



**Equal Employment  
Practices Commission**

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August 18, 2015

Roy Mogilanski  
Acting Executive Director  
Office of Payroll Administration  
1 Centre Street, Rm. 200N  
New York, NY 10007

Re: 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.

Dear Executive Director Mogilanski:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you and your agency for the cooperation extended to our staff during the course of this audit. This letter contains the Commission's findings and preliminary determinations pursuant to our audit and analysis of your agency's employment practices and procedures for the period covering January 1, 2012 to December 31, 2014.

The New York City Charter, Chapter 36, Section 831(d)(5), empowers this Commission 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. Section 831(d)(2) provides that this Commission may, pursuant to an audit, make a preliminary determination that any plan, program or procedure utilized by any city agency does not provide equal employment opportunity and recommend all necessary and appropriate procedures, approaches, measures, standards and programs to be utilized by agencies in these efforts.

The Office of Payroll Administration, which may herein be referred to as "the agency," falls within the Commission's purview under Chapter 36, Section 831(a) of the New York City Charter, which delineates city agency as any "city, county, borough or other office, administration, board, department, division, commission,



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bureau, corporation, authority, or other agency of government where the majority of the board members of such agency are appointed by the mayor or serve by virtue of being city officers or the expenses of which are paid in whole or in part from the city treasury...”

The purpose of this audit and analysis is to evaluate the agency’s employment practices and procedures. This Commission has adopted *Uniform Standards for EEPC Audits*<sup>1</sup> and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies’ EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. These standards are founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; the New York City Human Rights Law (NYC Administrative Code §§8-107(1)(a) and (d), 8-107.13, and 8-107.1); the New York State Civil Service Law §55-a; the Equal Employment Opportunity Commission’s Instructions to Federal Agencies for EEO, Management Directive 715; the Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7), the Americans with Disabilities Act and its Accessibility Guidelines, and the equal employment opportunity requirements of the New York City Charter. Prescribed corrective actions are consistent with the aforementioned parameters. This Commission does not issue findings of discrimination pursuant to the New York City Human Rights Law.

Since this Commission is empowered to review and recommend actions which each agency should consider including in its annual plan of measures and programs to provide equal employment opportunity (Annual EEO Plan), the audited agency should incorporate required corrective actions in its current EEO Program and prospective Annual EEO Plans.

### **Scope and Methodology**

This Commission’s audit methodology includes collection and analysis of the documents, records and data the agency provides in response to the *EEPC Document and Information Request Form*; responses to the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, review of the agency’s *Annual EEO Plans* and *Quarterly EEO Reports* and analysis of workforce and utilization data from the *Citywide Equal Employment Database System (CEEDS)*.

This Commission reviews the workforce statistics and utilization analysis information available via CEEDS to understand the concentrations of race and gender groups within an agency’s workforce. (CEEDS may be unavailable for certain non-mayoral agencies. In such cases, the EEPC requests that the agency submit similar statistics and analyses.) EEO Program Analysts examine imbalances between the number of employees in a particular job category and the number that would reasonably be expected when compared to their availability in the relevant labor market. Personnel transactions are reviewed in order to

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<sup>1</sup> Corresponding audit/analysis standards are numbered throughout the document.



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ascertain the agency's employment practices. Where underutilization is revealed within an agency's workforce, EEO Program Analysts assess whether the agency has undertaken reasonable measures to address it.

EEO professionals (including, but not limited to, past or current EEO Officers, Deputy or Co-EEO Officers, EEO Counselors, EEO Trainers, EEO Investigators, Disability Rights Coordinators, Career Counselors, 55-a Program Coordinators) and others involved in EEO program administration such as the Principal Human Resources Professional are given a two-week deadline to complete their individual questionnaires and return any items requested. The Commission's EEO Program Analysts also conduct additional research and follow-up discussions or interviews with EEO professionals, when appropriate.

### Description of the Agency

The Office of Payroll Administration (OPA) is responsible for coordinating matters of payroll policy and procedure among City oversight and line agencies, ensuring City compliance with applicable Federal, State, and City employment tax regulations, distributing and accounting for the City's payroll, managing the City's payroll bank accounts and ensuring the integrity, accuracy, and operational effectiveness of City payroll systems. (<http://a856-gbol.nyc.gov/GBOLWebsite/62.html>, July 2015)

Summary of agency Workforce Data is included as Appendix 2. (Total Workforce 156)

### PRELIMINARY DETERMINATIONS AFTER AUDIT AND ANALYSIS

Following are the corresponding audit standards for each subject area along with the EEPC's findings and required corrective actions, where appropriate:

#### I. ISSUANCE, DISTRIBUTION AND POSTING OF EEO POLICIES:

Determination: The agency is in compliance with the standards for this subject area.

1. Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.
- ✓ The agency head issued an EEO Policy memo to employees electronically four times during the audit period (June 2012, August 2012, March 2014, and October 2014). The memo reiterated the agency's "*strong commitment to maintaining fair employment practices for all of its employees and for all qualified job applicants.*" The memo included the names, addresses, and phone numbers of the agency's EEO professionals, and electronic links to the City Of New York's Equal Employment Opportunity Policy: *Standards and Procedures to Be Utilized by City Agencies* and the EEO Policy Handbook *About EEO: What You May Not Know.*

2. Distribute/Post a paper or electronic copy of the *Equal Employment Opportunity Policy, Standards and Procedures to Be Utilized by City Agencies* – or an agency EEO Policy that conforms to city, state and federal laws – for use by managers, supervisors, and legal, human resources and EEO professionals. Include, or attach as addenda: a policy against sexual harassment; uniform and responsive procedures for investigating discrimination complaints and providing reasonable accommodations; an up-to-date list of protected classes under NYC and NYS Human Rights Laws; and current contact information for the agency’s EEO professionals, as well as federal, state and local agencies that enforce laws against discrimination.
- ✓ The agency’s EEO Policy memo was posted on its intranet. It included an electronic link to the City of New York’s EEO Policy: *Standards and Procedures to Be Utilized by City Agencies*, which includes a policy against sexual harassment; uniform and responsive procedures for investigating discrimination complaints and providing reasonable accommodations; an up-to-date list of protected classes under NYC and NYS Human Rights Laws; and current contact information for federal, state and local agencies that enforce laws against discrimination. The EEO Policy was also included in the agency’s new hire package.

## II. EEO TRAINING FOR AGENCY:

Determination: The agency is in compliance with the standards for this subject area.

3. Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.
- ✓ The agency’s EEO training plan included various training sessions conducted during the audit period such as: Department of Citywide Administrative Services’ (DCAS) *EEO Computer Based Training (CBT)* (2011-2013, 160 line employees and supervisors); *Structured Interviewing* training (June 2013, 33 managers and supervisors); *Everybody Matters* (October 2013, 17 managers and EEO staff members); *Cultural Diversity & Inclusion Awareness Training* (June 2014, all staff members); and individual training in *Risks of Fraternalization and Sexual Harassment Awareness and Religion in the Workplace* (June 2014) hosted by DCAS.

## III. EMPLOYMENT PRACTICES (Recruitment, Hiring & Promotion):

Determination: The agency is in partial compliance with the standards for this subject area.

4. 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



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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.

- ✓ The agency provided a list of resources used to post job advertisements such as NYC Careers, DICE.com, Monster.com, and also at career job posting boards at various universities such as St. John's University, PACE University, CUNY Baruch College, New York University, New York Institute of Technology, and Hofstra University. The agency stated that some vacancies during the audit period were filled utilizing Civil Service lists. In addition, the agency stated that internal and external job postings were sent to employees via email.
  - 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 Required.**

**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.

5. The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.
- ✓ The principal EEO Professional, HR Professional, General Counsel, and agency head held quarterly *EEO Review Meetings* to review and discuss the agency's statistical information. The quarterly *EEO Review Meeting* agenda included a review of quarterly CEEDS (Citywide Equal Employment Database System) reports, salary increase reports and terminations reports by ethnicity and gender; as well as a review of notes and documents for employees' EEO inquiries, EEO complaints and requests for reasonable accommodation.



