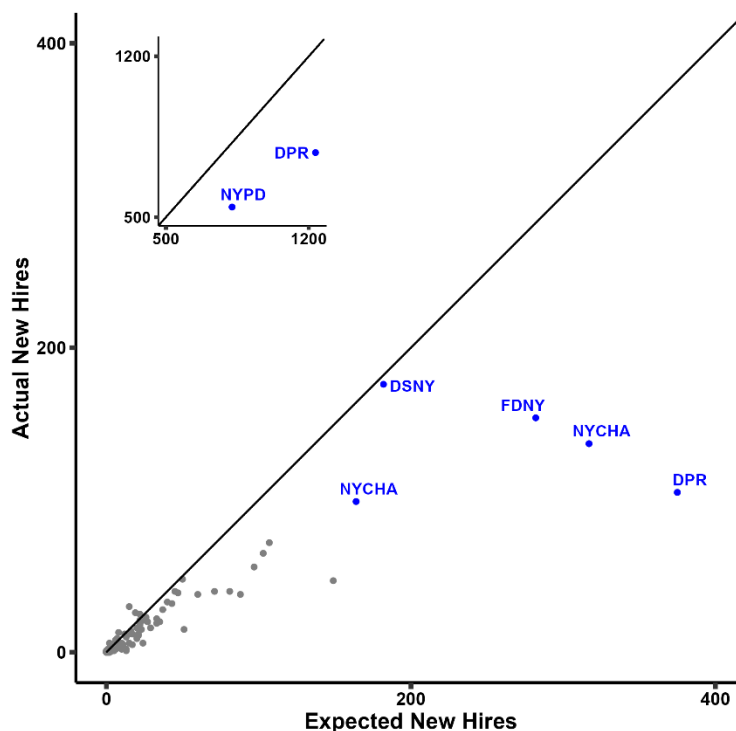
Each point represents a job group at an entity. These job groups had underutilization in 2022 of one or more of the following groups: Asians, Blacks, and Hispanics. If more than one of these demographic groups were underutilized, the disparities and LMAs of those demographics are combined and represented by one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

For example, note the "DPR" point furthest to the right on the smaller, inset graph. This represents the Laborers job group at the Department of Parks and Recreation (DPR). In 2022, there was underutilization of Asians and Hispanics. Of all the new hires in this group in 2023, 1,233 would have been Asian or Hispanic (combined) if the rate of their hiring matched their LMA. That number is represented by this point's placement on the horizontal (x) axis, which measures expected new hires of the underutilized groups, based on their LMA and the total hires in that job group. In 2023, there were 781 individuals hired who identified as Asian or Hispanic. This number is represented by this point's placement on the vertical (y) axis, which

measures the actual new hires from the underutilized group(s). In this example, hiring of the underutilized groups was lower than their LMA, exacerbating underutilization.

The diagonal line that bisects the plot marks all the points at which the number of new hires of underutilized groups exactly matches their LMA. Most points (79%) are to the right of/below that line (such as the DPR point discussed above), indicating their hiring of underutilized groups in 2023 was lower than those groups' LMA. Points on that line or to the left of/above it represent job groups in which hiring in 2023 was greater than or equal to their LMA. In the job groups with underutilization in 2022, there were 4,999 new hires of individuals from underutilized groups, despite an expectation of 7,466 new hires from those groups.

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

Figure 4 – Actual vs. Expected New Hires for Underutilized Females: Entities' Job Groups
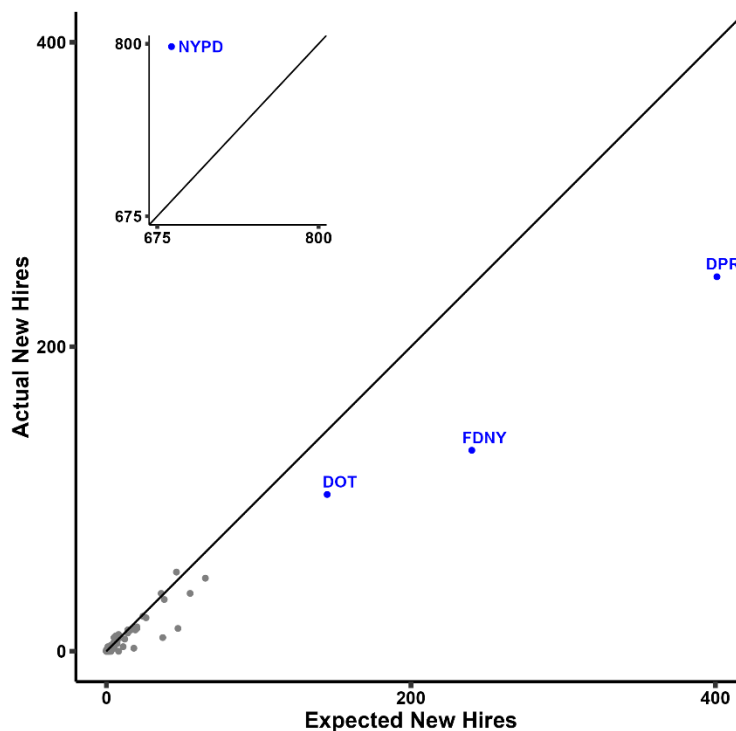
Figure 4 illustrates most points (74%) are to the right of/below the diagonal line, indicating their hiring in 2023 was below the LMA of females. Hiring at some of the job groups at the FDNY and DPR had particularly high disparities. Hiring for the Police and Detectives job group at the NYPD exceeded their availability, thus helping to remediate underutilization in those job groups.

Separations often perpetuated underutilization

Separations also had an impact on underutilization. Figure 5 illustrates separations in 2023 contributed to remediating underutilization of people of color, although not substantially so. Points to the right of/underneath the diagonal line indicate job groups in which individuals from the underutilized group(s) separated in 2023 at a rate higher than their presence in that group at the beginning of the year.

Figure 5 – Actual vs. Expected Separations
for Underutilized Racial/Ethnic Groups: Entities' Job Groups
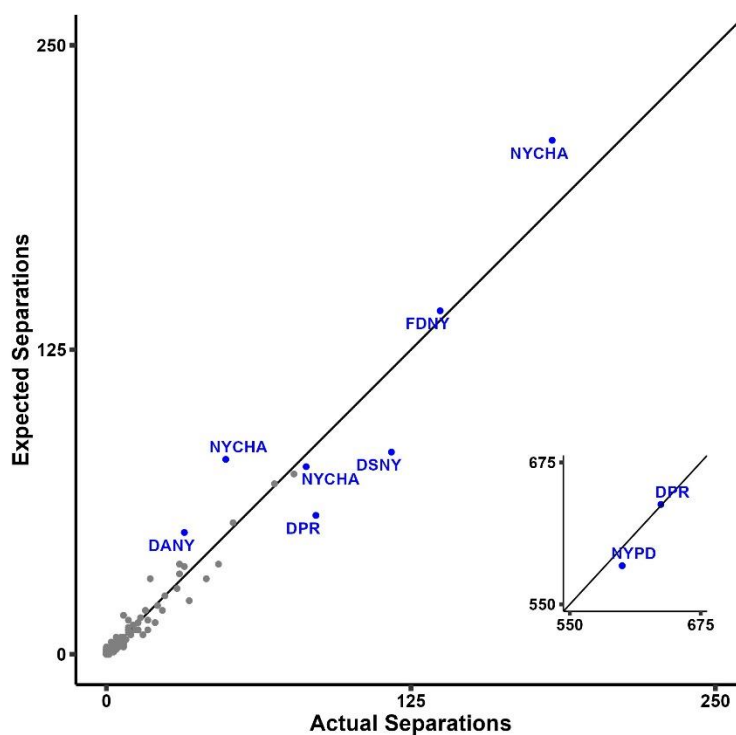
Each point represents a job group at an entity. These job groups had underutilization in 2022 of one or more of the following groups: Asians, Blacks, and Hispanics. If more than one of these demographic groups were underutilized, those demographics are combined and represented by one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

For example, note the "NYCHA" point furthest to the top right on the main graph (above the diagonal line). This represents the Building Services job group at NYCHA. In 2022, there was underutilization of Asians and Hispanics. Of all employees in this group who separated in 2023, 211 would have been of Asians and Hispanics (combined) if their separations rate matched their workforce representation in the job group. That number is represented by this point's placement on the vertical (y) axis, labelled "Expected Separations". Instead of 211 Asian and Hispanic separations in the Building Services job group, there were 183. This is

represented by this point's placement on the horizontal (x) axis, which measures the actual separations of the underutilized group(s). In this example, individuals from underutilized groups were less likely than others to separate from their job, helping to remediate underutilization.

The diagonal line that bisects the plot marks all the points at which the number of separations of underutilized groups exactly matches their presence in the job group. Forty-two percent of the points are to the right of/below the diagonal line, indicating separations in 2023 made underutilization worse. In 28 percent of job groups separations of individuals from underutilized groups was less than expected, helping remediate underutilization (these points are to the left of/above the diagonal line, such as in the NYCHA example discussed above). In 30 percent of instances separations of underutilized groups equaled what was expected, thus having no impact on underutilization.

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

Figure 6 – Actual vs. Expected Separations for Underutilized Females: Entities' Job Groups
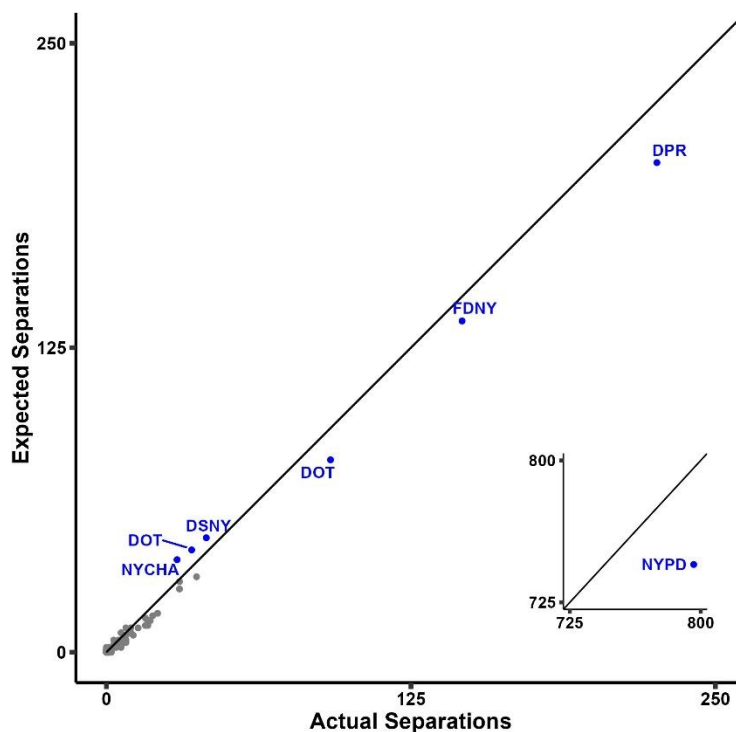
Figure 6 illustrates separations exacerbated underutilization of females. In 48 percent of instances of underutilization, separations of women were higher than their presence in the job group (illustrated by the points to the right of/below the diagonal line). In 16 percent of job groups separations of females were fewer than expected, which helped remediate underutilization (represented by the points to the left of/above the diagonal line) and for 36 percent of

job groups with underutilization, there was no difference in expected versus actual separations.

Figure 7 illustrates the aggregated separation rates for every job group and entity analyzed in this report (compared to Figures 5 and 6, which only illustrate separations for those job groups with underutilization in 2022). Figure 7 also illustrates the workforce composition at the end of the prior year (the 4th quarter of FY 2022).

Figure 7 – Share of Workforce Representation and Separations, Citywide, all Entities and all Job Groups
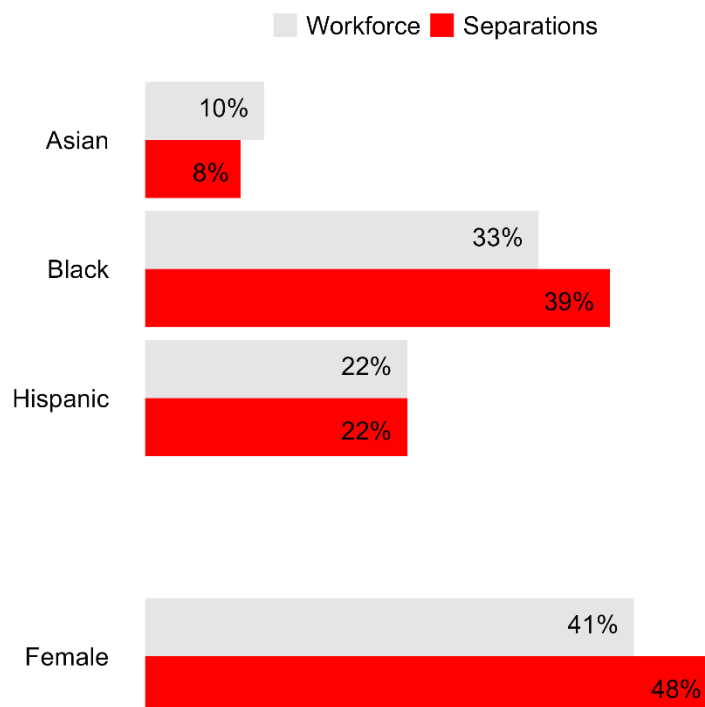
The rate of separation of Asian and Hispanic personnel in 2023 was less than or equal to their presence in the workforce in 2022, indicating that – all else equal – their presence in the workforce did not decrease. Blacks saw a substantial degree of separations compared to their presence in the workforce: in 2022 they composed 33 percent of the workforce, but in 2023 were 39 percent of the separations. The pattern was similar for women: in 2022 they composed 41 percent of the workforce, and in 2023 were 48 percent of the separations.

How the EEPC helps entities combat underutilization

One of the EEPC's primary responsibilities is to audit the employment practices and procedures of New York City entities, to determine if they are complying with applicable laws and

policies. The EEPC has established standards on employment practices founded upon federal, state, and local laws, to increase the equality of opportunity for municipal government employees and job applicants. Many of these standards are intended to help institutions address underutilization by improving opportunities for historically underrepresented groups who have faced discrimination and barriers to employment.

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

The EEPC requires the establishment and consistent implementation of various measures to ensure awareness of underutilization when it occurs, and to ensure that each entity is taking steps to address it. The assignment of a corrective action does not mean an entity 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.

