



OFFICE OF PAYROLL ADMINISTRATION

One Centre Street, Room 200N, New York, New York 10007

Roy Mogilanski
Executive Director

www.nyc.gov/payroll

September 1, 2015

Via email: to cterry@eepc.nyc.gov

Charise L. Terry, PHR
Executive Director
253 Broadway, Suite 602
New York, NY 10007

Dear Ms. Terry:

Attached please find the Office of Payroll Administration's (OPA) responses to the "Preliminary Determination: Audit, Evaluation and Monitoring of the Office of Payroll Administration's Employment Practices and Procedures from January 1, 2012 to December 31, 2014". Also attached to this transmission is the memorandum signed by me and distributed to all OPA employees informing staff of the changes implemented in the EEO program pursuant to the EEPC's audit/analysis. In this memo, I also re-emphasize my commitment to the EEO program.

Sincerely,

Roy Mogilanski
Executive Director

Attachments

cc: R. Fenimore Fisher
A. Glick
C. Eicholtz
D. Bicchetti

September 1, 2015

Office of Payroll Administration

Response to EEPC Preliminary Determination

- **The list of recruitment resources provided did not include professional and community organizations serving women, minorities, and other protected groups throughout the City. The agency did not demonstrate that it assessed its recruitment efforts to determine whether such efforts adversely impact any particular group.**

Corrective Action #1-

Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.

OPA values the importance of a diverse workforce. The agency head and EEO officer review CEEDS data on a quarterly basis when reviewing the agency quarterly report for submission. The latest CEEDS report, FY 2015 4th Quarter, shows no underutilization in women and minority categories. However, OPA accepts the EEPC's recommendation to expand OPA's job posting resources for discretionary positions. OPA has obtained the "NYC Guide to Recruiting for City Agencies" (Attachment A), from the Department of Citywide Administrative Services (DCAS) Citywide Diversity and Equal Employment Opportunity (EEO) Office, which provides a listing of where to send vacancy notices to broaden the agency's pool of applicants. OPA will utilize this guide and expand recruitment efforts as practicable and necessary.

- **The agency did not assess the manner in which candidates were selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group. In addition, 2nd Quarter, 2015 CEEDS Report Work Force Compared with Internal and External Pools (the last quarter of the audit period see Appendix 4) indicates the agency had underutilization of protected classes in three job groups, and the 4th Quarter, 2015 CEEDS Work Force Compared with Internal and External Pools (the latest quarter available, see Appendix 4) also indicates the agency has underutilization of protected classes in three job groups.**

Corrective Action #2-

Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related and adopt methods which diminish adverse impact.

The agency head and EEO officer review CEEDS data on a quarterly basis when reviewing the agency quarterly report for submission. The 2nd Quarter and 4th Quarter CEEDS reports of FY '15 referred to in this finding indicate an imbalance of U-80%RUL for Hispanics in the Management Job Group, an imbalance of U-80%RUL for Blacks in the Clerical Sups Job Group and an imbalance of U-80%RUL Blacks in the Clerical Job Group.

As per the training materials received "Understanding and Using Statistical Data in CEEDS Reports" (Attachment B), from the Department of Citywide Administrative Services (DCAS) Citywide Diversity and Equal Employment Opportunity (EEO) Office, an imbalance of U-80%RUL is "4/5ths rule. Not statistically significant but "Actual" is < 80% of "Expected".

Nevertheless, OPA has obtained the "NYC Guide to Recruiting for City Agencies" (Attachment A), from the Department of Citywide Administrative Services (DCAS) Citywide Diversity and Equal Employment Opportunity (EEO) Office, which provides a listing of where to send vacancy notices to broaden the agency's pool of applicants. OPA will utilize this guide and expand recruitment efforts as practicable and necessary.

- **The 4th Quarter, 2015 CEEDS Report – Work Force Compared with Internal and External Pools indicates underutilization of protected classes in three job groups which may include discretionary titles (see Appendix 4)**

Corrective Action #3-

If women, minorities, or other protected groups are underrepresented in titles where there is discretion in hiring, advertise in minority or female-oriented publications; contact organizations serving women, minorities and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

The 2nd Quarter and 4th Quarter CEEDS reports of FY '15 referred to in this finding indicate an imbalance of U-80%RUL for Hispanics in the Management Job Group, an imbalance of U-80%RUL for Blacks in the Clerical Sups Job Group and an imbalance of U-80%RUL Blacks in the Clerical Job Group. Of these job groups, the only group with discretion in hiring is a limited range of titles in the Management Job Group. OPA will utilize the "NYC Guide to Recruiting for City Agencies", from the Department of Citywide Administrative Services (DCAS) Citywide Diversity and Equal Employment Opportunity (EEO) Office, to advertise positions to Hispanic organizations now, and will post to any underrepresented groups that may arise in the future, in an effort to broaden the agency's pool of applicants for this job group.

- **The 4th Quarter, 2015 CEEDS Report – Work Force Compared with Internal and External Pools indicates underutilization of protected classes in three job groups which may include civil service titles (see Appendix 4)**

Corrective Action #4-

If women, minorities, or other protected groups are underrepresented in Civil service (list) titles, review the competencies, skills and abilities required (as presented in job vacancy

notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with DCAS or the Civil Service Commission if applicable). Then advertise in minority or female oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

The 2nd Quarter and 4th Quarter CEEDS reports of FY '15 referred to in this finding indicate an imbalance of U-80%RUL for Hispanics in the Management Job Group, an imbalance of U-80%RUL for Blacks in the Clerical Sups Job Group and an imbalance of U-80%RUL Blacks in the Clerical Job Group. Of these job groups, the Clerical Supervisor and Clerical Job Groups contain civil service titles which all have active Civil service lists. Because these titles have active lists, the agency is required to hire employees serving permanently in these titles already or may hire by requesting the Civil Service list for the title be called. Once the civil service list is issued to the agency, the agency must follow the Civil Service rules which govern the selection of candidates. OPA will work with DCAS or the Civil Service Commission in the future, if applicable.



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Sincerely,

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Executive Director

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cc: R. Fenimore Fisher
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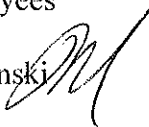
OFFICE OF PAYROLL ADMINISTRATION

One Centre Street, Room 200N, New York, New York 10007

ROY MOGILANSKI
Executive Director

MEMORANDUM

To: OPA Employees

From: Roy Mogilanski 

Date: September 1, 2015

Subject: Equal Employment Practices Commission Audit

The Equal Employment Practices Commission (EEOC) is empowered by the New York City Charter, Chapter 36, Section 831(d)(5) to audit and evaluate city agencies' employment practices, programs, policies and procedures, and their efforts to ensure fair and effective equal employment opportunity for employees and applicants seeking employment with city agencies. The most recent completed audit of The Office of Payroll Administration (OPA) examined the practices in the agency during the 36-month period of January 1, 2012 through December 31, 2014.

In general, the audit findings were positive and OPA was in compliance or partial compliance on all issues. There were some recommendations for improvement regarding the agency's recruitment practices.

In summary, the agency was reminded to assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, the agency should identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.

In an effort to increase OPA's pool of applicants, OPA has obtained the "NYC Guide to Recruiting for City Agencies", from the Department of Citywide Administrative Services (DCAS) Citywide Diversity and Equal Employment Opportunity (EEO) Office, which provides a listing of where to send vacancy notices to broaden the agency's pool of applicants. This will allow OPA to target recruitment to underutilized groups, if necessary. OPA will begin to utilize this guide and expand recruitment efforts as practicable and necessary.

