

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

Citywide Employee Viewpoint Survey 2025 Report

Local Law 76 of 2024

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| Background

[Local Law 76 of 2024 \(LL76\)](#) amends the New York City Charter and Administrative Code to require the Department of Citywide Administrative Services (DCAS) to administer workplace culture surveys across city agencies. The law defines “workplace culture” as an agency’s workplace environment and atmosphere as perceived by its employees, including but not limited to, shared values and beliefs, employee attitudes, relationships between managers or supervisors and subordinates, job duties, perceptions of equitable pay, and working conditions. DCAS was tasked with developing an online workplace culture survey by July 1, 2025, the responses to which must be confidential. Survey instructions must emphasize that that employee responses will remain confidential, not be shared with managers or supervisors for any purposes, including, but not limited to, performance evaluations or employee discipline, and be used only by DCAS to report a summary analysis without including any information identifying any employee. Specifically, the survey must include questions designed to elicit employee’s views on the following: workplace culture, management practices, whether the employee has considered interest in pursuing a managerial or supervisory role within the agency, perceived barriers to promotion, diversity and equity within their agency, workplace culture or equity concerns that may cause employee to consider leaving their position or agency, and improvements that could be made to the agency workplace culture.

Beginning September 1, 2025, and September 1 of each odd-numbered year thereafter, DCAS must coordinate with city agencies to distribute the survey link to employees, to be completed on a voluntary basis. By January 1, 2026, and January 1 of every even-numbered year thereafter, DCAS will compile the results into a report and submit it to the mayor, city council, agency heads, and the Equal Employment Practices Commission. The report will be disaggregated by agency and will not contain any information identifying any employee, ensuring confidentiality while providing insights to guide workplace improvements.

Introduction

Having a strong workplace culture attracts and retains customers, engages highly skilled and talented employees, and overall is associated with increased performance and productivity. Workplace culture surveys are important tools used by organizations globally to assess employees' perceptions of their company's values, communication, leadership, and overall work environment by gathering feedback on their experiences. The goal of these surveys is to help organizations pinpoint areas for improvement, design action plans, enhance employee engagement, support business goals and increase talent retention. To prepare for this first-ever initiative and ensure compliance with the law’s requirements, DCAS modeled many of the

survey questions after the Federal Employee Viewpoint Survey (FEVS), a well-established instrument administered biennially by the U.S. Office of Personnel Management since 2002¹.

| Methodology

Data Collection

The “Citywide Employee Viewpoint Survey” (CEVS) was administered via email to employees across the city and was conducted from September 2, 2025 to October 3, 2025. A total of 16,362 employees completed the survey, providing valuable feedback on their workplace experiences and perspectives.

Analysis

The survey consisted primarily of multiple-choice questions using five -point Likert-type scales (e.g., “Strongly Agree” to “Strongly Disagree,” or “Very Satisfied” to “Very Dissatisfied”), along with two open-ended questions. To facilitate interpretation and the construction of indices, all five -point Likert questions were recoded to a three category scale, consistent with the methodology used in the FEVS survey:

- **Negative:** Strongly Disagree/Disagree (or Strongly Dissatisfied/Dissatisfied)
- **Neutral:** Neither Agree nor Disagree (or Neither Satisfied nor Dissatisfied)
- **Positive:** Agree/Strongly Agree (or Satisfied/Strongly Satisfied)

Open-ended Questions

The survey included two open-ended prompts: (1) “What recommendations do you have for improving your agency or enhancing the employee experience?” and (2) “Are you considering leaving your agency within the next year? If so, why?” These qualitative responses were reviewed and organized by similar themes to facilitate analysis.