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

- Review recruitment sources to ensure that they include those specific to the demographic that is underutilized and add recruitment sources as necessary; for example, adding recruitment sources like *Society of Women Engineers* when recruiting for engineering positions in job groups with underutilization of women or *El Diario* when recruiting for positions in job groups with underutilization of Hispanics.
- Annually review workforce statistics (e.g., personnel, hires, promotions, and separations by race/ethnicity and gender), and EEO complaints, to identify trends as well as the agency's employment practices, policies and programs to ensure that they are up to date. Reviewing statistical data annually will enable entities to identify patterns in personnel activity and underutilization to inform succession planning and diversity efforts.
- Assess selection criteria to determine whether the selection criteria being utilized are job-related and required by business necessity. For example, is a physical test truly necessary to measure one's ability to do the job? When filling a vacancy, what is the most appropriate job title and Civil Service class, and is the job title of a discretionary Civil Service class or the competitive class?
- Use an applicant tracking system to enable an entity's EEO professionals (e.g., the EEO Officer) to gather and review pertinent applicant data such as demographics, applicant stage, dispositions, and selection decisions.

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

Table 11 – EPA (UU) Audit Sections

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

Compliance-Monitoring of equal employment opportunity procedures.

As of December 31, 2023, forty-two[11] audits were initiated in 2022 and 2023 and all entities had reached the Final Determination and Compliance-Monitoring phase by the end of 2023. There were 234 corrective actions (CAs) assigned for monitoring, illustrated in Table 26 in Appendix G. Across 2022 and 2023, nineteen (95%) audit standards had one or more CAs issued. One (5%) audit standard had no remaining corrective actions after the issuance of the *Final Determination* (Standard #11).

In the best-case scenario, efforts to reduce or eliminate underutilization have an immediate impact. Typically, however, efforts have a slower and inconsistent effect on underutilization. Efforts to address underutilization must overcome many hurdles, some of which are unavoidable. A job vacancy must occur and ideally persons from the underutilized demographics will have applied. Despite the City's targeted recruitment efforts, historically, it has been hard to recruit individuals from certain demographic groups into certain jobs (e.g., female Sewage Treatment Workers and Watershed Maintainers). When hiring from a Civil Service list, entities usually must abide by the One in Three Rule and thus have limited flexibility in who they hire.

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

External factors impact underutilization.

In recent years the City has enacted restrictions on hiring. In 2019, the City of New York instituted a hiring freeze using a "3-for-1" rule that only allowed entities to hire one employee for every three vacancies it carried. It was later lowered to 2-for-1.[12]

Simultaneously, annual separations increased. Among the entities included in this report, the City's workforce declined by nearly seven percent (over 13,400 workers) between the 4th quarters of FY 2020 and FY 2022. FY 2023 suggested a turning point: there was a net gain of 321 personnel (29,926 new hires and 29,605 separations). However, women continue to leave City employment at particularly high rates, as illustrated in Figure 7. This issue is discussed further in the Conclusion.

The City primarily addresses hiring and retention through the activities of the Office of Citywide Recruitment (OCR), which is part of DCAS's Citywide Equity and Inclusion.[13] OCR organizes hundreds of career fairs and Civil Service information sessions a year, with thousands of individuals participating. Beginning in February 2023, OCR and DCAS began holding NYC Government Hiring Halls to fill vacancies and expedite the lengthy hiring and onboarding processes. These events brought together numerous City entities hiring for various titles, and some entities were allowed to make offers for some positions on the spot. The Hiring Halls continued through August 2023, with the City holding 16 in total and offering positions to over 2,200 participants. At the time of the publication of this report, the Hiring Halls are on hold.

The new DC-37 contract agreement, reached toward the end of FY 2023, may also have an impact on the City's ability to retain personnel. The agreement includes a provision to establish a pilot program to develop flexible work options, including remote work for some titles. Many entities have now implemented some version of a remote work policy. These initiatives and others may have an impact on entities' ability to hire and retain workers and are worthy of research to determine their impact.

However, the impact of the FY 2023 hiring initiatives and the DC-37 contact may be muted. In the first quarter of FY 2024, Mayor Adams announced a hiring freeze effective October 1, 2023, barring agencies from hiring for any positions unrelated to public health, public safety, or revenue generation.[14] Approximately 20,000 City vacancies will likely remain unfilled. The hiring freeze also suggests that changes in underutilization, for FY 2024 relative to earlier years, will be driven more by separations activity than the City's hiring activity.

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[12] See "Title Vacant: Charting a Path Forward on Hiring" from the New York City Comptroller, published in December 2022, available at https://comptroller.nyc.gov/wp-content/uploads/documents/Title-Vacant-Addressing-Critical-Vacancies-in-NYC-Government-Agencies.pdf.

[13] Since its establishment in 2015 through December 2023, OCR has participated in over 700 career fairs and almost 1,100 information sessions explaining the Civil Service examination process, reaching an audience of over 120,000 participants. OCR has a headcount of 3 and is responsible for leading or participating approximately 20 recruitment events across the City, administering the City's 55-a program, serving as advisor to the recruitment personnel across entities, and is often called upon to execute mayoral initiatives, such as the Hiring Halls.

[14] See "20,000 city jobs would stay vacant under Adams' hiring freeze," in City and State New York, on September 12, 2023, available at
https://www.cityandstateny.com/policy/2023/09/20000-city-jobs-would-stay-vacant-under-adams-hiring-freeze/390231/.

Conclusion

The data highlight several important outcomes in 2023.

Underutilization in 2023 was largely unchanged from 2022, with slight improvements for Asians, Hispanics, and women.

There were small decreases in the percentage of job groups with underutilization of Asians, Hispanics, and women. There was a slight increase in the percentage of job groups with underutilization of Blacks.

The underutilization disparities faced by Black workers (8,333) were five times greater than that of Asian workers (1,563), and almost eight times greater than that of Hispanic workers (1,081). Black workers were most frequently underutilized (19% of job groups), followed by women workers (15% of job groups), Asian workers (7% of job groups), and Hispanic workers (5% of job groups). The disparity for female workers was also substantial (3,725).

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

Combating underutilization requires, in part, hiring individuals at a rate that matches or exceeds their labor market availability. In 2023, individuals from underrepresented groups were hired at lower rates than their LMA estimates in approximately 77 percent of job groups with underutilization, a troubling trend the City must work to address.

Separations had a considerable impact on underutilization, especially for women.

Combating underutilization requires, in part, retaining individuals from underrepresented groups at a rate that is higher than their existing presence. Most job groups with underutilization at the start of 2023 saw individuals from the underutilized groups leave at rates higher than or equal to their presence in that job group. This issue disproportionately impacted female personnel.

There is no one thing entities can do to address underutilization. Sometimes, the primary focus is on recruitment, but many experienced EEO professionals know recruitment alone usually is not sufficient. Entities should seek a multi-pronged approach and will usually need to persist with efforts for years before seeing results. New York City should also better institutionalize practices focused on career development and retention across entities, such as career counseling, performance evaluations, and exit interviews. While there is much that can and should be done, we focus on several recommendations that can be achieved and have the potential to be particularly impactful in understanding and addressing underutilization.

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. It is virtually impossible to address underutilization if the metrics for measuring it are not accurate. The City would also benefit greatly by providing the EEPC with detailed applicant and personnel data, and the staff necessary to analyze such data. As an independent City agency

with staff who are experts in underutilization, the EEPC is uniquely positioned to assess what City agencies are doing to address underutilization, and the impact of those efforts.

Update the availability estimates.

At the time this report was published, the City was taking initial steps to update the availability estimates. The EEPC should be included in all discussions on the associated data sources, methodologies, and maintenance protocols, to ensure the availability estimates remain as accurate as possible. The EEPC's experiences analyzing underutilization – through its audits and Local Law 13 (2019) reports – have made us deeply knowledgeable of the issues involved in this process. The addition of a Labor Economist at the EEPC would help the City ensure its availability estimates are most reflective of the labor pools they are meant to represent. The Labor Economist's responsibilities would include analyzing, developing, and maintaining a database of disparate labor market availability data, recommending revisions to job group assignments for new and existing titles, and monitoring data sources, data editions, and data weightings for the availability estimates.

The City has many options for how to reconceptualize its availability estimates, some of which we discuss here.

Update the availability estimates using existing methodology: The City's availability estimates were last updated in 2013. There have been considerable changes to the City's population and Civil Service lists in the decade since. An annual update for the City's availability estimates will yield more accurate metrics. If updated more regularly, the availability estimates would also reflect the City's ongoing efforts in promoting Civil Service examinations to communities historically underrepresented. For example, the Firefighter job group currently has artificially low availability estimates of women and people of color despite recent recruitment activities geared towards those populations.[15] If the estimates were updated more frequently, they would reflect these efforts.

Determine unique availability estimates for each City entity: The City categorizes each title into one of 31 job groups and calculates pooled availability estimates for each job group. These estimates are used for all City entities, which is problematic for assessing an entity's hiring practices. For example, the Science Professionals job group includes many titles related to engineering, information technology (IT), and architecture. The titles in this job group that each agency hires for vary considerably. The Office of Technology and Innovation has more IT titles than others, whereas the Department of Transportation has more engineering titles. The City calculates the availability of women in this job group at 31 percent, but the availability of women in engineering and IT titles is likely lower.[16] These differences are not well reflected in the City's underutilization analyses and thus may not be useful for agencies.

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[15] The demographic compositions of Civil Service examinations and recruitment activities are reported on in the Firefighter Demographic Reports and Firefighter Recruitment and Retention Plan (2022) (see https://www.nyc.gov/site/fdny/about/resources/data-and-analytics/firefighter-demographics-reporting.page).

[16] In the United States in 2022, 16 percent of engineers were women (see https://swe.org/research/2023/employment/#:~:text=The%20percentage%20of%20female%20engineers,information%20research%20scientists%20are%20women). In 2023, 28 percent of personnel in computer and mathematical occupations were women (see https://www.womentech.net/en-us/women-technology-statistics).

When determining how to update its availability estimates, the City must also decide how to address the constraints imposed on hiring from competitive Civil Service lists as required by law. Each hire into a competitive Civil Service job title comes from a list certification for the title. The composition of the certified list from which an entity can hire "may contain part of a list, the whole list, or multiple lists at the request of an appointing agency, to fill vacancies and/or replace" provisionally appointed individuals.[17] Aggregating these certifications to determine availability estimates for each entity would result in a fairer measurement of the labor pool from which entities can actually hire from.

The City Council and the Mayor's Office should be aware that issues in updating the availability estimates stem from the database system (CEEDS) that is currently in place. CEEDS was implemented almost 35 years ago, and its current stewards have indicated it is difficult to perform what should be routine data updates to this legacy database system. The EEPC strongly recommends the City Council and the Mayor's Office provide the necessary resources to make CEEDS a more workable database.

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

The hiring of underutilized demographics in those job groups underutilizing them was often considerably below their labor market availability. This is concerning, as DCAS and many entities engage in targeted recruitment efforts of historically underutilized populations. The Local Law 14 (2019) report for 2023 offers a preliminary analysis of applicant data. Applicant analyses should be refined further with entity, recruitment source, disposition, job group, job title, hiring manager, and date data. Analyzing demographic selection rates and recruitment source information at each stage in the application to hiring process will also help determine the fruitfulness of recruitment sources and whether entities should consider additional targeted applicant sources.

To aid in these efforts, an additional EEPC research scientist responsible for recruitment and hiring analyses would enhance the City's understanding of recruitment and underutilization. The additional EEPC research scientist would be responsible for analyzing applicant, hiring, and promotion data. They would also conduct detailed applicants-to-hires analyses, propose programming to improve hiring and promotion outcomes in areas of underutilization, liaise with personnel at City entities, and develop EEPC Audit Standards on applicants-to-hires and promotion analyses.

It is also important to explore if initiatives such as the Hiring Halls (discussed above) have had an impact on underutilization. Many of the Hiring Halls occurred during the second half of FY 2023 and thus are partially reflected in the data analyzed for this report. A more nuanced, sophisticated analysis of those titles hired during these events may shed light on whether the Hiring Halls impacted underutilization.

The City should do more to prioritize recruitment efforts to address underutilization. Many entities review their recruitment efforts for discretionary titles to better reach and develop diverse applicant pools, but in some instances, more can be done to focus particularly on

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[17] See "Civil Service List Certification," available at NYC Open Data: https://data.cityofnewyork.us/City-Government/Civil-Service-List-Certification/a9md-ynri.

underutilized demographics. On a Citywide level, OCR highlights municipal career opportunities and explains the Civil Service examination process to the public and current City employees, conducting approximately 130 information sessions annually. The City also collaborates with the CUNY colleges to encourage students to join the City's workforce in discretionary and competitive titles, through fellowship programs and recruitment efforts on campuses. Eighty percent of CUNY's graduates are New York City residents,[18] and expanded collaboration and recruitment efforts to match the fields of study of graduating students to careers opportunities and tracks within City government jobs, particularly in areas of persistent underutilization, may help the City mitigate underutilization of people of color and women in its workforce.

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

The workplace must be welcoming to all employees and equitably provide opportunities for advancement. If women and people of color do not believe they have the same opportunities as white males, the entity will be unable to retain them. This is critically important as employee expectations have profoundly changed since COVID. It is important for entity decision-makers and City leaders to be attuned to the attitudes and opinions of City workers. Beginning on March 30, 2025, Local Law 130 (2023) will require entities to conduct exit surveys and interviews. This law should do much to ensure the City develops a better understanding of its personnel.

To aid in these efforts, an additional EEPC research scientist working with our current staff and leading separations analyses would enhance the City's understanding of separations and underutilization, which has particularly hurt women. The EEPC should also be involved in the development of survey questions and plans for how to implement the exit surveys. These steps would result in tailored recommendations to reduce underutilization by keeping personnel in the City's workforce. The EEPC research scientist would also conduct detailed analyses and refinements of separations activity, propose programming to improve retention in areas of underutilization, liaise with pertinent personnel at City entities, and develop EEPC Audit Standards on separations analyses.

Requiring exit surveys is a positive step forward, but the City should consider building on this and require entities to periodically survey their personnel on their job satisfaction, perceptions of opportunities for professional development, and their future career plans. Doing so at the time they leave the municipal workforce is valuable, but it is also important to understand personnel before they decide to leave City service.

Adequately fund expanded employment initiatives stemming from Local Laws.