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6. 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 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, 2<sup>nd</sup> 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 jobs groups, and the 4<sup>th</sup> Quarter, 2015 CEEDS Report *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 Required.

**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.

7. 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 4<sup>th</sup> 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 Required.

**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.

8. 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



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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 4<sup>th</sup> 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 Required.**

**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.

9. Ensure that human resources professionals, managers, supervisors, and other personnel involved in the recruitment and hiring process are trained in EEO and interviewing, selection, and hiring skills to enable such individuals to correctly identify the most capable candidates (i.e. structured interview training or guide).
  - ✓ In June 2013, 33 managers and supervisors involved in interviewing candidates attended a *Structured Interviewing* training session as demonstrated by the record of attendance. The *DCAS Guide to Structured Interviewing* manual was distributed at the training.
10. Promote employees' awareness of opportunities for promotion and transfer within the agency, and ensure that employees are considered for such opportunities.
  - ✓ The agency's Career Counselor's responsibilities included providing employees with information, advice and counseling on promotional opportunities, transfers, civil service examinations and career development at the agency and citywide. The agency sent emails to employees informing them of the dates and times of various training and development programs. In addition, the agency reported that job postings and promotion opportunities were maintained in binders in administrative offices and in break/pantry areas.



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11. At minimum, indicate the agency is an equal opportunity employer in recruitment literature.
- ✓ The agency provided five job advertisements posted during the audit period; each job vacancy notice included the EEO tagline: “City of New York is an Equal Opportunity Employer.”
12. Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition) of each applicant, and recruitment source*. Ensure that the process avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.
- ✓ During the interview process, the agency maintained an applicant/candidate *Disposition Form, Candidate Rating Guide and Discretionary Applicant Form* which included *position, applicants'/candidates' names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers' names, result, reason selected/not selected (or disposition) of each applicant, and recruitment source*. Also, the agency's NYCAPS e-hire system allowed applicants applying for a position to self-identify information such as gender, ethnicity and veteran status.

**IV. CAREER COUNSELING:**

**Determination:** The agency is in compliance with the standards for this subject area.

13. Designate a professional (may be referred to as the Career Counselor) with appropriate training, knowledge and familiarity with career opportunities in City government to provide career counseling to employees upon request. Remind employees of the identity/type of guidance available from the Career Counselor at least once each year.
- ✓ The agency appointed the Human Resources Director as Career Counselor during the audit period to provide career counseling to employees upon request. The agency head's annual EEO Policy memo included the identity of the Career Counselor and reminded employees to consult the Career Counselor for career guidance. The Career Counselor was responsible for providing employees with information, advice and counseling on promotional opportunities, transfers, civil service examinations and career development at the agency and citywide. The Human Resources Director completed the Agency Personnel Officer (APO) Master Class and also received a certificate of recognition for completion of the *New York City Human Resources Program of Professional Practices in 2006*, and completed *DCAS Diversity and Equal Employment Opportunity Basic Training* in June 2011 and *Citywide Diversity and Inclusion Training: “Everybody Matters”* in March 2013.





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14. The Human Resources Professional distributes the identity of the agency Career Counselor and ensures that all employees have access to information regarding job responsibilities, performance evaluation standards, examinations, training opportunities and job postings; informs the principal EEO Professional of the number of 55-a program participants and efforts the agency has made to employ, promote or accommodate qualified individuals with disabilities.

✓ The agency's Human Resources Professional was also appointed principal EEO Professional, Disability Rights Coordinator and Section 55-A Coordinator in July 2012. The Human Resources Professional notified employees of the identity, location and contact information of the Career Counselor via email, and was responsible for reviewing the number of 55-a program participants, and for ensuring that all employees had access to information regarding job responsibilities, performance evaluation standards, examinations, training opportunities and job postings.

**V. EEO AND REASONABLE ACCOMMODATIONS FOR EMPLOYEES/  
APPLICANTS FOR EMPLOYMENT WITH DISABILITIES:**

**Determination: The agency is in compliance with the standards for this subject area.**

15. Ensure that information regarding employee rights and obligations, and the complaint, investigation and reasonable accommodation procedures is made available in appropriate alternative formats (i.e., large print, audio tape and/or Braille) upon request to employees and applicants for employment with disabilities.

✓ The agency was prepared to provide policies and procedures in large print and audio format upon request. Via computer, the electronic version of the agency's policies and booklets can be made available in alternative format by adjusting the size of the fonts and by activating the read out loud feature. According to the agency, no requests to provide the policies in alternative format were made during the audit period.

16. Document reasonable accommodation requests and their outcomes.

✓ The principal EEO Professional was responsible for documenting reasonable accommodation requests using *Request for Reasonable Accommodation* forms, and maintained a log of requests detailing applicant's name, basis of request, date filed, date granted, date closed, and comments for each fiscal year.

**VI. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION - EEO PROFESSIONALS:**

**Determination: The agency is in compliance with the standards for this subject area.**

17. Appoint a principal EEO Professional to implement EEO policies and standards within the agency. The principal EEO Professional is trained and knowledgeable regarding city, federal and state EEO laws; the requirements of the agency's EEO policies, standards



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and procedures; and the prevention, investigation, and resolution of discrimination complaints.

- ✓ The agency appointed the Director of Administrative Services as the principal EEO Professional in July 2012. The Principal EEO Professional completed the Citywide Diversity and Equal Employment Opportunity *Computer Based Training* (2009); *Diversity and Equal Employment Opportunity Basic Training* (May 2012); *Citywide Diversity & Inclusion Training: Everybody Matters* (April 2013); and *Tanenbaum Workshop: Religion in the Workplace* (May 2014). In addition, the principal EEO Professional received a Certificate of Continuing Education in *FMLA Compliance* from the Rockhurst University Continuing Education Center (June 2012).
18. Ensure that EEO professionals are trained in EEO laws and procedures and know how to carry out their responsibilities under the EEO Policy.
- ✓ In addition to the principal EEO Professional, the agency appointed three EEO Counselors. EEO Counselors completed *Diversity & EEO Basic Training* in May 2012, by the Department of Citywide Diversity and EEO.
19. The principal EEO Professional reports directly to the agency head (or an approved direct report other than the General Counsel) in order to exercise the necessary authority and independent judgment to fulfill EEO responsibilities.
- ✓ The principal EEO Professional reported directly to the agency head. The agency's EEO organizational chart indicated a direct reporting relationship between the principal EEO Professional and agency head.
20. To ensure the integrity and continuity of the EEO Program, maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.
- ✓ The agency ensured the integrity and continuity of the EEO Program by maintaining documentation of meetings and communication between the agency head and the principal EEO Professional which included emails and quarterly *EEO Review Meetings* reports on EEO matters such as CEEDS reports, EEO complaints, and reasonable accommodation requests.

**VII. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION – SUPERVISORS/MANAGERS:**  
**Determination: The agency is in compliance with the standards for this subject area.**

21. Establish and administer an annual managerial/non-managerial performance evaluation program to be used for probationary periods, promotions, assignments, incentives and training.

- ✓ The agency established and administered its annual managerial *Performance Evaluation Plan* and *Non- Managerial Performance Evaluations & Contracts* plan. A memo was sent to supervisors and managers informing them of their responsibility for ensuring that all subordinates complete and submit the performance evaluation forms. In addition, email notifications were sent to employees informing them of the evaluation period and of the performance standards used as the basis of the evaluation. A list of completed evaluations was provided.
22. The managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).
- ✓ The agency head's EEO Policy memo reminded managers and supervisors that their performance evaluation included a rating for EEO Compliance. Section IV of the *Performance Evaluation Plan* form included a *Human Resources* component which covers responsibilities for managers to: "Assure that people are appropriately employed, effectively and efficiently utilized, and dealt with in a fair and equitable manner." The rating for managerial responsibilities included the following components: "Personnel Management: Projecting the number and types of staff needed by the work unit and using various personnel management system components (e.g. recruitment, selection, promotion, performance appraisal) in managing the work unit; and Supervision: Providing day-to-day guidance and oversight of subordinates (e.g. work assignments, consultation, etc.) and actively working to promote and recognize performance." The agency's *Non-Managerial Performance Evaluation* form also included a rating for Supervisors only on "EEO Performance: Support of Agency's EEO policies, programs, and procedures."