Employment decisions at OPA are and will continue to be made in compliance with federal, state and local laws prohibiting discrimination on the basis of age, alienation, color, creed, disability, gender, marital status, military status, national origin, prior records of conviction or arrest,

unemployment status, race, religion, sexual orientation, pregnancy or being a victim of domestic violence, sexual offenses or stalking.

To strengthen our efforts in ensuring equal employment opportunity, all employees are encouraged to familiarize themselves with the New York City “Equal Employment Opportunity Policy” and the “About EEO: What You May Not Know” booklet. These policies, as well as additional information, can be found by following this link:

<http://www.nyc.gov/html/dcas/html/about/resources.shtml>

Also, the agency EEO Office exists as a resource to provide employees with information and guidance on EEO-related matters as well as to investigate and resolve complaints of discrimination. Any employee who wishes to discuss EEO matters may consult with any of the following individuals:

DIANA BICCHETTI, OPA EEO OFFICER, 55-A PROGRAM & ADA COORDINATOR
2 Lafayette Street, Room 1233
(212) 341-4158- dbicchetti@payroll.nyc.gov

CYNTHIA CARR-JOHNSON, OPA EEO COUNSELOR
450 West 33rd Street, 10th Floor
(212) 857-7018 – cjohnson3@payroll.nyc.gov

DIANA HERRERA, OPA EEO COUNSELOR
1 Centre Street, Room 200N
(212) 669-4602 – dherrera@payroll.nyc.gov

WASHINGTON TORRES, OPA EEO COUNSELOR
450 West 33rd Street, 10th Floor
(212) 857-7279 – wtorres@payroll.nyc.gov

In closing, OPA remains committed to maintaining fair employment practices for all employees and job applicants. Everyone should work to maintain an atmosphere of appreciation of the diversity reflected in our staff and to comply with not only the letter, but also the spirit, of the City’s EEO policies. I encourage all employees to access the resources available within OPA to address any concerns.

If you would like to view a copy of the entire EEPC Audit referenced in this memo, please reach out to Diana Bicchetti at dbicchetti@payroll.nyc.gov and she will arrange a time for you to view the report.



Guide to Recruiting for City Agencies

Bill de Blasio, Mayor
City of New York

Stacey Cumberbatch, Commissioner
Department of Citywide Administrative Services



RECRUITMENT GUIDE FOR NYC

Bill de Blasio, Mayor

City of New York

Stacey Cumberbatch, Commissioner

Department of Citywide Administrative Services

Dawn Pinnock, Deputy Commissioner

Human Capital, Dept. of Citywide Administrative Services

R. Fenimore Fisher, Deputy Commissioner

Citywide Diversity & Equal Employment Opportunity, Dept. of Citywide Administrative Services

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INTRODUCTION

This is a guide to creating a recruitment plan for New York City government agencies that come under the Personnel Rules and Regulations of the City of New York. It sets forth recommended approaches to recruiting the best candidates for City government positions.

Job titles of City employees fall into two major categories: competitive titles for positions that are filled from ranked civil service eligible lists based on test scores, and discretionary hire titles for positions which can be filled at the agency's discretion by selecting from applicants meeting the minimum job qualifications without ranked test scores. The steps and resources for recruitment planning provided in this guide may apply to recruiting and screening applicants for positions in either or both types of titles.

Competitive titles are filled by open-competitive examinations open to all qualified internal and external applicants. Agencies can improve and increase the applicant pool by working in advance to contact diverse and effective recruitment sources and advising them of the upcoming exam filing period. Qualified individuals may not be aware that candidates for City employment are selected from competitive lists based on examination scores. For example, many graphic artists or photographers would not imagine that to get a job with the City in their professions requires taking a competitive exam to be hired.

When no civil service list exists for a title, agencies may fill a position on a provisional basis. In addition, non-competitive titles have no exam or list. When you plan to fill such discretionary positions, you should post internally as well as externally for candidates. You may discover that the most qualified person for your vacancy is already working for you. If you expect that your efforts to tap into internal resources will not create an adequate and diverse applicant pool, you should also use the directory of resources in Appendix A to find applicants from external and more specialized sources. Appendix A includes a broad variety of recruitment resources that have been compiled with the assistance of City agencies.

There are many benefits, including cost savings and improving employee morale, to be gained by using a promote-from-within policy. Make the most of the City's many resources. Recruiting from internal City resources may also facilitate the implementation of agency diversity and EEO plans. New York City's diverse municipal workforce, internal recruitment resources, network of educational institutions, and training resources provide an opportunity to recruit, select, and promote individuals at all levels of government in a manner that reflects the diversity and talents of the City's population.

RECRUITMENT STEPS

STEP 1: DETERMINE YOUR RECRUITMENT GOALS

Your recruitment plan should be based on your agency's goals and understanding of the skills and capacity of your current workforce. For example, are you planning to expand or change your agency's procedures or functions? What work experience and proven performance track record are required to accomplish this objective? Using this information, you should establish specific recruitment goals. Some examples of recruitment goals are:

- Identifying the internal pool of candidates that are either ready now or can be quickly developed to do the job.
- Attracting highly qualified people to work in your agency by evaluating whether your agency has a reputation of being a great place to work with opportunity for recognition and advancement.
- Determining what are your most needed competencies and skills to enhance the development of your agency's current staff.
- Promoting your City government agency as a dynamic place where people want to work.
- Leveraging the City's online resources.

Your recruitment plan should be based on your agency's goals and understanding of external resources to attract the best and most inclusive pool of candidates.

Whatever the goals, it is important to know what they are prior to beginning the recruitment process.

STEP 2: IDENTIFY THE JOB OPENING AND SHORT-TERM/LONG-TERM NEEDS

When possible, plan ahead to fill your agency's anticipated vacancies. It may take several weeks to notify and screen applicants and a week or more to make a decision regarding a job offer. After the decision is made, the selected candidate may have to give notice (usually about two weeks) to his or her current employer. Thus, the job in question is likely to remain vacant for months, even if the process runs smoothly.

When the opening is in a competitive position with an existing civil service list, you will already have a list of eligible candidates to consider. However, you must still spend the time needed to go through the steps of calling in candidates for consideration, interviewing, and selecting, as well as giving the selected candidates time to accept the offer and notify their previous employers. When the opening is in a discretionary position, recruitment steps must be taken first to obtain applicants.

Ideally, agencies should attempt to identify job openings well in advance of an announced resignation or planned retirement. The agency should project future openings in both the short and long terms, and provide agencies with the time needed to plan and implement recruitment strategies to avoid the "must-hire-by-last-week" syndrome. The agency plan should answer at least the following questions:

- Are any newly budgeted positions opening soon?
- Is a project being planned that may result in the need for additional hires?
- Is a project or procedure change being planned that will require skills not held by current employees?
- What is the amount of expected turnover in the next several months?

STEP 3: REVIEW THE JOB DESCRIPTION

Take time to review the job description for the position. You may want to talk to the previous person in the position and get input on how the job description could be improved, and what the highlights of the job were. Make sure the description includes all of the critical job-related components. Job analyses are conducted by DCAS for competitive positions prior to each examination. You should provide

input during the job analyses for titles used in your agency to ensure that the duties and responsibilities of your employees and the physical requirements of the job are reflected in the resulting updated DCAS class spec.

This is the time to request that DCAS update the examples of tasks and minimum qualification requirements in the class specification for the civil service title, and to suggest categories for selective certification of eligibles that possess a skill, license, or experience required for your employees but not required for all positions in the City. These will also become the preferred qualifications and skills you can list on job postings for vacant positions. Remember that the class specification for a title describing the duties, examples of typical tasks, and the minimum qualification requirements may be revised only by DCAS.

Non-competitive titles generally also have job descriptions and minimum qualification requirements set by DCAS in a class specification. If the class specification for a title is not available at [Title Specs Online](#), you should contact DCAS to obtain it. As with competitive titles, it is important that your agency advise DCAS of revisions needed in class.