More funding for personnel is needed for the City to meaningfully address underutilization and to fulfill the expanded reporting requirements of recent laws pertaining to the City's

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[18] See "Mayor Adams and Chancellor Matos Rodríguez Launch CUNY Inclusive Economy Initiative to Boost Student Career Success and Fuel a More Equitable Recovery", published by CUNY on September 22, 2022, available at https://www1.cuny.edu/mu/forum/2022/09/22/mayor-adams-and-chancellor-matos-rodriguez-launch-cuny-inclusive-economy-initiative-to-boost-student-career-success-and-fuel-a-more-equitable-recovery/.

workforce (see Appendix H for a summary of pertinent Local Laws). These laws will bring a greater understanding of City employment, including recruitment, Civil Service examination outreach and candidate development, pay equity, underutilization analyses, and exit interviews and surveys. However, many of these laws are unfunded mandates. This means the affected entities are expected to used existing resources to fulfill these laws. In some instances these laws codify existing practices and there is no need to provide additional funding. In other instances, the lack of funding may prove more costly by necessitating overtime or contributing to further attrition after recent years of hiring freezes, and budget cuts. To meaningfully impact the success of its legislative initiatives, City Council should introduce amendments to include additional personnel funding.

Some of the recommendations made in this report are already being done in some fashion at many City entities, and as discussed elsewhere in this report, DCAS and OCR are engaged in numerous initiatives and efforts. The goal, however, is for all entities to connect these recommendations in a unified, entity-wide plan, rather than separate and discrete actions by different departments. A comprehensive plan to address issues in the employee life cycle including underutilization offers the promise of creating an inclusive work environment. An environment where employees are fairly treated, can do their best work, and are afforded equal opportunities to advance their careers. The EEPC is uniquely positioned to direct City's disparate efforts to address underutilization. Additional EEPC research staff and data access to detailed workforce, applicant, and personnel records are vital next steps towards the City's efforts to monitor and remedy underutilization.

Appendix A:
Key Terms

Applicant – A person who applies for a job.

Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Availability Estimate – (sometimes referred to as Labor Market Availability (LMA).) It is a percent estimate of persons in the relevant labor markets and internal workforce feeder pools that have the requisite qualifications to perform the work for those positions included in the job group. Availability estimates are calculated for each job title and then aggregated to yield job group level availability estimates. This report focuses on the availability estimates for minority group members (Asian, Black, and Hispanic) and women.

Black – An individual, not of Hispanic origin, with origins in any of the black racial groups of Africa.

Candidate – A person regarded as suitable for or likely to receive a position. A candidate is a person who has the minimum qualifications and progresses through the hiring process. To be a candidate for a competitive Civil Service list title, one must score 70 points or greater on the Computer-Based Exam for the title.

CEEDS Availability Estimates – Compound constructions that are comprised of three weighted constituent parts, namely, candidates on the applicable Civil Service lists for competitive titles, the internal workforce available for discretionary appointments, and the applicable external labor pool for discretionary titles. Census availability estimates are relevant to the external availability pool and that come from subsets of the working population at large.

Census Availability Estimate – The U.S. Census Bureau American Community Survey (ACS) calculates EEO tabulations primarily broken down by demographic (i.e., race/ethnicity and gender), occupation, and geography. The EEO tabulation measures external labor pools, by occupation and geographic area, that are used for the availability estimate and utilization analyses.

Certified List - The Civil Service List or portion of the Civil Service List officially sent to City agencies and from which they can hire.

Competitive Title – A class of Civil Service title that requires candidates to first qualify for, take, and pass a Civil Service examination. Candidates who pass the exam are listed in rank order and must be considered in list order when entities seek to fill vacancies in the competitive title. Once the Civil Service list is created and published, it becomes the source of availability to fill vacancies for the respective title.

Discretionary Title – A class of Civil Service title that does not require taking the Civil Service examination. Candidates to discretionary titles apply to job vacancies and are appointed after an examination of qualifications (Non-Competitive Class), at the policy making level at the discretion of an agency (Exempt Class), or to perform unskilled labor (Labor Class).

EEO Tabulation – The EEO tabulation was created by the US Census to measure the population availability of workers by occupation and geography. The EEO tabulation measures the external availability for the weighted availability estimate that is essential to the utilization analysis.

Hispanic – A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Incumbent Worker/Workforce – An individual (or group of individuals) currently employed. The current workforce.

Job Group – A group of job titles within a workplace having similar content, wage rates, and opportunities for advancement.

Job Title – A job title is a name that describes a job or position. The job title can imply the level of the job as well as the responsibilities included in the job.

Minorities – Persons who are Black, Hispanic, and/or Asian. The term may refer to these groups in the aggregate or to an individual group.

One in Three Rule – Under New York State Civil Service Law, this rule provides City agencies with the discretion when hiring to select one of the three eligible candidates scoring highest on the ranked eligible list of exam passers.

Open Competitive Exam – Exams open to anyone meeting the minimum qualifications as described in the official Notice of Examination.

Promotional Exam – Exams open to permanent Civil Service employees, i.e., those who have been appointed from a Civil Service exam and passed the mandated probationary period.

Selection Process – Any step, combination of steps, or procedure used as a basis for any employment decision, including but not limited to: informal or casual interviews, unscored application forms, paper and pencil tests, performance tests, training programs, probationary periods, and physical, education, and work experience requirements, as well as the decision-making process used in determining whether to hire or promote.

Underutilization - Underutilization occurs when the number of employees in a job group who belong to a specific racial/ethnic or gender group is less than the number reasonably expected when compared to the availability of qualified persons in the relevant labor pool.

White – An individual not of Hispanic origin (unless otherwise noted), with origins in any of the original peoples of Europe, North Africa, or the Middle East.

Woman – An individual who identifies as a woman (and may sometimes be referred to as a female) and can be of any race and/or ethnicity.

Appendix B:
New York City Entities Analyzed

Table 12 illustrates each entity analyzed in this report. It indicates the number of job groups and employees, both in total and the numbers for those of job groups large enough to measure underutilization.

Table 12 – New York City Entities Analyzed

Entity Name (Entity Code)	# Job Groups	# Empl.	# Job Groups > 8 Empl.	# Empl. JG > 8
Office of the Mayor (002)	6	473	4	464
Campaign Finance Board (004)	5	141	3	132
NYC Office of the Actuary (008)	7	35	2	30
NYC Employees' Retirement System (009)	10	509	7	501
Office of the Manhattan Borough President (010)	9	48	2	38
Office of the Bronx Borough President (011)	6	56	2	48
Office of the Brooklyn Borough President (012)	9	54	2	40
Office of the Queens Borough President (013)	11	62	2	41
Office of the Staten Island Borough President (014)	7	37	1	24
Office of the NYC Comptroller (015)	13	703	9	690
Department of Emergency Management (017)	6	222	3	217
Office of Management & Budget (019)	6	438	4	436
Office of Administrative Tax Appeals (021)	8	56	1	22
NYC Law Department (025)	16	1528	8	1508

Entity Name (Entity Code)	# Job Groups	# Empl.	# Job Groups > 8 Empl.	# Empl. JG > 8
Department of City Planning (030)	12	330	6	311
Department of Investigation (032)	8	272	6	259
Teacher's Retirement System (041)	10	384	7	376
Civilian Complaint Review Board (054)	10	244	5	228
NYC Police Department (056)	25	49522	23	49514
NYC Fire Department (057)	18	17066	15	17049
Board of Standards & Appeals (059)	9	22	0	0
Department of Veterans' Services (063)	8	34	2	25
Administration for Children's Services (067)	20	6202	15	6182
Department of Social Services (HRA+DHS) (069+071)	21	12503	18	12488
Department of Correction (072)	24	7687	20	7666
Board of Correction (073)	6	28	2	18
Mayor's Office of Contract Services (082)	5	184	3	181
Office of the Public Advocate (101)	6	70	3	63
NYC Council (102)	7	788	6	780
Office of the City Clerk (103)	8	64	2	44
Department for the Aging (125)	11	312	6	299
Department of Cultural Affairs (126)	8	66	3	54

Entity Name (Entity Code)	# Job Groups	# Empl.	# Job Groups > 8 Empl.	# Empl. JG > 8
Office of Payroll Administration (FISA+OPA) (127+131)	11	561	6	553
NYC Independent Budget Office (132)	3	34	2	32
Equal Employment Practices Commission (133)	6	11	0	0
Civil Service Commission (134)	4	10	0	0
Landmarks Preservation Commission (136)	9	77	3	66
NYC Taxi & Limousine Commission (156)	14	457	8	444
Office of Labor Relations (214)	9	156	5	132
NYC Commission on Human Rights (226)	8	103	5	96
NYC Police Pension Fund (256)	8	140	6	130
NYC Fire Pension Fund (257)	8	46	2	21
Department of Youth & Community Development (261)	10	535	6	521
Conflicts of Interest Board (312)	8	23	0	0
Office of Collective Bargaining (313)	2	14	1	12
Department of Education (740)	21	12812	18	12804
Department of Probation (781)	16	1019	7	990
Department of Small Business Services (801)	10	290	4	269
NYC Housing Preservation & Development (806)	12	2377	9	2364
Department of Buildings (810)	11	1607	8	1596

Entity Name (Entity Code)	# Job Groups	# Empl.	# Job Groups > 8 Empl.	# Empl. JG > 8
Department of Health & Mental Hygiene (816)	22	6351	20	6335
Office of Administrative Trials & Hearings (820)	12	725	8	715
Department of Environmental Protection (826)	17	5866	15	5861
Department of Sanitation (827)	20	10035	14	10006
Business Integrity Commission (831)	6	72	3	62
Department of Finance (836)	14	1735	10	1717
Department of Transportation (841)	19	5775	13	5748
Department of Parks & Recreation (846)	20	8890	16	8865
Department of Design & Construction (850)	14	1095	8	1071
NYC Office of Technology and Innovation (858)	11	1547	9	1541
Department of Records & Information Services (860)	10	61	2	34
Department of Consumer & Worker Protection (866)	9	416	7	410
Department of Citywide Administrative Services (868)	18	2078	15	2061
Office of the New York County District Attorney (901)	13	1601	9	1586
Office of the Bronx County District Attorney (902)	11	1085	9	1078
Office of the Kings County District Attorney (903)	12	1193	9	1190
Office of the Queens County District Attorney (904)	11	885	8	877
Office of the Richmond County District Attorney (905)	9	210	3	196

Entity Name (Entity Code)	# Job Groups	# Empl.	# Job Groups > 8 Empl.	# Empl. JG > 8
Office of Special Narcotics Prosecutor (906)	8	195	4	177
Office of the New York County Public Administrator (941)	4	12	0	0
Office of the Bronx County Public Administrator (942)	3	8	0	0
Office of the Kings County Public Administrator (943)	3	11	0	0
Office of the Queens County Public Administrator (944)	3	7	0	0
Office of the Richmond County Public Administrator (945)	3	5	0	0
NYC Housing Authority (996)	22	11915	18	11898
Total	799	182185	482	181186

Table 13 illustrates the racial and ethnic composition of the entities analyzed in this report.

Table 13 – Racial and Ethnic Composition of Entities

Entity Name	Asian	Black	Hispanic	Other/ Unknown	White	Headcount
Office of the Mayor	14.0% (66)	25.6% (121)	19.2% (91)	6.1% (29)	35.1% (166)	473
Campaign Finance Board	18.4% (26)	16.3% (23)	18.4% (26)	9.9% (14)	36.9% (52)	141
NYC Office of the Actuary	42.9% (15)	2.9% (1)	8.6% (3)	5.7% (2)	40.0% (14)	35
NYC Employees' Retirement System	26.7% (136)	33.8% (172)	10.2% (52)	3.1% (16)	26.1% (133)	509
Office of the Manhattan Borough President	10.4% (5)	25.0% (12)	31.2% (15)	10.4% (5)	22.9% (11)	48
Office of the Bronx Borough President	1.8% (1)	26.8% (15)	46.4% (26)	1.8% (1)	23.2% (13)	56
Office of the Brooklyn Borough President	9.3% (5)	27.8% (15)	27.8% (15)	13.0% (7)	22.2% (12)	54
Office of the Queens Borough President	14.5% (9)	29.0% (18)	22.6% (14)	8.1% (5)	25.8% (16)	62
Office of the Staten Island Borough President	0% (0)	10.8% (4)	8.1% (3)	5.4% (2)	75.7% (28)	37

Entity Name	Asian	Black	Hispanic	Other/ Unknown	White	Headcount
Office of the NYC Comptroller	21.3% (150)	24.5% (172)	14.9% (105)	6.1% (43)	33.1% (233)	703
Department of Emergency Management	9.5% (21)	18.9% (42)	15.3% (34)	9.5% (21)	46.8% (104)	222
Office of Management & Budget	24.2% (106)	11.4% (50)	15.8% (69)	7.1% (31)	41.6% (182)	438
Office of Administrative Tax Appeals	26.8% (15)	25.0% (14)	10.7% (6)	1.8% (1)	35.7% (20)	56
NYC Law Department	11.0% (168)	27.3% (417)	12.0% (184)	5.6% (86)	44.0% (673)	1528
Department of City Planning	18.2% (60)	13.3% (44)	15.5% (51)	7.0% (23)	46.1% (152)	330
Department of Investigation	12.1% (33)	27.2% (74)	15.8% (43)	6.2% (17)	38.6% (105)	272
Teacher's Retirement System	22.9% (88)	28.1% (108)	13.8% (53)	4.2% (16)	31.0% (119)	384
Civilian Complaint Review Board	9.0% (22)	22.1% (54)	22.5% (55)	11.9% (29)	34.4% (84)	244
NYC Police Department	12.0% (5950)	24.8% (12266)	28.3% (14027)	2.1% (1018)	32.8% (16261)	49522
NYC Fire Department	4.7% (797)	13.8% (2363)	20.3% (3470)	1.7% (290)	59.5% (10146)	17066
Board of Standards & Appeals	9.1% (2)	36.4% (8)	18.2% (4)	4.5% (1)	31.8% (7)	22
Department of Veterans' Services	23.5% (8)	38.2% (13)	14.7% (5)	0% (0)	23.5% (8)	34
Administration for Children's Services	4.9% (304)	63.0% (3910)	17.8% (1103)	3.4% (211)	10.9% (674)	6202
Department of Social Services (HRA+DHS)	10.8% (1349)	55.6% (6953)	18.1% (2257)	2.8% (350)	12.7% (1594)	12503
Department of Correction	5.4% (414)	60.1% (4623)	20.4% (1565)	2.3% (174)	11.9% (911)	7687
Board of Correction	7.1% (2)	46.4% (13)	28.6% (8)	3.6% (1)	14.3% (4)	28
Mayor's Office of Contract Services	20.7% (38)	21.7% (40)	20.7% (38)	8.7% (16)	28.3% (52)	184
Office of the Public Advocate	4.3% (3)	30.0% (21)	18.6% (13)	25.7% (18)	21.4% (15)	70
NYC Council	11.2% (88)	20.3% (160)	25.0% (197)	7.2% (57)	36.3% (286)	788
Office of the City Clerk	20.3% (13)	14.1% (9)	43.8% (28)	1.6% (1)	20.3% (13)	64
Department for the Aging	23.1% (72)	28.2% (88)	20.5% (64)	4.5% (14)	23.7% (74)	312
Department of Cultural Affairs	12.1% (8)	24.2% (16)	18.2% (12)	9.1% (6)	36.4% (24)	66