#### VIII. REPORTING STANDARD FOR AGENCY HEAD:

**Determination:** The agency is in compliance with the standards for this subject area.

23. Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.
- ✓ The agency submitted its Annual Plans of measures and programs to provide equal employment opportunity and quarterly reports for the fiscal years (FY) 2012, 2013, 2014 and 2015.



After implementation of the EEPC's corrective actions, if any:

24. The agency head distributes a memorandum informing employees of the changes implemented in the EEO program pursuant to the EEPC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

Final Action: Distribute a memorandum signed by the agency head informing employees of the changes implemented in the EEO program pursuant to the EEPC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

**Conclusion**

The agency has 4 required corrective action(s) at this time.

Pursuant to Chapter 36 of the New York City Charter, your agency has the *option* to respond to this *preliminary determination*, but must respond to our Final Determination if corrective action is required.

*Optional Response to preliminary determination:* If submitted, your optional response should indicate, with attached documentation, what steps your agency has taken or will take to implement the prescribed corrective actions, and must be received in our office within 14 days from the date of this letter. No extensions will be granted for the *option* to respond to the *preliminary determination*.

*(Optional Conference)* During the Optional Conference, we will discuss the immediate steps your agency should take and address questions regarding your agency's implementation of the prescribed corrective action(s).

*(No Response Option)* If your agency does not respond to this preliminary determination within 14 days, it will become the EEPC's Final Determination.


*Mandatory Response to Final Determination:* Following this preliminary determination, the EEPC will issue a Final Determination where we may modify or eliminate the corrective actions based on verified information; identify remaining action which requires further monitoring in order to ensure implementation; and assign a mandatory compliance-monitoring period of up to 6 months for this purpose. Pursuant to Chapter 36 of the New York City Charter your agency must respond to our Final Determination within 30 days. Your response to the Final Determination will initiate the compliance monitoring period.



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In closing, we want to thank you and your staff for the cooperation extended to the Equal Employment Practices Commission's EEO Program Analysts during the course of our audit and analysis.

Respectfully Submitted by,



Elona Shehu, EEO Program Analyst

Approved by,



Charise L. Terry, PHR  
Executive Director

c: Diana Bicchetti, principal EEO Professional

**APPENDIX 1**

**Office of Payroll Administration**

**DESCRIPTION OF EEO JOB CATEGORIES**

**DESCRIPTION OF  
CITYWIDE EQUAL EMPLOYMENT OPPORTUNITY DATABASE SYSTEM (CEEDS)  
JOB GROUP CATEGORIES**

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

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

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

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

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

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

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

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

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

**010 Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: health technicians (clinical laboratory, dental hygienists, health records, radiologic

and licensed practical nurses), electrical and electronic technicians, engineering technicians (electrical, electronic, industrial, and mechanical), drafting occupations, surveying and mapping technicians, science technicians, airline pilots and navigators, air traffic controllers, broadcast equipment operators, computer programmers, legal assistants, investigators, and kindred workers.

**011 Sales:** Not applicable.

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

**013 Clerical:** Occupations in which employees are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. This category includes: cashiers, computer operators, word processors, secretaries, stenographers, typists, ticket agents, receptionists, clerks (information, personnel, file, library, records), bookkeepers, office machine operators, telephone operators, messengers, dispatchers, stock clerks, meter readers, office aides, general office clerks, bank tellers and kindred workers.

**014 Household Services:** Not applicable.

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

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

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

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

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

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

**021 Health Services:** Occupations in which employees are responsible for assisting health professionals in maintaining and promoting the health, hygiene and safety of the general public. This category includes: dental assistants, dietary aides, public health assistants, nurse's aides, institutional aides, health aides, orderlies, and kindred workers.

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



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

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

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

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

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

**028 Laborers:** Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public, or which contribute to the upkeep and care of buildings and facilities. There are no job qualification requirements for titles in this category. This category includes: skilled craft helpers and apprentices, construction laborers, stock handlers, garage and service station related occupations, car cleaners, seasonal park helpers, track workers, assistant highway repairers and kindred workers.

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

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

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

APPENDIX 2

Office of Payroll Administration

Work Force Composition Summary  
4<sup>th</sup> Quarter FY 2015







APPENDIX 3

Office of Payroll Administration  
Ethnic/Gender Summary by Agency, Type, Job Group, And Title

4<sup>th</sup> Quarter FY 2015

RUN DATE: 07/02/15  
 RUN TIME: 15:26:14.4

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES  
 CITYWIDE EQUAL EMPLOYMENT DATABASE SYSTEM (CEEDS)  
 ETHNIC/GENDER SUMMARY BY AGENCY, TYPE, JOB GROUP, AND TITLE  
 QUARTER 4  
 FY 2015

PAGE: 64  
 REPORT: EBMPR343

AGENCY : 131 OFFICE OF PAYROLL ADMINISTRATION

TITLE CODE/DESCRIPTION	MALE							FEMALE					TOTAL
	WHITE	BLACK	HISP	ASIAN	AM IND	UN- KNOWN	WHITE	BLACK	HISP	ASIAN	AM IND	UN- KNOWN	

NEW HIRES

EEO JOB GROUP : 002 MANAGERS  
 10050 COMPUTER SYSTEMS MAN 0 0 1 0 0 0 0 0 0 0 0 0 0  
 EEO JOB GROUP TOTAL.....: 0.00 50.00 0.00 50.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

EEO JOB GROUP : 003 MANAGEMENT SPECIALISTS  
 1002D ADMINISTRATIVE STAFF 0 0 0 0 0 0 0 0 0 0 0 0 0  
 40510 ACCOUNTANT 0 0 0 0 0 0 0 0 0 0 0 0 0  
 EEO JOB GROUP TOTAL.....: 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

EEO JOB GROUP : 004 SCIENCE PROFESSIONALS  
 13632 COMPUTER SPECIALIST 0 0 0 2 0 0 0 0 0 0 0 0 0  
 EEO JOB GROUP TOTAL.....: 0.00 0.00 0.00 100.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

NEW HIRES TOTAL.....: 0.00 16.67 0.00 50.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

PROMOTIONS

EEO JOB GROUP : 031 PARA PROFESSIONAL OCCUPATIONS  
 56057 COMMUNITY ASSOCIATE 1 1 0 0 0 0 0 0 0 0 0 0 0  
 EEO JOB GROUP TOTAL.....: 25.00 25.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

PROMOTIONS TOTAL.....: 25.00 25.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 100.00

SEPARATIONS

EEO JOB GROUP : 013 CLERICAL  
 10251 CLERICAL ASSOCIATE 0 0 0 0 0 0 0 1 0 0 0 0 0  
 EEO JOB GROUP TOTAL.....: 0.00 0.00 0.00 0.00 0.00 0.00 0.00 25.00 0.00 0.00 0.00 0.00 100.00

RUN DATE: 07/02/15  
 RUN TIME: 15:26:14.4

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES  
 CITYWIDE EQUAL EMPLOYMENT DATABASE SYSTEM (CEEDS)  
 ETHNIC/GENDER SUMMARY BY AGENCY, TYPE, JOB GROUP, AND TITLE  
 QUARTER 4 FY 2015

PAGE: 65  
 REPORT: EBMPPR343

AGENCY : 131 OFFICE OF PAYROLL ADMINISTRATION

TITLE CODE/DESCRIPTION	MALE					FEMALE					UNKNWN	TOTAL		
	WHITE	BLACK	HISP	ASIAN PACTS	AM IND ALASK	UN- KNOWN	WHITE	BLACK	HISP	ASIAN PACTS			AM IND ALASK	UN- KNOWN
SEPARATIONS TOTAL...:	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00
	0	0	0	0	0	0	1	0	0	0	0	0	0	1
	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00

TOTAL EMPLOYEES FOR AGENCY...:	27	16	7	15	1	0	23	36	18	13	0	0	0	156
	17.30	10.26	4.49	9.62	0.64	0.00	14.74	23.08	11.54	8.33	0.00	0.00	0.00	100.00



