



Table of Contents

I. Introduction and Executive Summary	3
A. Summary of Findings	3
II. Data and Methodology	5
III. NYC Workforce Profile Report and Affirmative Employment Practices	6
A. NYC Workforce Profile Report.....	6
B. New York City’s Efforts to Ensure and Enhance Equity	8
C. Statistics on Hiring, Salary and Promotion by Job Category and Demographics	10
D. Discretionary Vacancies and Applicants for Job Openings	22
E. Diversity Recruitment Initiatives Across Various City Agencies	30
F. Initiatives to Promote Opportunities for Women and Minorities Currently in the City’s Workforce	34
G. Employees’ Response to Demographic Data Collection	36
H. Programmatic and Budgetary Recommendations.....	36
Appendix A	37
Appendix B	40

I. Introduction and Executive Summary

This report has been prepared pursuant to Local Law 14 (LL14) of 2019 which amended Section 814.1 (c) (9) of the City Charter. The amended section mandates the Department of Citywide Administrative Services (DCAS) to publish and submit to the mayor, the New York City Council, and the Equal Employment Practices Commission (EEOC) an annual report on the activities of DCAS and City agencies, “to provide fair and effective affirmative employment practices to ensure equal employment opportunity (EEO) for minority group members and women who are employed by, or who seek employment with, City agencies.”

This report covers the period from July 2021 to December 2022.¹ It analyzes a variety of sources that demonstrates the City of New York’s (the City) efforts to provide fair and effective employment practices and ensure equal opportunity for minority groups and women. This report concentrates on aggregated citywide data and program information, including policies and initiatives that illustrate the work that City agencies have undertaken to enhance equity in recruitment, hiring and creating a diverse and inclusive workplace. It also includes a discussion of selected programs and initiatives undertaken in some individual City agencies.

The COVID-19 pandemic resulted in many agencies delaying the implementation of various recruitment and retention programs and initiatives. However, with the pandemic behind us, attracting talent and replenishing the City’s workforce is a priority for many agencies.

A. Summary of Findings

- Similar to the prior fiscal years, FY20 and FY21, the City made positive strides to hire diverse talent. In FY22, the cumulative representation of minorities among new hires exceeded those who self-identify as white in all job categories. This consistent change in the workforce composition can be attributed to available labor pools, where the non-white population is growing, and to successful recruitment efforts that include outreach to various demographic networks that represent diverse populations.

¹ The period covered represents 18 months because the various sources of data, outlined below in *// Data and Methodology*, cover different periods.

- Among new hires, female appointments exceeded male appointments in more job categories than previously reported, including administrative support, officials and administrators, professionals, and paraprofessionals. There was also varying improvement in the percentage of females hired in the categories of protective service (FY21 24% vs. FY22 28%), technicians (FY21 24% vs. FY22 30%) and skilled craft (FY21 1% vs. FY22 3%).
- Salary data and the demographic composition of new hires tend to remain stable or change very slightly in some job groups from year to year. This can be attributed to the City's use of the civil service system and collective bargaining agreements that include the requirement to hire candidates at the new hire or incumbent rate.
- Agencies continued to focus on race relations and equity-focused practices to further the inclusion and integration of minorities and women in the workforce.
- Agencies across the City are focused on filling their vacancies using various inclusive recruitment strategies. Compared to FY21, in FY22, there was a 34% increase in the number of discretionary positions and a 27% increase in the number of applicants.

II. Data and Methodology²

This report covers new hires, salary, promotions and an analysis of applicants for job openings in City agencies that report to the mayor and other elected officials, including the New York City Council, the Office of the Public Advocate, district attorneys and the borough presidents. Also included are several boards and commissions, such as the Civil Service Commission, Equal Employment Practices Commission, the Board of Correction and each borough's Public Administrator office. For a list of all agencies included in the report, see Appendix A.

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

- NYC Workforce Profile Report (FY22)³
- Summarized data from the City's various personnel related systems, including New York City Automated Personnel System (NYCAPS) and Citywide Equal Employment Data System (CEEDS) (FY22)
- Job applicant data from individual agencies⁴ (FY22)
- Each agency's Diversity and EEO Plan (FY23)
- Each agency's Quarterly Diversity and EEO Reports (FY23)
- Programs and initiatives directed at enhancing EEO and diversity and inclusion across FY22 and the first half of FY23 (July 2022 - December 2022)

² To effectively show the representation of gender, race, and ethnic demographics across City agencies, and to maintain consistency in how data is reported, the data included in this report are aggregated by either agency or EEO-4 Job Groups, depending on the data being reported, and not by civil service jurisdictional class. This represents the appropriate categories in which to provide the analysis.

³ FY22 NYC Workforce Profile Report is expected to be published in Winter of Calendar Year (CY) 2023.

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

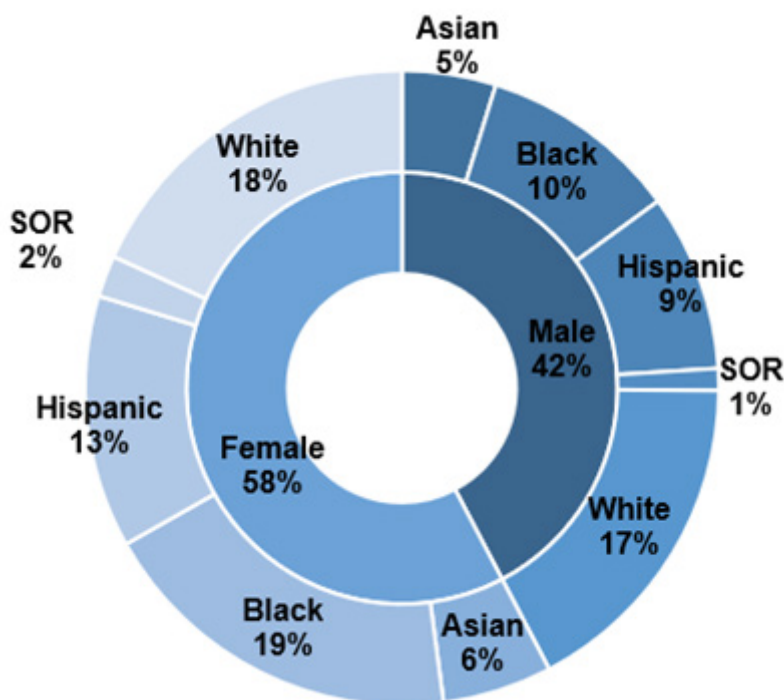
III. NYC Workforce Profile Report and Affirmative Employment Practices

A. NYC Workforce Profile Report

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

The data below, from the most recent *FY22 Workforce Profile Report*⁵ show that women and minorities continue to comprise a substantial representation in the City’s workforce. The City’s workforce is 58% female and an aggregate 65% racial and ethnic minorities (non-white).

NYC Government Workforce Gender & Race/Ethnicity Composition, FY22



⁵ **Gender:** Other genders [including Non-Binary, Other, and Unknown/Undisclosed] are not reflected in the chart above because they account for <1% of the entire population. **Race/Ethnicity:** Asian includes Native Hawaiian or Pacific Islander; *SOR, meaning Some Other Race*, includes American Indian/Alaskan Native, two or more races, or unspecified race.

General Description of the City's Hiring Practices

Employment by the City of New York is largely governed by the New York State Civil Service Law. Approximately 81% of employees hold competitive class titles, which are titles for which it is deemed practicable to test the merit and fitness of job applicants by competitive examination.

- **Competitive Class**

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

- **Non-Competitive Class**

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

- **Exempt Class**

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

- **Labor Class**

The labor class titles include positions reserved for unskilled laborers, which cannot be tested competitively.

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

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

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

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

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

Diversity and EEO Plans

Section 815(a)(19) of the New York City Charter requires City agencies to annually prepare, adopt and implement a plan to provide equal employment opportunity. Informed by their review of agency statistical information (including total employment, new hires, and promotions, by race/ethnicity and gender), agencies develop their annual diversity and EEO plans to prevent employment discrimination in recruitment, selection, promotion, complaint handling, training and other practices.

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

To ensure standardization and completeness, DCAS distributes and collects a template of the annual diversity and EEO plan all City agencies must use. DCAS also provides recommendations regarding plan development that are consistent with employment practices recommended by the citywide EEO Policy, human resources management organizations and enforcement entities. Agencies are encouraged to develop their annual diversity and EEO plans in collaboration with the agency head, the EEO officer, general counsel, agency personnel officer and chief diversity and inclusion officer.

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

- Regular analysis of workforce demographics, with particular attention to job categories reflecting underutilization of minorities and women.
- Recruitment from diverse sources.
- Participation in the 55-a Program for employment of persons with disabilities.
- Maintenance of internship and fellowship programs that can serve as talent pipelines.
- Participation in training of employees about EEO protections and discrimination, including procedures on filing EEO complaints.
- Compliance with specific local law mandates.

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

Family-Friendly Policies

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

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

The following tables provide information on the distribution of demographic categories within job categories used in the EEO-4 reports and salary bands.

Table C.1: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY22)⁶

Gender representation in the top salary band remains consistent year over year across the eight EEO-4 job categories: administrative support, officials and administrators, paraprofessionals, professionals, protective service, service and maintenance, skilled craft and technicians. Females maintain greater representation than males in the higher salary band of the administrative support, professionals and paraprofessional job categories. Conversely, females are generally underrepresented in the skilled crafts and service maintenance job categories where they also tend to fall into the lower salary bands. Females in the technicians job group category dropped from 38% in FY21 to 34% in FY22. This may be attributed to fewer women being hired into senior levels in the technician title.

⁶ Salary bands with no data have been omitted from the chart.

Table C.1.a: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY22)

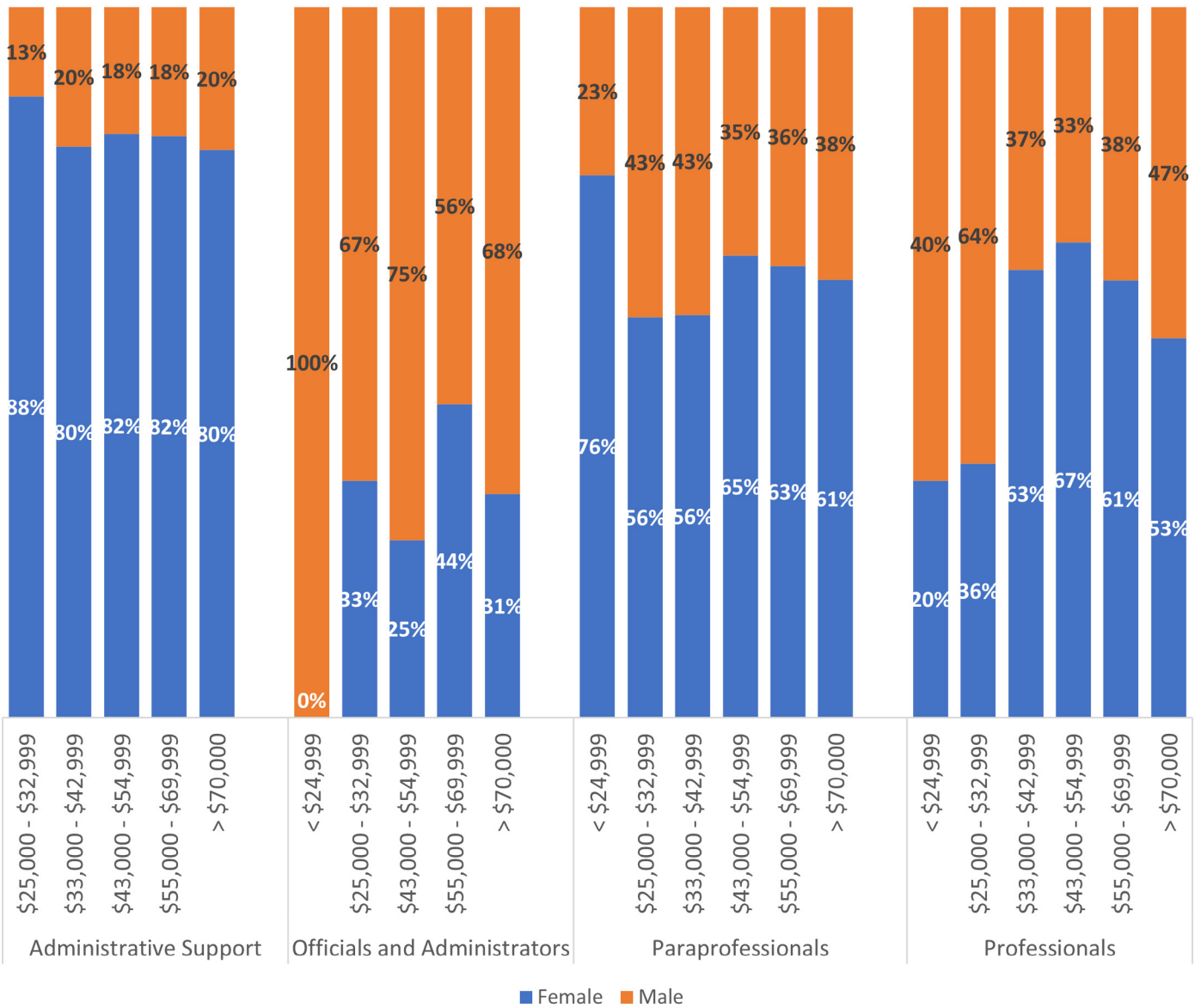


Table C.1.b: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY22)