Entity Name	Asian	Black	Hispanic	Other/ Unknown	White	Headcount
Office of Payroll Administration (FISA+OPA)	37.3% (209)	19.1% (107)	11.4% (64)	2.5% (14)	29.8% (167)	561
NYC Independent Budget Office	11.8% (4)	5.9% (2)	11.8% (4)	5.9% (2)	64.7% (22)	34
Equal Employment Practices Commission	0% (0)	36.4% (4)	0% (0)	36.4% (4)	27.3% (3)	11
Civil Service Commission	0% (0)	40.0% (4)	10.0% (1)	0% (0)	50.0% (5)	10
Landmarks Preservation Commission	9.1% (7)	13.0% (10)	6.5% (5)	6.5% (5)	64.9% (50)	77
NYC Taxi & Limousine Commission	17.3% (79)	33.9% (155)	24.3% (111)	3.7% (17)	20.8% (95)	457
Office of Labor Relations	18.6% (29)	35.3% (55)	14.7% (23)	3.8% (6)	27.6% (43)	156
NYC Commission on Human Rights	14.6% (15)	25.2% (26)	31.1% (32)	6.8% (7)	22.3% (23)	103
NYC Police Pension Fund	19.3% (27)	26.4% (37)	20.0% (28)	2.9% (4)	31.4% (44)	140
NYC Fire Pension Fund	32.6% (15)	23.9% (11)	6.5% (3)	2.2% (1)	34.8% (16)	46
Department of Youth & Community Development	13.8% (74)	41.3% (221)	22.1% (118)	6.4% (34)	16.4% (88)	535
Conflicts of Interest Board	17.4% (4)	17.4% (4)	8.7% (2)	4.3% (1)	52.2% (12)	23
Office of Collective Bargaining	0% (0)	7.1% (1)	7.1% (1)	7.1% (1)	78.6% (11)	14
Department of Education	13.6% (1738)	28.9% (3708)	23.1% (2954)	3.6% (466)	30.8% (3946)	12812
Department of Probation	3.3% (34)	60.8% (620)	21.8% (222)	2.9% (30)	11.1% (113)	1019
Department of Small Business Services	20.3% (59)	32.8% (95)	18.6% (54)	5.2% (15)	23.1% (67)	290
NYC Housing Preservation & Development	14.4% (342)	38.3% (910)	21.1% (502)	3.6% (85)	22.6% (538)	2377
Department of Buildings	18.7% (301)	27.9% (448)	16.1% (258)	4.5% (72)	32.9% (528)	1607
Department of Health & Mental Hygiene	16.0% (1014)	38.1% (2422)	18.3% (1164)	4.8% (307)	22.7% (1444)	6351
Office of Administrative Trials & Hearings	9.1% (66)	25.0% (181)	12.4% (90)	4.4% (32)	49.1% (356)	725
Department of Environmental Protection	16.7% (977)	20.8% (1222)	14.3% (837)	3.3% (192)	45.0% (2638)	5866
Department of Sanitation	4.8% (477)	20.2% (2029)	23.9% (2403)	1.7% (171)	49.4% (4955)	10035
Business Integrity Commission	15.3% (11)	12.5% (9)	26.4% (19)	2.8% (2)	43.1% (31)	72

Entity Name	Asian	Black	Hispanic	Other/ Unknown	White	Headcount
Department of Finance	22.7% (394)	34.4% (596)	13.5% (235)	2.7% (47)	26.7% (463)	1735
Department of Transportation	11.5% (663)	30.7% (1771)	17.6% (1019)	3.0% (175)	37.2% (2147)	5775
Department of Parks & Recreation	4.6% (408)	45.3% (4030)	21.9% (1944)	6.5% (577)	21.7% (1931)	8890
Department of Design & Construction	30.6% (335)	22.8% (250)	15.6% (171)	2.9% (32)	28.0% (307)	1095
NYC Office of Technology and Innovation	20.4% (315)	26.4% (409)	15.1% (233)	5.1% (79)	33.0% (511)	1547
Department of Records & Information Services	18.0% (11)	19.7% (12)	16.4% (10)	6.6% (4)	39.3% (24)	61
Department of Consumer & Worker Protection	19.5% (81)	19.7% (82)	28.1% (117)	3.8% (16)	28.8% (120)	416
Department of Citywide Administrative Services	12.0% (249)	33.6% (699)	24.3% (505)	4.8% (99)	25.3% (526)	2078
Office of the New York County District Attorney	9.9% (158)	14.4% (230)	19.1% (306)	4.2% (68)	52.4% (839)	1601
Office of the Bronx County District Attorney	5.5% (60)	26.8% (291)	32.4% (351)	3.9% (42)	31.4% (341)	1085
Office of the Kings County District Attorney	9.1% (109)	30.3% (362)	18.4% (219)	6.1% (73)	36.0% (430)	1193
Office of the Queens County District Attorney	10.2% (90)	15.1% (134)	17.6% (156)	5.4% (48)	51.6% (457)	885
Office of the Richmond County District Attorney	5.7% (12)	8.6% (18)	19.5% (41)	6.7% (14)	59.5% (125)	210
Office of Special Narcotics Prosecutor	9.7% (19)	19.5% (38)	16.4% (32)	4.6% (9)	49.7% (97)	195
Office of the New York County Public Administrator	41.7% (5)	33.3% (4)	0% (0)	8.3% (1)	16.7% (2)	12
Office of the Bronx County Public Administrator	0% (0)	12.5% (1)	87.5% (7)	0% (0)	0% (0)	8
Office of the Kings County Public Administrator	0% (0)	45.5% (5)	27.3% (3)	18.2% (2)	9.1% (1)	11
Office of the Queens County Public Administrator	14.3% (1)	14.3% (1)	0% (0)	0% (0)	71.4% (5)	7
Office of the Richmond County Public Administrator	0% (0)	20.0% (1)	20.0% (1)	0% (0)	60.0% (3)	5
NYC Housing Authority	5.8% (692)	50.7% (6035)	23.4% (2790)	5.7% (676)	14.5% (1722)	11915
Total	**10.5% (19058)**	**32.4% (59089)**	**22.3% (40671)**	**3.3% (5935)**	**31.5% (57432)**	**182185**

Table 14 illustrates the gender composition of each entity.[19]

Table 14 – Gender Composition of Entities

Entity Name	Female	Male	Headcount
Office of the Mayor	62.6% (296)	36.6% (173)	473
Campaign Finance Board	55.3% (78)	42.6% (60)	141
NYC Office of the Actuary	48.6% (17)	51.4% (18)	35
NYC Employees' Retirement System	63.9% (325)	36.0% (183)	509
Office of the Manhattan Borough President	58.3% (28)	39.6% (19)	48
Office of the Bronx Borough President	53.6% (30)	46.4% (26)	56
Office of the Brooklyn Borough President	53.7% (29)	42.6% (23)	54
Office of the Queens Borough President	50.0% (31)	50.0% (31)	62
Office of the Staten Island Borough President	54.1% (20)	45.9% (17)	37
Office of the NYC Comptroller	57.2% (402)	42.7% (300)	703
Department of Emergency Management	49.5% (110)	50.5% (112)	222
Office of Management & Budget	45.4% (199)	53.4% (234)	438
Office of Administrative Tax Appeals	50.0% (28)	50.0% (28)	56
NYC Law Department	61.9% (946)	37.6% (574)	1528
Department of City Planning	48.2% (159)	51.8% (171)	330
Department of Investigation	58.5% (159)	40.8% (111)	272
Teacher's Retirement System	59.4% (228)	40.4% (155)	384
Civilian Complaint Review Board	52.5% (128)	45.1% (110)	244
NYC Police Department	35.1% (17370)	64.9% (32150)	49522
NYC Fire Department	10.7% (1826)	89.3% (15237)	17066

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[19] A small percentage (0.3%) of the City's workforce did not provide information on their gender in the City's personnel system, or identified as non-binary. We do not illustrate those distinct values in Table 14, but those individuals are included in the "Headcount" totals.

Entity Name	Female	Male	Headcount
Board of Standards & Appeals	54.5% (12)	45.5% (10)	22
Department of Veterans' Services	52.9% (18)	47.1% (16)	34
Administration for Children's Services	71.6% (4441)	28.4% (1759)	6202
Department of Social Services (HRA+DHS)	67.2% (8402)	32.7% (4093)	12503
Department of Correction	44.8% (3442)	55.2% (4244)	7687
Board of Correction	60.7% (17)	39.3% (11)	28
Mayor's Office of Contract Services	56.5% (104)	42.4% (78)	184
Office of the Public Advocate	50.0% (35)	47.1% (33)	70
NYC Council	51.9% (409)	46.7% (368)	788
Office of the City Clerk	68.8% (44)	29.7% (19)	64
Department for the Aging	69.6% (217)	30.1% (94)	312
Department of Cultural Affairs	56.1% (37)	43.9% (29)	66
Office of Payroll Administration (FISA+OPA)	39.6% (222)	60.4% (339)	561
NYC Independent Budget Office	61.8% (21)	35.3% (12)	34
Equal Employment Practices Commission	54.5% (6)	45.5% (5)	11
Civil Service Commission	50.0% (5)	50.0% (5)	10
Landmarks Preservation Commission	63.6% (49)	35.1% (27)	77
NYC Taxi & Limousine Commission	40.9% (187)	59.1% (270)	457
Office of Labor Relations	71.2% (111)	28.8% (45)	156
NYC Commission on Human Rights	60.2% (62)	39.8% (41)	103
NYC Police Pension Fund	57.1% (80)	42.9% (60)	140
NYC Fire Pension Fund	58.7% (27)	41.3% (19)	46
Department of Youth & Community Development	62.6% (335)	36.8% (197)	535

Entity Name	Female	Male	Headcount
Conflicts of Interest Board	60.9% (14)	39.1% (9)	23
Office of Collective Bargaining	64.3% (9)	35.7% (5)	14
Department of Education	70.6% (9043)	29.4% (3765)	12812
Department of Probation	68.1% (694)	31.8% (324)	1019
Department of Small Business Services	59.3% (172)	40.7% (118)	290
NYC Housing Preservation & Development	49.6% (1180)	50.2% (1193)	2377
Department of Buildings	38.1% (612)	61.9% (994)	1607
Department of Health & Mental Hygiene	70.1% (4453)	29.5% (1871)	6351
Office of Administrative Trials & Hearings	59.2% (429)	40.6% (294)	725
Department of Environmental Protection	25.6% (1501)	74.2% (4352)	5866
Department of Sanitation	8.8% (879)	91.2% (9156)	10035
Business Integrity Commission	48.6% (35)	50.0% (36)	72
Department of Finance	50.8% (881)	49.2% (853)	1735
Department of Transportation	25.9% (1496)	74.0% (4276)	5775
Department of Parks & Recreation	39.9% (3543)	59.9% (5326)	8890
Department of Design & Construction	38.7% (424)	61.3% (671)	1095
NYC Office of Technology and Innovation	38.8% (601)	60.9% (942)	1547
Department of Records & Information Services	60.7% (37)	39.3% (24)	61
Department of Consumer & Worker Protection	58.7% (244)	40.6% (169)	416
Department of Citywide Administrative Services	38.9% (808)	60.8% (1264)	2078
Office of the New York County District Attorney	56.9% (911)	42.6% (682)	1601
Office of the Bronx County District Attorney	60.6% (658)	39.2% (425)	1085
Office of the Kings County District Attorney	56.7% (677)	43.2% (515)	1193

Entity Name	Female	Male	Headcount
Office of the Queens County District Attorney	56.8% (503)	42.9% (380)	885
Office of the Richmond County District Attorney	59.0% (124)	41.0% (86)	210
Office of Special Narcotics Prosecutor	49.2% (96)	50.8% (99)	195
Office of the New York County Public Administrator	50.0% (6)	50.0% (6)	12
Office of the Bronx County Public Administrator	62.5% (5)	37.5% (3)	8
Office of the Kings County Public Administrator	54.5% (6)	45.5% (5)	11
Office of the Queens County Public Administrator	85.7% (6)	14.3% (1)	7
Office of the Richmond County Public Administrator	60.0% (3)	40.0% (2)	5
NYC Housing Authority	37.1% (4424)	62.7% (7465)	11915
Total	**41.3% (75166)**	**58.6% (106817)**	**182185**

Appendix C: Job Group Descriptions

Administrators (001)
Occupations in which employees set broad policies and exercise overall responsibility for the execution of these policies. This category includes elected officials, commissioners, executive directors, deputy commissioners, chairpersons, general counsels, controllers, chiefs of department, inspector generals and kindred workers.

Managers (002)
Occupations in which employees direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. This category includes assistant commissioners, deputy directors, assistant directors, project managers, special assistants, superintendents, deputy counsels and kindred workers.

Management Specialists (003)
Occupations which require specialized and theoretical knowledge of management, finance, or personnel, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes accountants, underwriters, financial analysts, personnel analysts, staff analysts, program analysts, buyers, purchasing specialists, inspectors, research analysts, program officers, project coordinators and kindred workers.

Science Professionals (004)
Occupations which require specialized and theoretical knowledge of various scientific or mathematical fields, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes architects, engineers (chemical, nuclear, civil, electrical, industrial, mechanical, marine), computer specialists, telecommunications specialists, actuaries, statisticians, physicists, chemists, geologists, biologists, foresters, and kindred workers.

Health Professionals (005)
Occupations which require specialized and theoretical knowledge of the medical or health fields, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes physicians, dentists, veterinarians, optometrists, podiatrists, registered nurses, pharmacists, dieticians, occupational therapists, physical therapists, speech therapists, physician's assistants, and kindred workers.