## APPENDIX 4

### Office of Payroll Administration

#### CEEDS Work Force Compared With Internal & External Pools

2<sup>ND</sup> Quarter FY 2015

4<sup>th</sup> Quarter FY 2015



RUN DATE: 01/05/15  
 RUN TIME: 8:19:56  
 FY2015 Q2

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 EEO VARIABLE: GEN GENDER

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E B D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 64  
 PROGRAM: EBP961  
 EXTRACT DATE: 12/31/14  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: .050

JOB GROUP	INCOME TOTAL	MALE		FEMALE		GENDER U	
		OBSRV	EXPECT	OBSRV	EXPECT	OBSRV	EXPECT
001 ADMINISTRATORS	1	1	1	0	0	0	1
002 MANAGERS	27	16	14	11	11	0	1
003 MNGMNT SPECS	39	12	22	27	16	0	1
004 SCIENCE PROFMS	33	22	22	11	10	0	1
010 TECHNICIANS	3	2	3	3	2	0	1
012 CLERICAL SDPS	19	5	4	14	15	0	1
013 CLERICAL	20	2	6	18	14	0	1
022 BUILD SERV	1	1	0	0	1	0	0
031 PARA PROFESSION	1	0	1	1	0	0	1

RUN DATE: 07/02/15  
 RUN TIME: 14:25:28  
 FY2015 Q4

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E D S WITH INTERNAL & EXTERNAL POOLS  
 WORK FORCE COMPARED TO AGENCY/JOBGROUP LEVEL

PAGE: 63  
 PROGRAM: EHP961  
 EXTRACT DATE: 06/30/15

EEO VARIABLE: 131 OFFICE OF PAYROLL ADMINISTRATION  
 ETH ETHNICITY

PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: .050

JOB GROUP	INCMB TOTAL		WHITE		BLACK		HISPANIC		ASIAN		NATIVE A		ETH UNKN	
	OBSRV	EXPT I	OBSRV	EXPT I	OBSRV	EXPT I	OBSRV	EXPT I	OBSRV	EXPT I	OBSRV	EXPT I	OBSRV	EXPT I
001 ADMINISTRATORS	1	1	0	1	0	0	1	0	0	0	0	0	0	0
002 MANAGERS	30	15	16	15	7	6	2	4	5	3	0	0	0	1
003 MNGMNT SPECS	41	17	14	17	17	12	6	5	4	5	0	0	0	1
004 SCIENCE PROFMS	36	16	12	16	7	6	3	4	13	8	1	0	0	1
008 LAWYERS	1	1	1	1	0	0	0	0	0	0	0	0	0	0
010 TECHNICIANS	1	1	0	1	1	0	0	0	0	0	0	0	0	0
012 CLERICAL SUPS	19	4	3	4	8	11	3	3	3	1	0	0	0	0
013 CLERICAL	22	4	3	4	9	12	5	3	3	2	0	0	0	1
022 BUIDL SERV	1	1	0	1	1	0	0	0	0	0	0	0	0	0
031 PARA PROFESSION	4	1	1	1	2	1	1	1	0	0	0	0	0	0

RUN DATE: 07/02/15  
 RUN TIME: 14:25:28  
 FY2015 Q4

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 WORK FORCE COMPARED WITH SYSTEMS OF INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 64  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: .050

JOB GROUP	INCOMB TOTAL		MALE		FEMALE		GENDER U	
	OBSRV	EXPECT	OBSRV	EXPECT	OBSRV	EXPECT	OBSRV	EXPECT
001 ADMINTSTRATORS	1	1	1	1	0	0	0	0
002 MANAGERS	30	16	18	16	12	13	0	1
003 MNGMNT SPECS	41	23	12	23	29	17	0	1
004 SCIENCE PROFNS	36	24	25	24	11	11	0	1
008 LAWYERS	1	1	0	1	1	0	0	0
010 TECHNICIANS	1	1	0	1	1	0	0	0
012 CLERICAL SUPS	19	4	5	4	14	15	0	0
013 CLERICAL	22	1	2	1	20	0	0	1
022 BUILD SERV	1	1	1	1	0	0	0	0
031 PARA PROFESSION	4	2	2	2	2	2	0	0

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 342  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATORS  
 JOB GROUP: 001 ADMINISTRATORS

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.5092	0.51	-0.51	-1.02	0.154	N - N<=8
ETH	BLACK	0	1	1	.1743	0.17	-0.17	-0.46	0.323	N - N<=8
ETH	HISPANIC	1	0	1	.1543	0.15	0.85	2.34	<.01	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.1123	0.11	-0.11	-0.36	0.361	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0068	0.01	-0.01	-0.08	0.467	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0247	0.02	-0.02	-0.16	0.437	N - N<=8
GEN	MALE	1	0	1	.5906	0.59	0.41	0.83	0.203	N - N<=8
GEN	FEMALE	0	1	1	.3841	0.38	-0.38	-0.79	0.215	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0046	0.00	-0.00	-0.07	0.473	N - N<=8

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 002 MANAGERS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E F E D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 343  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL. %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	16	14	30	.5133	15.40	0.60	0.22	0.413	
ETH	BLACK	7	23	30	.1889	3.67	1.33	0.62	0.267	
ETH	HISPANIC	2	28	30	.1297	3.89	-1.89	-1.03	0.152	U-80%RUL
ETH	ASIAN / PAC ISL	5	25	30	.1017	3.05	-1.95	-1.18	0.120	
ETH	NATIVE AMERICAN	0	30	30	.0018	0.05	-0.05	-0.23	0.408	N-05%RUL
ETH	ETH UNKNOWN	0	30	30	.0402	1.21	-1.21	-1.12	0.131	N-05%RUL
GEN	MALE	18	12	30	.5345	16.03	1.97	0.72	0.236	
GEN	FEMALE	12	18	30	.4206	12.62	-0.62	-0.23	0.410	
GEN	GENDER UNKNOWN	0	30	30	.0197	0.59	-0.59	-0.78	0.219	N-05%RUL

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 003 MNGMNT SPECS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E R D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

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 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	14	27	41	.4094	16.79	-2.79	-0.88	0.188	N-05%RUL
ETH	BLACK	17	24	41	.2938	12.13	4.87	1.67	0.048	N-05%RUL
ETH	HISPANIC	6	35	41	.1295	5.31	0.69	0.32	0.374	N-05%RUL
ETH	ASIAN / PAC ISL	4	37	41	.1301	5.33	-1.33	-0.62	0.268	N-05%RUL
ETH	NATIVE AMERICAN	0	41	41	.0022	0.09	-0.09	-0.30	0.382	N-05%RUL
ETH	ETH UNKNOWN	0	41	41	.0207	0.85	-0.85	-0.93	0.176	N-05%RUL
GEN	MALE	12	29	41	.5718	23.44	-11.4	-3.61	<.01	U
GEN	FEMALE	29	12	41	.4032	16.53	12.47	3.97	<.01	O
GEN	GENDER UNKNOWN	0	41	41	.0126	0.52	-0.52	-0.72	0.235	N-05%RUL



RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 004 SCIENCE PROFNS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E F D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

USING BINOMIAL TEST

PAGE: 345  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	12	24	36	.4568	16.44	-4.44	-1.49	0.068	U-80&RUL
ETH	BLACK	7	29	36	.1762	6.34	0.66	0.29	0.387	
ETH	HISPANIC	3	33	36	.1023	3.68	-0.68	-0.38	0.354	
ETH	ASTAN / PAC ISL	13	23	36	.2258	8.13	4.87	1.94	0.026	
ETH	NATIVE AMERICAN	1	35	36	.0024	0.09	0.91	3.11	<.01	
ETH	ETH UNKNOWN	0	36	36	.0315	1.13	-1.13	-1.08	0.140	N-05&RUL
GEN	MALE	25	11	36	.6586	23.71	1.29	0.45	0.325	
GEN	FEMALE	11	25	36	.3131	11.27	-0.27	-0.10	0.461	
GEN	GENDER UNKNOWN	0	36	36	.0201	0.72	-0.72	-0.86	0.195	N-05&RUL