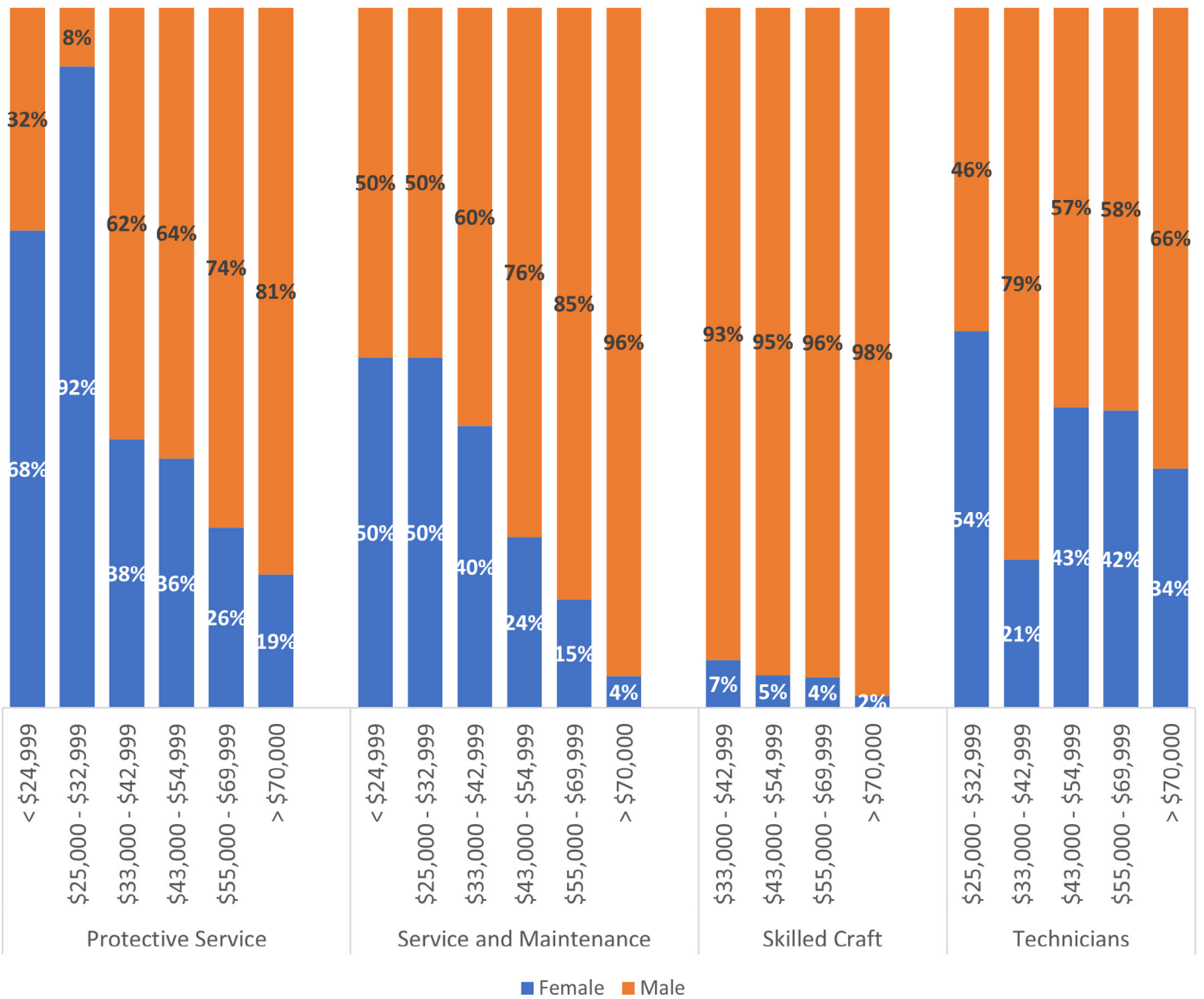
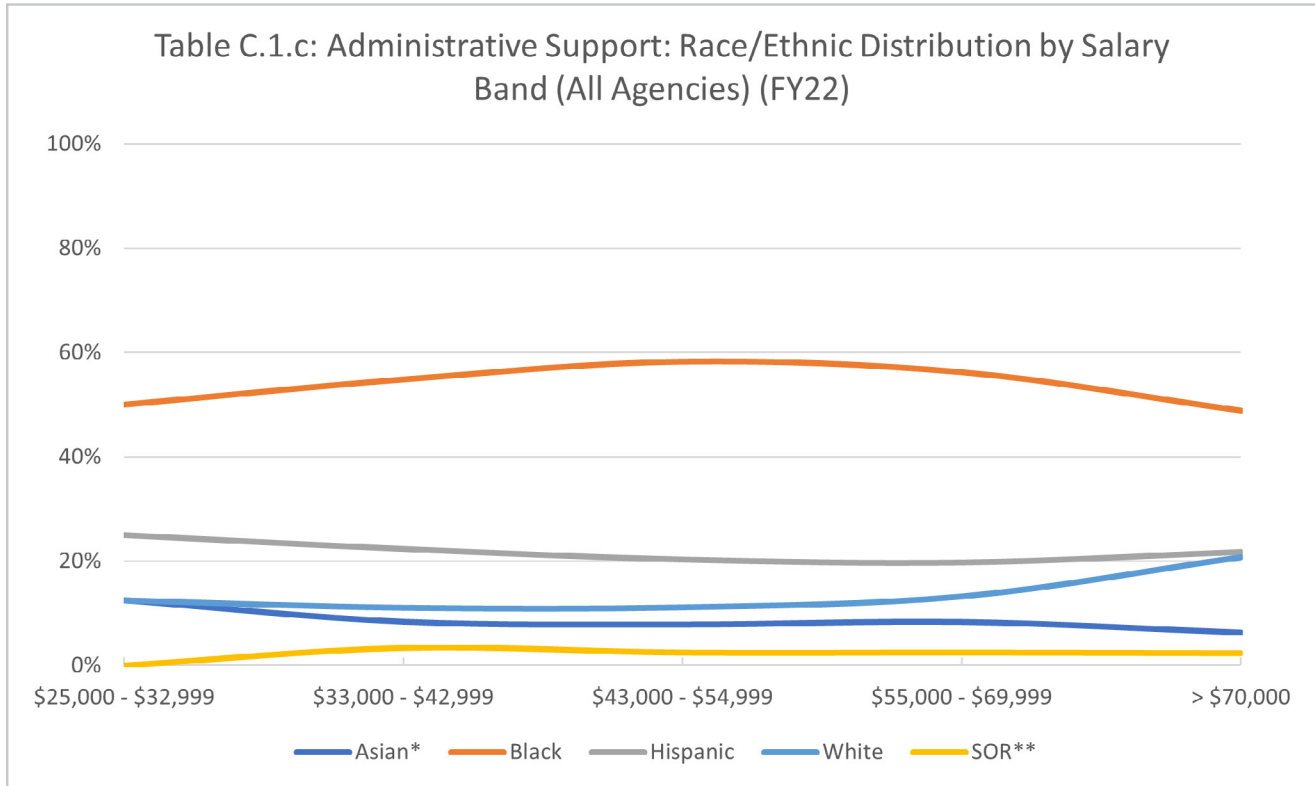


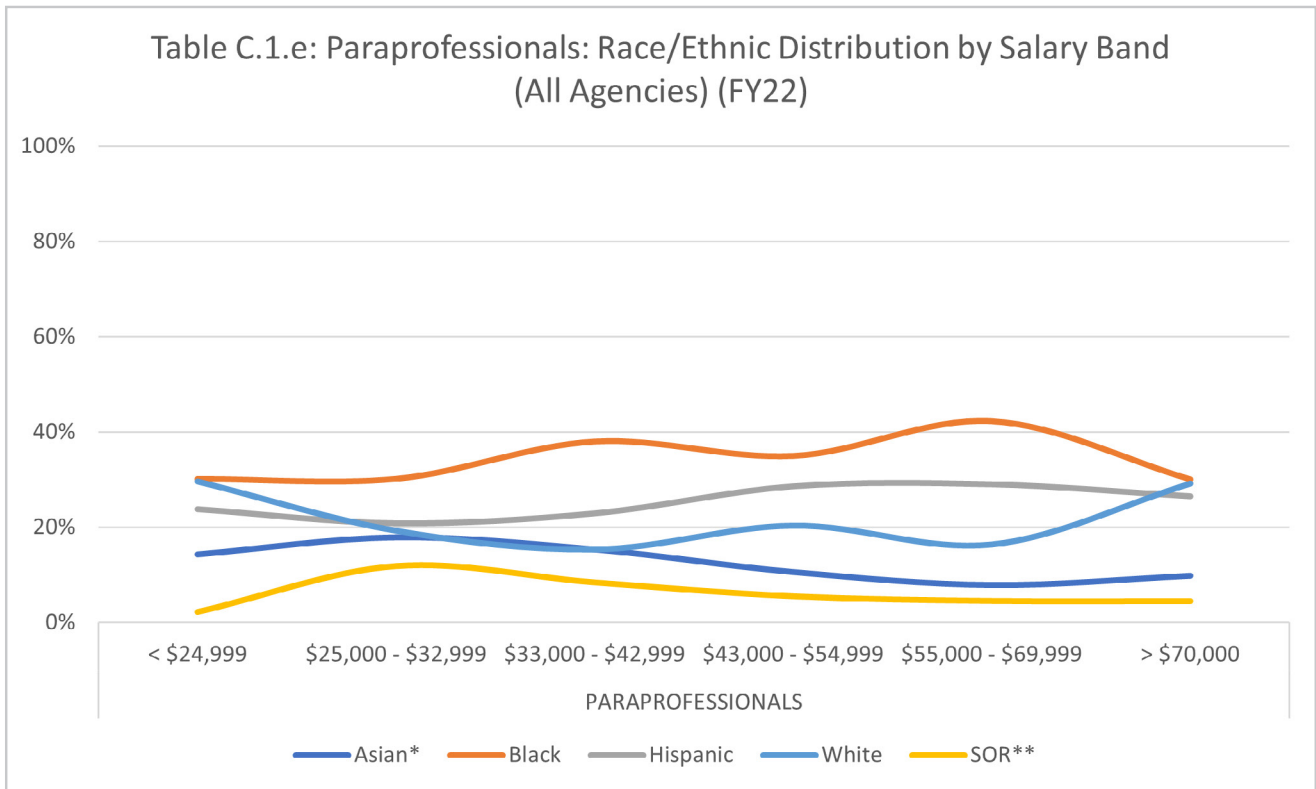
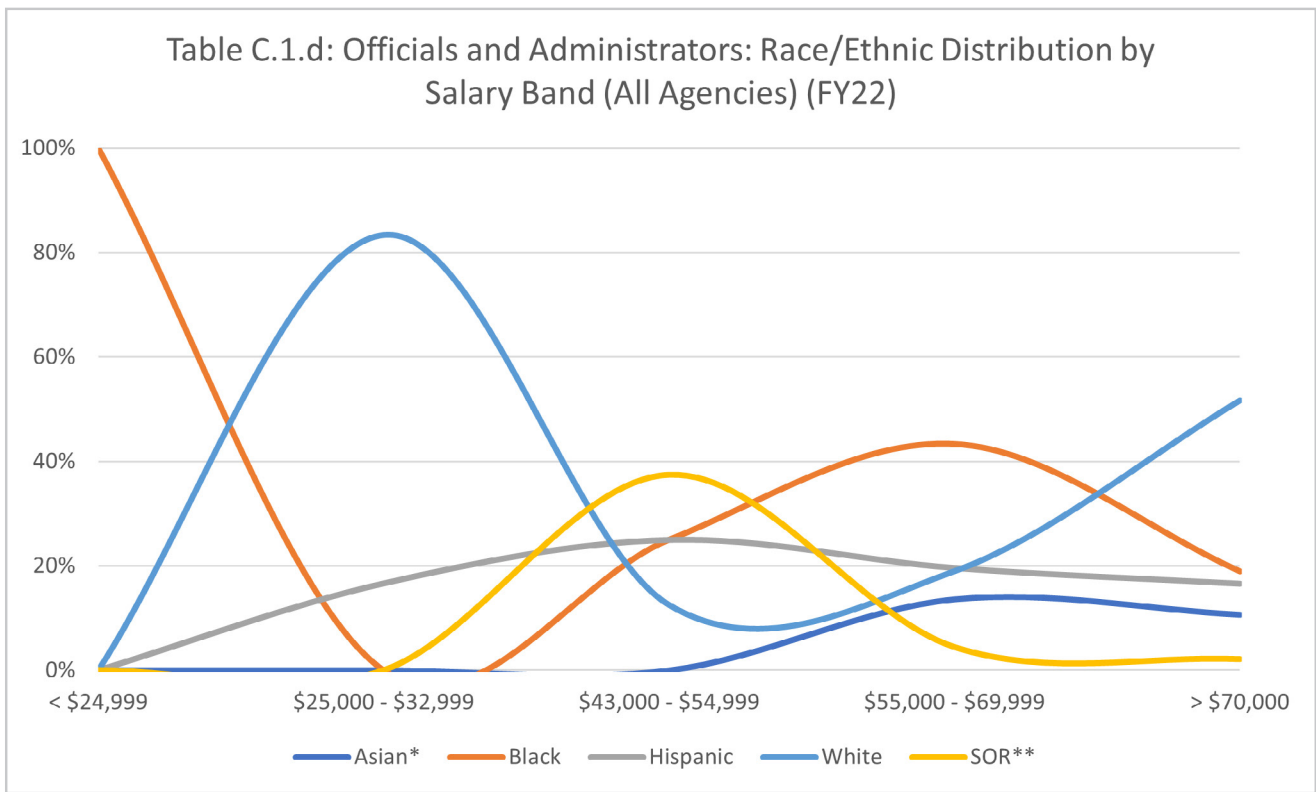
Table C.1 (continued): Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY22)

The racial and ethnic composition in the top salary band across the job categories is nearly unchanged from the previous fiscal year. When compared to individual racial/ethnic groups, there is a greater representation of whites within the higher salary band across the job categories, with the exception of administrative support and paraprofessionals.