STEP 4: DETERMINE HOW TO FILL THE JOB

Open competitive exams are generally offered for entry level competitive titles. Some competitive titles must be filled from within using promotion examinations which produce ranked promotion lists, specific to each agency, for higher titles. However, some hard-to-fill higher level titles require giving both promotion and open competitive exams to provide lists offering a sufficient number of candidates to fill agency needs. Additionally, competitive titles may be filled by disabled people on a non-competitive basis under the [55-a program](#).

The agency can post external and internal vacancies online at [NYC Careers](#) and look online in [eHire](#) at applicant resumes. Additional external recruitment efforts should be conducted by the agency to fill discretionary positions. For competitive titles, your agency may want to use external recruitment approaches to recruit applicants for upcoming examinations and to remind agency personnel to apply for an upcoming examination if they are interested in changing positions or becoming permanent competitive employees.

STEP 5: IDENTIFY THE TARGET POPULATION

Next, the agency must determine where to find candidates that meet the qualifications and will help to achieve hiring goals.

The agency should review the specific requirements of the job: the duties, reporting relationships, salary range for hiring, and competencies required of a new worker (e.g., education, experience, knowledge, skills, and abilities). Ideally, much of this information will have been gathered during the job analysis and thus be contained in the updated job description. For competitive titles with eligible lists, this may include deciding whether to consider those on the general list versus those on the more focused selective certification list, if one exists related to the vacancy.

For discretionary titles with no eligible lists, determine whether the job qualifications require special skills, licenses, or certifications; then identify recruitment sources that would likely reach people with these qualifications. Consistently advertise using diverse recruitment sources so that you can secure the best and most inclusive candidates. Regularly review the demographics of your incumbent workforce to determine if it is reflective of the diversity of the available pool of talent that exists in the City.

STEP 6: PREPARE JOB POSTING AND NOTIFY THE TARGET POPULATION

Once an applicant population has been targeted, the agency must prepare the job posting and determine how to notify these individuals of the vacant position. Although you may not alter the title's official minimum qualifications, you may emphasize specific qualifications you seek for a particular position by listing preferred skills, licenses, and experience in the posting. To improve your recruitment efforts you may want to tailor an advertisement or posting to appeal to the target pool (e.g., use plain language and avoid jargon). Sell the position by highlighting its interesting aspects. Describing the highlights of the job, using plain language focusing on the essential functions, may also help you to attract applicants.

A variety of recruitment methods may be used for posting and communicating vacancies to your target population. High-involvement recruitment strategies involve detailed recruitment advertisements distributed in a variety of ways. Different recruitment methods may be used to notify the target population. Some popular options are internal job postings, trade magazine advertisements, internet job sites, college campus postings, and newspaper, radio, and television advertisements. The section below on finding good people lists more general types of places to advertise and [Appendix A](#) supplies contact information for many specific posting sites. The choice of which options to use depends on the number of positions to be filled, the cost of each recruitment method, the characteristics of the target audience, and economic conditions.

The City's EEO Policy requires each agency head to designate a career counselor with appropriate training and knowledge, who is familiar with civil service jobs, to provide career counseling to employees who request such guidance. Agencies should enlist the help of the career counselors to promote employee awareness of opportunities for promotion and transfer within the agency and to inform staff of job vacancies and promotional opportunities.

[NYC Careers](#) is the primary vehicle for City agency job postings. Word of mouth, when used with other recruiting sources, is another good source of applicants for discretionary positions. When posting your advertisements, ask yourself if you've selected newspapers, journals, websites, mailing lists, and other recruitment sources that reach a diverse pool of applicants. City procedures require that you post vacancies you are authorized to fill for at least 10 days, but be sure to allow sufficient time for both internal and external recruitment.

The more positions to be filled, the more widely the agency may choose to advertise, perhaps using a newspaper or radio advertisement. Costs differ for recruitment methods and your agency may be willing to invest more in recruitment when suitable applicants are difficult to find or when poor hiring decisions may be costly.

PRE-SELECTION PROCESS

SELECTION INTERVIEW PROTOCOL

When you have recruited your pool of applicants, you must prepare to select the best candidate for the position. The [Citywide Diversity and Equal Employment Opportunity's Managing Diversity](#) site, a new resource for EEO Officers and HR professionals, contains useful selection guidance. The site

contains guidelines for conducting hiring interviews and selecting employees to fill positions, including examples of [Structured Interview Guides](#) from DCAS and OEM.

Be sure to:

- Identify an interview panel using the guidelines.
- Review resumes to identify qualified candidates. Create a short list of those you will interview.
- Schedule interviews as soon as possible.
- Develop standard questions related to the specific vacancy, standard responses, and follow up questions. This will provide an objective basis to review the skill sets and qualifications of the candidates and will enable you to maintain consistency of interviews across candidates.
- Provide specific, prepared information about the details of the job and working for your agency to applicants at the interview to avoid misunderstandings. An applicant might accept or refuse a job offer without knowing about job attributes that would change his or her decision.
- Treat all candidates consistently. Use follow-up questions to elicit the relevant information you want to know about the candidate.

HOW TO FIND GOOD PEOPLE

Sourcing is the art of finding skilled people to do the work that needs to be done. Sourcing can be a challenge, but there are some common approaches to sourcing that may be helpful.

For competitive titles that are unique to your agency or that are intrinsic to reaching your agency goals, your agency subject matter experts for specific titles should be consulted and you should seek out resources for a diverse pool of candidates to identify appropriate recruitment sources when exams are scheduled. For discretionary positions, your agency can use a variety of sources such as those listed below. [Appendix A](#) provides contact information for both internal and external recruitment resources that may assist your agency in getting a diverse and qualified pool of applicants.

THE INTERNET

This can be a relatively inexpensive approach to recruiting. There are a number of online job boards that can get the word out that you are looking for people. You do not need to be a technological whiz or an Internet guru to start taking advantage of internet opportunities to recruit the employees your agency needs. [NYC Careers](#) links to both discretionary job postings and Notices of Examination.

RECRUIT USING SOCIAL MEDIA

Social media is great way for employers to connect with prospective candidates and can be a very useful tool for recruiting potential applicants. Platforms such as Facebook, Twitter, and LinkedIn provide employers with quick and easy-to-use tools for connecting with potential applicants. Employers can share up-to-date information about employment opportunities, networking sessions, and mission statements with the public and can search job-seeker information as well. Agencies can devise their own methods and policies for effective recruitment through social media by working with their agen-

cy's communications office. Consult the City's social media policy when devising a recruitment strategy using social media.

- [LinkedIn](#) is a social networking site made just for professionals and employers. LinkedIn provides a great way for prospective candidates and employers to network with one another. With an employer-specific account, agencies can create profiles that list key members of the agency and also their general mission statements. LinkedIn provides access (both free and at a fee) to recruitment products and services for finding qualified prospective candidates.
- [Facebook's Social Jobs Partnership](#) is a free application that provides users with links to employment opportunities through major job search engines such as Monster, US Jobs, etc. Agencies can use this free service as a virtual bulletin board to guide users to sites that post their job openings. Agencies must be connected to a Social Jobs Partner (Monster, Le Viet, etc.) in order to post open jobs on the application.
- [Twitter](#), with its fast and current postings, can be used by agencies to advertise job openings or other agency recruitment events. To start a free account, agencies need to create a user name (aka "handle"), which allows users to search for and follow the agency. Twitter posts, commonly known as "tweets", have a limit of 140 characters, so agencies can make quick, free announcements available to any active Twitter user following the account. Tweets should include a URL to the actual job posting or recruitment event.