| Summary of Key Findings

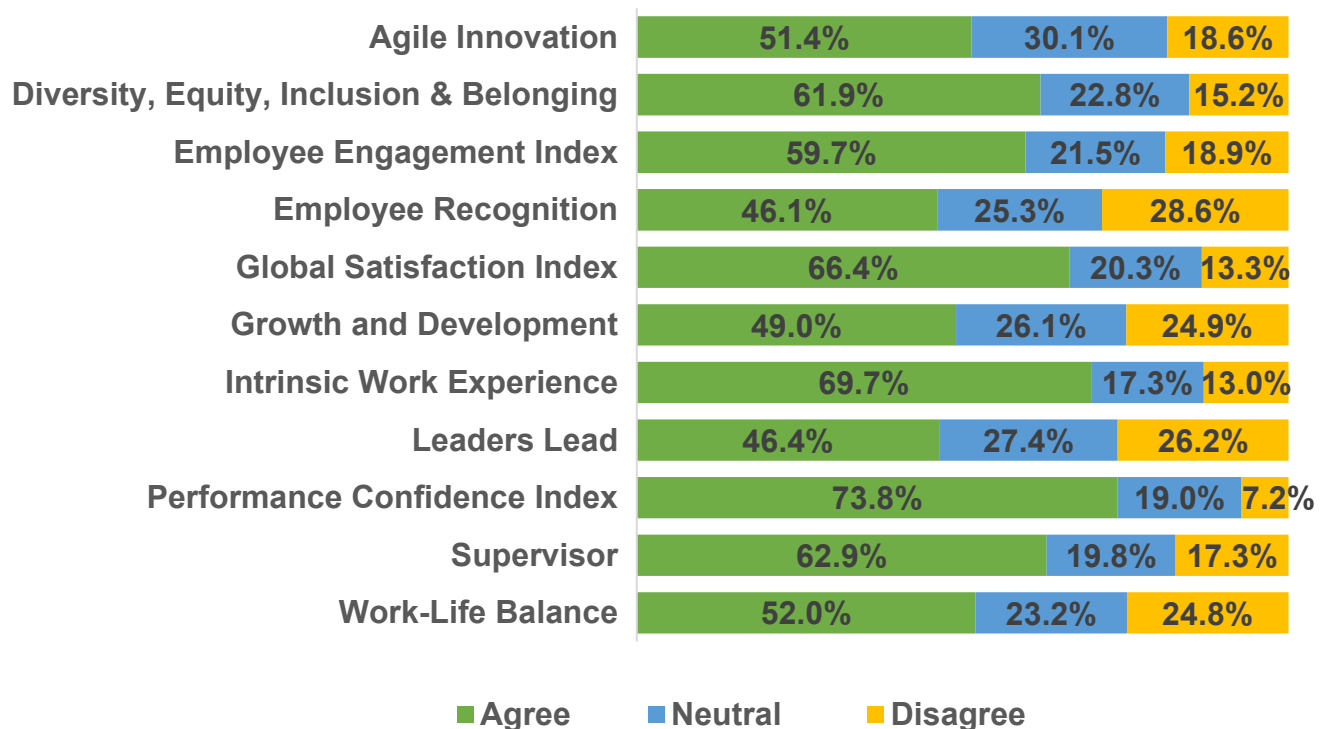
- **Supervisor relationships:** 77.6% of respondents feel respected, and 67.9% trust their supervisor; only 44.8% of participants see genuine support for career development, and 48% feel encouraged to innovate.

¹ U.S. Office of Personnel Management (2025). What is the Office of Personnel Management Federal Employee Viewpoint Survey? <https://www.opm.gov/fevs/about/>

- **Work–life balance:** Most respondents say flexibility improves balance, but 53.9% would leave for more flexibility, and 34.9% feel emotionally drained.
- **Modernization and recognition:** Of those who responded, 42.8% agree their agency uses modern tools; 46.1% are satisfied with recognition.
- **Retention:** Approximately 60% of survey respondents are not considering leaving (29% yes); among “yes”, about 70% of participants cited other opportunities and 30% retirement. Open-ended themes prioritized leadership communication (approximately 25%), upgraded tech/processes (approximately 21%), and compensation/benefits (approximately 19%), followed by growth/training (approximately 11%) and flexibility (approximately 7%).

Results

Average Ratings by Category



Overall, the survey results reflect a generally positive employee experience across city agencies. Key areas of strength include the Performance Confidence Index (73.8% agree), Intrinsic Work Experience (69.7% agree), Global Satisfaction Index (66.4% agree), Supervisor (62.9% agree), and Diversity, Equity, Inclusion and Belonging (61.9% agree). These results suggest that overall, most employees are satisfied with their work. They find their work

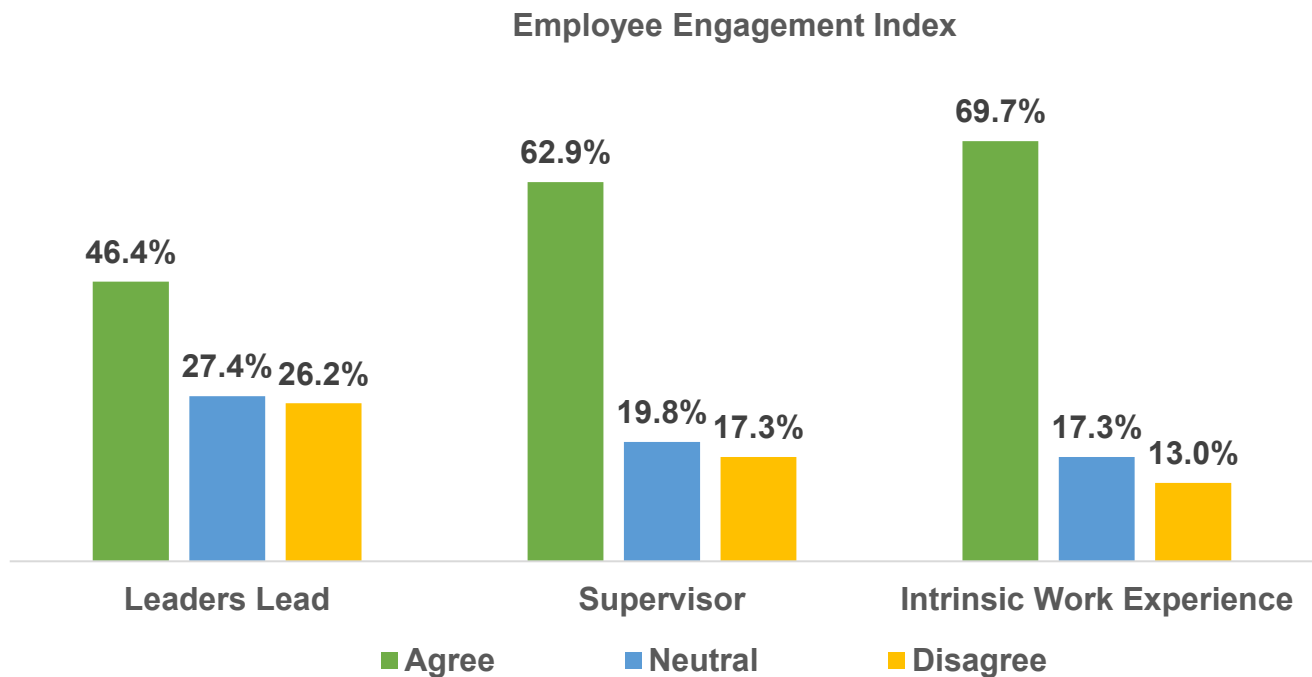
meaningful and engaging and feel confident in their performance. Additionally, employees also report feeling included and respected in the workplace and view their supervisors positively.