Social Scientists (006)
Occupations which require specialized and theoretical knowledge of the social sciences, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes librarians, archivists, economists, psychologists, sociologists, urban planners, and kindred workers.

Social Workers (007)

Occupations which require specialized and theoretical knowledge of social work, youth and family counseling, addiction treatment and casework, which is usually acquired through college or training or through work experience and other training which provides comparable knowledge. This category includes caseworkers, probation officers, correctional counselors, juvenile counselors, addiction treatment counselors, eligibility specialists, human rights specialists, community liaison workers, clergy, and kindred workers.

Lawyers (008)

Occupations which require specialized and theoretical knowledge of the law and the judicial process, which is usually acquired through college training. This category includes attorneys, assistant district attorneys, counsels, assistant counsels, deputy counsels, law judges, and kindred workers.

Public Relations (009)

Occupations which require special knowledge or skills in public relations, journalism, modern language, or the fine arts, which are usually acquired through college training, specialized post-secondary school education, or work experience or training which provides comparable knowledge. This category includes technical writers, graphic designers, musicians, actors, directors, announcers, painters, illustrators, photographers, artists, editors, press officers, public relations specialists, public relations advisors, interpreters, customer service specialists and kindred workers.

Technicians (010)

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes health technicians (clinical laboratory, dental hygienists, health records, radiologic and licensed practical nurses), electrical and electronic technicians, engineering technicians (electrical, electronic, industrial, and mechanical), drafting occupations, surveying and mapping technicians, science technicians, airline pilots and navigators, air traffic controllers, broadcast equipment operators, computer programmers, legal assistants, investigators, and kindred workers.

Sales (011)

There are not currently any employees in this job group.

Clerical Supervisors (012)

Occupations in which employees are responsible for overseeing and supervising the duties of clerical staff. This category includes chief clerks, supervising clerks, principal administrative associates, supervising cashiers, telegraph superintendents, supervising stenographers and kindred workers.

Clerical (013)

Occupations in which employees are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. This category includes cashiers, computer operators, word processors, secretaries, stenographers, typists, ticket agents, receptionists, clerks (information, personnel, file, library,

records), bookkeepers, office machine operators, telephone operators, messengers, dispatchers, stock clerks, meter readers, office aides, general office clerks, bank tellers and kindred workers.

Household Services (014)
There are not currently any employees in this job group.

Police Supervisors (015)
Occupations in which uniformed employees with peace officers status set broad policies in the area of public safety and security, exercise overall responsibility for execution of policies, direct individual units or special phases of the agency's operations, or supervise on a regional, district or area basis. This category includes sergeants, captains, lieutenants, inspectors, captains (correction), wardens and kindred workers.

Fire Supervisors (016)
Occupations in which uniformed employees set broad policies in the area of public safety and protection; exercise overall responsibility for execution of policies; direct individual units or special phases of the agency's operations; or supervise on a regional, district or area basis. This category includes lieutenants, captains, battalion chiefs, deputy chiefs, supervising fire marshals, supervising fire prevention inspectors and kindred workers.

Firefighters (017)
Occupations in which uniformed employees are entrusted with public safety, security, and protection from destructive forces. This category includes firefighters, marine engineers (uniformed), fire prevention inspectors, fire protection inspectors and kindred workers.

Police and Detectives (018)
Occupations in which uniformed employees with peace officer status are entrusted with public safety, security, and protection. This category includes police officer, detectives, correction officers, bridge and tunnel officers, sheriffs, special officers, enforcement agents (traffic, sanitation) and kindred workers.

Guards (019)
Occupations in which employees are entrusted with public safety and security. This category includes school crossing guards, housing guards, watch persons, lifeguards, park rangers, school guards and kindred workers.

Food Preparation (020)
Occupations in which employees are responsible for the preparation and distribution of food, or management of food services, in City facilities (e.g. schools, correctional institutions, and concessions). This category includes cooks, school lunch helpers, school lunch managers, food service managers, commissary managers and kindred workers.

Health Services (021)
Occupations in which employees are responsible for assisting health professionals in maintaining and promoting the health, hygiene, and safety of the general public. This category

includes dental assistants, dietary aides, public health assistants, nurse's aides, institutional aides, health aides, orderlies, and kindred workers.

Building Services (022)
Occupations in which employees perform duties which result in or contribute to the upkeep and care of buildings and facilities. This category includes custodians, cleaners, caretakers, maintainers, elevator operators and starters, exterminators, pest control aides and kindred workers.

Personal Services (023)
Occupations in which employees perform duties which result in or contribute to the comfort or convenience of the general public. This category includes housekeepers, barbers, attendants, railroad porters, homemakers, matrons, and kindred workers.

Farming (024)
Occupations in which employees perform duties which result in or contribute to the upkeep and care of agricultural/botanical/zoological facilities or grounds of public property. This category includes herbarium aides, aquarium technicians, botanical gardening aides, gardeners, groundskeepers, pruners, hostlers, menagerie keepers, horseshoers and kindred workers.

Craft (025)
Occupations in which employees perform duties which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work in which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This category includes mechanics, equipment repairers, telephone line installers, small instrument repairers, brick masons, carpenters, electricians, plumbers, mining occupations, tool and die makers, sheet metal workers, tailors, butchers, bakers, machine operators, locksmiths, precision hand working occupations and kindred workers.

Operators (026)
Occupations in which employees perform duties which require specialized machine skills which are required through on-the-job training and experience or through apprenticeship or other formal training programs. This category includes printing press operators, high pressure boiler operators, laundry workers and kindred workers.

Transportation (027)
Occupations in which employees perform duties which require motor vehicle, bus, train, or other transportation operation skills which are acquired through on-the- job training and experience or through other formal training programs. This category includes bus drivers, chauffeurs, motor vehicle operators, trainmasters, ferry terminal supervisors and kindred workers.

Laborers (028)
Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public, or which contribute to the upkeep and care of buildings and facilities. There are no job qualification requirements for titles in this category. This category includes skilled craft helpers and apprentices, construction laborers,

stock handlers, garage and service station related occupations, car cleaners, seasonal park helpers, track workers, assistant highway repairers and kindred workers.

Sanitation Workers (029)

Occupations in which employees perform duties which result in or contribute to the cleanliness, hygiene, and safety of the public domain. Qualification requirements, which include Civil Service examinations, exist for titles in this category. This category includes sanitation workers, debris removers and kindred workers.

Teachers (030)

Occupations which require specialized and theoretical knowledge of education and instructional methods, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes teachers, instructors, professors, lecturers, fitness instructors, graduate assistants, fellows, adjunct professors, substitute teachers, trade instructors, education/ vocational counselors, education analysts, education officers, institutional instructors, and kindred workers.

Paraprofessionals (031)

Occupations in which employees perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion. This category includes administrative assistants, project associates, coordinators, community associates and assistants, community service aides, research associates, welfare service workers, child care workers and kindred workers.

Table 15 illustrates the racial and ethnic composition of the job groups analyzed in this report.

Table 15 – Racial and Ethnic Composition of Job Groups

Job Group	Asian	Black	Hispanic	Other/ Unknown	White	Headcount
Administrators	11.3% (47)	21.8% (91)	17.0% (71)	6.0% (25)	43.9% (183)	417
Managers	14.7% (1698)	22.9% (2648)	14.2% (1637)	3.3% (381)	45.0% (5203)	11567
Management Specialists	18.3% (2186)	34.7% (4137)	16.6% (1980)	3.1% (369)	27.4% (3265)	11937
Science Professionals	30.8% (2343)	15.9% (1208)	13.5% (1031)	3.8% (292)	36.0% (2744)	7618
Health Professionals	18.8% (914)	21.8% (1056)	9.6% (467)	3.0% (148)	46.7% (2268)	4853
Social Scientists	12.8% (122)	23.5% (224)	17.5% (167)	4.3% (41)	42.0% (401)	955
Social Workers	7.5% (916)	61.7% (7497)	18.9% (2303)	3.2% (388)	8.6% (1050)	12154
Lawyers	9.8% (212)	14.2% (309)	8.0% (174)	7.5% (162)	60.5% (1314)	2171
Public Relations	15.5% (44)	14.4% (41)	16.9% (48)	7.7% (22)	45.4% (129)	284
Technicians	10.0% (847)	31.1% (2625)	25.2% (2130)	3.2% (271)	30.4% (2566)	8439
Clerical Supervisors	8.0% (389)	57.4% (2793)	20.5% (998)	2.5% (123)	11.6% (565)	4868
Clerical	8.6% (683)	54.0% (4263)	21.7% (1716)	3.3% (264)	12.3% (971)	7897
Police Supervisors	9.2% (667)	20.0% (1455)	24.4% (1771)	1.1% (78)	45.4% (3297)	7268
Fire Supervisors	1.0% (24)	3.0% (73)	6.8% (164)	0.9% (22)	88.3% (2128)	2411
Firefighters	3.7% (319)	12.2% (1051)	18.9% (1633)	1.2% (105)	64.0% (5515)	8623
Police and Detectives	11.9% (4441)	25.6% (9572)	29.5% (11044)	1.3% (472)	31.7% (11872)	37401
Guards	8.1% (550)	46.4% (3159)	25.6% (1746)	6.3% (431)	13.6% (924)	6810
Food Preparation	6.8% (103)	44.5% (673)	23.0% (348)	5.5% (83)	20.2% (305)	1512
Health Services	4.1% (6)	61.0% (89)	27.4% (40)	4.1% (6)	3.4% (5)	146
Building Services	1.6% (80)	64.9% (3231)	23.9% (1189)	6.8% (340)	2.7% (136)	4976
Personal Services	1.9% (3)	48.4% (76)	33.1% (52)	6.4% (10)	10.2% (16)	157

Job Group	Asian	Black	Hispanic	Other/Unknown	White	Headcount
Farming	2.2% (56)	51.4% (1319)	25.5% (654)	5.0% (129)	15.9% (409)	2567
Craft	7.3% (720)	22.9% (2267)	19.8% (1965)	3.2% (321)	46.8% (4636)	9909
Operators	8.3% (11)	21.8% (29)	24.1% (32)	1.5% (2)	44.4% (59)	133
Transportation	5.5% (15)	50.4% (137)	22.1% (60)	1.5% (4)	20.6% (56)	272
Laborers	2.0% (111)	53.0% (2920)	20.8% (1144)	8.4% (465)	15.8% (868)	5508
Sanitation Workers	2.5% (192)	18.7% (1455)	25.6% (1991)	1.3% (102)	51.8% (4027)	7767
Teachers	13.7% (105)	33.2% (254)	21.0% (161)	3.4% (26)	28.6% (219)	765
Paraprofessionals	9.8% (1254)	34.7% (4437)	30.9% (3955)	6.7% (853)	18.0% (2301)	12800
Total	**10.5% (19058)**	**32.4% (59089)**	**22.3% (40671)**	**3.3% (5935)**	**31.5% (57432)**	**182185**

Table 16 illustrates the gender composition of the job groups analyzed in this report.

Table 16 – Gender Composition of Job Groups

Job Group	Female	Male	Headcount
Administrators	54.2% (226)	45.8% (191)	417
Managers	47.2% (5455)	52.7% (6100)	11567
Management Specialists	52.4% (6251)	47.5% (5668)	11937
Science Professionals	37.4% (2850)	62.4% (4752)	7618
Health Professionals	86.3% (4186)	13.7% (664)	4853
Social Scientists	56.2% (537)	43.7% (417)	955
Social Workers	73.7% (8962)	26.2% (3187)	12154
Lawyers	58.9% (1279)	40.6% (881)	2171
Public Relations	51.4% (146)	48.2% (137)	284
Technicians	36.7% (3094)	63.2% (5330)	8439
Clerical Supervisors	84.2% (4101)	15.7% (765)	4868

Job Group	Female	Male	Headcount
Clerical	78.8% (6221)	21.2% (1673)	7897
Police Supervisors	20.6% (1500)	79.4% (5768)	7268
Fire Supervisors	0.5% (12)	99.5% (2399)	2411
Firefighters	2.1% (181)	97.9% (8442)	8623
Police and Detectives	26.2% (9809)	73.8% (27590)	37401
Guards	73.0% (4974)	27.0% (1836)	6810
Food Preparation	74.7% (1130)	25.2% (381)	1512
Health Services	59.6% (87)	40.4% (59)	146
Building Services	41.7% (2073)	58.0% (2884)	4976
Personal Services	38.2% (60)	61.1% (96)	157
Farming	27.0% (694)	72.7% (1866)	2567
Craft	2.8% (275)	97.2% (9632)	9909
Operators	2.3% (3)	97.7% (130)	133
Transportation	11.4% (31)	88.6% (241)	272
Laborers	34.1% (1879)	65.7% (3619)	5508
Sanitation Workers	3.8% (297)	96.2% (7470)	7767
Teachers	72.0% (551)	28.0% (214)	765
Paraprofessionals	64.9% (8302)	34.6% (4425)	12800
Total	**41.3% (75166)**	**58.6% (106817)**	**182185**

Appendix D: Underutilization

Table 17 illustrates underutilization based on race and ethnicity for the 75 entities analyzed.