CURRENT EMPLOYEES

Is someone already working for you who can fill the vacant position, maybe with a little bit of training, coaching and support? Using an internal promotion approach is not only a good way to fill vacancies as they occur, but it is also a smart way to retain the good employees that you already have. People who see their colleagues get ahead will be more likely to stay because they see that hard work and effort are recognized.

EMPLOYEE REFERRALS

Can one of your employees refer someone who is capable of doing the job? Employee referrals can be one of the most effective (and inexpensive) methods of finding new people. Employees who are happy working for your agency are often quite willing to suggest someone they know whom they think can do the job. As they tend to take responsibility for the referral, they usually make sure that it is someone who is a good fit for the position, has the skills to do the job, and is fully aware of the pluses and minuses of working for your agency.

MEMBERSHIPS AND ASSOCIATIONS

Use the associations that you or your agency belong to. Associations are there to serve their members. Many of them have good communication channels for advertising your vacancies.

CLASSIFIEDS AND CAREER ADVERTISING

Classified or career ads in newspapers can be effective, and ads in professional journals and newsletters related to the job, including online versions, can focus your outreach on the best qualified applicants.

AGENCY FACILITIES

Take advantage of the areas in your agency where the public has access (e.g., public lobbies, waiting areas, social service centers, payment centers, etc.). This is an opportunity to post job vacancies or information directing applicants to visit [NYC Careers](#). See [Appendix A](#) for additional places to distribute recruitment information.

COLLEGES AND SCHOOLS

Post in colleges and universities with strong programs in the profession of the job. Take advantage of co-op placements, internships and work placements offered by the City and by these institutions. This approach allows you to see a potential applicant in action, while you are getting some essential work done. Equally important, the student not only gains valuable work experience but also has the opportunity to see what it is like to work for your agency.

AGENCY CAREER FAIRS

In addition to participating in career fairs sponsored by others, an agency can generate even better results by scheduling agency career fairs or open houses when it is trying to fill a large number of discretionary vacancies in a short period of time. An ad may be placed inviting applicants to drop by on a certain date. This can be done for both internal and external candidates to provide them with an opportunity to meet hiring managers and recruiters and to learn directly about open positions. Also, you may want to consider advertising your career fair on the radio. Many local radio stations would consider doing this sort of advertisement as a Public Service Announcement (“PSA”) without charge because it benefits the community.

A recruitment team would be there to promote job opportunities at the agency, collect resumes, and meet the applicants. Qualified candidates may be encouraged to continue through the recruitment process by applying for a job.

OTHER RECRUITMENT TOOLS

CONSIDER OTHER PEOPLE-FINDING STRATEGIES

How you find staff can be divided into short-term and long-term recruiting techniques. Short-term techniques are designed to generate an immediate pool of candidates. Long-term techniques involve developing relationships with key people in the community, and promoting your agency as a rewarding place to work. The focus is on maintaining long-term relationships with people who have the potential to work for your agency.

It may be a good idea to plan to use both short and long-term recruiting strategies. Developing long-term relationships can include strategies like offering internships to high school and university students and participating in job fairs.

At job fairs you should be prepared to provide students and job seekers with information and to respond to questions regarding career opportunities in your agency. Advise them about how to find out about and how to apply for civil service exams, and provide information regarding how to contact

the sites providing the current DCAS civil service exam schedule, and providing information on NYC internships, fellowships, and seasonal job opportunities with your agency.

Long-term recruiting techniques often involve developing relationships with the employment community and promoting your agency as a desirable place to work and develop a career.

Some long term recruiting methods include:

- **Professional Associations:** Develop relationships with professional associations that focus on promoting job postings to their membership.
- **Career Counselors:** Agency career counselors should survey employees to get a sense of internal candidates seeking career advancement.
- **Local Schools:** Contact the career counseling departments of local schools for opportunities to talk to the students about career paths offered by your agency, post your vacancies on their bulletin boards, or advertise through their newsletters.
- **Campus Recruitment:** On-campus recruitment days can be a win-win opportunity. You post jobs for which you are seeking candidates. The college or university sets up a screening day where you can briefly meet a variety of students. You then choose whom to invite back to complete your recruitment process.
- **Career Fairs:** Either through an educational institution or a professional organization, a career fair is a vehicle where you can set up a booth, along with other employers, to publicize why yours is “the best place” to work.
- **Agency Career Fairs/Open Houses:** You may decide to set aside a regularly scheduled period of time to invite candidates to drop off their resumes and briefly meet with an agency representative. This technique ensures a constant flow of applicants and allows you to meet many prospective employees.

Whatever attracting and sourcing techniques you choose to employ, remember, a well-planned approach is essential for the success of your recruitment activity.

IMPROVE THE PERCEPTION OF YOUR WORKPLACE FROM THE OUTSIDE

How your workplace is perceived will affect how candidates respond to job postings. To stand out in the job market, your agency must offer something different from other employers. If you have had trouble in the past generating suitable responses from job postings, ask yourself how your agency is perceived as an employer and how your employees feel about the work they perform. Consider conducting an [engagement and or a job satisfaction survey](#) to better inform you of current workplace sentiment. Remember that money is not always what people are looking for—frequently, it is the intangible benefits that interest potential employees. Highlight how working for your agency can contribute to shaping the future of the City and the quality of life of its residents. Also, stress across all of your hiring managers the importance of developing talent and successfully on-boarding new talent to your agency.

EXPLORE NON-TRADITIONAL LABOR POOLS

Many non-traditional labor pools include a multitude of individuals who are eager to work and to build long-term careers, but who are often overlooked in recruitment efforts. According to the U.S. Department of Labor, people with disabilities represent the single largest minority of workers seeking employment. Other pools for recruitment, such as youth, immigrants, the long-term unemployed returning to the workforce, veterans, work experience program (WEP) participants, seniors, and rehabilitated individuals with criminal records, are potentially rich sources of potential workers.

To get started, research and connect with the appropriate federal and state agencies as well as community-based organizations that provide services in New York City. These entities are good recruitment partners, since they offer services to select pools of candidates and target specific labor market segments, especially nontraditional workers. They offer employment and training programs for individuals and assist employers in finding and training candidates for open positions.

MEASURING RESULTS

There are many metrics you can use to track recruitment results, including the following:

- Hiring Source - the number of qualified applicants from a recruitment source (an employee, recruitment advertisement, event, etc.)
- Quality of Hire – how long the employee remains on the job, as well as the job performance of that employee.
- Vacancy Rates - the number of open positions as a ratio of (divided by) the total number of positions.
- Turnover Rates – the number of employees that have separated from the agency as a ratio of (divided by) the total number of positions.
- Cost of turnover – the total of all costs associated with replacing an employee (recruitment costs, selection costs, training costs, etc.).
- Selection Ratio – the number of hires as a percentage of (divided by) the total number of applicants recruited.
- Source Yield – the number of hires from a recruitment source as a percentage of (divided by) the number of applicants generated from the source.
- Yield Ratio – the number of applicants from a recruitment source that make it to the next stage of the selection process as a percentage of (divided by) the number of applicants generated from the source.

APPENDIX A

INTERNAL POSTINGS

New York City employees can obtain internal postings by visiting CityJobs, NYCJobs, their agency intranet, EEO and HR Office, or by signing into [NYCAPS Employee Self-Service \(ESS\)](#).

INTERNAL EDUCATIONAL DEVELOPMENT AND PROMOTION RESOURCES

The City has various programs that provide training and educational opportunities to employees. By utilizing such programs, agencies may develop an internal source of promotable employees to fill positions requiring additional training or skills.

CITYWIDE TRAINING CENTER (CTC)

The Citywide Training Center (CTC) is the central source of training within New York City government. It provides training to City employees of all levels on a wide range of topics, knowledge and skills. For more information on course offerings, contact: NYC Department of Citywide Administrative Services, (212) 487-5600.