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 008 LAWYERS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 346  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	0	1	.5889	0.59	0.41	0.84	0.202	N - N<=8
ETH	BLACK	0	1	1	.1310	0.13	-0.13	-0.39	0.349	N - N<=8
ETH	HISPANIC	0	1	1	.1020	0.10	-0.10	-0.34	0.368	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0721	0.07	-0.07	-0.28	0.390	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0011	0.00	-0.00	-0.03	0.487	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0200	0.02	-0.02	-0.14	0.443	N - N<=8
GEN	MALE	0	1	1	.4396	0.44	-0.44	-0.89	0.188	N - N<=8
GEN	FEMALE	1	0	1	.4738	0.47	0.53	1.05	0.146	N - N<=8
GEN	UNKNOWN	0	1	1	.0010	0.00	-0.00	-0.03	0.487	N - N<=8

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C F E D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

AGENCY:  
 JOB GROUP:

131 OFFICE OF PAYROLL ADMINISTRATTION  
 010 TECHNICIANS

PAGE: 347  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.3514	0.35	-0.35	-0.74	0.231	N - N<=8
ETH	BLACK	1	0	1	.3293	0.33	0.67	1.43	0.077	N - N<=8
ETH	HISPANIC	0	1	1	.1923	0.19	-0.19	-0.49	0.313	N - N<=8
ETH	ASTAN / PAC ISL	0	1	1	.1005	0.10	-0.10	-0.33	0.369	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0027	0.00	-0.00	-0.05	0.479	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0182	0.02	-0.02	-0.14	0.446	N - N<=8
GEN	MALE	0	1	1	.6181	0.62	-0.62	-1.27	0.102	N - N<=8
GEN	FEMALE	1	0	1	.3662	0.37	0.63	1.32	0.094	N - N<=8
GEN	UNKNOWN	0	1	1	.0098	0.01	-0.01	-0.10	0.460	N - N<=8

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
 FY2015 Q4

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 012 CLERICAL SUPS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 CEEDS SYSTEM WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 348  
 PROGRAM: EBPp961  
 EXTRACT DATE: 06/30/15  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	16	19	.2238	4.25	-1.25	-0.69	0.245	U-80%RUL
ETH	BLACK	8	11	19	.5619	10.68	-2.68	-1.24	0.108	U-80%RUL
ETH	HISPANIC	5	14	19	.1348	2.56	2.44	1.64	0.051	O
ETH	ASIAN / PAC ISL	3	16	19	.0511	0.97	2.03	2.11	0.017	N-05%RUL
ETH	NATIVE AMERICAN	0	19	19	.0038	0.07	-0.07	-0.27	0.394	N-05%RUL
ETH	ETH UNKNOWN	0	19	19	.0245	0.47	-0.47	-0.69	0.245	N-05%RUL
GEN	MALE	5	14	19	.2093	3.98	1.02	0.58	0.282	N-05%RUL
GEN	FEMALE	14	5	19	.7769	14.76	-0.76	-0.42	0.337	N-05%RUL
GEN	GENDER UNKNOWN	0	19	19	.0138	0.26	-0.26	-0.52	0.303	N-05%RUL

RUN DATE: 07/02/15  
 RUN TIME: 14:23:27  
 FY2015 Q4

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C H E D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

PAGE: 349  
 PROGRAM: EBP961  
 EXTRACT DATE: 06/30/15

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 013 CLERICAL  
 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL. %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	19	22	.1867	4.11	-1.11	-0.61	0.272	U-80%RUL
ETH	BLACK	9	13	22	.5347	11.76	-2.76	-1.18	0.119	U-80%RUL
ETH	HISPANIC	7	15	22	.1509	3.32	3.68	2.19	0.014	O
ETH	ASIAN / PAC ISL	3	19	22	.0716	1.58	1.42	1.18	0.119	N-05%RUL
ETH	NATIVE AMERICAN	0	22	22	.0039	0.09	-0.09	-0.29	0.385	N-05%RUL
ETH	ETH UNKNOWN	0	22	22	.0478	1.05	-1.05	-1.05	0.147	N-05%RUL
GEN	MALE	2	20	22	.2820	6.20	-4.20	-1.99	0.023	U
GEN	FEMALE	20	2	22	.6776	14.91	5.09	2.32	0.010	O
GEN	GENDER UNKNOWN	0	22	22	.0359	0.79	-0.79	-0.91	0.183	N-05%RUL

RUN DATE: 07/02/15  
 RUN TIME: 14:25:27  
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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 022 BUILD SERV

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E D S I S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
 AT THE AGENCY/JOBGROUP LEVEL

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 PERSONS WITH MISSING EEO DATA INCLUDED IN CNTS  
 PROBABILITY CUT-OFF FOR IMBALANCE: 0.05

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL. %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.2141	0.21	-0.21	-0.52	0.301	N - N<=8
ETH	BLACK	1	0	1	.3208	0.32	0.68	1.46	0.073	N - N<=8
ETH	HISPANIC	0	1	1	.3373	0.34	-0.34	-0.71	0.238	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0650	0.06	-0.06	-0.26	0.396	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0027	0.00	-0.00	-0.05	0.479	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0284	0.03	-0.03	-0.17	0.432	N - N<=8
GEN	MALE	1	0	1	.6348	0.63	0.37	0.76	0.224	N - N<=8
GEN	FEMALE	0	1	1	.3223	0.32	-0.32	-0.69	0.245	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0110	0.01	-0.01	-0.11	0.458	N - N<=8

RUN DATE: 07/02/15  
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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 031 PARA PROFESSION

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 CEEDS WITH INTERNAL & EXTERNAL POOLS  
 WORK FORCE COMPARED AT THE AGENCY/JOBGROUP LEVEL  
 USING BINOMIAL TEST

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EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	3	4	.3243	1.30	-0.30	-0.32	0.375	N - N<=8
ETH	BLACK	2	2	4	.2673	1.07	0.93	1.05	0.146	N - N<=8
ETH	HISPANIC	1	3	4	.2449	0.98	0.02	0.02	0.491	N - N<=8
ETH	ASIAN / PAC ISL	0	4	4	.0964	0.39	-0.39	-0.65	0.257	N - N<=8
ETH	NATIVE AMERICAN	0	4	4	.0025	0.01	-0.01	-0.10	0.460	N - N<=8
ETH	ETH UNKNOWN	0	4	4	.0269	0.11	-0.11	-0.33	0.370	N - N<=8
GEN	MALE	2	2	4	.3798	1.52	0.48	0.50	0.310	N - N<=8
GEN	FEMALE	2	2	4	.5812	2.32	-0.32	-0.33	0.371	N - N<=8
GEN	UNKNOWN	0	4	4	.0011	0.00	-0.00	-0.07	0.474	N - N<=8

RUN DATE: 01/05/15  
 RUN TIME: 8:19:55  
 FY2015 Q2

AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATORS  
 JOB GROUP: 001 ADMINISTRATORS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 CEEDS WITH INTERNAL & EXTERNAL POOLS  
 WORK FORCE COMPARED AT THE AGENCY/JOBGROUP LEVEL

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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL. %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.5092	0.51	-0.51	-1.02	0.154	N - N<=8
ETH	BLACK	0	1	1	.1745	0.17	-0.17	-0.46	0.323	N - N<=8
ETH	HISPANIC	1	0	1	.1543	0.15	0.85	2.34	<.01	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.1123	0.11	-0.11	-0.36	0.361	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0068	0.01	-0.01	-0.08	0.467	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0247	0.02	-0.02	-0.16	0.437	N - N<=8
GEN	MALE	1	0	1	.5906	0.59	0.41	0.83	0.203	N - N<=8
GEN	FEMALE	0	1	1	.3841	0.38	-0.38	-0.79	0.215	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0046	0.00	-0.00	-0.07	0.473	N - N<=8