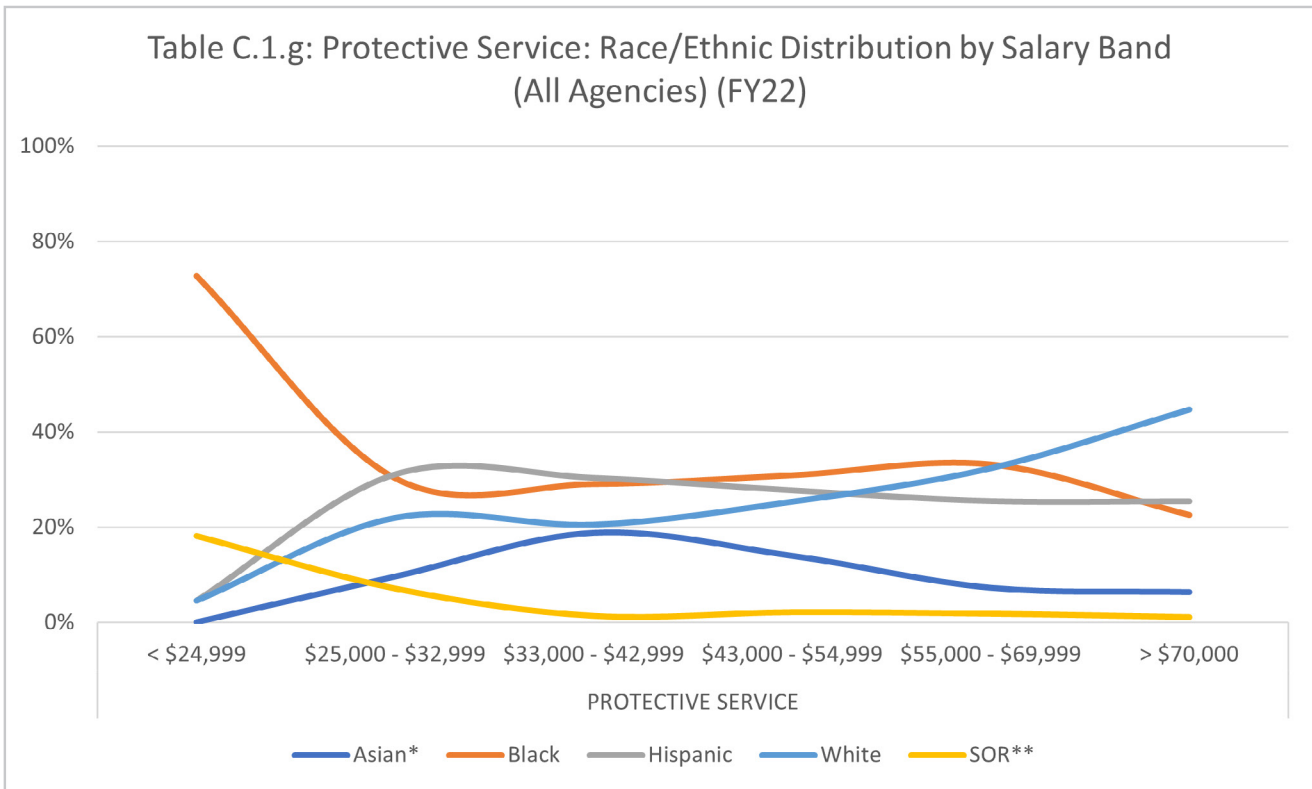
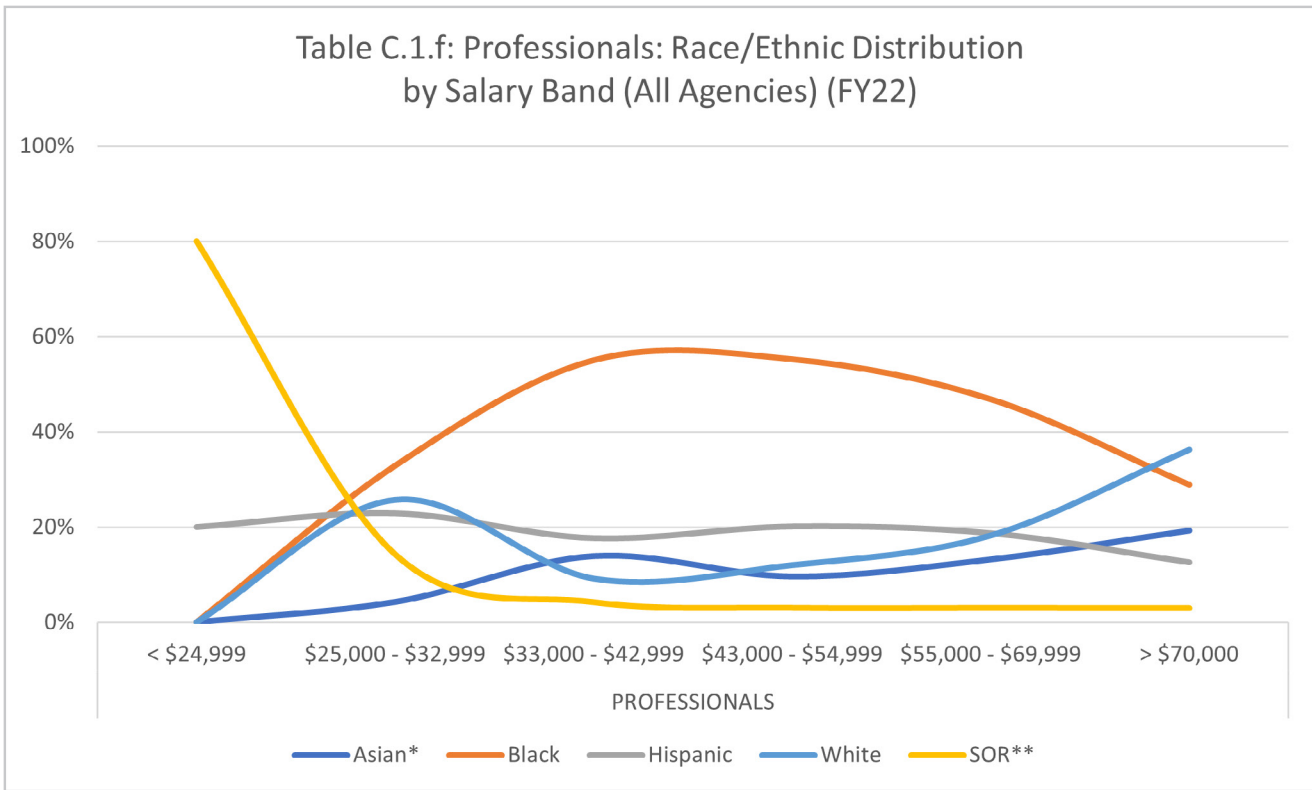
*Asian includes Native Hawaiian or Pacific Islander.

** Some Other Race = American Indian, two or more races, or unknown/I choose not to disclose. Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose.