Table 17 – Underutilization of Racial and Ethnic Groups by Job Group, Citywide

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Administrators	11 ↑	0% (0)	0% (0)	0% (0)	234
Managers	61	4.9% ↑ (3)	21.3% ↑ (13)	8.2% ↓ (5)	11527
Management Specialists	48	2.1% ↑ (1)	22.9% ↑ (11)	2.1% ↓ (1)	11881
Science Professionals	38 ↑	2.6% ↓ (1)	18.4% ↓ (7)	0% (0)	7564
Health Professionals	9	11.1% ↑ (1)	44.4% ↑ (4)	0% (0)	4851
Social Scientists	12	0% (0)	25.0% (3)	0% (0)	905
Social Workers	11 ↓	27.3% ↑ (3)	54.5% ↑ (6)	0% (0)	12125
Lawyers	23	0% (0)	0% ↓ (0)	8.7% ↑ (2)	2093
Public Relations	9 ↓	0% (0)	0% (0)	11.1% ↑ (1)	210
Technicians	29 ↑	10.3% ↓ (3)	20.7% ↑ (6)	17.2% ↓ (5)	8380
Clerical Supervisors	32	0% (0)	15.6% ↑ (5)	0% (0)	4801
Clerical	38 ↓	2.6% ↓ (1)	23.7% ↓ (9)	0% (0)	7820
Police Supervisors	4 ↓	0% (0)	25.0% ↑ (1)	0% (0)	7244
Fire Supervisors	1	0% (0)	0% (0)	0% (0)	2411
Firefighters	1	0% (0)	0% (0)	0% (0)	8618
Police and Detectives	19 ↑	10.5% ↑ (2)	21.1% ↑ (4)	0% (0)	37385
Guards	5	0% (0)	20.0% (1)	0% ↓ (0)	6810

Job Group	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Food Preparation	3	66.7% (2)	0% (0)	66.7% (2)	1511
Health Services	3	0% ↓ (0)	0% (0)	33.3% ↑ (1)	133
Building Services	10	20.0% (2)	0% (0)	20.0% (2)	4953
Personal Services	3	33.3% (1)	0% (0)	0% (0)	144
Farming	4	50.0% (2)	0% (0)	0% (0)	2563
Craft	15	13.3% (2)	66.7% (10)	6.7% (1)	9901
Operators	6	0% (0)	0% (0)	0% (0)	118
Transportation	10	0% (0)	0% (0)	0% (0)	247
Laborers	13	38.5% (5)	7.7% (1)	7.7% ↓ (1)	5486
Sanitation Workers	1	0% (0)	100.0% (1)	0% (0)	7765
Teachers	4	0% (0)	0% ↓ (0)	0% (0)	752
Paraprofessionals	59	8.5% ↓ (5)	13.6% ↑ (8)	5.1% ↓ (3)	12754
Total	**482**	**7.1% ↓ (34)**	**18.7% ↑ (90)**	**5.0% ↓ (24)**	**181186**

Table 18 illustrates jobs groups with underutilization of females.

Table 18 – Underutilization of Females by Job Group, Citywide

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Administrators	11 ↑	9.1% ↑ (1)	234
Managers	61	14.8% (9)	11527
Management Specialists	48	6.2% ↑ (3)	11881
Science Professionals	38 ↑	13.2% ↓ (5)	7564
Health Professionals	9	22.2% (2)	4851

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Social Scientists	12	0% (0)	905
Social Workers	11 ↓	27.3% ↓ (3)	12125
Lawyers	23	0% (0)	2093
Public Relations	9 ↓	0% (0)	210
Technicians	29 ↑	13.8% ↓ (4)	8380
Clerical Supervisors	32	3.1% (1)	4801
Clerical	38 ↓	2.6% ↑ (1)	7820
Police Supervisors	4 ↓	0% (0)	7244
Fire Supervisors	1	0% (0)	2411
Firefighters	1	0% (0)	8618
Police and Detectives	19 ↑	26.3% ↓ (5)	37385
Guards	5	40.0% (2)	6810
Food Preparation	3	0% (0)	1511
Health Services	3	66.7% (2)	133
Building Services	10	50.0% ↑ (5)	4953
Personal Services	3	33.3% (1)	144
Farming	4	25.0% (1)	2563
Craft	15	80.0% ↑ (12)	9901
Operators	6	16.7% (1)	118
Transportation	10	10.0% (1)	247
Laborers	13	69.2% ↑ (9)	5486
Sanitation Workers	1	0% (0)	7765

Job Group	# Job Groups > 8 Empl.	Female	Headcount
Teachers	4	0% (0)	752
Paraprofessionals	59	5.1% ↓ (3)	12754
Total	**482**	**14.7% ↓ (71)**	**181186**

Table 19 illustrates disparities for race and ethnicity in each job group.

Table 19 – Disparities in # of Personnel by Race and Ethnicity, Job Groups

Job Group	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Administrators	11	-	-	-	234
Managers	61	44	276	97	11527
Management Specialists	48	4	237	27	11881
Science Professionals	38	27	165	-	7564
Health Professionals	9	6	719	-	4851
Social Scientists	12	-	29	-	905
Social Workers	11	99	402	-	12125
Lawyers	23	-	-	30	2093
Public Relations	9	-	-	4	210
Technicians	29	253	636	85	8380
Clerical Supervisors	32	-	102	-	4801
Clerical	38	4	172	-	7820
Police Supervisors	4	-	74	-	7244
Fire Supervisors	1	-	-	-	2411
Firefighters	1	-	-	-	8618
Police and Detectives	19	39	3824	-	37385
Guards	5	-	205	-	6810
Food Preparation	3	106	-	180	1511
Health Services	3	-	-	4	133
Building Services	10	236	-	492	4953
Personal Services	3	4	-	-	144
Farming	4	69	-	-	2563
Craft	15	112	970	30	9901
Operators	6	-	-	-	118
Transportation	10	-	-	-	247
Laborers	13	335	33	108	5486
Sanitation Workers	1	-	309	-	7765
Teachers	4	-	-	-	752
Paraprofessionals	59	227	181	24	12754
Total	**482**	**1563**	**8333**	**1081**	**181186**

Table 20 illustrates disparities by gender for each job group.

Table 20 – Disparities in # of Personnel by Gender, Job Groups

Job Group	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Administrators	11	3	234
Managers	61	412	11527
Management Specialists	48	189	11881
Science Professionals	38	185	7564
Health Professionals	9	37	4851
Social Scientists	12	-	905
Social Workers	11	116	12125
Lawyers	23	-	2093
Public Relations	9	-	210
Technicians	29	662	8380
Clerical Supervisors	32	8	4801
Clerical	38	71	7820
Police Supervisors	4	-	7244
Fire Supervisors	1	-	2411
Firefighters	1	-	8618
Police and Detectives	19	820	37385
Guards	5	130	6810
Food Preparation	3	-	1511
Health Services	3	18	133
Building Services	10	44	4953
Personal Services	3	6	144
Farming	4	13	2563
Craft	15	696	9901
Operators	6	4	118
Transportation	10	3	247
Laborers	13	268	5486
Sanitation Workers	1	-	7765
Teachers	4	-	752
Paraprofessionals	59	38	12754
Total	**482**	**3725**	**181186**

Table 21 illustrates underutilization of Asians, Blacks, and Hispanics, at each entity analyzed in this report.

Table 21 – Underutilization of Racial and Ethnic Groups, by Entity

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of the Mayor	4	0% (0)	25.0% (1)	0% ↓ (0)	464
Campaign Finance Board	3	0% (0)	33.3% (1)	0% (0)	132
NYC Office of the Actuary	2	0% (0)	0% ↓ (0)	0% (0)	30
NYC Employees' Retirement System	7	0% (0)	14.3% (1)	14.3% (1)	501
Office of the Manhattan Borough President	2	0% (0)	0% (0)	0% (0)	38
Office of the Bronx Borough President	2	0% (0)	0% (0)	0% (0)	48
Office of the Brooklyn Borough President	2	0% (0)	0% (0)	0% (0)	40
Office of the Queens Borough President	2	0% (0)	0% (0)	0% (0)	41
Office of the Staten Island Borough President	1	0% (0)	0% (0)	0% (0)	24
Office of the NYC Comptroller	9 ↑	0% (0)	11.1% ↓ (1)	0% (0)	690
Department of Emergency Management	3 ↑	0% (0)	33.3% ↓ (1)	0% (0)	217
Office of Management & Budget	4	0% (0)	50.0% (2)	0% (0)	436
Office of Administrative Tax Appeals	1 ↓	0% (0)	0% (0)	0% (0)	22
NYC Law Department	8	0% (0)	0% ↓ (0)	25.0% (2)	1508
Department of City Planning	6	0% (0)	50.0% ↑ (3)	16.7% (1)	311
Department of Investigation	6	0% (0)	16.7% (1)	0% (0)	259
Teacher's Retirement System	7	0% (0)	14.3% ↑ (1)	14.3% (1)	376
Civilian Complaint Review Board	5	0% (0)	20.0% (1)	0% (0)	228
NYC Police Department	23	4.3% (1)	26.1% (6)	0% (0)	49514
NYC Fire Department	15 ↓	6.7% ↓ (1)	33.3% ↓ (5)	0% (0)	17049

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Department of Veterans' Services	2	0% (0)	0% (0)	0% (0)	25
Administration for Children's Services	15	26.7% ↑ (4)	0% (0)	0% (0)	6182
Department of Social Services (HRA+DHS)	18 ↓	11.1% ↑ (2)	5.6% ↑ (1)	5.6% ↑ (1)	12488
Department of Correction	20 ↑	10.0% ↓ (2)	5.0% ↓ (1)	10.0% ↑ (2)	7666
Board of Correction	2 ↑	0% (0)	0% (0)	0% (0)	18
Mayor's Office of Contract Services	3	0% (0)	33.3% ↑ (1)	0% (0)	181
Office of the Public Advocate	3 ↑	0% (0)	0% (0)	0% (0)	63
NYC Council	6	0% (0)	16.7% (1)	0% (0)	780
Office of the City Clerk	2	0% (0)	50.0% (1)	0% (0)	44
Department for the Aging	6	0% (0)	16.7% ↑ (1)	0% (0)	299
Department of Cultural Affairs	3	0% (0)	0% (0)	0% (0)	54
Office of Payroll Administration (FISA+OPA)	6	0% (0)	16.7% (1)	16.7% (1)	553
NYC Independent Budget Office	2	0% (0)	50.0% ↑ (1)	0% (0)	32
Landmarks Preservation Commission	3	0% (0)	33.3% (1)	0% (0)	66
NYC Taxi & Limousine Commission	8	0% (0)	0% (0)	0% (0)	444
Office of Labor Relations	5 ↓	0% (0)	0% (0)	0% ↓ (0)	132
NYC Commission on Human Rights	5	0% (0)	20.0% (1)	0% (0)	96
NYC Police Pension Fund	6	0% (0)	0% (0)	0% (0)	130
NYC Fire Pension Fund	2	0% (0)	0% (0)	0% (0)	21
Department of Youth & Community Development	6	0% (0)	0% (0)	0% (0)	521
Office of Collective Bargaining	1	0% (0)	0% (0)	0% (0)	12
Department of Education	18	16.7% ↑ (3)	16.7% ↓ (3)	5.6% (1)	12804

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Department of Probation	7	28.6% ↓ (2)	0% (0)	0% (0)	990
Department of Small Business Services	4	0% (0)	0% (0)	0% (0)	269
NYC Housing Preservation & Development	9	0% ↓ (0)	0% (0)	0% (0)	2364
Department of Buildings	8	0% (0)	12.5% ↓ (1)	0% (0)	1596
Department of Health & Mental Hygiene	20	0% ↓ (0)	5.0% (1)	10.0% ↑ (2)	6335
Office of Administrative Trials & Hearings	8 ↑	0% (0)	0% (0)	12.5% ↑ (1)	715
Department of Environmental Protection	15	6.7% (1)	60.0% ↑ (9)	20.0% (3)	5861
Department of Sanitation	14	14.3% (2)	21.4% (3)	0% (0)	10006
Business Integrity Commission	3	0% (0)	33.3% ↑ (1)	0% (0)	62
Department of Finance	10	0% (0)	0% (0)	30.0% (3)	1717
Department of Transportation	13	15.4% (2)	23.1% (3)	7.7% ↓ (1)	5748
Department of Parks & Recreation	16 ↓	18.8% ↓ (3)	37.5% ↓ (6)	6.2% ↑ (1)	8865
Department of Design & Construction	8	0% (0)	12.5% (1)	0% (0)	1071
NYC Office of Technology and Innovation	9 ↓	0% ↓ (0)	11.1% ↑ (1)	0% (0)	1541
Department of Records & Information Services	2 ↓	0% (0)	50.0% ↑ (1)	0% (0)	34
Department of Consumer & Worker Protection	7	0% (0)	71.4% ↑ (5)	0% (0)	410
Department of Citywide Administrative Services	15	6.7% (1)	6.7% (1)	0% (0)	2061
Office of the New York County District Attorney	9	11.1% ↑ (1)	44.4% (4)	11.1% (1)	1586
Office of the Bronx County District Attorney	9	33.3% ↑ (3)	33.3% (3)	0% (0)	1078
Office of the Kings County District Attorney	9	0% (0)	22.2% ↑ (2)	0% (0)	1190
Office of the Queens County District Attorney	8	0% (0)	75.0% ↑ (6)	0% (0)	877
Office of the Richmond County District Attorney	3	0% (0)	100.0% ↑ (3)	33.3% (1)	196

Entity	# Job Groups > 8 Empl.	Asian	Black	Hispanic	Headcount
Office of Special Narcotics Prosecutor	4	0% (0)	25.0% (1)	0% (0)	177
NYC Housing Authority	18	33.3% (6)	5.6% (1)	5.6% ↓ (1)	11898
Total	**482**	**7.1% ↓ (34)**	**18.7% ↑ (90)**	**5.0% ↓ (24)**	**181186**

Table 22 illustrates underutilization of Females at each entity analyzed in this report.