CUNY/DCAS PUBLIC ADMINISTRATION PROGRAM

The City of New York in collaboration with the City University of New York's (CUNY) Joseph Murphy Institute for Worker Education and participating unions, offers public administration certification on both the undergraduate and graduate level. For more information on the certifications, contact NYC Department of Citywide Administrative Services, (212) 669-3630. Applications can be obtained through the [CUNY School of Professional Studies](#).

DISTANCE LEARNING

MPA Program: The City of New York, in collaboration with the Long Island University (LIU) School of Business, Public Administration and Information Sciences (SBPAIS), offers courses leading to a Master of Public Administration (MPA) degree. For information, contact NYC Department of Citywide Administrative Services, (212) 669-3630.

MSW Program: The City of New York, in collaboration with the School of Social Work at Hunter College, offers courses leading to a Master of Social Work (MSW) degree. For more information, contact NYC Department of Citywide Administrative Services, (212) 487-5600.

MANAGEMENT ACADEMY PROGRAM

The Management Academy Program exposes the City's managerial or high level professionals to exceptional management practices through workshops and opportunities to apply new skills and knowledge. It offers the participants a fuller understanding of the formal and informal processes that drive City government and prepares them to meet the unique demands of managing in City government.

NYC LEADERSHIP INSTITUTE

The NYC Leadership Institute helps to prepare a select group of outstanding mid-level agency executives to lead organizational change initiatives. By introducing these managers to state-of-the-art change models focusing on process and performance improvement, the Leadership Institute provides City agencies with a skilled and innovative cadre of leaders ready to help our City face its operating and service challenges.

MAYOR'S GRADUATE SCHOLARSHIP PROGRAM SCHOLARSHIP FOR CITY EMPLOYEES

The Mayor's Graduate Scholarship Program (MGSP) provides an opportunity for full-time City employees with undergraduate degrees to study at quality City area colleges/universities at a reduced rate. Schools fund full or partial graduate scholarships for City employees through the Mayor's Graduate Scholarship Program. The scholarships are for employees' study, on their own time, in areas such as business and public administration, policy analysis, law, education, engineering, nursing, public health, computer science, and social work.

PROCUREMENT PROGRAM

Citywide Training Center (CTC) in collaboration with the New York City Procurement Training Institute (PTI) offers training to procurement staff at all levels. For more information contact: NYC Department of Citywide Administrative Services, (212) 487-5600.

HUMAN RESOURCE PROGRAMS OF PROFESSIONAL PRACTICE

Agency Personnel Office (APO) Master Class is a program designed for mid-level and senior human resources managers working in City government. The program reinforces the competencies that are essential to City human resources managers.

Human Resource Management Certificate Course is offered in cooperation with the Society for Human Resource Management (SHRM) and Pace University. The program provides an overview of the key roles and functions of a senior Human Resource Generalist.

For information on these programs, contact: NYC Department of Citywide Administrative Services, 212-669-3615.

INTERNSHIP/FELLOWSHIP PROGRAMS

URBAN FELLOWS PROGRAM

The Urban Fellows Program is a nine-month program that combines full-time employment in City government with a comprehensive seminar series exploring the mechanics of local government, as well as important issues facing the City. The program provides the participants a unique opportunity to work with current decision makers and assist in the formulation of public policy. A participant must be a recent college graduate (out of college for no more than two years).

PUBLIC SERVICE CORPS

The Public Service Corps (formerly known as Urban Corps) is an alternative to on-campus placements for students receiving Federal Work-Study Program financial aid. Participants of the Public Service Corps internships are undergraduate and graduate Work-Study students from colleges and universities both in New York City and across the nation.

SUMMER INTERNSHIP PROGRAM

The Summer Internship program allows undergraduate and graduate students to make important contributions to the City while participating in a challenging and rewarding work experience. The participants of this program are graduate students who are enrolled or accepted into a graduate program and undergraduate students enrolled in a college or university.

Other Resources

City agencies' annual diversity and EEO plans provide numerous strategies for retaining and recruiting diverse talent. The following sources include many used by agencies today, plus other organizations, State and Federal agencies, and online tools that can broaden your agency's pool of applicants.

Source Focus	Source	Demographics	Description
Architecture and Engineering Occupations	<u>American Indian Science and Engineering Society</u>	Native American/Alaskan Native	Job postings, internships, scholarships for Native American and Alaskan Natives in high school and college with interests in science and engineering
	<u>American Society for Landscape Architects</u>	General	Professional organization for landscape architects
	<u>National Society for Black Engineers</u>	Black/African American	Professional organization for Black engineers
	<u>Society of Hispanic Professional Engineers</u>	Hispanic/Latino	Professional organization for Hispanic engineers
	<u>Society of Women Engineers</u>	Women	Professional organization for women engineers
Business and Financial Operations Occupations	<u>Association for Latin Professionals in Finance and Accounting</u>	Hispanic/Latino	Professional organization for Hispanic professionals in business, finance, accounting, and other related fields
	<u>National Association of Black Accountants, Inc. (NABA)</u>	Black/African American	Professional organization for Black accountants
	<u>National Black MBA Association</u>	Black/African American	Professional organization for Black business professionals
Community and Social Service Occupations	<u>National Association of Black Social Workers</u>	Black/African American	Professional association for Black social workers
	<u>National Association of Puerto Rican and Hispanic Social Workers</u>	Hispanic/Latino	Professional organization for Hispanic social workers
	<u>New York Non-Profit Press</u>	General	Job postings, job searches, classifieds, advertising space, posting a resume

Community and Social Service Occupations	<u>Psychiatric Times</u>	General	Website for up-to-date information on matters within the psychology field; it also contains a jobs classified section
	<u>Social Service</u>	General	Social service job search site; employers are also able to post job vacancies
Computer and Mathematical Occupations	<u>Anita Borg Institute for Women and Technology</u>	Women	Professional organization for women in technology
	<u>Association for Women in Computing</u>	Women	Professional organization for women in computers
	<u>Black Data Processing Association of New York</u>	Black/African American	Job search engine/career site for Blacks/African Americans in Informational Technology and computer science; job fairs notices; employers can post vacancies
	<u>Dice</u>	General	Job search engine for professionals in technology; post resume; employers can post vacancies; tech news and career advice
General	<u>American Association of People with Disabilities</u>	People with Disabilities	Professional/nationwide organization for the civil rights of people with disabilities; employers can post vacancies and search resumes.
	<u>American Heroes at Work</u>	Veterans	Recruitment resources and guidelines for employing veterans
	<u>American Indian Higher Education Consortium</u>	Native American/Alaskan Native	An organization serving tribal colleges and universities
	<u>American Veterans- Virtual Career Center</u>	Veterans	Job search engine for veterans
	<u>Amsterdam News</u>	Black/African American	A New York City publication that produces a jobs classified section
	<u>Annual Historically Black Colleges and Universities Fair</u>	Black/African American	The New York Urban League's fair for students interested in historically Black colleges and universities
	<u>Asian Ave</u>	Asian/Pacific Islanders	A general job search engine; employers can post vacancies
	<u>Asian Diversity Job Fair</u>	Asian/Pacific Islanders	A general job search engine (powered by Monster) for Asians/Pacific Islanders; post resumes; employers can post vacancies