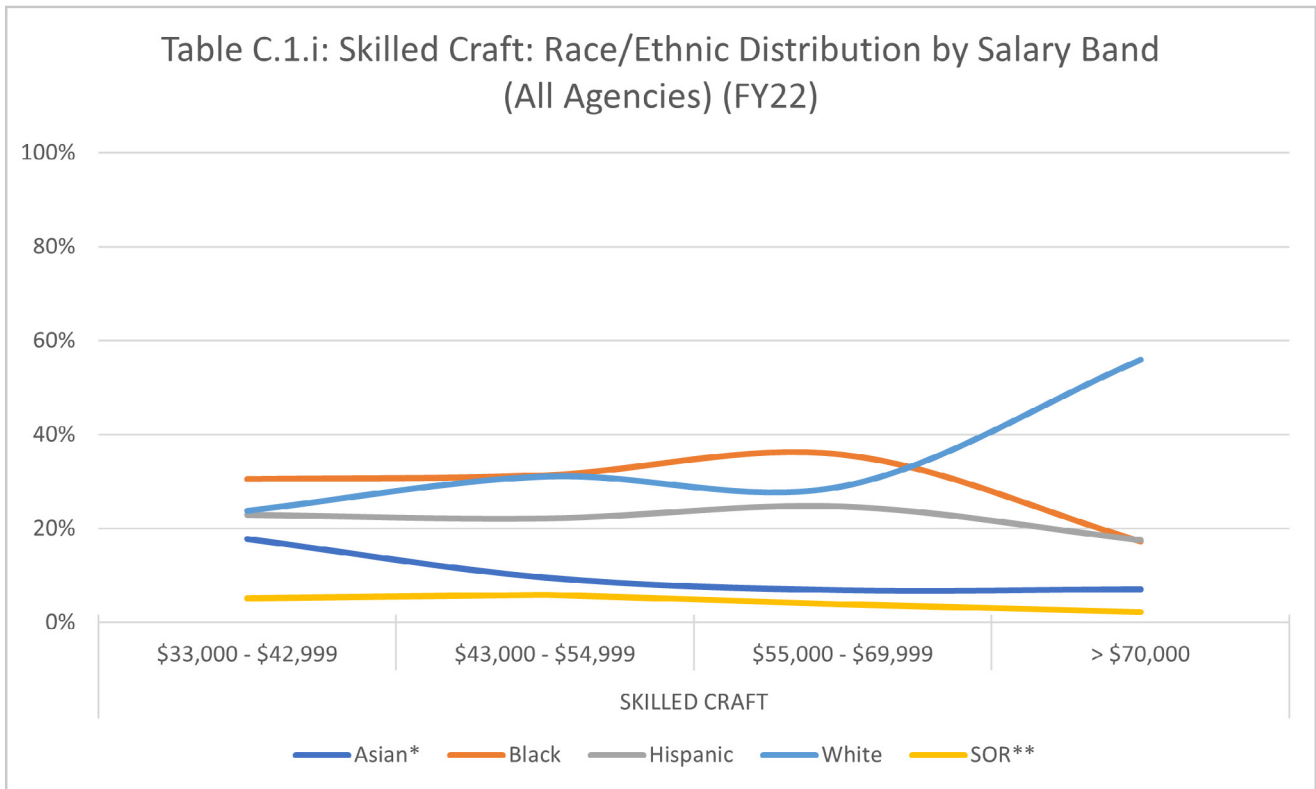
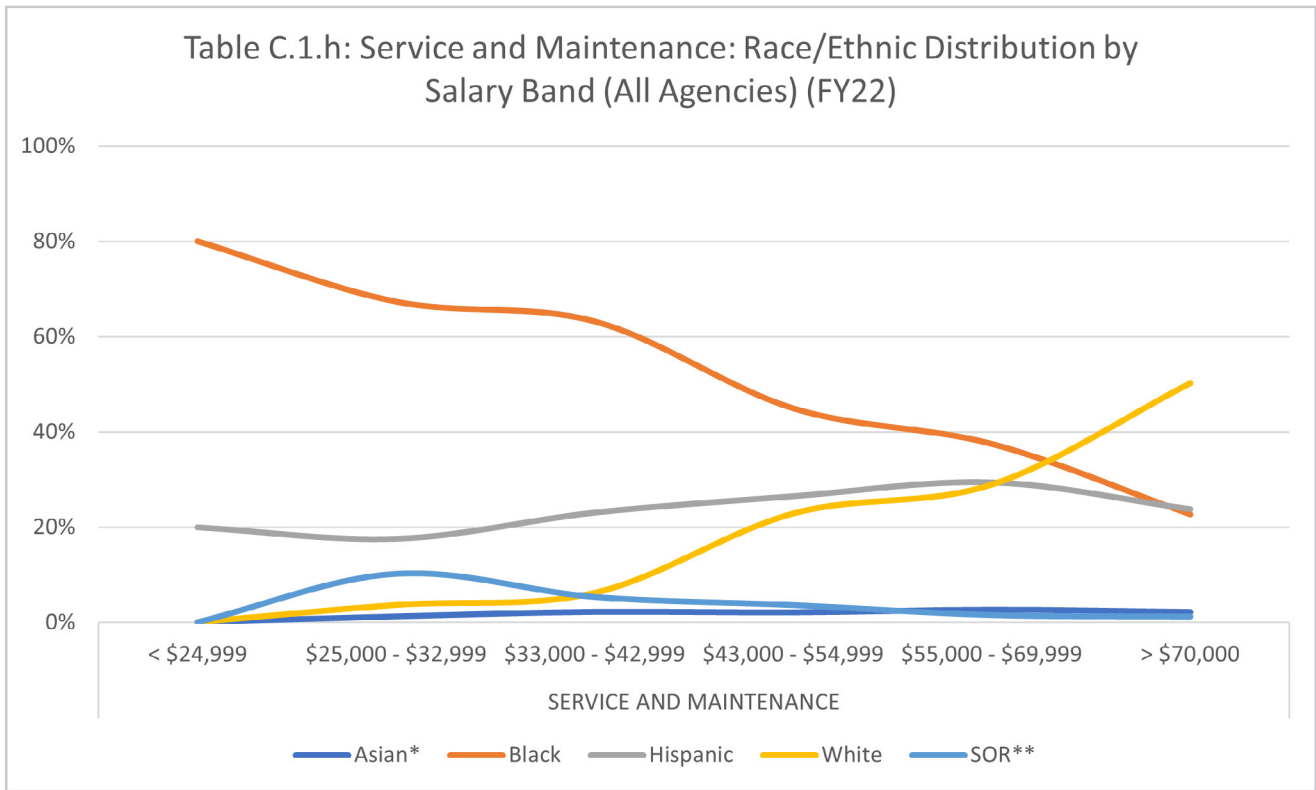
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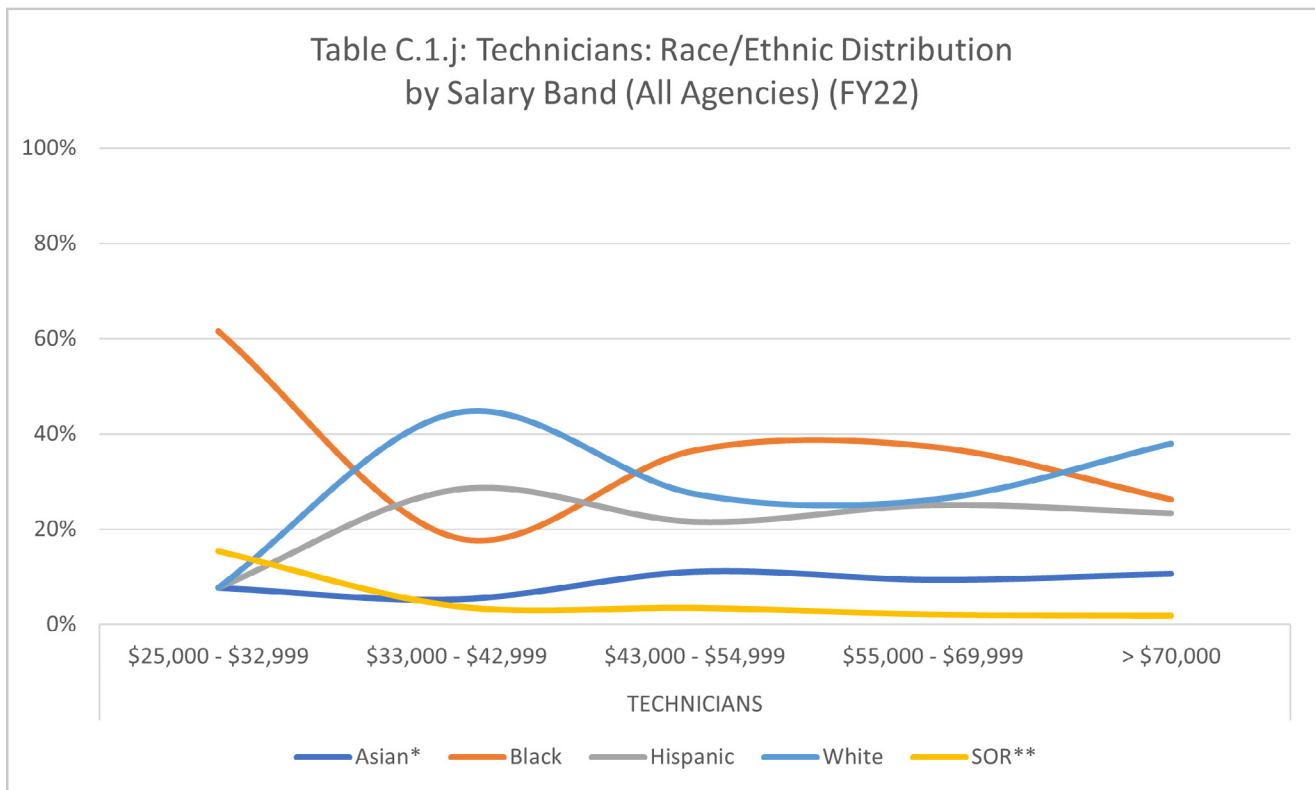
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The following tables, C.2, C.3, C.4 and C.5, provide information on the demographic distributions of citywide **new hires** and **promotions** by EEO-4 job category.

Table C.2: Gender Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY22)

Among new hires, female representation continues to increase in most job categories including protective service (FY21 24% vs. FY22 28%), technicians (FY21 24% vs. FY22 30%) and skilled craft (FY21 1% vs. FY22 3%). There was a drop in the percentage of females hired in the service and maintenance category when compared to the previous fiscal year (FY21: 35% vs FY22 20%).

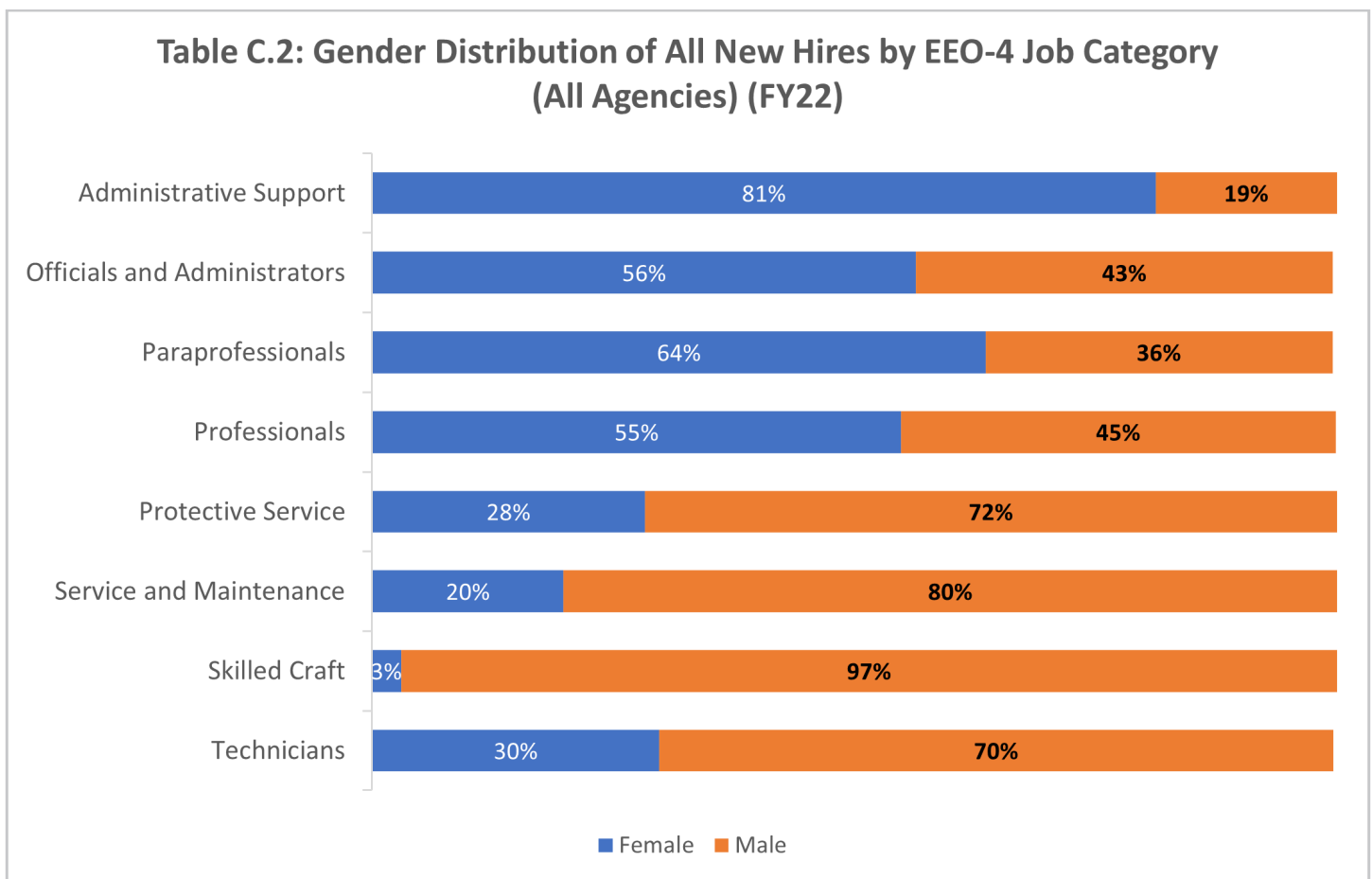
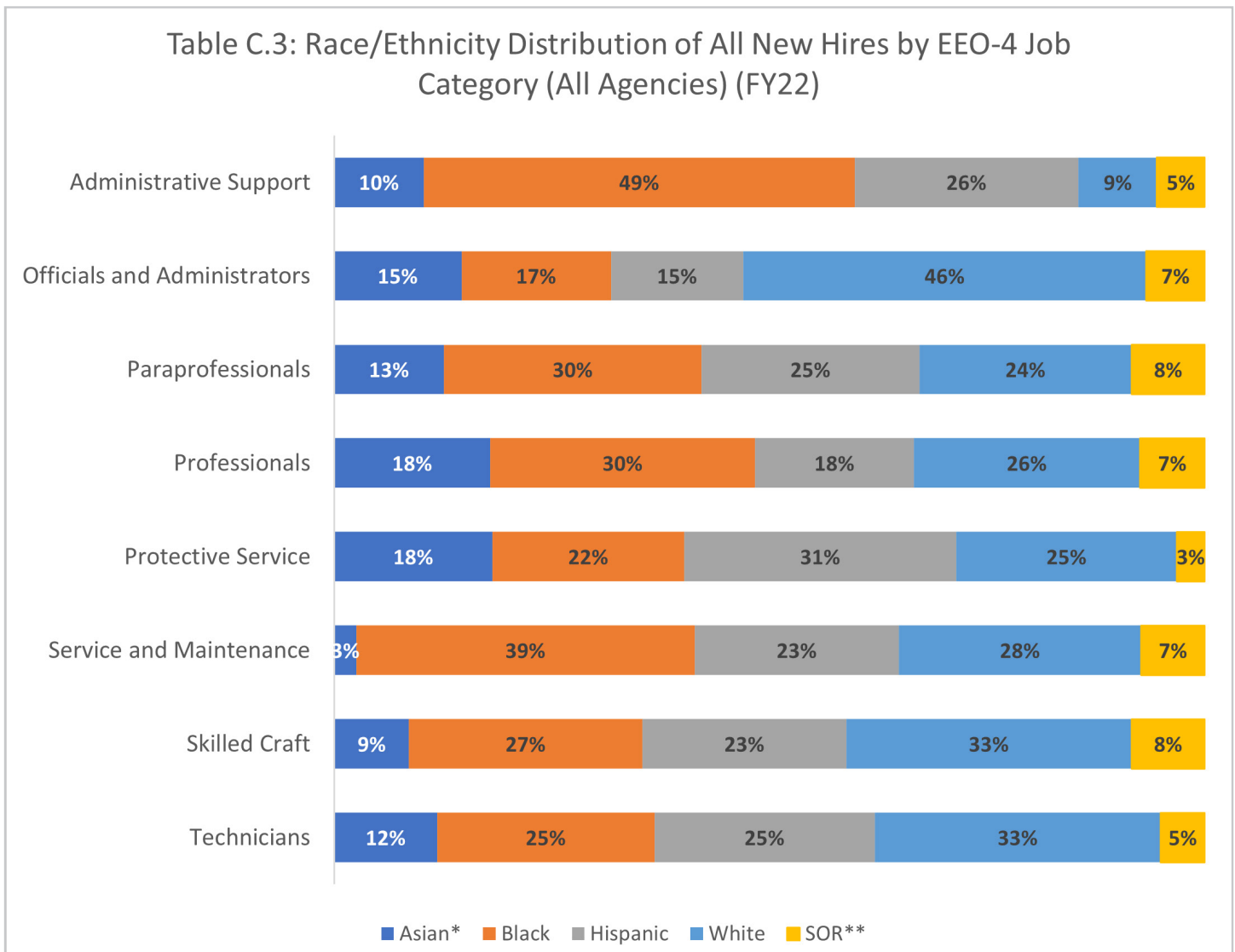


Table C.3: Race/Ethnic Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY22)

Similar to the prior fiscal years, FY20 and FY21, the City made positive strides to hire diverse talent. In FY22, the cumulative representation of minorities among new hires exceeded those who self-identify as white in all the job categories listed below. This

consistent change in the workforce composition can be attributed to available labor pools, where the non-white population is growing, and to successful recruitment efforts that include outreach to various demographic networks that represent diverse populations.