Table 22 – Underutilization of Females, by Entity

Entity	# Job Groups > 8 Empl.	Female	Headcount
Office of the Mayor	4	0% (0)	464
Campaign Finance Board	3	0% ↓ (0)	132
NYC Office of the Actuary	2	0% (0)	30
NYC Employees' Retirement System	7	0% (0)	501
Office of the Manhattan Borough President	2	0% (0)	38
Office of the Bronx Borough President	2	0% (0)	48
Office of the Brooklyn Borough President	2	0% (0)	40
Office of the Queens Borough President	2	0% (0)	41
Office of the Staten Island Borough President	1	0% (0)	24
Office of the NYC Comptroller	9 ↑	0% (0)	690
Department of Emergency Management	3 ↑	0% (0)	217
Office of Management & Budget	4	0% (0)	436
Office of Administrative Tax Appeals	1 ↓	0% ↓ (0)	22
NYC Law Department	8	12.5% (1)	1508

Entity	# Job Groups > 8 Empl.	Female	Headcount
Department of City Planning	6	0% (0)	311
Department of Investigation	6	0% (0)	259
Teacher's Retirement System	7	0% ↓ (0)	376
Civilian Complaint Review Board	5	0% (0)	228
NYC Police Department	23	21.7% (5)	49514
NYC Fire Department	15 ↓	46.7% ↑ (7)	17049
Department of Veterans' Services	2	0% (0)	25
Administration for Children's Services	15	6.7% (1)	6182
Department of Social Services (HRA+DHS)	18 ↓	16.7% ↑ (3)	12488
Department of Correction	20 ↑	25.0% ↓ (5)	7666
Board of Correction	2 ↑	0% (0)	18
Mayor's Office of Contract Services	3	0% (0)	181
Office of the Public Advocate	3 ↑	0% (0)	63
NYC Council	6	0% (0)	780
Office of the City Clerk	2	0% (0)	44
Department for the Aging	6	0% (0)	299
Department of Cultural Affairs	3	0% (0)	54
Office of Payroll Administration (FISA+OPA)	6	33.3% ↑ (2)	553
NYC Independent Budget Office	2	0% (0)	32
Landmarks Preservation Commission	3	0% (0)	66
NYC Taxi & Limousine Commission	8	12.5% (1)	444
Office of Labor Relations	5 ↓	0% (0)	132

Entity	# Job Groups > 8 Empl.	Female	Headcount
NYC Commission on Human Rights	5	0% ↓ (0)	96
NYC Police Pension Fund	6	0% (0)	130
NYC Fire Pension Fund	2	0% (0)	21
Department of Youth & Community Development	6	0% (0)	521
Office of Collective Bargaining	1	0% (0)	12
Department of Education	18	22.2% (4)	12804
Department of Probation	7	0% (0)	990
Department of Small Business Services	4	0% (0)	269
NYC Housing Preservation & Development	9	22.2% ↑ (2)	2364
Department of Buildings	8	12.5% ↓ (1)	1596
Department of Health & Mental Hygiene	20	15.0% ↑ (3)	6335
Office of Administrative Trials & Hearings	8 ↑	0% (0)	715
Department of Environmental Protection	15	53.3% (8)	5861
Department of Sanitation	14	21.4% ↓ (3)	10006
Business Integrity Commission	3	0% (0)	62
Department of Finance	10	20.0% ↑ (2)	1717
Department of Transportation	13	38.5% (5)	5748
Department of Parks & Recreation	16 ↓	25.0% ↑ (4)	8865
Department of Design & Construction	8	12.5% (1)	1071
NYC Office of Technology and Innovation	9 ↓	44.4% ↑ (4)	1541
Department of Records & Information Services	2 ↓	0% (0)	34
Department of Consumer & Worker Protection	7	14.3% (1)	410

Entity	# Job Groups > 8 Empl.	Female	Headcount
Department of Citywide Administrative Services	15	20.0% ↓ (3)	2061
Office of the New York County District Attorney	9	0% (0)	1586
Office of the Bronx County District Attorney	9	0% (0)	1078
Office of the Kings County District Attorney	9	0% (0)	1190
Office of the Queens County District Attorney	8	0% (0)	877
Office of the Richmond County District Attorney	3	33.3% (1)	196
Office of Special Narcotics Prosecutor	4	0% (0)	177
NYC Housing Authority	18	22.2% (4)	11898
Total	**482**	**14.7% ↓ (71)**	**181186**

Table 23 illustrates employment disparities from race and ethnicity underutilization at each entity.

Table 23 – Underutilization Shortfalls by Race and Ethnicity, by Entity

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Office of the Mayor	4	-	12	-	464
Campaign Finance Board	3	-	11	-	132
NYC Office of the Actuary	2	-	-	-	30
NYC Employees' Retirement System	7	-	20	22	501
Office of the Manhattan Borough President	2	-	-	-	38
Office of the Bronx Borough President	2	-	-	-	48
Office of the Brooklyn Borough President	2	-	-	-	40
Office of the Queens Borough President	2	-	-	-	41
Office of the Staten Island Borough President	1	-	-	-	24
Office of the NYC Comptroller	9	-	12	-	690
Department of Emergency Management	3	-	15	-	217
Office of Management & Budget	4	-	63	-	436
Office of Administrative Tax Appeals	1	-	-	-	22
NYC Law Department	8	-	-	29	1508
Department of City Planning	6	-	23	7	311
Department of Investigation	6	-	15	-	259
Teacher's Retirement System	7	-	5	10	376

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Civilian Complaint Review Board	5	-	20	-	228
NYC Police Department	23	6	3981	-	49514
NYC Fire Department	15	217	757	-	17049
Department of Veterans' Services	2	-	-	-	25
Administration for Children's Services	15	125	-	-	6182
Department of Social Services (HRA+DHS)	18	56	128	19	12488
Department of Correction	20	44	24	34	7666
Board of Correction	2	-	-	-	18
Mayor's Office of Contract Services	3	-	4	-	181
Office of the Public Advocate	3	-	-	-	63
NYC Council	6	-	32	-	780
Office of the City Clerk	2	-	14	-	44
Department for the Aging	6	-	4	-	299
Department of Cultural Affairs	3	-	-	-	54
Office of Payroll Administration (FISA+OPA)	6	-	26	23	553
NYC Independent Budget Office	2	-	4	-	32
Landmarks Preservation Commission	3	-	6	-	66
NYC Taxi & Limousine Commission	8	-	-	-	444
Office of Labor Relations	5	-	-	-	132
NYC Commission on Human Rights	5	-	16	-	96

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
NYC Police Pension Fund	6	-	-	-	130
NYC Fire Pension Fund	2	-	-	-	21
Department of Youth & Community Development	6	-	-	-	521
Office of Collective Bargaining	1	-	-	-	12
Department of Education	18	223	784	150	12804
Department of Probation	7	22	-	-	990
Department of Small Business Services	4	-	-	-	269
NYC Housing Preservation & Development	9	-	-	-	2364
Department of Buildings	8	-	16	-	1596
Department of Health & Mental Hygiene	20	-	9	32	6335
Office of Administrative Trials & Hearings	8	-	-	12	715
Department of Environmental Protection	15	24	566	74	5861
Department of Sanitation	14	12	478	-	10006
Business Integrity Commission	3	-	5	-	62
Department of Finance	10	-	-	48	1717
Department of Transportation	13	89	209	4	5748
Department of Parks & Recreation	16	303	432	108	8865
Department of Design & Construction	8	-	33	-	1071
NYC Office of Technology and Innovation	9	-	16	-	1541
Department of Records & Information Services	2	-	6	-	34

Entity	# Job Groups > 8 Empl.	Asian Shortfall	Black Shortfall	Hispanic Shortfall	Headcount
Department of Consumer & Worker Protection	7	-	49	-	410
Department of Citywide Administrative Services	15	19	57	-	2061
Office of the New York County District Attorney	9	17	161	29	1586
Office of the Bronx County District Attorney	9	37	43	-	1078
Office of the Kings County District Attorney	9	-	29	-	1190
Office of the Queens County District Attorney	8	-	87	-	877
Office of the Richmond County District Attorney	3	-	29	6	196
Office of Special Narcotics Prosecutor	4	-	8	-	177
NYC Housing Authority	18	368	126	472	11898
Total	482	1563	8333	1081	181186

Table 24 illustrates employment disparities from female underutilization at each entity.

Table 24 – Underutilization Shortfalls: Females, by Entity

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Mayor	4	-	464
Campaign Finance Board	3	-	132
NYC Office of the Actuary	2	-	30
NYC Employees' Retirement System	7	-	501
Office of the Manhattan Borough President	2	-	38

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Bronx Borough President	2	-	48
Office of the Brooklyn Borough President	2	-	40
Office of the Queens Borough President	2	-	41
Office of the Staten Island Borough President	1	-	24
Office of the NYC Comptroller	9	-	690
Department of Emergency Management	3	-	217
Office of Management & Budget	4	-	436
Office of Administrative Tax Appeals	1	-	22
NYC Law Department	8	3	1508
Department of City Planning	6	-	311
Department of Investigation	6	-	259
Teacher's Retirement System	7	-	376
Civilian Complaint Review Board	5	-	228
NYC Police Department	23	845	49514
NYC Fire Department	15	715	17049
Department of Veterans' Services	2	-	25
Administration for Children's Services	15	11	6182
Department of Social Services (HRA+DHS)	18	31	12488
Department of Correction	20	56	7666

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Board of Correction	2	-	18
Mayor's Office of Contract Services	3	-	181
Office of the Public Advocate	3	-	63
NYC Council	6	-	780
Office of the City Clerk	2	-	44
Department for the Aging	6	-	299
Department of Cultural Affairs	3	-	54
Office of Payroll Administration (FISA+OPA)	6	23	553
NYC Independent Budget Office	2	-	32
Landmarks Preservation Commission	3	-	66
NYC Taxi & Limousine Commission	8	22	444
Office of Labor Relations	5	-	132
NYC Commission on Human Rights	5	-	96
NYC Police Pension Fund	6	-	130
NYC Fire Pension Fund	2	-	21
Department of Youth & Community Development	6	-	521
Office of Collective Bargaining	1	-	12
Department of Education	18	116	12804
Department of Probation	7	-	990

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Department of Small Business Services	4	-	269
NYC Housing Preservation & Development	9	82	2364
Department of Buildings	8	141	1596
Department of Health & Mental Hygiene	20	30	6335
Office of Administrative Trials & Hearings	8	-	715
Department of Environmental Protection	15	415	5861
Department of Sanitation	14	190	10006
Business Integrity Commission	3	-	62
Department of Finance	10	14	1717
Department of Transportation	13	271	5748
Department of Parks & Recreation	16	260	8865
Department of Design & Construction	8	21	1071
NYC Office of Technology and Innovation	9	127	1541
Department of Records & Information Services	2	-	34
Department of Consumer & Worker Protection	7	10	410
Department of Citywide Administrative Services	15	43	2061
Office of the New York County District Attorney	9	-	1586
Office of the Bronx County District Attorney	9	-	1078
Office of the Kings County District Attorney	9	-	1190

Entity	# Job Groups > 8 Empl.	Female Shortfall	Headcount
Office of the Queens County District Attorney	8	-	877
Office of the Richmond County District Attorney	3	4	196
Office of Special Narcotics Prosecutor	4	-	177
NYC Housing Authority	18	294	11898
Total	**482**	**3725**	**181186**

Appendix E:
Methodology

Determining Underutilization

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

Rather than solely rely on the calculations and assessments in CEEDS, for this report we conducted our own analyses of the data. This results in different counts of underutilization than those reported in CEEDS. Table 25 illustrates those differences.

Table 25 – EEPC and CEEDS Findings of Underutilization

How Job Groups and Underutilization are Classified	# Job Groups with Underutilization
CEEDS and the EEPC determine UU exists	174
The underutilization disparity is less than 5% of the workforce: CEEDS does not count as UU but the EEPC does	34
The EEPC combines data for entities that have merged operations, but that CEEDS still counts separately	11
Total	219

The overlap between the determinations in CEEDS and ours is greater than the disparities, but we conducted these independent analyses to address two issues in CEEDS: 1) the (lack of) flagging underutilization if the size of the disparity – as measured by the number of personnel – is considered "low"; 2) not combining data for entities that in practice have collated their operations.

Not flagging underutilization if the disparity is considered "small"

New York City uses multiple metrics to assess underutilization (these are discussed in detail in Appendix F). The one utilized most frequently analyzes whether those situations where a

demographic group is underutilized are likely to have occurred "by chance." In other words, is the underrepresentation of the demographic group in a job group likely to be random or is it likely to be the result of problems in the hiring and retention practices of the entity?

To assess whether the imbalance is likely or unlikely to be random, the City engages in calculations that are very common in the field of statistics. A "z-score" – a statistical metric that determines the size of a disparity – is calculated; using that calculation and the size of the job group, the City calculates the probability of that disparity existing. If the imbalance is unlikely to be random, it is sometimes referred to as "statistically significant." (We discuss statistical significance in more detail on pages 73-74). Usually, those job groups with statistically significant underutilization are flagged as having underutilization.

The City also uses some metrics that override a finding of statistically significant underutilization. If there is statistically significant underutilization of a demographic group but the disparity is less than five percent of the individuals in that job group, it is not considered to be an instance of underutilization. For example, imagine a job group with 100 personnel, a LMA for Asians of four percent, and no Asians employed in the job group. That disparity meets the requirements of statistical significance, but the size of the disparity is less than five percent of the total number of personnel in that job group. CEEDS does not classify this as underutilization. To determine if these instances met the City's statistical significance threshold, we independently calculated z-scores for all job groups, including those with this classification.

We do not mean to suggest the City should not have metrics that assess the extent of underutilization. It is useful and reasonable to put it in context: a situation where a job group's underutilization of people of color is four percent of personnel is likely very different from a job group in which underutilization of people of color is 20 percent of the job group's personnel. But we believe it best to indicate the magnitude of the disparity *in addition* to determining whether there is underutilization that reaches statistical significance, and thus report findings based on that standard.

CEEDS has not combined entities that have collated their operations

For this report, workforce data for the HRA/Department of Social Services (formerly Human Resources Administration) and Department of Homeless Services were merged to create the Department of Social Services (HRA+DHS), and the Office of Payroll Administration and Financial Information Services Agency were combined to create the Office of Payroll Administration (FISA+OPA).

These entities were merged because each pair share an entity head, have shared resources (e.g., email address domain, website, letterhead), shared EEO policies, and EEO programs that operate in close concert with one another.

For the Department of Social Services (HRA+DHS), the case for workforce merger is quite clear. The entity's website describes its organizational integration, stating "[t]he Department of Social Services (DSS) is comprised of the administrative units of the NYC Human Resources Administration (HRA) and the Department of Homeless Services (DHS)."[20]

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[20] See "About DSS," available at https://www1.nyc.gov/site/dss/about/about.page.

During the EEPC's 2018 audit of the Office of Payroll Administration (FISA+OPA), the EEPC found "FISA and OPA collocated in 2015 and operate as two separate agencies under a matrix management system to eliminate duplicative processes and departments and to share common agency organizational resources. Under this arrangement, the agency's shared departments and functions include Information Technology, Human Resources and General Counsel. In their shared documents and resources (including letterhead, email addresses, SharePoint, and EEO policies) and by their shared agency head, FISA and OPA are referred to in conjunction as 'FISA-OPA'."[21]

The EEPC considered, but decided against, merging the workforces for the Office of the Mayor and the Mayor's Office for Contract Services (MOCS). At the time of analyses, when the EEPC asked MOCS about its relationship with the Office of the Mayor, MOCS reported "[w]e are still part of the Mayor's Office in some budget/structural ways, but we are independent for the purposes of EEO."

Underutilization, Z-Scores, and Statistical Significance

New York City uses multiple metrics to assess underutilization (these are discussed in detail in Appendix F). The one utilized most frequently analyzes whether those situations where a demographic group is underutilized are likely to have occurred "by chance." In other words, is the underrepresentation of the demographic group in a job group likely to be random or is it likely to be the result of problems in the hiring and retention practices of the entity?