General	<u>Asian Jobs</u>	Asian/Pacific Islanders	A general job search engine for Asians/Pacific Islanders; post resumes; employers can post vacancies
	<u>Ask Earn</u>	People with Disabilities	Job postings and resources for people with disabilities
	<u>Black Planet Jobs</u>	Black/African American	Social/networking site for Blacks/African Americans; job search engine (generated by Monster)
	<u>Career One Stop</u>	Veterans	Recruitment resources and guidelines for employing veterans
	<u>CareerBuilder</u>	General	A general job search engine; post resumes; find job recommendations, career resources and articles written by professionals
	<u>Corporate Gray</u>	Veterans	Job postings and recruitment services for veterans
	<u>Council of Urban Professionals</u>	General	Professional organizations for professionals working in urban areas; job/internship/volunteer opportunities
	<u>Craigslist</u>	General	Classified section with job postings in several fields
	<u>CUNY Big Apple Career Fair</u>	General	Yearly job and internship fair hosted by CUNY institutions
	<u>Daily News</u>	General	Employment resources; job postings and search engine (using Monster); career advice
	<u>El Diario La Prensa</u>	Hispanic/Latino	Job search/postings for Spanish readers
	<u>Experience</u>	General	Job search site for college and grad students; employers able to post job vacancies
	<u>Forty Plus of New York</u>	Seniors	Professional organization to help experienced workers find new employment or strategies to transition into other fields
	<u>Green Job Search</u>	General	Job search sites, able to choose by field, etc.; employers able to post job vacancies
	<u>HBCU Connect</u>	Black/African American	Networking (internship, social, etc.) for current students & alums of Historically Black Colleges and Universities; employers able to post job vacancies
	<u>Hire a Hero</u>	Veterans	Job postings and recruitment services for veterans
<u>Hire Heroes USA</u>	Veterans	Job postings and recruitment services for veterans	

General	<u>Idealist</u>	General	Job/internship/volunteer search engine; career resources; employers able to post job vacancies
	<u>Indeed</u>	General	Job search engine; post resumes; employers able to post job vacancies
	<u>Job Path</u>	People with Disabilities	Professional/networking organization for people with developmental disabilities; career resources; job postings; employers able to post job vacancies
	<u>Journal of Asian Studies</u>	Asian/Pacific Islanders	Professional organization for Asian/Pacific Islanders; job listings; employers able to post job vacancies
	<u>Korean Times</u>	Asian/Pacific Islanders	Classified/job postings in Asian/Pacific Islander oriented media
	<u>LatPro</u>	Hispanic/Latino	Job search engine for Hispanics; employers able to post job vacancies
	<u>LGBT Campus</u>	Lesbian, Gay, Bisexual, and Transgender	Networking site and resources for LGBT within the higher learning community
	<u>MiGente</u>	Hispanic/Latino	Social/networking site for Hispanics
	<u>Monster</u>	General	Job search engine; career resources; post resumes; employers able to post job vacancies
	<u>National Association of Asian American Professionals</u>	Asian/Pacific Islanders	Professional organization for Asian/Pacific Islander professionals
	<u>National Society for Hispanic Professionals</u>	Hispanic/Latino	Networking page for Hispanic professionals (features job postings and advertising space)
	<u>National Urban League Jobs Network</u>	Black/African American	Networking site for Black professionals/jobseekers; career resources; post resumes; employers able to post job vacancies
	<u>New York National Urban League</u>	Black/African American	Social service organization/Networking site for Black jobseekers; career resources; post resumes; employers able to post job vacancies
	<u>Nontraditional Employment for Women (NEW)</u>	Women	Professional organization for women in nontraditional employment

General	<u>NY Daily News</u>	General	Employment resources; job postings and search engine (using Monster)
	<u>NY Post</u>	General	Job postings and career resources; articles from professionals, etc.
	<u>NY Times</u>	General	Employment resources; job postings and search engine (using Monster); articles from professionals, etc.
	<u>Opportunities for A Better Tomorrow</u>	General	Professional/networking/community organization to help disadvantaged youth and adults be more prepared for job success; employers can post jobs for participants in the program
	<u>Out and Equal Workplace Advocates</u>	Lesbian, Gay, Bisexual, and Transgender	Job resources and postings for LGBT employees or supporting employers; employers can post vacancies; trainings for job readiness
	<u>Out Professionals</u>	Lesbian, Gay, Bisexual, and Transgender	Networking site for LGBT professionals
	<u>Pro Gay Jobs</u>	Lesbian, Gay, Bisexual, and Transgender	Job postings and recruitment services for LGBT
	<u>Simply Hired</u>	General	Job search engine; post resumes; employers able to post job vacancies
	<u>Sing Tao</u>	Asian/Pacific Islanders	Classified/job postings in Asian/Pacific Islander oriented media
	<u>The Filipino Reporter</u>	Asian/Pacific Islanders	Media outlet catering to Asian/Pacific Islanders; advertising section (paid service)
	<u>The Haitian Times</u>	Black/African American	Media outlet catering to Haitian/Haitian Americans; community calendar (can post about career fairs, recruitment events, etc.)
	<u>The Hispanic Outlook in Higher Education Magazine</u>	Hispanic/Latino	Magazine catering to Hispanics in higher education (also features advertising space and job postings)
	<u>The Urdu Times</u>	Asian/Pacific Islanders	Media outlet catering to Urdu reading Asians
	<u>United States Department of Veteran Affairs-Vocational Rehabilitation and Employment Service page</u>	Veterans	Government agency for employment and rehabilitation services for veterans

General	<u>US Jobs- Vet Central</u>	Veterans	Job postings for veterans
	<u>WHTZ (Z100)</u>	General	Radio station; advertising section to have events, etc. heard on the radio
	<u>Women for Hire Job Fair</u>	Women	Job search site for women; career resources and advice; post resumes; job fairs; employers able to post job vacancies
	<u>Women's Center for Education and Career Advancement (WCECA)</u>	Women	Professional Networking Organization for women; job readiness trainings; workshops
	<u>WTKU (103.5 FM)</u>	General	Radio station; advertising section to have events, etc. heard on the radio
	<u>WWPR (105.1 FM)</u>	General	Radio station; advertising section to have events, etc. heard on the radio
Government Labor Services	<u>New York State Job Bank</u>	General	Job search engine for New York State; employers can post vacancies; job seeker resources; business resources
	<u>Adult Career and Continuing Education Services- Vocational Rehabilitation</u>	General	Business services (recruitment); many of the services are free for businesses
	<u>DFTA - Senior Employment Services</u>	Seniors	Job training and volunteer opportunities for senior citizens
	<u>Mayor's Office of Veteran Affairs</u>	Veterans	Can post job vacancies for veterans on agency's portal
	<u>New York State Displaced Homemaker Centers</u>	Women	Contact information is provided different centers through NYS; can contact specific ones about job vacancies and candidate referrals
	<u>New York State Hire-a-Veteran</u>	Veterans	Veteran recruitment for agencies
	<u>US Department of Labor Career One Stop Business Center</u>	General	Recruitment information for different groups (veterans, youth, ex-offenders, etc.); recruitment and hiring guidelines and resources
	<u>US Department of Labor Veterans' Employment & Training Service</u>	Veterans	List of contacts for NYS office to supply referrals or guides for recruiting veterans