In FY22, representation of new hires who self-identified as Black more than doubled in three job categories: administrative support (FY22 49% vs. FY21 18%); paraprofessionals (FY22 30% vs. FY21 15%); and professionals (FY22 30% and FY21 13%). The representation of Black new hires dropped most significantly in two categories: technicians (FY22 25% and FY21 60%) and officials and administrators (FY22 17% and FY21 29%).



* Asian includes Native Hawaiian or Pacific Islander.

** Some Other Race = American Indian, two or more races, or unknown/I choose not to disclose. Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose.

Table C.4: Gender Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY22)

Representation of females continue to outpace males among all promotions in three job categories: administrative support (FY22 85% vs. FY21 78%), paraprofessionals (FY22 66% vs. FY21 53%), and professionals (FY 22 56% vs. FY 21 58%). This trend is consistent with FY21. There was a decrease in promotion of females, when compared to FY21, in the service and maintenance job category (FY22 27% vs. FY21 34%).

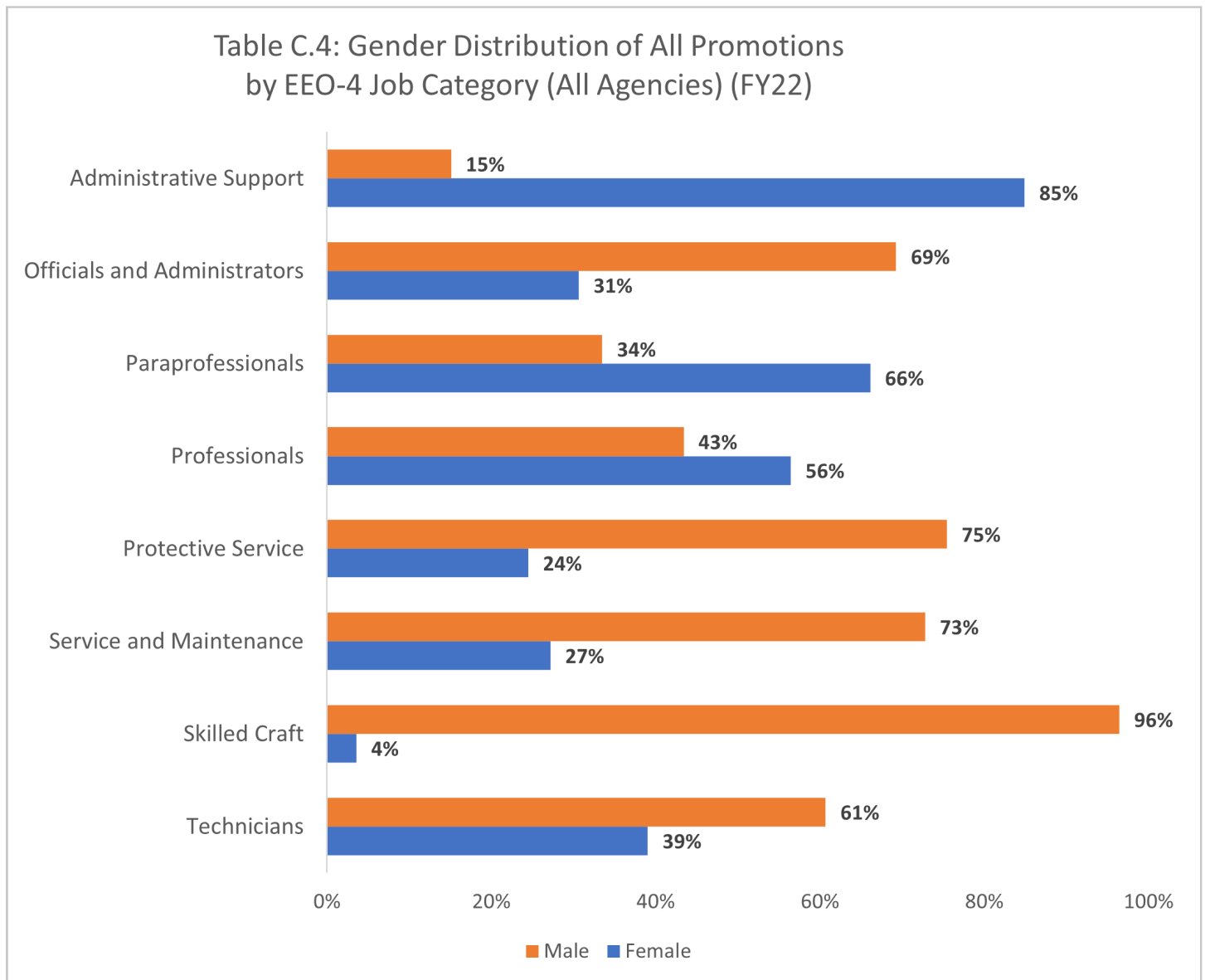
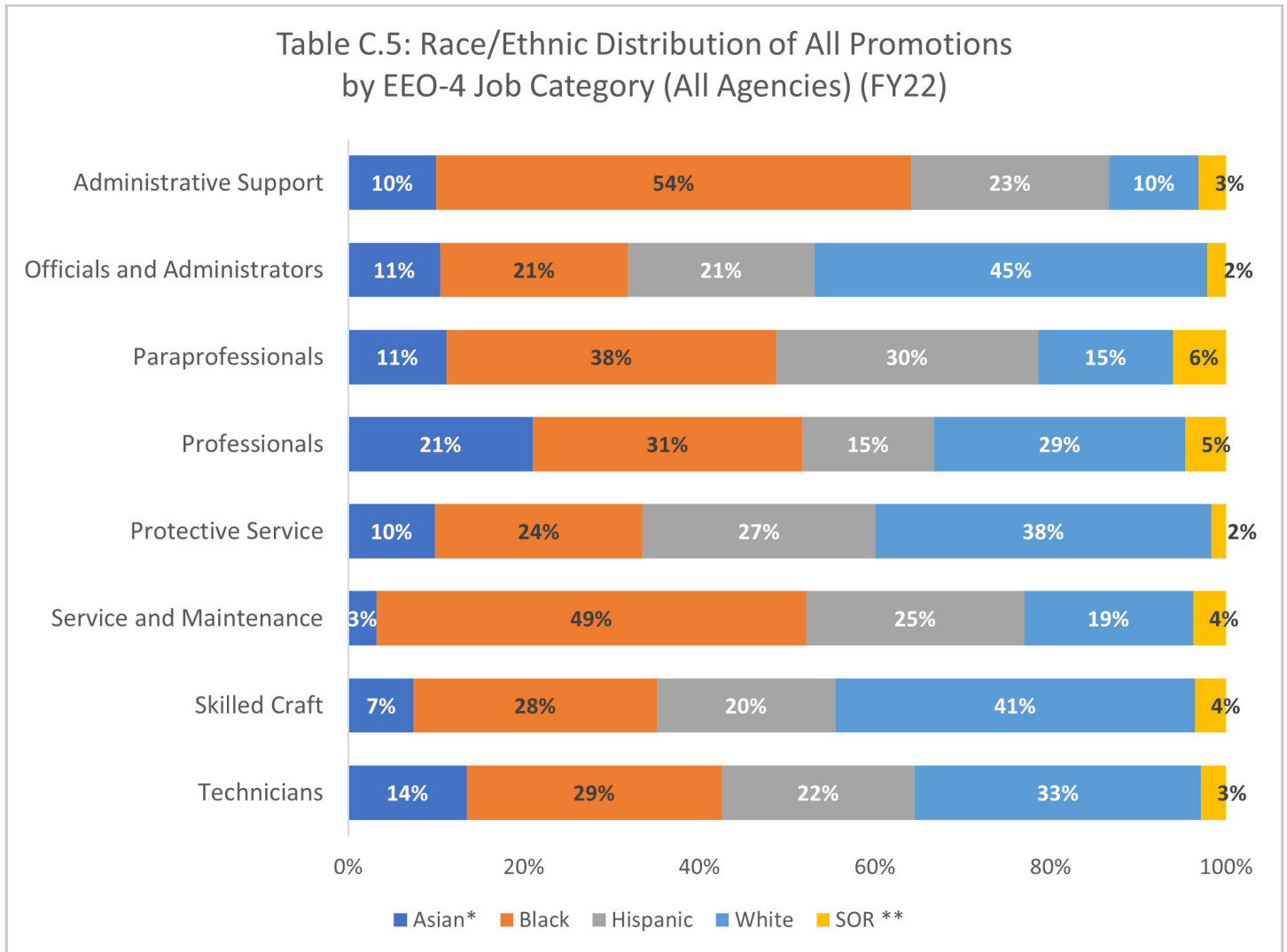


Table C.5: Race/Ethnic Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY22)

There were no significant year over year changes in ethnic composition among the staff who were promoted in FY22. There was a slight increase in representation of Asians in promotion of professionals (FY22 21% vs. FY21 15%).



* Asian includes Native Hawaiian or Pacific Islander.

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D. Discretionary Vacancies and Applicants for Job Openings

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

The data includes all job openings where there may be more than one target vacancy and where there may have been at least one hire made. The tables show all applicants, regardless of whether they met the minimum qualification requirements or were selected for an interview.

Table D.1: Job Opening for Discretionary Vacancies by EEO-4 Job Category (FY22)

The table below shows the total number of applicants that were attracted through recruitment outreach for discretionary vacancies. There was a steady increase in the total number of target openings from FY20 through FY22 in city government. When compared to FY21, the total number of applicants increased significantly, however, the volume remained below the pre-pandemic level. This slow employment recovery is aligned with the national public sector, [which has been struggling to fill vacancies](#). This has been ascribed to a few factors including non-competitive pay, expanded scheduling and work flexibility offered in the other employment sectors, and increased childcare or elder care responsibilities which are keeping some applicants from returning to the workplace or applying for positions in a typical pre-pandemic workplace environment.

The table below shows the number of applications in the combined applicant data set, which merged the data from the NYCAPS reports for agencies that do use e-Hire with the data collected from individual agencies that do not use e-Hire⁷.

⁷ NYCAPS' e-Hire is an automated system that tracks job applications and the final hiring determination.

EEO-4 Job Category Description	FY20: Target Discretionary Openings (# of Positions)	FY21: Target Discretionary Openings (# of Positions)	FY22: Target Discretionary Openings (# of Positions)	FY20: # of Applicants	FY21: # of Applicants	FY22: # of Applicants
Administrative Support	770	104	277	14,929	5,984	6,016
Officials & Administrators	454	616	1,336	17,821	13,381	18,972
Paraprofessionals	2,228	1,960	3,321	127,510	62,254	83,993
Professionals	1,411	1,609	3,212	37,268	45,320	55,438
Protective Service	1,081	1,189	2,007	4,746	1,752	3,216
Service and Maintenance	6,417	11,370	12,030	22,829	15,824	23,255
Skilled Craft	232	96	574	3,805	2,568	6,743
Technicians	374	217	551	13,247	14,411	13,688
Other	5	63	N/A	423	318	N/A
Total	12,972	17,224	23,031	242,578	161,812	205,305

These are additional considerations when reviewing tables on applicants for discretionary vacancies in this section:

- Analysis may include duplicate applicant data because applicants can apply multiple times for the same job opening and/or different job openings.
- Race/Ethnicity categories in Tables D.3 and D.5 reflect those reported on the Workforce Profile Report. As a result, some race/ethnicities have been grouped under the Some Other Race (SOR) category. Race/Ethnicity totals may exceed 100% because applicants can self-identify as Hispanic and select a race/ethnicity.
- Community board job openings and applicant data, where available, were rolled under their respective Borough President Office (Tables D.4 and D.5).
- *Other* as a job category includes titles that could not be accurately mapped to an EEO-4 job category due to manual data submission.

Table D.2: Gender Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY22)

The City continues to attract a high number of applicants who self-identify as *female or woman* for positions across various EEO-4 job categories. Applicants who identify as *female or woman* make up the majority of applicants for job groups such as administrative support, paraprofessionals, protective services and technicians. The overall trend in this area is consistent with the previous fiscal year.