Opportunities for improvement emerge in responses centered around Work–Life Balance (52.0% agree), Agile Innovation (51.4% agree), Growth & Development (49.0% agree), Leaders Lead (46.4% agree), and Employee Recognition (46.1% agree). These findings suggest that there are a large number of employees who feel they face challenges in maintaining work-life balance, feel their accomplishments go unrecognized by supervisors or leadership, perceive that professional development opportunities are lacking, and only feel moderately empowered to be innovative. Lastly, employees appear to have weaker perceptions of their agency or senior leadership.

Employee Engagement Index

The Employee Engagement Index (EEI), modeled after the FEVS survey, is comprised of 11 questions that assess the critical factors affecting employee engagement—effective leadership, supportive supervision, and meaningful work. Overall, the city's EEI rating was 59.7%. This indicates the majority of employees feel engaged, but it also illustrates room for improvement. The scores on the EEI are skewed by lower scores on the questions that fall under the Leaders Lead subcategory.

There are three subcategories within EEI: Leaders Lead, Supervisors, and Intrinsic Work Experience



Leaders Lead

The Leaders Lead subcategory consists of three questions that assess employees' perceptions of leadership behaviors such as communication and workforce motivation. Overall, 46.4% viewed agency leadership favorably, reflecting mixed perceptions of senior leadership. A slim

majority express respect for agency leaders (53.4% agree), while fewer employees feel that their agency leadership keeps them informed of what is happening at the agency (46.8% agree). A notable shortfall can be seen in inspiration: only 38.9% say senior leaders generate high motivation and commitment within the workforce. Almost a third of employees rated questions in this subcategory as neutral, suggesting uncertainty or ambiguity in this area.

Supervisor Satisfaction

The Supervisor subcategory comprised four questions that assess the supervisor-employee relationship, trust and respect, communication, and support. A large majority of employees report respectful treatment from their supervisor (77.6% agree) and have trust and confidence in their supervisor (67.9% agree; 14.8% disagree). Additionally, 61.4% of employees feel their supervisor keeps them informed about what is happening within the agency.

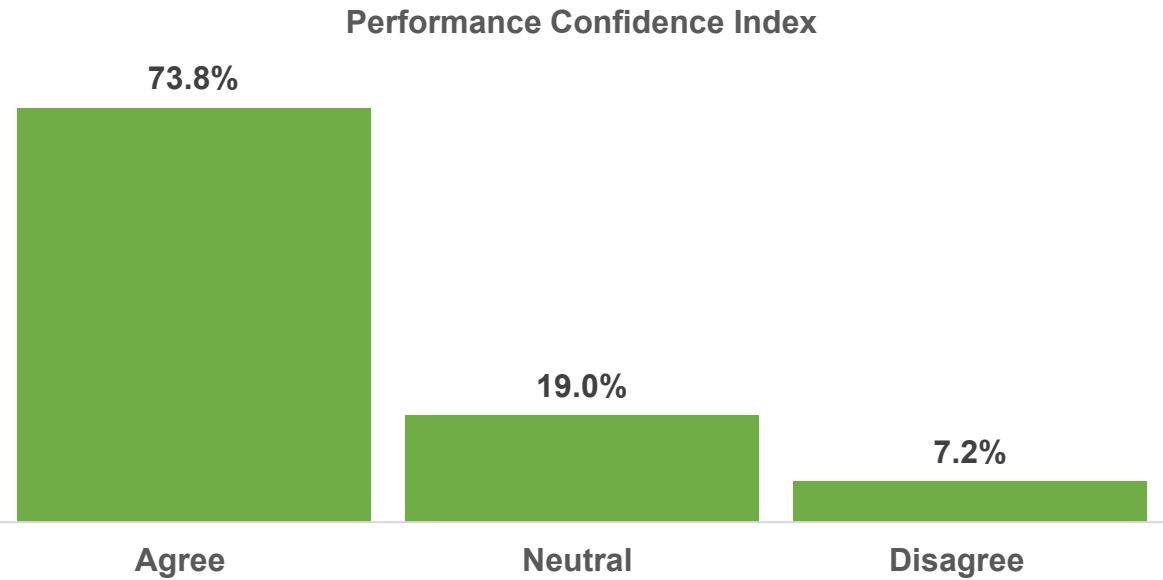
However, perceptions related to career support are less favorable. Many employees indicated not receiving active career support from their supervisor or manager, with fewer than half (44.8%) agreeing that their manager shows a genuine interest in their career development.