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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 002 MANAGERS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	16	11	27	.5133	13.86	2.14	0.82	0.205	
ETH	BLACK	5	22	27	.1889	5.10	-0.10	-0.05	0.480	U-80%RUL
ETH	HISPANIC	1	26	27	.1297	3.50	-2.50	-1.43	0.076	
ETH	ASIAN / PAC ISL	5	22	27	.1017	2.75	-0.25	-0.44	0.076	
ETH	NATIVE AMERICAN	0	27	27	.0018	0.05	-0.05	-0.22	0.413	N-05%RUL
ETH	ETH UNKNOWN	0	27	27	.0402	1.09	-1.09	-1.06	0.144	N-05%RUL
GEN	MALE	16	11	27	.5345	14.43	1.57	0.61	0.273	
GEN	FEMALE	11	16	27	.4206	11.36	-0.36	-0.14	0.445	
GEN	GENDER UNKNOWN	0	27	27	.0197	0.53	-0.53	-0.74	0.231	N-05%RUL

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 003 MNGMNT SPECS

USING BINOMIAL TEST

NEW YORK CITY DEPARTMENT OF PERSONNEL  
 C E E D S Y S T E M  
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EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	14	25	39	.4094	15.97	-1.97	-0.64	0.261	
ETH	BLACK	16	23	39	.2958	11.54	4.46	1.57	0.059	N-05&RUL
ETH	HISPANIC	4	35	39	.1295	5.05	-1.05	-0.50	0.308	
ETH	ASIAN / PAC ISL	5	34	39	.1301	5.07	-0.07	-0.04	0.486	
ETH	NATIVE AMERICAN	0	39	39	.0022	0.09	-0.09	-0.29	0.385	N-05&RUL
ETH	ETH UNKNOWN	0	39	39	.0207	0.81	-0.81	-0.91	0.182	
GEN	MALE	12	27	39	.5718	22.30	-10.3	-3.33	<.01	U
GEN	FEMALE	27	12	39	.4032	15.72	11.28	3.68	<.01	O
GEN	GENDER UNKNOWN	0	39	39	.0126	0.49	-0.49	-0.71	0.240	N-05&RUL

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 004 SCIENCE PROFS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	11	22	33	.4568	15.07	-4.07	-1.42	0.077	U-80&RUL
ETH	BLACK	7	26	33	.1762	5.81	1.19	0.54	0.294	
ETH	HISPANIC	3	30	33	.1023	3.38	-0.38	-0.22	0.415	
ETH	ASIAN / PAC ISL	11	22	33	.2258	7.45	3.55	1.48	0.070	
ETH	NAFTIVE AMERICAN	1	32	33	.0024	0.08	0.92	3.28	<.01	N-05&RUL
ETH	ETH UNKNOWN	0	33	33	.0315	1.04	-1.04	-1.04	0.150	N-05&RUL
GEN	MALE	22	11	33	.6586	21.73	0.27	0.10	0.461	
GEN	FEMALE	11	22	33	.3131	10.33	0.67	0.25	0.401	
GEN	GENDER UNKNOWN	0	33	33	.0201	0.66	-0.66	-0.82	0.205	N-05&RUL

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 010 TECHNICIANS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	1	4	5	.3514	1.76	-0.76	-0.71	0.239	N - N<=8
ETH	BLACK	3	2	5	.3293	1.85	1.35	1.22	0.099	N - N<=8
ETH	HISPANIC	1	4	5	.1923	0.96	0.04	0.04	0.483	N - N<=8
ETH	ASIAN / PAC ISL	0	5	5	.1005	0.50	-0.50	-0.75	0.227	N - N<=8
ETH	NATIVE AMERICAN	0	5	5	.0027	0.01	-0.01	-0.12	0.454	N - N<=8
ETH	ETH UNKNOWN	0	5	5	.0182	0.09	-0.09	-0.30	0.380	N - N<=8
GEN	MALE	2	3	5	.6181	3.09	-1.09	-1.00	0.158	N - N<=8
GEN	FEMALE	3	2	5	.3662	1.83	1.17	1.09	0.139	N - N<=8
GEN	UNKNOWN	0	5	5	.0098	0.05	-0.05	-0.22	0.412	N - N<=8

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 012 CLERICAL SUPS

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL. %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	16	19	.2238	4.25	-1.25	-0.69	0.245	U-80%RUL
ETH	BLACK	3	11	19	.5619	10.68	-2.68	-1.24	0.108	U-80%RUL
ETH	HISPANIC	5	14	19	.1348	2.56	2.44	1.64	0.051	O
ETH	ASIAN / PAC ISL	3	16	19	.0511	0.97	2.03	2.11	0.017	N-05%RUL
ETH	NATIVE AMERICAN	0	19	19	.0038	0.07	-0.07	-0.27	0.394	N-05%RUL
ETH	ETH UNKNOWN	0	19	19	.0245	0.47	-0.47	-0.69	0.245	N-05%RUL
GEN	MALE	5	14	19	.2093	3.98	1.02	0.58	0.282	
GEN	FEMALE	14	5	19	.7769	14.76	-0.76	-0.42	0.337	
GEN	GENDER UNKNOWN	0	19	19	.0138	0.26	-0.26	-0.52	0.303	N-05%RUL

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 013 CLERICAL

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAL	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL	% EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	3	17	20	.1867	3.73	-0.73	-0.42	0.337	U-80%RUL
ETH	BLACK	7	13	20	.347	10.69	-3.69	-1.66	0.049	O
ETH	HISPANIC	3	17	20	.1509	3.02	1.57	2.49	<.01	N-05%RUL
ETH	ASIAN / PAC ISL	0	20	20	.0716	1.43	-0.08	1.36	0.087	N-05%RUL
ETH	NATIVE AMERICAN	0	20	20	.0039	0.08	-0.08	-0.28	0.390	N-05%RUL
ETH	ETH UNKNOWN	0	20	20	.0478	0.96	-0.96	-1.00	0.158	N-05%RUL
GEN	MALE	2	18	20	.2820	5.64	-3.64	-1.81	0.035	U-80%RUL
GEN	FEMALE	18	2	20	.6776	13.55	4.45	2.13	0.017	O
GEN	UNKNOWN GENDER	0	20	20	.0359	0.72	-0.72	-0.86	0.194	N-05%RUL

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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 022 BUILD SERV

NEW YORK CITY DEPARTMENT OF PERSONNEL  
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USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUPE	OTHER THAN FOCAL GROUPE	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.2141	0.21	-0.21	-0.52	0.301	N - N<=8
ETH	BLACK	1	0	1	.3208	0.32	0.68	1.46	0.073	N - N<=8
ETH	HISPANIC	0	1	1	.3373	0.34	-0.34	-0.71	0.238	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0650	0.06	-0.06	-0.26	0.396	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0027	0.00	-0.00	-0.05	0.479	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0284	0.03	-0.03	-0.17	0.432	N - N<=8
GEN	MALE	1	0	1	.6348	0.63	0.37	0.76	0.224	N - N<=8
GEN	FEMALE	0	1	1	.3223	0.32	-0.32	-0.69	0.245	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0110	0.01	-0.01	-0.11	0.458	N - N<=8

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 C E E D S Y S T E M  
 WORK FORCE COMPARED WITH INTERNAL & EXTERNAL POOLS  
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AGENCY: 131 OFFICE OF PAYROLL ADMINISTRATION  
 JOB GROUP: 031 PARA PROFESSION

USING BINOMIAL TEST

EEO VAR	EEO VAL	FOCAL GROUP	OTHER THAN FOCAL GROUP	TOTAL	AVAIL %	EXPECTED #	DIFFERENCE	Z-SCORE	PROBABILITY	IMBAL
ETH	WHITE	0	1	1	.3243	0.32	-0.32	-0.69	0.244	N - N<=8
ETH	BLACK	1	0	1	.2673	0.27	0.73	1.66	0.049	N - N<=8
ETH	HISPANIC	0	1	1	.2449	0.24	-0.24	-0.57	0.285	N - N<=8
ETH	ASIAN / PAC ISL	0	1	1	.0964	0.10	-0.10	-0.33	0.372	N - N<=8
ETH	NATIVE AMERICAN	0	1	1	.0025	0.00	-0.00	-0.05	0.480	N - N<=8
ETH	ETH UNKNOWN	0	1	1	.0269	0.03	-0.03	-0.17	0.434	N - N<=8
GEN	MALE	0	1	1	.3798	0.38	-0.38	-0.78	0.217	N - N<=8
GEN	FEMALE	1	0	1	.5812	0.58	0.42	0.85	0.198	N - N<=8
GEN	GENDER UNKNOWN	0	1	1	.0011	0.00	-0.00	-0.03	0.487	N - N<=8





**OFFICE OF PAYROLL ADMINISTRATION**

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

**Roy Mogilanski**  
Executive Director

[www.nyc.gov/payroll](http://www.nyc.gov/payroll)

September 1, 2015

Via email: to [cterry@eepc.nyc.gov](mailto: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 4<sup>th</sup> 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, 2<sup>nd</sup> 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 4<sup>th</sup> 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 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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 4<sup>th</sup> 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 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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 4<sup>th</sup> 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 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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.