Healthcare Practitioners and Technical Occupations	<u>American Medical Women's Association</u>	Women	Professional organization for women in medicine; agencies can apply to be a sponsor and possibly send information for prospective job candidates
	<u>Hispanic Nurses Association of NY</u>	Hispanic/Latino	Professional organization for Hispanic nurses
	<u>National Organization of Gay and Lesbian Scientists and Technical Professionals</u>	Lesbian, Gay, Bisexual, and Transgender	Professional organization for LGBT scientists and technical professionals
	<u>New York Black Nurses Association Inc.</u>	Black/African American	Professional organization for Black nurses
Legal Occupations	<u>Conference of Bar Leaders</u>	General	Professional organization for lawyers and judges; career resources
	<u>Hispanic National Bar Association</u>	Hispanic/Latino	Professional organization for Hispanic lawyers and judges
	<u>National Bar Association</u>	Black/African American	Professional organization for Black lawyers and judges
	<u>National Black Law Student Association</u>	Black/African American	Professional organization for Black law students
	<u>National Black Prosecutors Association</u>	Black/African American	Professional organization for the Advancement of Black prosecutors
	<u>National Latino/a Law Student Association</u>	Hispanic/Latino	Professional organization for Latino law students
	<u>National Medical Association</u>	Black/African American	Professional organization for Black physicians and health professionals
	<u>National South Asian Student Law Association</u>	Asian/Pacific Islanders	Professional organization for law students of South Asian descent
	<u>Network of Bar Leaders</u>	General	Networking organization with links to various bar associations in NYC and Westchester
	<u>NYC Bar Association</u>	General	Professional organization for lawyers and law students in New York City
	<u>Practicing Attorneys for Law Students</u>	General	Professional organization that pairs law students with experienced and practicing attorneys
<u>PSJD</u>	General	An online clearinghouse for law students and lawyers to connect with public interest job listings and career-building resources	

Life, Physical, and Social Science Occupations	<u>Association for Women in Science</u>	Women	Professional organization for women in science
	<u>Preserve Net</u>	General	Job/internship postings and resources for preservationists; employers can post job vacancies
	<u>Society for Advancement of Chicanos and Native Americans in Science</u>	Hispanic/Latino/Native American/Alaskan Native	Professional organization for the advancement of Hispanics/Chicanos and Native Americans within science
	<u>Women in Technology International</u>	Women	Professional organization/international network for women in technology
Management Occupations	<u>National Black MBA</u>	Black/African American	Professional organization for Black business professionals
Non-Traditional	<u>America's Heroes at Work</u>	Veterans	Contains recruitment guide for hiring veterans
	<u>Center for Independence of the Disabled, Inc.</u>	People with Disabilities	Provides employment resources for people with disabilities
	<u>COSD Career Gateway</u>	General	Employment resource/job postings for students with disabilities; employers can post job vacancies
	<u>Getting Hired</u>	General	Employment resource/job postings for students with disabilities; career advice; employers can post job vacancies
	<u>The Fortune Society</u>	Ex-Offenders	Professional/community organization to assist former inmates to gain employment
	<u>Upwardly Global</u>	Immigrants	Employment resource/job postings for immigrants; career advice; employers can post job vacancies
Office and Administrative Support Occupations	<u>National Association of African Americans in Human Resources- Greater New York (NAAHR-GNY)</u>	Black/African American	Professional organizations for Blacks working in human resources fields and positions

Protective Service Occupations	<u>Hispanic National Law Enforcement Association</u>	Hispanic/Latino	Professional organization for law enforcement of Hispanic descent
	<u>National Latino Officers Association</u>	Hispanic/Latino	Professional organization of Hispanic officers nationwide
	<u>National Latino Peace Officers Association</u>	Hispanic/Latino	Professional organization for Hispanic peace officers
	<u>Hispanic American Police Command Officers Association</u>	Hispanic/Latino	Professional organization for Hispanic police command officers
	<u>New York Police Department Hispanic Society</u>	Hispanic/Latino	Professional organization for Hispanic members of the NYPD
Transportation Occupations	<u>Women in Transportation</u>	Women	Professional organization for women working in the transportation field



Understanding and Using Statistical Data in CEEDS Reports

Department of Citywide Administrative Services
Citywide Diversity and Equal Employment Opportunity

Jocelyn Lobo
Director of Compliance

May 3, 2012

Why Numbers Matter

- Provide (objective) measures
 - Measure success or failure
 - Policy decisions (should be) based on them
 - Lawsuits are won or lost, in part, by what the numbers show

- Snap shots of how we look now, how we looked in the past and how we want to look in the future.


- Workforce Composition
 - Monitor over time
 - How #s compare to what is available in the general workforce
 - Who we are hiring/ promoting/firing and in what titles
 - How our WF composition can change

Legal Justification for Collecting and Analyzing EEO Data


- Employers cannot use lack of data as an excuse for non-compliance with EEO regulations.

- Under Public Law 88-352, Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, all State and local governments that have 15 or more employees are required to keep records and to make such reports to the Equal Employment Opportunity Commission as are specified in the regulations of the Commission.

- Per City Charter, DCAS must:
 - Ensure that appointments and promotions in city service are made, and that wages are set without unlawful discrimination based on sex, race, color, religion, religious observance, national origin, disability, age, marital status, citizenship status or sexual orientation.

- 
- ❑ Establish and enforce uniform procedures and standards to be utilized by city agencies in establishing measures, programs and plans to ensure a fair and effective affirmative employment plan for equal employment opportunity for minority group members and women who are employed by, or who seek employment with, city agencies.

 - ❑ Establish a uniform format for city agencies' quarterly reports that presents statistical information regarding total employment, including provisional, seasonal, per-diem and part-time employees, new hiring and promotions.

- 
- Establish **measures** and programs to ensure a fair and effective affirmative employment plan to provide equal employment opportunity for minority group members and women who are employed by, or who seek employment with, the agency and, in accordance with the uniform procedures and standards established by the department of citywide administrative services for this purpose, adopt and implement an annual plan to accomplish this objective.

 - Per NYC Charter, each agency head must **report** quarterly on the agency's effort to implement the plan.

 - In response to court orders and federal and state funding requirements.

Units/Variables of Analyses

- Universes
 - Total City Workforce
 - Agency Workforce
 - ❖ Job Groups/Titles
- Specific focus on
 - ❖ Race/Ethnicity
 - ❖ Gender
- Also collect data on
 - ❖ Age
 - ❖ Disability status
 - ❖ Veteran status

Demography: Study of Population

- **Population Change:**
Births - Deaths +/- Net Migration
(B-D + NM)
- **Agency Workforce is “your”
Population**

- 
- Workforce Composition can change via the formula:

New City Hires – City Separations (layoffs, terminations, expired contracts, retirements,) +/- Net Agency Transfers

- Components to change Workforce Composition
 - New Hires
 - Separations
 - Promotions (title composition only)
 - Transfers

Why You Need to Look at Agency Data

- Each agency head or, at his or her direction, the agency EEO officer and/or personnel officer, should review agency statistical information (including total employment and new hires and promotions, by race/ethnicity and gender) to determine whether there are problems of minority and female underutilization.
- Assess whether the agency is creating an inclusive work environment that attracts and retains talented people of all demographic groups by determining whether there are selection disparities in personnel activities (including applicant flow analysis, hires, terminations and promotions).
- Reduce liability by minimizing risk and cutting the cost of discrimination.
- Being aware of agency data that will be used in employment discrimination cases, EEPC and federal and state agency audits and reports.

CEEDS Database

- CEEDS: Citywide Equal Employment Database System (1993)
- PMS and PRISE information + Self-ID
- EEO variables from Self-ID form, PMS, APPS
- Prioritized by Source
- CHRMS: PMS
 - Since 2005 NYCAPS self-id form (+ self serve)
 - Different sources prior to this, including observation
- PMS data updated in CEEDS only when there is a personnel action

EMPLOYEE SELF-IDENTIFICATION FORM

As an equal opportunity employer, the City of New York is strongly committed to a policy of non-discrimination. The City's Equal Employment Opportunity (EEO) Policy prohibits all forms of discriminatory treatment and actions against City employees and applicants for employment. In order to fulfill the City's EEO obligations under the City's EEO Policy, the City Charter, federal law and regulations, and other laws, the City of New York asks you to voluntarily identify your gender, race/ethnicity, date of birth, and whether you are disabled or a veteran (as defined below). This information is confidential, and is used to generate statistical reports submitted to civil rights enforcement agencies. When reported, data will not identify any specific individual. The City of New York also uses this information to ensure that employment policies, practices, and programs foster equal employment opportunity.