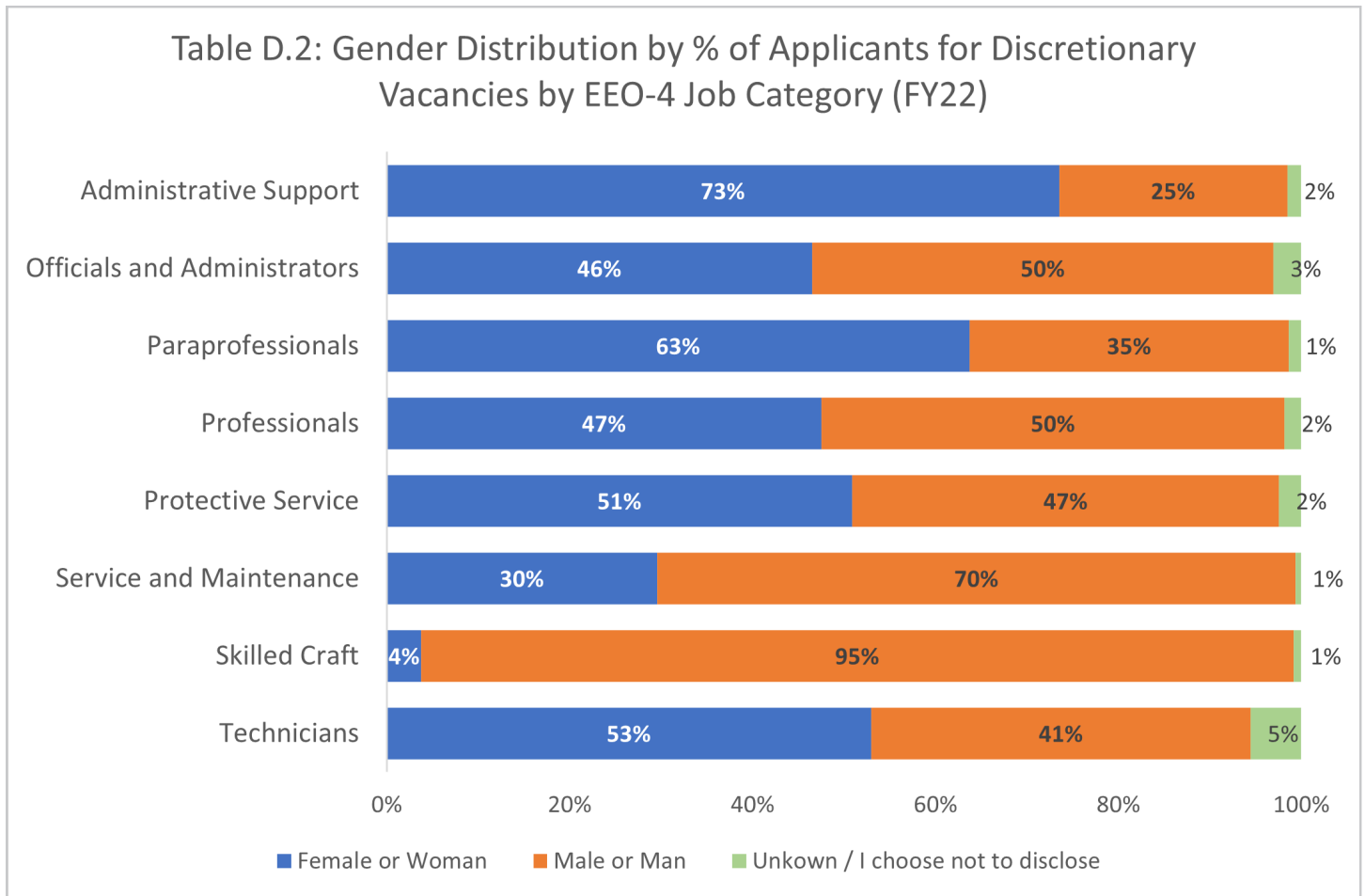
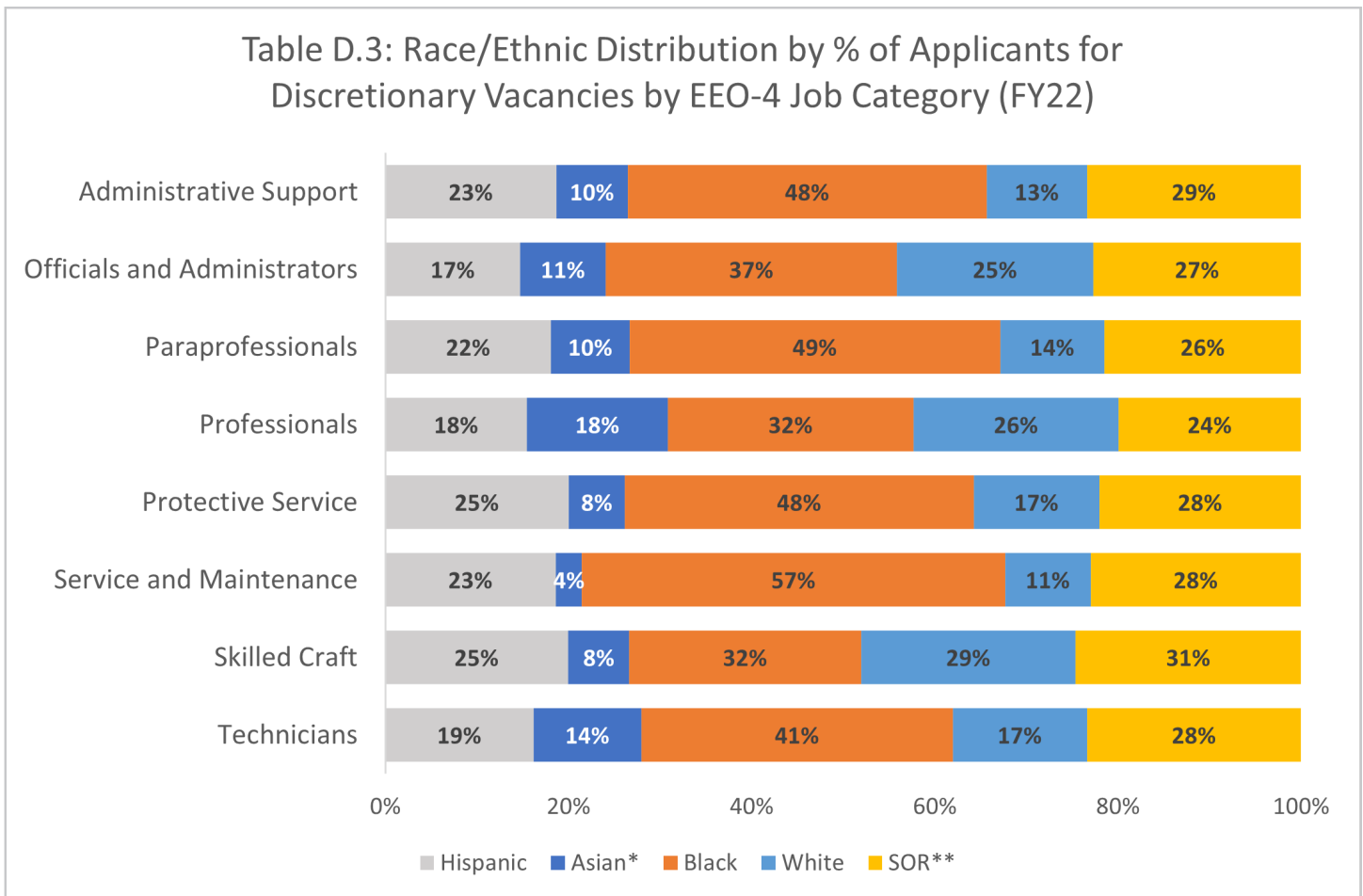


Table D.3: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY22)

Positions filled outside of the competitive examination process continue to attract a diverse cross-section of applicants. When compared to FY21, the following categories saw an increase in applicants who identify as Black in FY22: administrative support (+15%), paraprofessionals (+10%), service and maintenance category (+9%) and officials and administrators (+8%). There was also an increase in the percentage of applicants who identify as Hispanics in the administrative support category (FY22 23% vs. FY21 16%). The data also shows a decrease of applicants who identified as Asian for most job categories.

The number of applicants for each agency’s posted vacancies is outlined in Appendix B under the table titled *Target Openings and Applicants for Discretionary Vacancies by Agency (FY22)*.

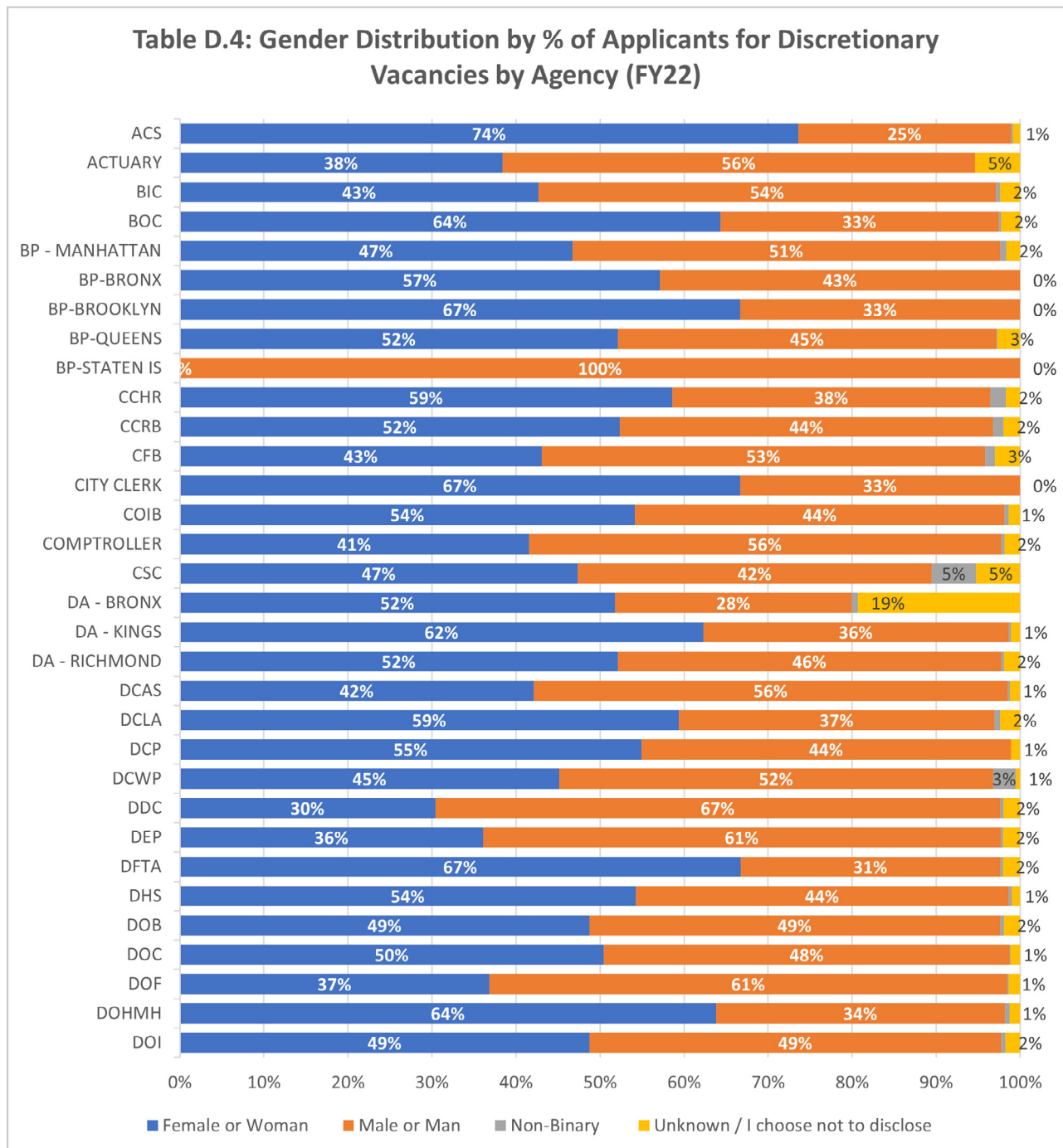


* Asian includes Native Hawaiian or Pacific Islander.

** Some Other Race = American Indian, two or more races or unknown/I choose not to disclose. Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose.