Intrinsic Work Experience

The Intrinsic Work Experience subcategory is comprised of four questions that assess employee perceptions of their work and degree of motivation. Employees report strong role clarity and discretionary effort: 81.7% know what is expected of them, and 82.2% are willing to put in extra effort to help their team succeed. A clear majority also reports a sense of personal accomplishment (66.9% agree). Innovation is a relative gap area: fewer than half (48.0%) feel encouraged to come up with new and better ways of doing things, with 26.3% neutral and 25.7% disagreeing. This represents a clear area in which agencies can consider policy changes to foster greater innovation of processes internally.

Performance Confidence Index

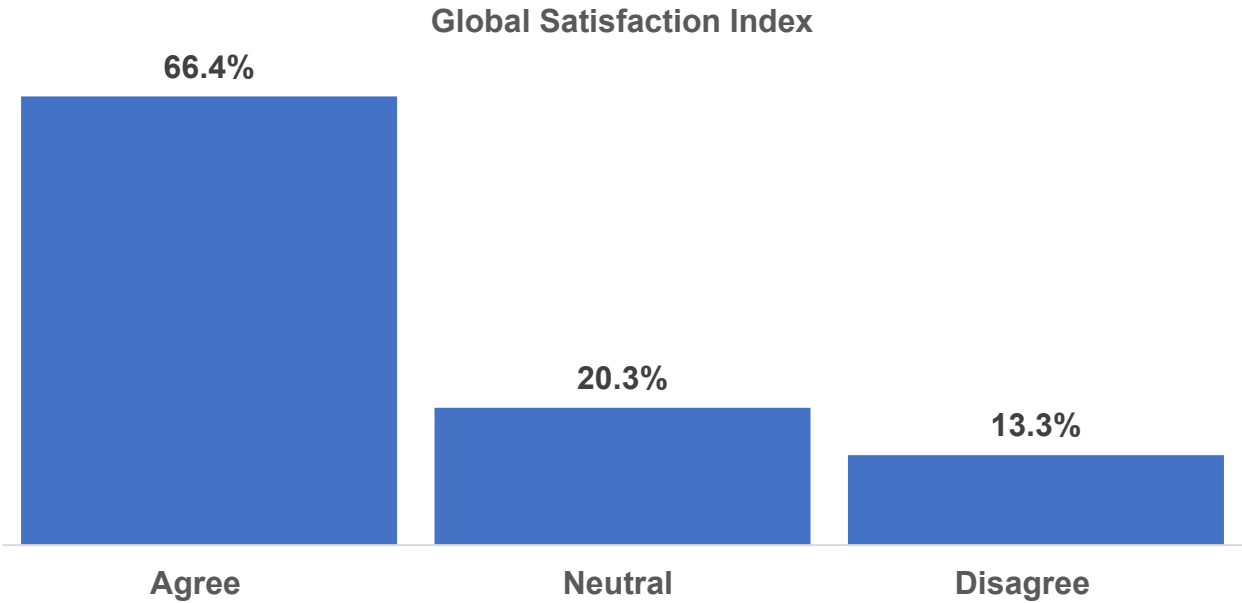
The Performance Confidence Index comprises two questions that assess employees' perceptions of their team's performance and their effectiveness in meeting customer goals.



Employee confidence in team performance is high. Three-quarters of employees believe their teams contribute positively to overall agency performance (75.3% agree). Similarly, 72.2% say their teams meet customer/stakeholder needs.

Global Satisfaction Index

The Global Satisfaction Index is comprised of five questions that assess employees’ overall satisfaction, including whether they would recommend their agency and the city as a good place to work, how proud they are to work for their agency and the city, and the level of satisfaction with their job.