Angela Cabrera  
Malini Cadambi Daniel  
Elaine S. Reiss, Esq.  
Arva R. Rice  
Commissioners

Charise L. Terry, PHR  
Executive Director

Judith Garcia Quiñonez, Esq.  
Executive Agency Counsel/  
Deputy Director

253 Broadway  
Suite 602  
New York, NY 10007

212. 615. 8939 tel.  
212. 615. 8931 fax

**BY MAIL AND EMAIL**

September 9, 2015

Roy Mogilanski  
Acting Executive Director  
Office of Payroll Administration  
1 Centre Street, Rm. 200N  
New York, NY 10007

RE: Resolution #: **2015/131**: Final Determination Pursuant to the Audit and Analysis of the Office of Payroll Administration's Employment Practices and Procedures from January 1, 2012 to December 31, 2014.

Dear Executive Director Mogilanski:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you for your September 1, 2015 response to our August 18, 2015 Preliminary Determination and for the cooperation extended to our staff during the course of this audit.

As indicated in our Preliminary Determination, this Commission has adopted uniform standards<sup>1</sup> to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. The attached Determination contains the Commission's findings and required corrective actions pertaining to the referenced audit and analysis of your agency's employment practices and procedures.

**Chapter 36, Section 832.c of the New York City Charter requires that: 1) the EEPC assign a 6-month compliance period to monitor your agency's efforts to eliminate remaining required corrective actions; and 2) the agency provide a written response within 30 days from the date of this letter indicating corrective action taken.**

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<sup>1</sup> Founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; New York City Human Rights Law (NYC Administrative Code, §§8-107.1(a) and 8-107.13(d)); New York State Civil Service Law §55-a; Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7) and the equal employment opportunity requirements of the New York City Charter.



The assigned compliance-monitoring period is: October 2015 to March 2016.

**If corrective actions remain:** Your agency's response should indicate (with attached documentation) what steps your agency has taken, or will take, to implement the corrective actions. Upon your agency's completion of the final corrective action, this Commission requires a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit/analysis and re-emphasizes commitment to the EEO program. Once received, a *Determination of Compliance* will be issued.

**If no corrective actions remain:** Your agency is exempt from the aforementioned monitoring period. However, this Commission requires a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit/analysis and re-emphasizes commitment to the EEO program. This will be considered your agency's final action. Upon receipt of the memo, a *Determination of Compliance* will be issued.

If there are further questions regarding this Final Determination or the compliance process, please have the Principal EEO Professional call Marie Giraud, Esq., Agency Attorney/Director of Compliance Monitoring at 212-615-8942.

Thank you and your staff for your continued cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Charise L. Terry".

Charise L. Terry, PHR  
Executive Director

c: Diana Bicchetti, Principal EEO Professional

## FINAL DETERMINATION

The Equal Employment Practices Commission's findings and required corrective actions are based on the audit methodology which includes collection and analysis of the documents, records and data the agency provides in response to the *EEPC Document and Information Request Form*; responses to the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, responses to the *EEPC Employee Survey* and the *EEPC Supervisor/Manager Survey*, review of the agency's *Annual EEO Plans* and *Quarterly EEO Reports* and analysis of workforce and utilization data from the *Citywide Equal Employment Database System*. Additional research and follow-up discussions or interviews were conducted, when appropriate.

After reviewing the agency's response<sup>2</sup>, if applicable, our Final Determination is as follows:

### Monitoring Required

The agency's implementation of the following required corrective actions will be monitored during the assigned compliance monitoring period.

#### 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.

*Agency Response:* [...] 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," 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 provided a copy of the "NYC Guide to Recruiting for City Agencies".

*EEPC Response:* The EEPC recognizes the agency's efforts. An agency assessment of recruitment efforts will be required during the compliance-monitoring period. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

#### 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

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<sup>2</sup> Excerpts are italicized.

utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.

Agency Response: *The agency head and EEO officer review CEEDS data on a quarterly basis when reviewing the agency quarterly report for submission. The 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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. [...] 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. OPA will utilize this guide and expand recruitment efforts as practicable and necessary.*

EEPC Response: The EEPC recognizes the agency's efforts. An agency assessment of selection procedures will be required during the compliance-monitoring period. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

### **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.

Agency Response: *The 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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.*

EEPC Response: The EEPC recognizes the agency's efforts. Submit documentation of the titles included in the job groups and the agency's efforts or plan to address these imbalances. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

### **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.

*Agency Response: The 2<sup>nd</sup> Quarter and 4<sup>th</sup> 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.*

EEPC Response: The EEPC recognizes the agency's efforts. Submit documentation of the titles included in the job groups and the agency's plan to ensure the competencies, skills, and abilities required for these positions are updated, job related and required by business necessity. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

Thank you and your staff for your continued cooperation.

**EQUAL EMPLOYMENT PRACTICES COMMISSION  
CITY OF NEW YORK**

**RESOLUTION # 2015/131:** Final Determination pursuant to the Audit: Review, Evaluation and Monitoring of the Office of Payroll Administration's Employment Practices and Procedures from January 1, 2012 to December 31, 2014.

Whereas, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to insure equal employment opportunity for minority group members and women; and

Whereas, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPD Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

Whereas, pursuant to its audit of the Office of Payroll Administration's Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated August 18, 2015, setting forth findings and the following required corrective actions:

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.
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.
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.

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.

Whereas, the agency submitted its response to the EEPC's Preliminary Determination letter, on September 1, 2015; and

Whereas, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC considered the agency's response and issued a Final Determination on September 9, 2015, and indicated that corrective action(s) Nos. 1, 2, 3, and 4 require compliance monitoring; and

Whereas, in accordance with Chapter 36, Section 832 (c) of the City Charter, the EEPC is required to monitor the agency for a period not to exceed six months, from October 2015 through March 2016, to determine whether it implemented remaining required corrective actions; and

Whereas, in accordance with Chapter 36, Section 832 (c) of the City Charter, the agency is required to respond in 30 days and make monthly reports thereafter to the Commission on the progress of implementation of such corrective actions; and

Whereas, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now Therefore,

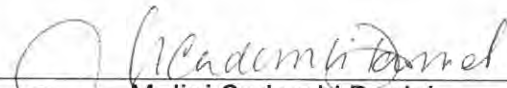
**Be It Resolved,**

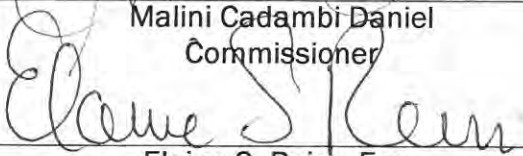
that the Commission adopts this Final Determination regarding the Office of Payroll Administration.

Approved unanimously on September 21, 2015.