Please be assured that providing or not providing self-identification information will not result in any unfavorable treatment. If you choose not to self-identify, a supervisor, manager or interviewer will assess your race/ethnicity through visual observation. Data gathered through visual observation is generally not as reliable as self-identification data.

NAME _____
First Middle Last Social Security Number

SEX: ___ (F) Female ___ (M) Male DATE OF BIRTH ___/___/___

RACE/ETHNIC GROUP (Please check one):

- ___ (N) American Indian or Alaskan Native – A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.
- ___ (A) Asian or Pacific Islander – A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands, (including, for example, China, India, Japan, Korea, the Philippine Islands and Samoa).
- ___ (B) Black, not of Hispanic Origin – A person having origins in any of the Black racial groups of Africa.
- ___ (H) Hispanic – A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
- ___ (W) White, not of Hispanic Origin – A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

DISABILITY

___ Disabled – A person who has a physical or mental impairment, which substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment.

VETERAN IDENTIFICATION (Please check any that apply):

- ___ Disabled Veteran – A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Labor, or was discharged or released from active duty because of a service-connected disability.
- ___ Recently Separated Veteran – Any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty.
- ___ Other Protected Veteran – Any person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, under laws administered by the Department of Defense.
- ___ Armed Forces Service Medal Veteran – Any person who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

I affirm that I have truthfully answered all of the questions above.

Signature Date

CEEDS Quarterly Reports

- EBEPR210: Work Force Composition Summary
- EBMPR343: Ethnic/Gender Summary by Agency, Type, Job Group, and Title (aka “New Hires, Promotions and Separations Report”)
- EBMPR355: Workforce Composition by Agency, C/S Status, Pay Class
- EBPPP961: Workforce Compared with Internal and External Pools (aka “Utilization Report”)
- Reports released quarterly to Mayoral Agencies

Exercise 1 (Handout)

- Look at your assigned reports (EBEPR210 - 2004 data)
- What is the demographic composition of “your” agency?
- What Job Groups have highest numbers of workers?
- Are workers concentrated in specific titles?
- What is the demographic composition of these titles?

Exercise 2 (Handout)

- Look at your assigned reports (EBMPR343 - 2004 data)
- In what Job Groups and Titles have new hires been made? What is the demographic makeup of these new hires ?
- In what Job Groups and Titles have promotions been made? What is the demographic makeup of these new promotions ?
- In what Job Groups and Titles have separations been made? What is the demographic makeup of these new separations ?

Exercise 3 (Handout)


- Look at your assigned reports (EBMPR355 - 2004 data)
- What is the composition of “your” agency in terms of civil service status?
- Compare the # and % of permanent employees to provisional employees in terms of race/ethnicity and gender?

How CEEDS creates Availability Estimates used in EBPPP961

- Calculated separately for each Job Group
- Based on 3 factors (pools):
 - Non-Discretionary
 - Civil Service Availability (LIST)
 - Derived from certified eligibility lists
 - Discretionary appointments made without civil service examinations (e.g. provisional, temporary, non-competitive, labor, and exempt)
 - Internal (**INTERNAL DISCRETIONARY**)
 - Based on prior job of employees in city government (promotable and transferable persons within city's workforce)
 - External (**EXTERNAL DISCRETIONARY**)
 - Based on prior jobs of city employees before coming to work for the city. Uses Census data from recruiting area to determine who is available for employment

Utilization Study

- The utilization study tests whether or not the City's workforce is representative of those people who could be in its workforce. The City EEO workforce data used by CEEDS is extracted from the Payroll Management System (PMS). Employee records on PMS are matched against the PRISE system as an additional check.
- The most critical part of a utilization study is an availability analysis. An availability analysis consists of a process of building an availability estimate and reviewing how the estimate is built. The accuracy of a utilization analysis is only as good as the availability estimate.

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- **Availability Estimate:** an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group (U.S. Department of Labor)
 - **Analysis:** Compares current workforce composition to availability estimates and determines imbalances (under/overutilization). Underutilization is when the difference is less than would reasonably be expected.

Calculation of Availability Estimate

- For each job group, three separate availability estimates are calculated based on each pool (LIST, INT DISC, EXT DISC)
- An aggregate (final) availability estimate is calculated based on weighting each of the three pool-specific availability estimates according to how positions were filled by the City
 - Weighting examples
 - Managers (002): 18% LIST, 40% INT, 42% EXT
 - Administrators (001): 34% INT, 66% EXT
 - Firefighters (016): 99% LIST

Recent Update of Availability Estimates

- Used the same methodology as previous reports
- Updated with most current Census (2000), internal discretionary and civil service exam information (previously updated in 1995)
- In addition to update, fixed errors in calculations (e.g. Native Americans/Asian Census codes) and changed NY geography
- Better –more accurate- estimates

How to Read EBPPP961

- For each Job Group, 11 columns
 - EEO VAR: ETH or GEN
 - EEO VAL: Race/Ethnicity and Gender categories
 - FOCAL GROUP: Number in that category (actual)
 - OTHER THAN FOCAL GROUP: Number not in that group (residual, aka everyone else)
 - TOTAL: Focal Group + OTF Group
 - would be helpful if Actual % (Focal Group/Total) was shown

- AVAIL%: Job Group-Specific Availability Estimate for each EEO category
- EXPECTED #: Total * Avail% (what would expect to find based on availability)
- DIFFERENCE: Actual (Focal Group) – Expected
- Z-SCORE: Binomial Statistical Test (compares actual to expected)
 - Number of Standard Deviations from the average of its probability distribution
 - Higher the score the more likely it is to be significant
 - Generally looking for < -1.96 (underutilized) or > 1.96 (overutilized)
- PROBABILITY: To determine statistical significance. Based on Z-Score (.025 or less on CEEDS output)
- IMBAL: (see next page)

IMBAL

- Based on Z-score, whether a workforce imbalance exists for any group
 - Blank: (no imbalance)
 - **O**: Overutilization of a group (significantly more individuals are employed than expected based on availability)
 - **U**: Underutilization (statistically significant difference)
 - **U -80%RUL**: (4/5ths rule. Not statistically significant, but “Actual” is < 80% of “Expected”)
 - **N-05%RUL**: (could be statistically significant, but difference between number of actual and expected employees is within 5%, thus no imbalance reported)
 - Need to have a difference of at least 5%
 - **N - N<=8** (not enough total cases to calculate significance)

Summary Sheet by EEO Values

- At end of EBPPP961, same (less detailed) information as before, but ordered differently
- Race/Ethnicity, for each job group
- Gender, for each job group
- U, N, O, or blank.
 - “U” includes 4/5ths rule

Interpretation of Utilization Report

- What does it mean when you have a “U”?
- What should you look at next? (e.g. titles that make up JG, which title(s) causing this result)
- Is it a substantive result? (e.g. if underutilizing “Unknowns,” should we care?)
- Is Overutilization an issue?
- Valid to check vs. raw Census data (external check)?

Results of Utilization Study can Change

- When there are changes in WF composition (reported on a quarterly basis)
- When Citywide EEO updates availability estimates (next in 2011)

Workforce Composition Summary/ Utilization Analysis

- What is the demographic makeup of your workforce by title and job group?
- How does it compare to the available labor force?
- Are you successfully recruiting a diverse applicant pool for all positions?
- Where your workforce is underutilized, what are your next corrective action steps?
- Are there untapped resources of talent within the organization such as promotable or trainable employees?

Exercise 4 (Handout)

- Look at your assigned reports (EBPP961-2004 data)
- What EEO groups are underutilized in your agency?
 - What could be contributing to this?