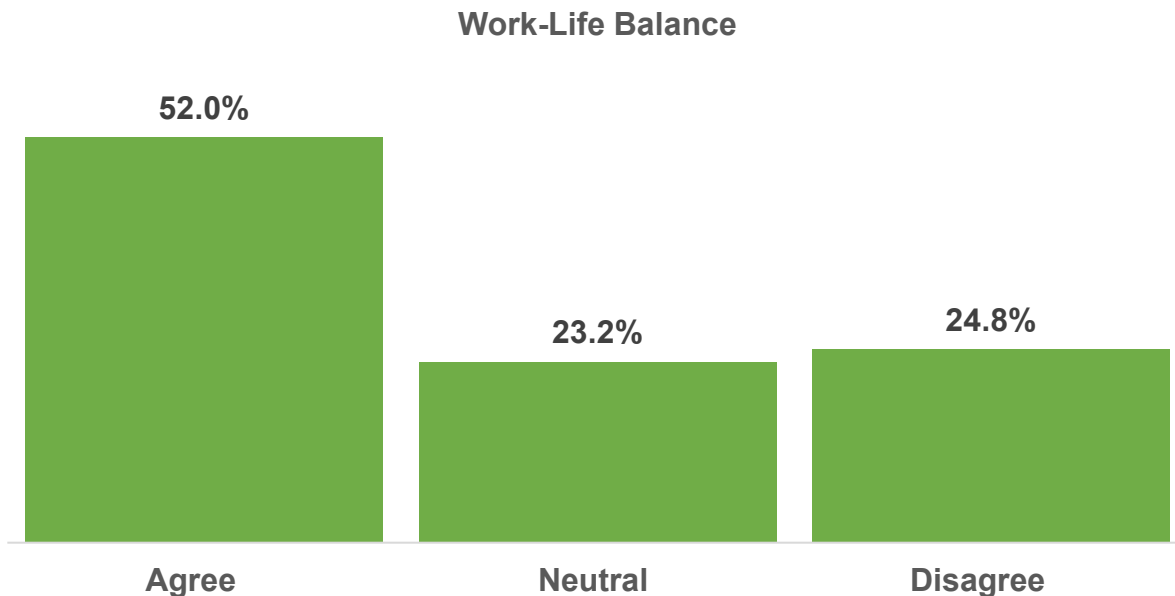


The majority of employees report positive views in this category, with higher positive ratings in working for the city compared to their agency. 60.7% of employees would recommend their

agency as a good place to work, while 67.9% would recommend the City of New York overall. Pride in affiliation is notably strong, with 75.7% of employees proud to work for the City of New York and 69.9% proud to work for their agency. Job satisfaction is somewhat lower, with 57.7% of employees reporting satisfaction with their current job.

Work–Life Balance

Work-Life Balance consisted of six questions assessing employees' perceptions of their work-life balance, workload, and access to flexible work options.



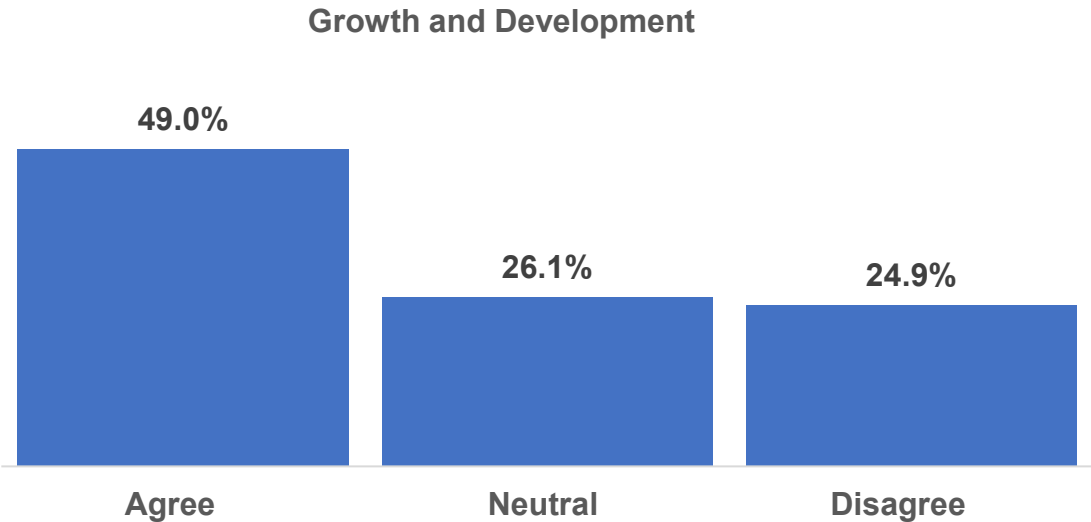
Most employees indicate they can effectively manage work and life responsibilities (68.6% agree; 14.4% disagree; 17.1% neutral) and that their workload is manageable (62.1% agree; 15.4% disagree). A majority (70.7%) report that flexible work options improve their work–life balance.

Additionally, half of the respondents (50.4%) disagree that they feel pressured to meet unrealistic deadlines, while 22.1% agree. Regarding emotional strain, 34.9% of employees report feeling emotionally drained from work, whereas 37.5% disagree.

Finally, a majority (53.9%) say they would consider taking a job elsewhere for greater flexibility or remote options compared to those who would not (19.7%).

Growth & Development

Growth and Development was comprised of eight questions that measure employees' perceptions of career advancement within the city and the availability of learning and development opportunities.