Table D.4: Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY22) *

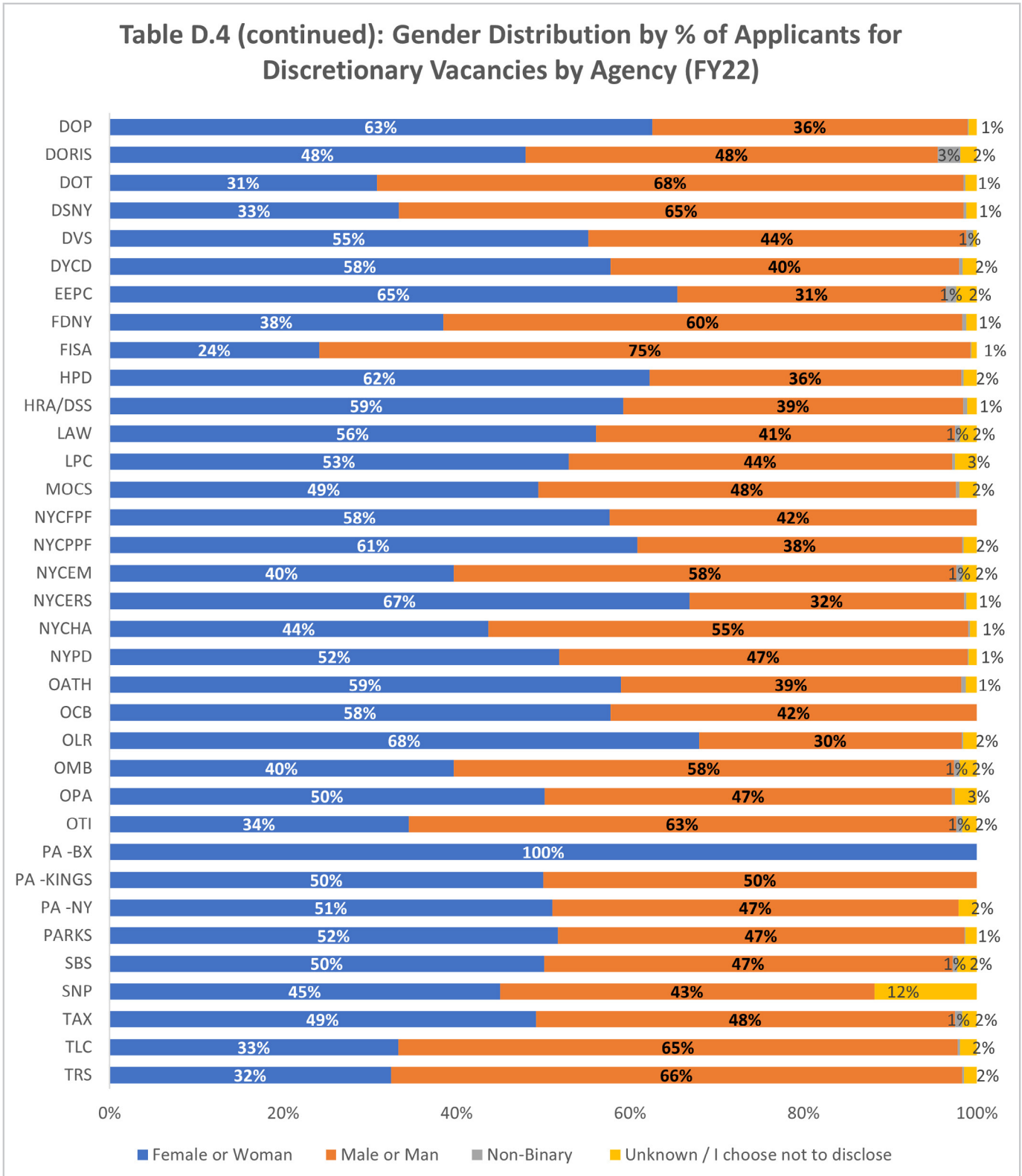
Applicants who self-identified as *female or woman* exceeded the number of applicants who self-identified as *male or man* in most of the agencies listed below. However, the total percentage has slightly dropped each fiscal year, as follows: In FY20, 57% of all applicants identified as *female or woman*, 52% in FY21 and 51% in FY22.



*Agency acronyms are defined in Appendix B.

** Agencies that did not provide any data to DCAS were omitted from this chart.

Table D.4 (continued): Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 22)*



*Agency acronyms are defined in Appendix B.

Table D.5: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY22)

Data shows that vacancies across the City attracted a significant number of applicants who identified as a racial/ethnic minority compared to those who self-identified as white.

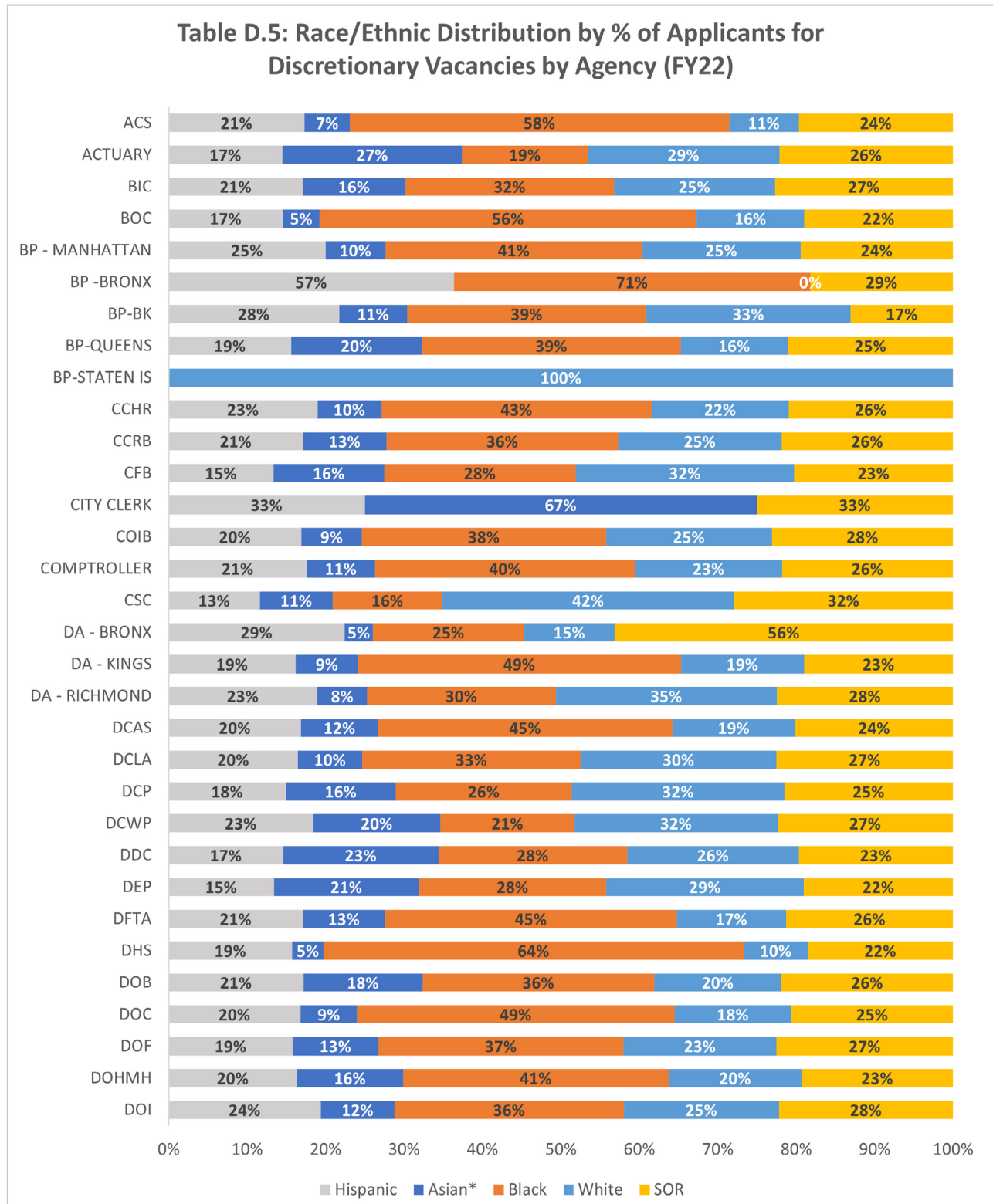
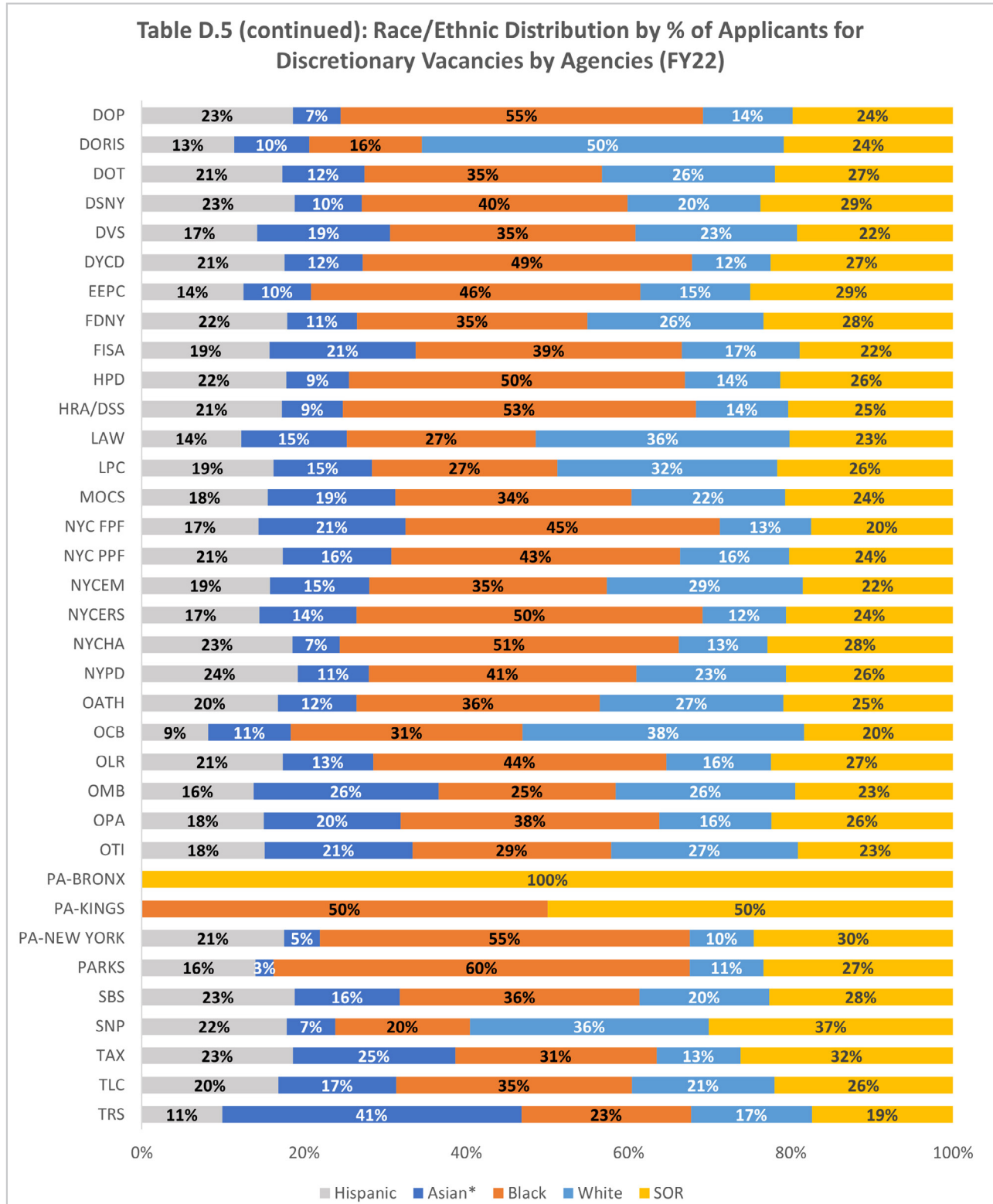


Table D.5 (continued): Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY22)



* Asian includes Native Hawaiian or Pacific Islander.

** Some Other Race (SOR) = American Indian, two or more races or unknown/I choose not to disclose. Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose.

E. Diversity Recruitment Initiatives Across Various City Agencies

New York City is a civil service municipality, where approximately 81% of positions are filled through the civil service exam, vetting and appointment process. Therefore, changes in gender and ethnic representation across job categories and titles, especially those subject to competitive examination, are not evident in the short-term.

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

DCAS also offers various citywide trainings, both mandated and elective, on diversity, equity and inclusion to all employees, including but not limited to training on sexual harassment prevention, overview of EEO and DEI principles, LGBTQI+ inclusivity, disability etiquette, etc.

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

- Created and administered the first NYC Bridge Exam, a single exam that covers 10 different civil service titles. This allowed test takers to take a single exam and pay just one fee and be eligible for hiring under 10 different civil service titles.
- Updated the Online Application System (OASys) that is used for reviewing and applying for civil service exams so that it is now compatible with mobile devices.
- Issues a monthly NYC Jobs newsletter featuring updates on civil service exams, current City jobs submitted by different agencies and upcoming recruitment events.
- Partnered with the Department of Youth and Community Development to increase the number of Summer Youth Employment Program participants across the City. In addition to increasing the number of participants, DCAS conducted Civil Service 101 information sessions for participants to inform them of the civil service exam process and the various career opportunities available in city government. Additionally, DCAS hosted a *CityTalk* Panel discussion with

current and past employees who spoke about their role in city government and the internship/fellowship path they took to gain fulltime employment. Finally, DCAS held a mini job fair for participants who were looking to move into a permanent role with the City.

- Conducts outreach to build a diverse talent pipeline of applicants through educating the public on civil service exams and city government career pathways. DCAS regularly educates the public on civil service careers and conducts outreach to historically underrepresented communities—including communities of color, people with disabilities, veterans, women, youth, justice-impacted individuals and the LGBTQI+ community, to ensure the City’s workforce represents the diversity of the City of New York.
- Manages the City’s 55-a Program⁸, a diversity and inclusion program that allows people with disabilities to be hired into competitive class positions without taking competitive exams. All City agencies with competitive positions are encouraged to participate in the 55-a Program to advance equity for New Yorkers with disabilities. Through partnership with the Mayor’s Office for People with Disabilities, DCAS continues to educate agencies’ 55-a coordinators, human resources staff and hiring managers on effectively using the 55-a Program and the application process.
- Builds agencies’ recruitment capacities by sharing monthly recruitment calendar of events and training agency staff on recruiting for their agency and promoting the civil service exams.
- In addition, DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics on the status of their equal employment opportunity efforts. DCAS provides agencies with quarterly workforce demographic reports summarizing incumbents, new hires, promotions separations and underutilization by race/ethnicity and gender. Agencies are then required to review and analyze the demographic composition of their workforce with special attention on job categories where underutilization of minorities and women exists. Such analyses form the basis for drafting the programs and practices to enhance diversity, equity and inclusion mentioned in this report.