To assess whether the imbalance is likely or unlikely to be random, the City engages in calculations that are very common in the field of statistics. A "z-score" – a statistical metric that determines the size of a disparity – is calculated; using that calculation and the size of the job group, the City calculates the probability of that disparity existing.

To understand the implications of these calculations and how they can be interpreted, imagine an entity with ten positions in a job group, with three of those positions held by a Black individual, and a labor pool where 50 percent of the available individuals are Black. The availability of Black individuals is 50 percent but the percentage of individuals in that job group at the entity who are Black is only 30 percent. The percentage differences suggest a sizeable disparity, but because of the small number of positions, the disparity is equivalent to two personnel. For those involved in the hiring, there are numerous factors to consider when deciding who to hire, and there could be lots of reasons why individuals from other demographic groups were ultimately selected. In part because of the small numbers, it might be a stretch to say there is evidence the underrepresentation of Black individuals is the result of discrimination or bias.

Now consider an entity with 1,000 positions in a job group, where 300 of those individuals are Black, and the available labor pool is 50 percent Black. The percentage differences suggest the same sizeable percentage disparity as in the previous example, but in this example the *number* of positions is much higher. The gap between the expected number of Black individuals in this job group and the actual number in the job group is 200; in other words, if the

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[21] See *"EEPC Audit Rev, Eval, Monitoring & Compliance of Office of Payroll Adm.'s Sexual Harassment Prev. and Resp. Practices from 1.1.2016 to 12.31.2017,"* published in the Government Publications Portal on October 5, 2018, available at https://a860-gpp.nyc.gov/concern/nyc_government_publications/x920fz187?locale=en.

number of hires reflected the availability in the job pool, we would expect 200 more Black individuals to have been hired.

In the first example there were two hiring decisions where a Black individual would have been hired (if the job group were to perfectly match their labor market availability) but were not. Two decisions inconsistent with the expected outcome does not appear to be strong evidence of a pattern of discrimination. In the second example, there are 200 hiring decisions made where a Black individual would have been hired (if hiring decisions matched availability) but they were not. That seems much less likely to be random and may indicate a pattern.

It is rarely the case hiring decisions perfectly match labor market availability, and they should not be expected to. The purpose of these analyses is to determine whether there is a disparity, the magnitude of that disparity, and the likelihood the disparity is the result of discrimination. It is not the purpose of these analyses to put entities in a hiring straitjacket.

The City uses a statistical tool called a "z-score" that investigates the issues discussed in the above examples. The z-score is a standardized metric measuring the "size" of a disparity. Using the size of the disparity and the number of individuals at issue, the z-score is used to determine the probability the disparity would exist if there were no discrimination or bias. Using the above example, many researchers would phrase the issue in a way similar to this: "if there is no discrimination in the employment practices of the entity, what is the probability the entity would hire 200 fewer Black individuals than expected, given the availability of Black workers in the labor pool from which the entity recruits?"

As is typical in much statistical analysis of this kind, the City considers underutilization to exist if that probability is less than 5 percent (in statistical analysis this metric is referred to as a "p value"). Disparities like the one illustrated in the first example (where there were two hiring decisions) have a relatively high likelihood of occurring by chance – greater than 5 percent – and thus do not meet the City's criteria for underutilization. Disparities like the one illustrated in the second example (where there were 200 hiring decisions) are less likely to occur by chance, and the City would consider underutilization to exist in such an example.[22]

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[22] The small number of individuals in the first example should not be considered proof discrimination has not occurred. It is more accurate to say, "the numbers do not provide strong evidence of discrimination or bias" rather than "there is proof discrimination or bias does not exist." Similarly, the better way to interpret the second example is to say, "the numbers suggest discrimination or bias may have occurred" rather than "there is proof discrimination or bias did occur."

Appendix F: CEEDS

The data analyzed in this report come from CEEDS, except where otherwise noted. There are 75 entities in CEEDS that are in the EEPC's jurisdiction and included in the EEPC's analyses.[23] DCAS provided data to the EEPC on the number of personnel at entities and in job groups, the number of new hires, promotions, and separations, and assessments of underutilization.

Imbalance Codes

This is an excerpt from the CEEDS report that assesses underutilization. This is one job group at one entity.

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	21	18	39	.2630	10.26	10.74	3.91	<.01	O
ETH	BLACK	10	29	39	.3027	11.81	-1.81	-0.63	0.265	
ETH	HISPANIC	7	32	39	.2268	8.85	-1.85	-0.71	0.240	N-05%RUL
ETH	ASIAN / PAC ISL	1	38	39	.0821	3.20	-2.20	-1.28	0.100	U-80%RUL
ETH	NATIVE AMERICAN	0	39	39	.0029	0.11	-0.11	-0.34	0.368	N-05%RUL
ETH	ETH UNKNOWN	0	39	39	.0534	2.08	-2.08	-1.48	0.069	U-80%RUL
GEN	MALE	36	3	39	.6625	25.84	10.16	3.44	<.01	O
GEN	FEMALE	3	36	39	.2356	9.19	-6.19	-2.34	<.01	U
GEN	GENDER UNKNOWN	0	39	39	.0332	1.29	-1.29	-1.16	0.124	N-05%RUL

CEEDS reports data for each job group at each entity, analyzing underutilization for the demographic groups listed in the excerpt above. CEEDS provides each demographic group's presence in that job group ("FOCAL GROUP") and the availability for each ("AVAIL %"). The "IMBAL" field in CEEDS flags underutilization (it is short for "imbalance"). The value in that field is based in part on the calculations to the left of that column ("Z-SCORE" and "PROBABILITY").

For example, the "female" category has three individuals in the job group at the entity in the example above. Based on their LMA ("AVAIL %") of 24 percent (indicated as .2356) there would be nine females ("EXPECTED #"), which is a difference of 6.19 ("DIFFERENCE") if their presence in the job group matched their availability. This disparity results in a z-score of -2.34; the probability of a disparity of that size is less than .01 percent. Therefore, the job group is flagged as having underutilization of females (a value of "U" in the "IMBAL" column).

CEEDS uses multiple codes to categorize the differences between the actual availability of incumbent workers and the expected availability of workers, given the availability analysis estimates.

U: underutilization. This indicates underutilization exists, and the difference between the presence of the group and the expected presence is statistically significant (as illustrated in the example of females discussed above). This value is superseded if the requirements for "N-05% RUL" are met, as indicated below.

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[23] These 75 entities also include two merged entities: Department of Social Services (HRA+DHS) and Office of Payroll Administration (FISA+OPA). The Department of Social Services (HRA+DHS) is the combined product of the workforces of Human Resources Administration (HRA) and Department of Homeless Services (DHS). The Office of Payroll Administration (FISA+OPA) is the combined product of the workforces of Office of Payroll Administration (OPA) and Financial Information Services Agency (FISA). See Appendix E for an explanation of why we have combined these entities for these analyses.

N-05% RUL: the Five Percent Rule. This indicates there are fewer individuals from the demographic group than expected given their availability, but the difference between the number of individuals from that demographic group and the expected number is less than five percent of the total individuals in that job group. The logic behind this rule is likely that while underutilization exists, it is small enough as a percentage of the overall workforce to not merit much concern.

In the excerpt above, the number of Hispanic individuals in the job group is 1.85 fewer than expected. That disparity is less than five percent of the number of individuals in this job group (39).

This value supersedes classifications of underutilization (U). In other words, there are examples of statistically significant underutilization that CEEDS does not categorize as such, if the disparity is less than five percent of the number of individuals in the job group. That is not an issue in this example, but it is in others, as discussed in Appendix E.

U-80% RUL: the 80 Percent Rule. This indicates the presence of the demographic group in the job group is less than their availability, the disparity is *not* statistically significant, but the number of individuals from that group is less than 80 percent of what it would be if their presence matched their availability. In the excerpt above, the Asian/Pacific Islander group meets the conditions of the 80 percent rule. One would expect 3.2 individuals in this job group if their presence matched their availability, but there is only one individual from this group. That disparity is not statistically significant (the probability of this is 10 percent, which does not meet the typical threshold) but it is less than 80 percent of the expected number.

O: Overutilization. This indicates there are more individuals from the demographic group in the job group than expected based on their availability, and the difference is statistically significant.

DCAS is the steward of CEEDS data and has advised entities to consider both the "U" and "U-80% RULE" underutilization codes more as rules of thumb, given most availability estimates in CEEDS are very old.

How CEEDS Counts Personnel

CEEDS uses the Active Pay status in NYCAPS to determine how to report on entity workforce composition and personnel activity reports. As a result, CEEDS and subsequent analyses relying on its data have limitations.

New Hires activity includes persons returning from unpaid leave. Separations activity includes persons going on unpaid leave. Depending on the timing and duration of unpaid leave, an employee can appear as separated in one quarter and newly hired the next quarter when practically they were neither.

CEEDS does not report entity or job title transfers activity. If an employee transferred between two city agencies, the activity does not appear as a separation or transfer out of the

old entity, nor a new hire or transfer into the new entity. If an employee transferred to a new title but at the same salary rate, the activity goes undocumented.

Promotions activity in CEEDS includes both internal promotions and external promotions into the entity. A transfer to a new title and higher salary at a different entity will show as a promotion *within* the new entity, despite the promotion occurring *into* the new entity. Promotions activity requires both a higher salary than in the previous quarter and that the employee be in a different title or a higher managerial assignment level. Promotions activity ignores the entity and job group of the old title, which also makes it impossible to reconcile the impact of promotion activity on underutilization. If an employee promotes to a new title in the same job group at the same organization, then the activity will also appear in the promotions report.

Appendix G:
Corrective Actions Issued, 2022 – 2023

Table 26 illustrates the number of times each Corrective Action was issued to an agency for remediation in the Compliance-Monitoring phase of an audit, through December 31, 2023.

Table 26 – Corrective Actions for the EPA (UU) Audit, 2022 – 2023

Audit Standard		Total
1	Annual distribution of an EEO policy statement	8
2	Annual distribution of an EEO Policy	4
3	Establish and utilize a complaint tracking system	3
4	Submit annual EEO plans and quarterly reports	12
5	Establish and implement an EEO training plan	21
6	Appoint a principal EEO Professional	7
7	Appoint support EEO professionals	14
8	Training for personnel involved in recruiting/hiring	25
9	Designate a Disability Rights or ADA Coordinator	10
10	Distribute reasonable accommodation process	10
11	Utilize the Section 55-a Program	0
12	Annual workforce data review	23
13	Use and maintain an applicant/candidate log	18
14	Diversity in entity-produced content	1
15	Designate staff to assess recruitment efforts for discretionary titles	6
16	Assess recruitment efforts for discretionary titles	7
17	Designate Career Counselor	24
18	Designate a principal HR professional to provide agency-wide job information	15
19	Assess selection methods for discretionary titles	10
20	Assess selection methods for Civil Service titles	16

Appendix H:
Local Laws Related to the Municipal Workforce

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

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

General Employment Practices Laws Pertaining to the City's Workforce

2023

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

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

Local Law 27 (2023) – Requires the Department of Citywide Administrative Services (DCAS) to contract for equity pay analyses, and for City agencies to include, in their annual employ-ment plans, compensation analyses and measures to address pay disparities and occupa-tional segregation. The legislation specifies timelines and stipulations for the DCAS pay eq-uity analysis reports, as well as the contents of the agency annual employment plans. DCAS's contractor is to prepare and submit three reports to the Mayor, the Speaker of the City Coun-cil, and the relevant collective bargaining units. DCAS's contractor is estimated to cost $250,000 annually. No expenditures were provided to DCAS or other agencies to comply

with the additional analyses and discussion in their annual employment plans mandated by the law.

Local Law 28 (2023) – Requires the Department of Citywide Administrative Services (DCAS) to annually collect, analyze, and report on applicants for Civil Service examinations and admission and graduation statistics from agency training programs. This law also requires DCAS's Office of Diversity and Inclusion (ODI) to train City agencies to develop job postings and recruitment materials that promote diverse recruitment. City agencies are required to provide DCAS with information related to their recruitment efforts, including related expenditures, events, and development of examination preparatory materials. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding these activities. No expenditures were provided to DCAS or other City agencies to comply with the additional data collection, analyses, and trainings mandated by the law.

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

Local Law 113 (2023) - Requires the Commissioners of the Department of Citywide Administrative Services (DCAS) and the Department of Correction (DOC) to collaborate to administer Civil Service examinations for individuals incarcerated for a period of 10 days or longer in Borough-Based Jails. Requires DCAS, DOC, and the Mayor's Office of Criminal Justice (MOCJ), to coordinate in administering informational programming about the Civil Service examination system to justice-involved individuals (arrested, prosecuted, or incarcerated). DCAS, DOC, and MOCJ are required to annually report on the program activities to the Mayor and the Speaker of the City Council. No expenditures were provided to DCAS, DOC, or MOCJ to comply with the informational programming, Civil Service exam administration[24], or reporting requirements.

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

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

2018 - 2022

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

Local Law 13 (2019) - Requires the Equal Employment Practices Commission (EEPC) to conduct a citywide analysis of racial and ethnic classification underutilization and to provide recommendations, including to strengthen agency affirmative employment plans, and improve diversity in recruitment, selection, retention, and promotion of City government employees. The EEPC is required to submit an annual report of findings and recommendations, for a period of ten years, to the Mayor and the Speaker of the City Council. The EEPC was estimated to require two additional staff to meet the requirements of this legislation, at the cost of $226,000 annually.

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

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

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

Local Law 173 (2018) – Requires the Department of Citywide Administrative Services (DCAS) to provide the Department of Education (DOE) with information about the Civil Service exams

administered by DCAS. The DOE is required to distribute the Civil Service exam information to students who will be graduating from high school in the current school year. DCAS and DOE are expected to use existing resources to fulfill its requirements.

FDNY Focused Employment Practices Laws

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

Local Law 117 (2022) - Requires the Fire Department (FDNY) to survey each firehouse to determine the permanent facility upgrades necessary to establish a working environment that facilitates use by a mixed gender workforce. FDNY is required to submit a report of its survey findings to the Mayor and the Speaker of the City Council. The report is to detail permanent facility upgrades necessary at each firehouse, the feasibility of implementing such upgrades, and any construction plans to make such upgrades. Where practicable, FDNY is required to implement interim measures to accommodate a mixed gender workforce until permanent upgrades are made. FDNY is expected to use existing resources to fulfill the requirements.

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

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

Local Law 49 (2015) was Intro 579 (2014). The firefighter demographics report is currently identified as Local Law 579 on the FDNY website.

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