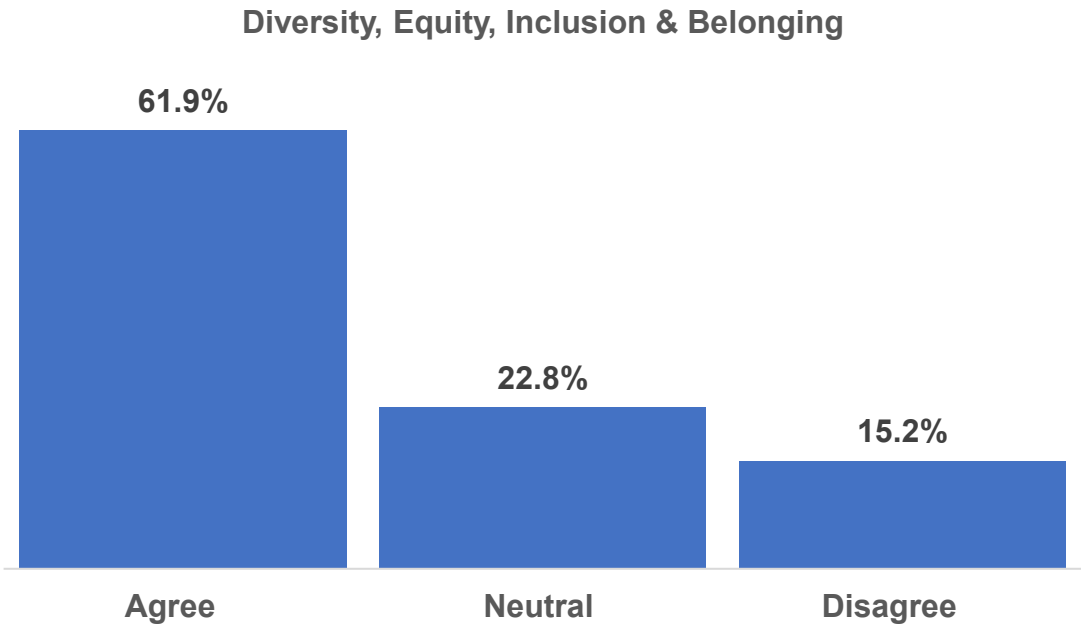


Most respondents believe that they have opportunities to learn (56.2%), receive the training needed to stay current on their roles (53.4%), and enhance their skills (52.5%). However, perceptions of career advancement are less favorable. While employees view opportunities for advancement across the city more positively (59.2%), they rated opportunities within their agencies less favorably (45.3%).

Only about one-third of respondents (33.6%) perceive that there are clear steps for promotion within their agency. In contrast, citywide career pathways are viewed somewhat more favorably, with 47.4% agreeing that there is a path for career advancement with the city. Interest in pursuing a managerial/supervisory role is moderate with 44.6% expressing interest.

Diversity, Equity, Inclusion & Belonging

The Diversity, Equity, Inclusion and Belonging category was comprised of nine questions that assess employees’ perceptions of the city’s and their agency’s commitment to diversity, equity, and inclusion, as well as the extent to which they feel a sense of belonging and respect in the workplace.

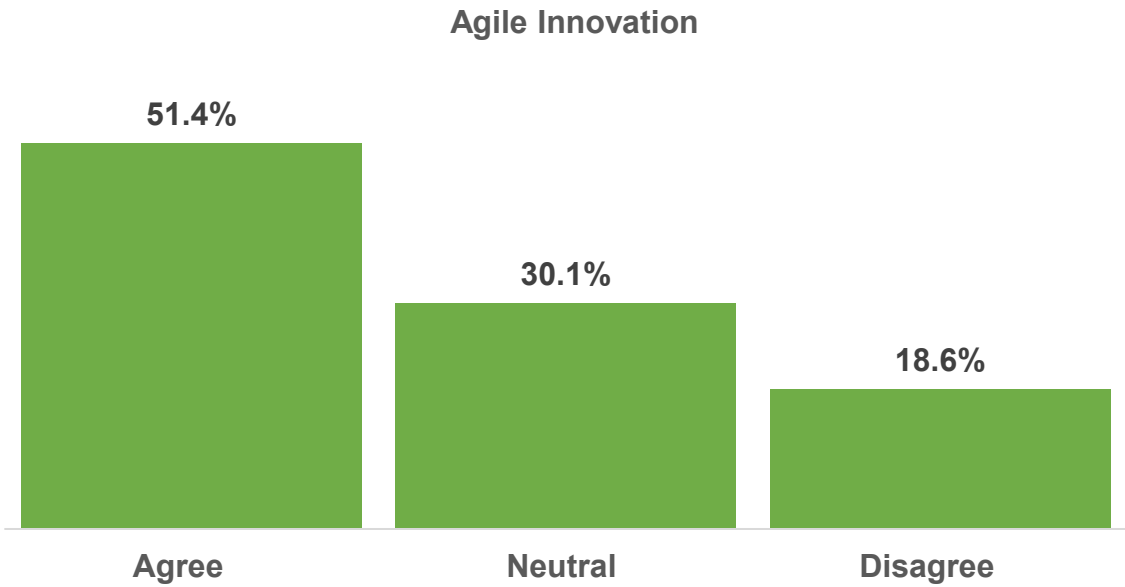


Most employees (64.3%) agree that their agency and the city demonstrate a commitment to workforce diversity, equity, inclusion, belonging, and racial justice. Workplace connections appear strong: 65.5% feel that their coworkers care about them as a person, and 66.8% report having someone to talk to about day-to-day challenges. Additionally, 62.5% feel they belong at work, 59.7% are comfortable expressing differing opinions, and 55.4% believe they can be successful while being their authentic selves. Most employees (70.1%) also indicate that they understand the process for requesting reasonable accommodations.

However, perceptions regarding the distribution of work opportunities are less favorable. Fewer than half of employees (48.6%) perceive that these opportunities are distributed equitably across the workforce.