⁸ Section 55-a of the New York State Civil Service Law allows qualified people with a certified mental or physical disability to be hired into competitive civil service positions without taking an exam.

In addition to the initiatives spearheaded by DCAS, City agencies commonly employ a variety of recruitment strategies to address underutilization and underrepresentation in the workforce. However, City agencies continued to experience a reduction in their workforce and a decline in budget, which forced agencies to adjust their recruitment feasibility and activities. Overall, agencies continued engaging in the following inclusive recruitment strategies to diversify the talent pipeline for public service careers:

- Partnering with educational institutions (including middle and high schools), professional associations, faith-based institutions, affinity-based groups and community-based organizations.
- Participating in specialized recruitment events and utilizing diverse media to promote targeted openings, as well as general career pathways in New York City government. Agencies frequently participate at virtual and in person job fairs and career information events designed to engage a variety of underrepresented groups.
- Reviewing and streamlining business titles and job postings and looking at ways to effectively communicate their employer value proposition to attract a more diverse candidate base.
- Developing recruitment kits that are shared across the agency and training non-human resources staff on recruitment, especially in areas where a high technical knowledge is needed to effectively screen and interview candidates.
- Extending robust internship, fellowship, mentorship and apprenticeship opportunities that foster early career pathways for youth, women, veterans, LGBTQI+ and people with disabilities. An emphasis is also being placed on engaging those in foster care.
- Advertising job vacancies through a variety of recruitment sites, job boards and traditional media outlets. Increasing the use of social media channels to market and promote the agency and open positions.
- Creating resume banks to share resumes collected from recruitment events and job posting across the agency.
- Reevaluating hiring policies and experimenting with innovative recruitment practices to increase diversity of the talent pools and to ensure equity in the selection process. Several agencies are practicing blind recruitment (which

includes practices such as the removal of identifying information from resumes prior to review), reviewing job descriptions to ensure they include inclusive language and that the language is not geared towards or biased with respect to a specific gender, and are using established criteria for candidate selection.

- Hosting agency-specific career fairs and sponsoring interactive learning events that provide insights on specific career pathways for prospective job applicants and/or current employees. These include panel discussions, podcasts and lecture series that are designed to highlight career paths in titles not traditionally held by women and racial/ethnic minorities.
- Developing key metrics and mechanism to collect feedback and evaluate the effectiveness of recruitment and retention practices.

LL14 requires analyzing the effectiveness of the City’s efforts to provide fair and effective affirmative employment practices to ensure equal employment opportunity for minority group members and women who are employed by, or who seek employment with the City of New York. Therefore, an analysis must be done at the agency-level and across a broader period. The City’s *Workforce Profile Report* shows that racial/ethnic minorities and women continue to constitute a significant proportion of the City’s workforce. The applicant data charts show that a large number of applicants for discretionary hire positions are in fact women and racial/ethnic minorities. That is an important indication that the practices highlighted above are effective in attracting diverse applicants to positions in city government.

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

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

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

- Hosting an HR/EEO Conference which provides a platform for citywide agency personnel officers and EEO officers to exchange best practices, participate in interdisciplinary trainings and workshops and gain resources for inclusive workplace and workforce practices.
- Coordinating with agencies to host *CityTalk* panel discussions that spotlight diverse employees across various agencies and the different career paths available in the City. To promote open positions that some agencies need to urgently fill, while showcasing the inclusivity of city government to various demographics in the public, these sessions spotlight LGBTQI+ employees, veterans, employees with disabilities and ethnic groups in recognition of their respective heritage months.
- Hosting monthly Civil Service 101 information sessions for employees to educate them on civil service and the examination process. Additionally, agencies share the monthly DCAS exam schedule with their employees and encourage them to take different exams.
- Administering mandatory diversity, equity and inclusion trainings such as *LGBTQ Power of Inclusion, Everybody Matters and Sexual Harassment Prevention training* to all City employees, interns and consultants to eliminate discrimination and harassment in the workplace.
- Enhancing Citywide DEI training curricula to provide better guidance to hiring managers and reducing the potential for bias in the selection process (ex. microaggression, disability etiquette, power of words, etc.)
- Hosting quarterly knowledge-sharing discussions where EEO Officers, Human Resources and DEI professionals can have candid conversations on topics that are relevant to their work.

In addition to Citywide initiatives, individual agencies are also prioritizing race relations and equity related activities to further equity and inclusion for minorities and women, which is the focus of LL14. Initiatives include:

- Creation of the Mayor’s Office of Equity, which is focused on breaking down silos across City agencies to drive resources and prioritize communities hardest hit by the pandemic.
- Hiring and onboarding diversity, equity and inclusion leaders to oversee the management and implementation of various DEI related programs and initiatives, including the development of gender equity toolkits.
- Development of evaluation metrics to be included within performance reviews for both managers and staff to provide greater accountability for managers around creating and maintaining an equitable and inclusive environment.
 - Establishing and promoting equity related working groups focused on increasing diversity in the agency’s recruitment efforts and promote inclusion within the workplace.
 - Examination of how internal agency practices, policies, operations and working relationships across all levels contribute to systemic racism and its impact on the internal and external community.
 - Development of equity toolkits designed to equip managers with resources and strategies for implementing deliberate measures to promote equity in the workplace.
 - Creation of quarterly equity challenges to encourage staff to develop effective inclusive behaviors and habits and encourage a deeper awareness around equity and inclusion.
 - Creation of social injustice workgroups to foster conversations and initiatives centered around race and equity in the workplace.
 - Solicitation of ideas, feedback and suggestions from all staff and encouraging staff involvement in developing programs and procedures that will improve the work environment.
 - Expanding diversity, equity and inclusion training opportunities for all staff, with a particular focus on senior staff members. Ensuring that members of the interview panel receive training on structured interviewing and unconscious bias.

G. Employees' Response to Demographic Data Collection

To maintain consistency and uniformity of recordkeeping and reporting, the City utilizes race and ethnic demographic values that are set by the Equal Employment Opportunity Commission (EEOC) and are used for completing EEO-4 reports. At the citywide scale, and as expected under Local Law 14, DCAS continues to encourage City employees to update their demographic information using the self-identification option available in NYCAPS' Employee Self Service (ESS). DCAS assures the user that such data is kept confidential and is only used in the aggregate. DCAS also instituted an ongoing campaign that includes pop-up messaging on the ESS landing page that reminds employees to complete and/or update their information. Agencies are also strongly encouraged to promote the importance of employee self-identification among their workforces.

This report is based on demographic information derived from employees' self-identification of their race and gender. Employee self-identification of demographic information is voluntary. A small number of employees choose not to self-identify, as reflected in the preceding tables.

Finally, the NYCAPS system does not track when an employee enters or changes their self-identification data. Therefore, the progression of employee response rates over time cannot be tracked by date. However, many applicants for employment still elect to self-identify and the expectation is that as more employees enter the workforce, they will continue to be responsive to the citywide efforts to promote self-identification and take advantage of the multiple opportunities to register the data.

H. Programmatic and Budgetary Recommendations

DCAS is currently engaged in the implementation of a citywide recruitment program where recruitment responsibilities are shared among agencies across the City. This includes a centralized communication channel for agencies to receive and share information about recruitment events, inclusive recruitment best practices, and guides and toolkits.

DCAS recommends that agencies review their internal hiring and onboarding practices to identify opportunities to further streamline and standardize their processes. The hiring and onboarding process for government agencies is typically lengthy which may result in the lost of candidates, therefore a streamlined process will reduce the falloff of candidates between the offer and onboard stages.

Agencies included in this report.

Agency Description
Administration for Children's Services
Board of Corrections
Board of Standards and Appeals
Borough President-Bronx (incl. Community boards)
Borough President-Brooklyn (incl. Community boards)
Borough president-Manhattan (incl. Community boards)
Borough President-Queens (incl. Community boards)
Borough President-Richmond (incl. Community boards)
Business Integrity Commission
City Clerk
Civil Service Commission
Civilian Complaint Review Board
Commission on Human Rights
Conflicts of Interest Board
Department for the Aging
Department of Buildings
Department of Business Services
Department of City Planning
Department of Citywide Administrative Services
Department of Consumer and Worker Protection
Department of Correction

Agency Description
Department of Cultural Affairs
Department of Design and Construction
Department of Environmental Protection
Department of Finance
Department of Health and Mental Hygiene
Department of Homeless Services
Department of Investigation
Department of Parks & Recreation
Department of Probation
Department of Records and Information Services
Department of Sanitation
Department of Transportation
Department of Veterans' Services
Department of Youth and Community Development
District Attorney - Bronx County
District Attorney - Kings County
District Attorney - Richmond County
District Attorney - Special Narcotics
Equal Employment Practices Commission
Financial Information Services Agency/Office of Payroll Administration
Fire Department of the City of New York
Housing Preservation & Development
Human Resources Administration/Department of Social Services
Landmarks Preservation Commission

Agency Description
Mayor's Office of Contract Services
New York City Housing Authority
New York City Law Department
New York City Fire Pension Fund
New York City Employees' Retirement System
New York City Office of Technology & Innovation
New York City Police Pension Fund
New York City Emergency Management
New York City Police Department
Office of Administrative Trials and Hearings
Office of Collective Bargaining
Office of Labor Relations
Office of Management and Budget
Office of the Actuary
Office of the Comptroller
Public Administrator - Bronx County
Public Administrator - Kings County
Public Administrator - New York County
Public Administrator - Queens County
Public Administrator - Richmond County
Public Advocate
Tax Commission
Taxi and Limousine Commission
Teachers' Retirement System

Appendix B

Target Openings and Applicants for Discretionary Vacancies by Agency (FY22)

The number of applicants for each agency's posted vacancies is outlined below.

LL14 Covered Agency Description	Target Discretionary Openings (# of Positions)	# of Applicants
Administration for Children's Services	236	11,843
Board of Correction	12	311
Borough President - Bronx	7	7
Borough President-Brooklyn	18	18
Borough President - Queens	18	702
Borough President - Staten Island	1	1
Business Integrity Commission	22	1,172
Campaign Finance Board	30	933
City Clerk	5	3
Civil Service Commission	1	38
Civilian Complaint Review Board	111	2,089
Commission on Human Rights	43	2,505
Conflicts of Interest Board	6	216
Department for the Aging	71	2,798
Department of Buildings	158	1,204
Department of Business Services	18	569

LL14 Covered Agency Description	Target Discretionary Openings (# of Positions)	# of Applicants
Department of City Planning	47	91
Department of Citywide Administrative Services	357	3,590
Department of Consumer and Worker Protection	116	186
Department of Correction	374	6,884
Department of Cultural Affairs	19	1,377
Department of Design & Construction	91	1,636
Department of Environmental Protection	474	2,336
Department of Finance	100	1108
Department of Health/Mental Hygiene	968	19,999
Department of Homeless Services	184	2,256
Department of Investigation	38	1,715
Department of Parks & Recreation	8,741	5,090
Department of Probation	100	3,936
Department of Records & Info Service	12	421
Department of Sanitation	3,565	6,793
Department of Social Services/ Human Resource Administration	533	11,029
Department of Transportation	863	8,603
Department of Youth & Community Development Services	147	6,515
District Attorney - Bronx County	722	5,399

LL14 Covered Agency Description	Target Discretionary Openings (# of Positions)	# of Applicants
District attorney - Kings County	344	4,220
District attorney - Richmond County	84	2,450
Equal Employment Practices Commission	3	84
Financial Information Services Agency	37	1,235
Fire Department of the City of New York	129	3,315
Housing Preservation & Development	362	11,024
Landmarks Preservation Commission	16	874
Law Department	311	667
Mayor's Office of Contract Services	114	4,787
New York City Department of Veterans' Services	11	241
New York City Employees Retirement System	61	3,171
New York City Fire Pension Fund	3	137
New York City Housing Authority	1,691	29,113
New York City Police Pension Fund	15	776
Office of Collective Bargaining	2	45
Office of Emergency Management	66	3,093
Office of Labor Relations	40	1,823
Office of Management & Budget	149	10,149
Office of Payroll Administration	3	277

LL14 Covered Agency Description	Target Discretionary Openings (# of Positions)	# of Applicants
Office of Technology & Innovation	197	3,877
Office of the Actuary	5	112
Office of the Comptroller	120	1,324
Office of the Special Narcotics Prosecutor	9	262
New York City Police Department	1,028	9,792
Office of Administrative Trials and Hearings	109	2,011
President Borough of Manhattan	19	963
Public Administrator-Bronx	1	1
Public Administrator-Kings	4	4
Public Administrator-New York	1	94
Tax Commission	13	118
Taxi and Limousine Commission	100	910
Teachers' Retirement System	53	999
Total FY22	23,308	211,321