  
\_\_\_\_\_  
Angela Cabrera  
Commissioner

  
\_\_\_\_\_  
Arva Rice  
Commissioner

  
\_\_\_\_\_  
Malini Cadambi Daniel  
Commissioner

  
\_\_\_\_\_  
Elaine S. Reiss, Esq.  
Commissioner



## OFFICE OF PAYROLL ADMINISTRATION


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

ROY MOGILANSKI  
Executive Director

ANDREA GLICK  
First Deputy Executive Director

### MEMORANDUM

To: Charise L. Terry, PHR  
Executive Director

From: Roy Mogilanski 

Date: October 6, 2015

Subject: Response to EEPC Final Determination

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#### Response to EEPC Final 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 has obtained the “NYC Guide to Recruiting for City Agencies” (See 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, 2<sup>nd</sup> 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 4<sup>th</sup> 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.**

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. OPA will utilize this guide and expand recruitment efforts as practicable and necessary.

- **The 4<sup>th</sup> 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.**

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 4<sup>th</sup> 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.**

OPA will work with DCAS or the Civil Service Commission in the future, if applicable.

cc: Andrea Glick  
Diana Bicchetti



## OFFICE OF PAYROLL ADMINISTRATION

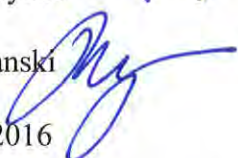
One Centre Street, Room 200N, New York, New York 10007

ROY MOGILANSKI  
Executive Director

ANDREA GLICK  
First Deputy Executive Director

### MEMORANDUM

To: OPA Employees

From: Roy Mogilanski 

Date: March 15, 2016

Subject: Equal Employment Practices Commission Audit

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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.

OPA has implemented the following corrective actions and, as a result, has successfully completed the EEOC Compliance Monitoring period:

- OPA has posted managerial discretionary positions in under-represented group establishments such as "The Association of Latino Professionals For America" (ALPFA)
- OPA has coordinated Structured Interviewing Training for hiring managers and interviewers for April 2016.

- All job postings have been, and continue to be, reviewed to ensure they remain objective and job specific
- HR for OPA is reviewing and maintaining a list of all interview questions. Interview questions are reviewed to ensure they remain objective and job specific.
- OPA has reached out to the DCAS Examinations Unit to express the need to advertise civil service Notices of Examination (NOE) to underrepresented Civil Service list titles.

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:

[REDACTED], OPA EEO OFFICER, 55-A PROGRAM & ADA COORDINATOR  
2 Lafayette Street, Room 1233

[REDACTED] OPA EEO COUNSELOR  
450 West 33rd Street, 10th Floor

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 [REDACTED] and she will arrange a time for you to view the report.



**EQUAL EMPLOYMENT PRACTICES COMMISSION  
CITY OF NEW YORK**

**RESOLUTION #2014/131C-002:** Determination of **Compliance** (Monitoring Period Required) by the Office of Payroll Administration with the Equal Employment Practices Commission's required corrective actions pursuant to the Review, Evaluation and Monitoring of the Employment Practices and Procedures from January 1, 2012 to December 31, 2014.

**Whereas**, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to ensure equal employment opportunity for minority group members and women; and

**Whereas**, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPC Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* and to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

**Whereas**, pursuant to its audit and analysis of the Office of Payroll Administration (OPA) Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated August 18, 2015, setting forth findings and the following required corrective actions:

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.
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
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.
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.

**Whereas**, the OPA submitted its response to the EEPC's Preliminary Determination letter, on September 1, 2015; and

**Whereas**, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC considered the agency's response and issued a Final Determination on September 9, 2015, which agreed and accepted documentation for implementation of the aforementioned corrective actions, with corrective actions Nos. 1, 2, 3 and 4, remaining;

**Whereas**, the OPA submitted its response to the EEPC's final determination letter, on October 6, 2015, and

**Whereas**, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC monitored the agency's implementation of the remaining corrective actions from October 2015 through March 2016 with no extension of the monitoring period;

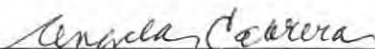
**Whereas**, at the EEPC's request pursuant to Section 815.a.(15) of the New York City Charter, the OPA submitted a copy of the agency head's memorandum to staff dated March 15, 2016, which outlined the corrective actions implemented in response to the EEPC's audit and reiterated his commitment to the agency's EEO Program; and


**Whereas**, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now therefore,

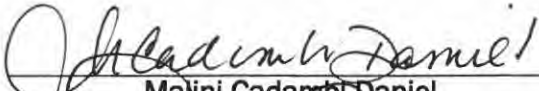
**Be It Resolved**, that the Office of Payroll Administration has implemented the required corrective actions deemed necessary to ensure compliance with the equal employment opportunity standards of this Commission and requirements of Chapters 35 and 36 of the NYC Charter.

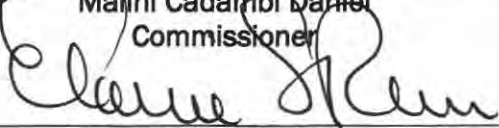
**Be It Resolved**, that the Commission will forward this Final Resolution to the Executive Director Roy Mogilanski, the Office of Payroll Administration.

Approved unanimously on March 24, 2016.

  
\_\_\_\_\_  
Angela Cabrera  
Commissioner

  
\_\_\_\_\_  
Arva Rice  
Commissioner

  
\_\_\_\_\_  
Malini Cadambal Daniel  
Commissioner

  
\_\_\_\_\_  
Elaine S. Reiss, Esq.  
Commissioner

**NYC**  
Equal Employment  
Practices Commission

Angela Cabrera  
Malini Cadambi Daniel  
Elaine S. Reiss, Esq.  
Arva R. Rice  
Commissioners

Charise L. Terry, PHR  
Executive Director

Judith Garcia Quiñonez, Esq.  
Executive Agency Counsel/  
Deputy Director

Marie Giraud, Esq.  
Agency Attorney/  
Director of Compliance  
Monitoring

253 Broadway  
Suite 602  
New York, NY 10007

212. 615. 8939 tel.  
212. 615. 8931 fax

March 24, 2016

Roy Mogilanski  
Acting Executive Director  
Office of Payroll Administration  
1 Centre Street, Rm. 200N  
New York, NY 10007

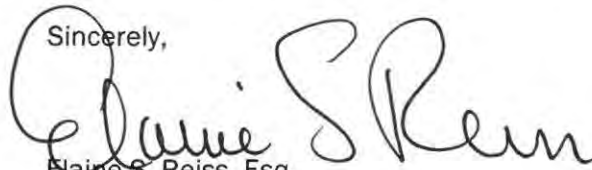
Re: Resolution #2016/ 131C-002: Determination of Agency  
Compliance

Dear Executive Director Mogilanski:

On behalf of the members of the Equal Employment Practices Commission (EEPC or Commission), I want to formally notify you that the Commission has issued the attached Determination of Compliance to the Office of Payroll Administration. This Commission has determined that the Office of Payroll Administration has implemented the required corrective actions for ensuring a fair and effective affirmative employment program of equal opportunity as required by the equal employment opportunity standards of this Commission and Chapters 35 and 36 of the New York City Charter.

On behalf of this Commission, I want to thank you and Principal EEO Professional Diana Bicchetti for the cooperation extended to the EEPC during the compliance-monitoring period.

Sincerely,



Elaine S. Reiss, Esq.  
Commissioner

c: Diana Bicchetti, Principal EEO Professional, OPA  
Marie E. Giraud, Esq., Agency Attorney/Director of Compliance  
Monitoring

EEPC

EQUAL EMPLOYMENT PRACTICES COMMISSION

This

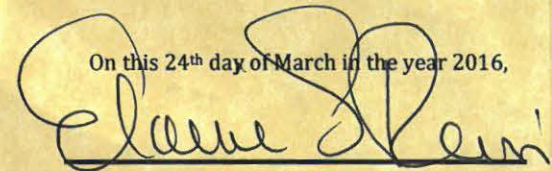
# Determination of Compliance

is issued to the

## Office of Payroll Administration


*for successfully implementing 4 of 4 required corrective actions pursuant to the Equal Employment Practices Commission's Employment Practices and Procedures Audit for the period from January 1, 2012 to this date.*

On this 24<sup>th</sup> day of March in the year 2016,



Elaine S. Reiss, Esq., Commissioner

*In care of Executive Director Troy Mogilanski  
and Principal EEO Professional Diana Bicchetti*



Charise L. Terry, PHR, Executive Director