Agile - Innovation

Agile – Innovation consisted of four questions that measure the extent to which employees believe that their agency supports the development and implementation of new ideas and approaches.

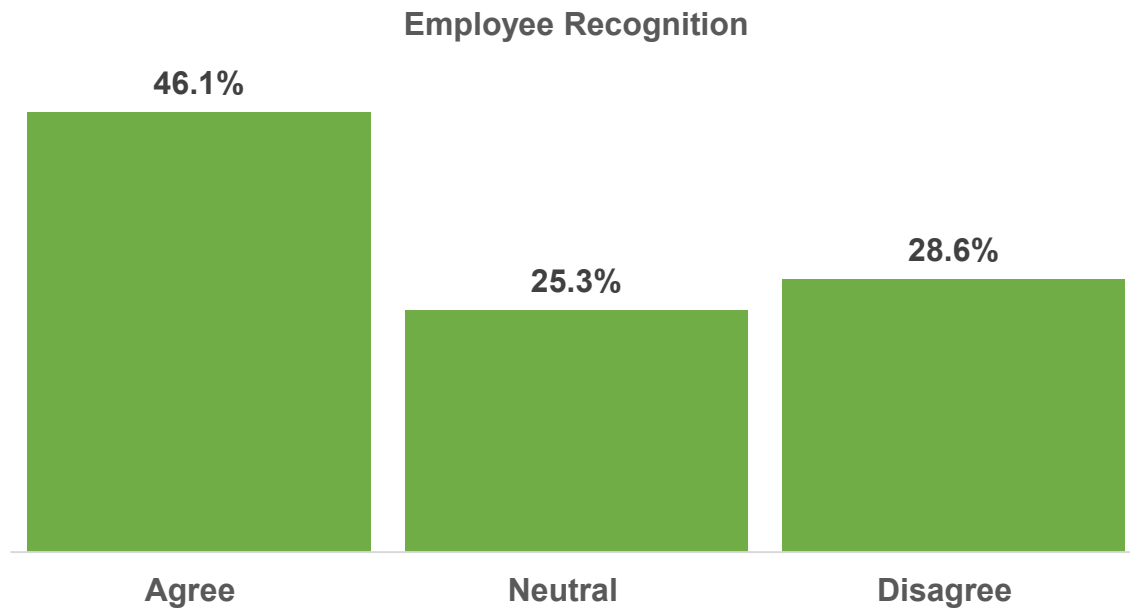


Employees report a steady initiative to improve work processes, alongside gaps in organizational enablers. 60.6% agree that employees on their teams consistently look for new ways to improve how they work (13.0% disagree), and a related item shows 54.5% agreement that teams look for new ways to do their work (14.2% disagree).

Perceptions of data-informed decision-making are mixed: 47.5% agree that key decisions are guided by data, while 20.1% disagree and 32.4% are neutral. The lowest-rated area concerns access to enabling tools, with only 42.8% agreeing that their agency uses modern tools, equipment, and materials to improve job performance (27.1% disagreeing; 30.1% neutral).

Employee Recognition

Employee recognition was comprised of just one question that asked, “How satisfied are you with the recognition you receive for doing a good job?”



While a majority of respondents expressed satisfaction with the recognition they receive, about a quarter of employees rated it more ambiguously and almost a third indicated dissatisfaction.

Considering Leaving Job

There were two questions that assessed the extent to which employees are considering leaving their agency. The first question asked respondents to rate the following statement: “I rarely think about looking for a new job.” Responses were mixed—41.5% agreed, 34.4% disagreed, and 24.1% were neutral.

In a separate question, employees were asked whether they are considering leaving their agency within the next year. 59.7% responded no, 39.9% responded yes, and 0.4% are unsure. Among those considering leaving, the leading reasons are seeking a job at another city agency (31.4%), retirement (21.4%), and pursuing a job outside the city (19.9%). Other reasons included higher pay or compensation (7.1%), management or workplace culture (2.2%), career growth or promotion (2.0%), remote work, commute, or scheduling factors (0.9%), and workload or stress (0.3%).

Employee Recommendations

As required by LL76, an open-ended question was added: “What recommendations do you have for improving your agency or enhancing the employee experience?” Responses were organized into broader themes. The top themes were:

- **Pay & Benefits (20.0%)**—salary increases, cost of living adjustments, and stronger benefits.
- **Management & Communication (14.2%)**—requests for communication that provide clearer direction, greater transparency, and less micromanagement.

- Staffing & Workload (13.8%)—centered around concerns related to addressing vacancies, feeling overworked, and the need for more resources and support.

Additional recommendations included:

- Career Growth & Training (8.1%)—clearer promotion pathways, more opportunities for advancement/promotions, increased opportunities for development, and mentoring.
- Tools & Technology (7.2%)—upgrading systems, hardware, and software.
- Remote/Hybrid & Scheduling (6.4%)—requests for increased flexible work schedules and telework options.

| Conclusion

The 2025 Citywide Employee Viewpoint Survey (CEVS) provides valuable insights into the strengths and challenges shaping workplace culture across city agencies. Employees report confidence in their teams, pride in New York City public service, and a generally positive view of their supervisors and day-to-day experience. At the same time, the findings also highlight the need for clearer advancement pathways, modernized tools, stronger leadership communication, and consistent recognition practices.

As this is the first year of CEVS administration, these results provide a baseline for the city and agencies to understand where they are excelling and where improvements can be considered. With continued administration and socialization of the survey and its goals moving forward, we anticipate greater participation, response rate, and further insight into agencies' strengths and areas of improvement. With well over 10,000 responses, CEVS demonstrates the success and need of this important employee engagement tool. For the first time ever, the city has a clearer sense of employee sentiment in critical areas and clear takeaways for agencies to consider in improving workplace culture, diversity, opportunity, and overall employee sentiment in the coming year.

| Appendix A – CEVS Survey Questions by Category

Category	Questions
Agile - Innovation	In my unit, key decisions are informed by data.
Agile - Innovation	My Agency uses modern tools, equipment and materials to improve my job performance.
Agile - Innovation	Employees on my team consistently look for new ways to improve how they do their work.
Agile - Innovation	Employees on my team consistently look for new ways to do their work.
Considering Leaving Job	I rarely think about looking for a new job.
Considering Leaving Job	Are you considering leaving your agency within the next year and if so, why?
Diversity, Equity, Inclusion & Belonging	I feel like I belong at work.
Diversity, Equity, Inclusion & Belonging	I am comfortable expressing opinions that are different from other employees on my team.
Diversity, Equity, Inclusion & Belonging	My Agency demonstrates a commitment to workforce diversity, equity, inclusion, belonging and racial justice.
Diversity, Equity, Inclusion & Belonging	Work opportunities are fairly distributed to members of my team.
Diversity, Equity, Inclusion & Belonging	I can be successful in my agency being my authentic self.
Diversity, Equity, Inclusion & Belonging	My Agency has a process for requesting reasonable accommodation for accessibility needs.
Diversity, Equity, Inclusion & Belonging	I believe the City is committed to the values of Diversity, equity, inclusion, belonging and racial justice
Diversity, Equity, Inclusion & Belonging	My co-workers care about me as a person.
Diversity, Equity, Inclusion & Belonging	There is someone at work I can talk to about my day-to-day challenges if I need to
Employee Engagement Index - Intrinsic Work Experience	My work gives me a feeling of personal accomplishment.
Employee Engagement Index - Intrinsic Work Experience	I know what is expected of me on the job.
Employee Engagement Index - Intrinsic Work Experience	I feel encouraged to come up with new and better ways of doing things at work.
Employee Engagement Index - Intrinsic Work Experience	I am willing to put in a great deal of effort beyond what is normally expected in order to help my team be successful.

Category	Questions
Employee Engagement Index - Leaders Lead	The leaders at my agency keep me informed about what is happening in my agency.
Employee Engagement Index - Leaders Lead	In my Agency, senior leaders generate high levels of motivation and commitment in the workforce.
Employee Engagement Index - Leaders Lead	I have a high level of respect for my Agency's senior leaders.
Employee Engagement Index - Supervisor	I have trust and confidence in my supervisor.
Employee Engagement Index - Supervisor	My supervisor keeps me informed about what is happening in my agency
Employee Engagement Index - Supervisor	My manager has shown a genuine interest in my career development.
Employee Engagement Index - Supervisor	My supervisor treats me with respect.
Global Satisfaction Index	I recommend my agency as a good place to work.
Global Satisfaction Index	I recommend the City of New York as a good place to work.
Global Satisfaction Index	I am proud to work for my agency.
Global Satisfaction Index	I am proud to work for the City of New York.
Global Satisfaction Index	Considering everything, how satisfied are you with your job?
Growth and Development	I am given a real opportunity to improve my skills in my Agency
Growth and Development	I believe I have a path for career advancement with the City.
Growth and Development	I receive the training necessary to stay up to date on my job.
Growth and Development	I am considering pursuing a supervisory or managerial position at my agency.
Growth and Development	I believe there are opportunities for promotion at my agency.
Growth and Development	I believe there are opportunities for promotion in the City.
Growth and Development	I have opportunities for learning and development.
Growth and Development	There are clear steps for someone who wants to get promoted in my agency.
Performance Confidence Index	Employees on my team contribute positively to my Agency's performance
Performance Confidence Index	Employees on my team meet the needs of our primary customers, clients, or stakeholders
Recommendations	What recommendations do you have for improving your agency or enhancing the employee experience
Work-Life Balance	I am able to effectively manage my work and life responsibilities.

Category	Questions
Work-Life Balance	I feel emotionally drained from my work.
Work-Life Balance	My workload is manageable.
Work-Life Balance	I feel pressured to meet unrealistic deadlines.
Work-Life Balance	Flexible work options improve my work-life balance.
Work-Life Balance	If I found a job elsewhere with more workplace flexibilities or remote options, I would take it.

| Appendix B – Average Scores by Category Disaggregated by Agency

The url below provides a link to the average scores for each category disaggregated by agency:

https://bit.ly/CEVS_Agency

Agencies not included in this report either did not receive any survey responses or opted out of participating in the survey.

DCAS

nyc.gov/dcas