



FY 2023 The NYC Government Workforce Insights Report

Local Law 14 (2019)

Table of Contents

Introduction and Executive Summary	2
Summary of Findings.....	2
Data and Methodology.....	3
NYC Workforce Profile Report and Affirmative Employment Practices	4
A. NYC Workforce Profile Report	4
B. New York City’s Efforts to Ensure and Enhance Equity	6
C. Statistics on Hiring, Salary and Promotion by Job Category and Demographics	7
D. Discretionary Vacancies and Applicants for Job Openings	18
E. Diversity Recruitment Initiatives Across Various City Agencies	26
F. Initiatives to Promote Opportunities for Women and Minorities Currently in the City’s Workforce	29
G. Employees’ Response to Demographic Data Collection	31
H. Programmatic and Budgetary Recommendations.....	31
Appendix A	33
Appendix B	37

I. Introduction and Executive Summary

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

This report covers the period from July 2022 to December 2023.¹ It analyzes a variety of sources that demonstrates the City of New York’s (the City) efforts to provide fair and effective employment practices and ensure equal opportunity for minority groups and women. This report concentrates on aggregated citywide data and program information, including policies and initiatives that illustrate the work that City agencies have undertaken to enhance equity in recruitment, hiring and creating a diverse and inclusive workplace. It also includes a discussion of selected programs and initiatives undertaken in some individual City agencies.

Summary of Findings

- Similar to the prior fiscal years, FY 2021 through FY 2022, NYC agencies successfully continued their efforts to hire diverse talent. In FY 2023, the cumulative representation of minorities among new hires exceeded those who self-identify as White in all job categories. This consistent change in the workforce composition can be attributed to available labor pools, where the non-White population is growing, and to successful recruitment efforts that include outreach to various demographic networks that represent non-White populations.
- Among new hires, female appointments exceeded male appointments among administrative support, professionals, and paraprofessionals, and increased among professionals, protective services, service and maintenance and, notably, technicians, where male employees still account for almost two thirds of all technician jobs.
- Salary data and the demographic composition of new hires tend to remain stable or change very slightly in some job groups from year to year. This can be attributed to the City’s use of the civil service system and a highly unionized environment where compensation matters are negotiated and set through the collective bargaining agreements, which often set forth applicable new hire or incumbent rates.
- Agencies increased their focus on race relations and equity-focused practices to further the inclusion and integration of minorities and women in the workforce.

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

- Agencies across the City are focused on filling their vacancies using various inclusive recruitment strategies. In FY 2023, there was a 7% decrease in the number of discretionary positions but a 23.5% increase in the number of applicants.
- Agencies continue to launch new initiatives and to pursue existing successful programs that are aimed at diversifying their workforce, attracting candidates from all racial and ethnic groups and communities across the City, and enhancing inclusive culture internally to retain diverse employees.

| II. Data and Methodology²

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

- NYC Workforce Profile Report (FY 2022)³
- Summarized data from the City's various personnel related systems, including New York City Automated Personnel System (NYCAPS) and Citywide Equal Employment Data System (CEEDS) (FY 2023)
- Job applicant data from individual agencies⁴ (FY 2023)
- Each agency's Diversity and EEO Plan (FY 2024)
- Each agency's Quarterly Diversity and EEO Reports (FY 2024)
- Programs and initiatives directed at enhancing EEO and diversity and inclusion across FY 2023 and the first half of FY 2024 (July 2023 - December 2023)

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

³ FY 2023 NYC Workforce Profile Report has not been published as of September 2024 when this report was prepared.

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

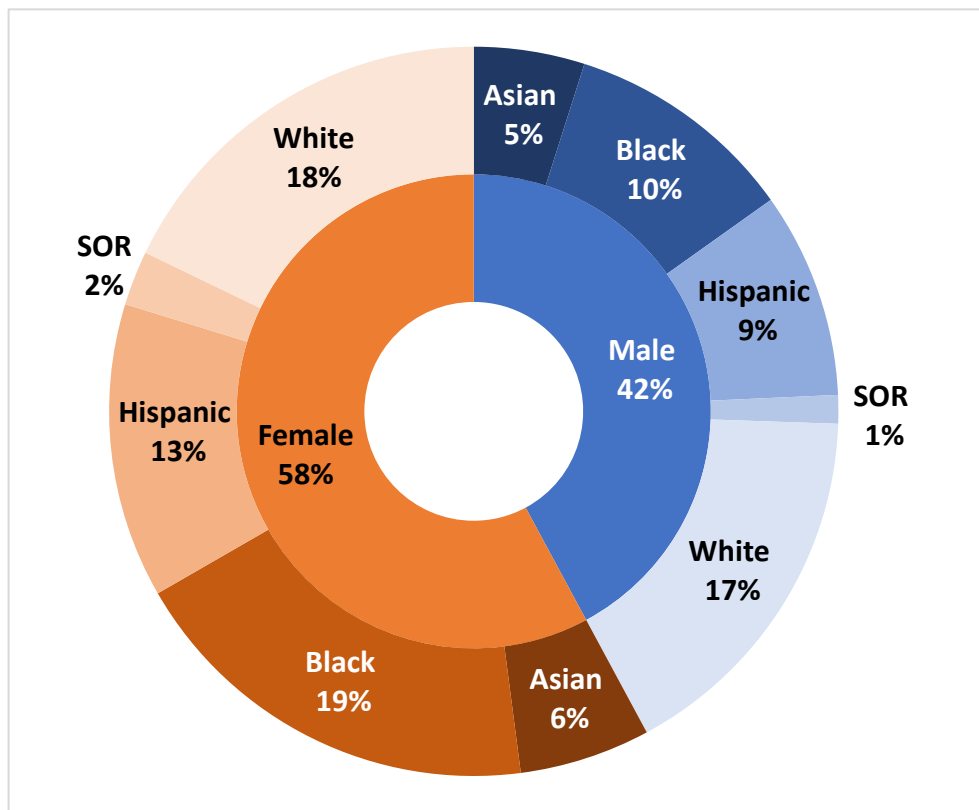
III. NYC Workforce Profile Report and Affirmative Employment Practices

A. NYC Workforce Profile Report

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

The data below, from the most recent *FY 2023 Workforce Profile Report*⁵ shows that women and minorities continue to comprise a substantial representation in the City’s workforce. The City’s workforce is 58% female and an aggregate 65% racial and ethnic minorities (non-White).

NYC Government Workforce Gender & Race/Ethnicity Composition, FY 2023



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

General Description of the City's Hiring Practices

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

- **Competitive Class**

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

- **Non-Competitive Class**

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

- **Exempt Class**

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

- **Labor Class**

The labor class titles include positions reserved for unskilled laborers, which cannot be tested competitively and generally have no formal education or experience requirements.

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

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

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

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

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

Diversity and EEO Plans

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

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

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

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

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

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

Family-Friendly Policies

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

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

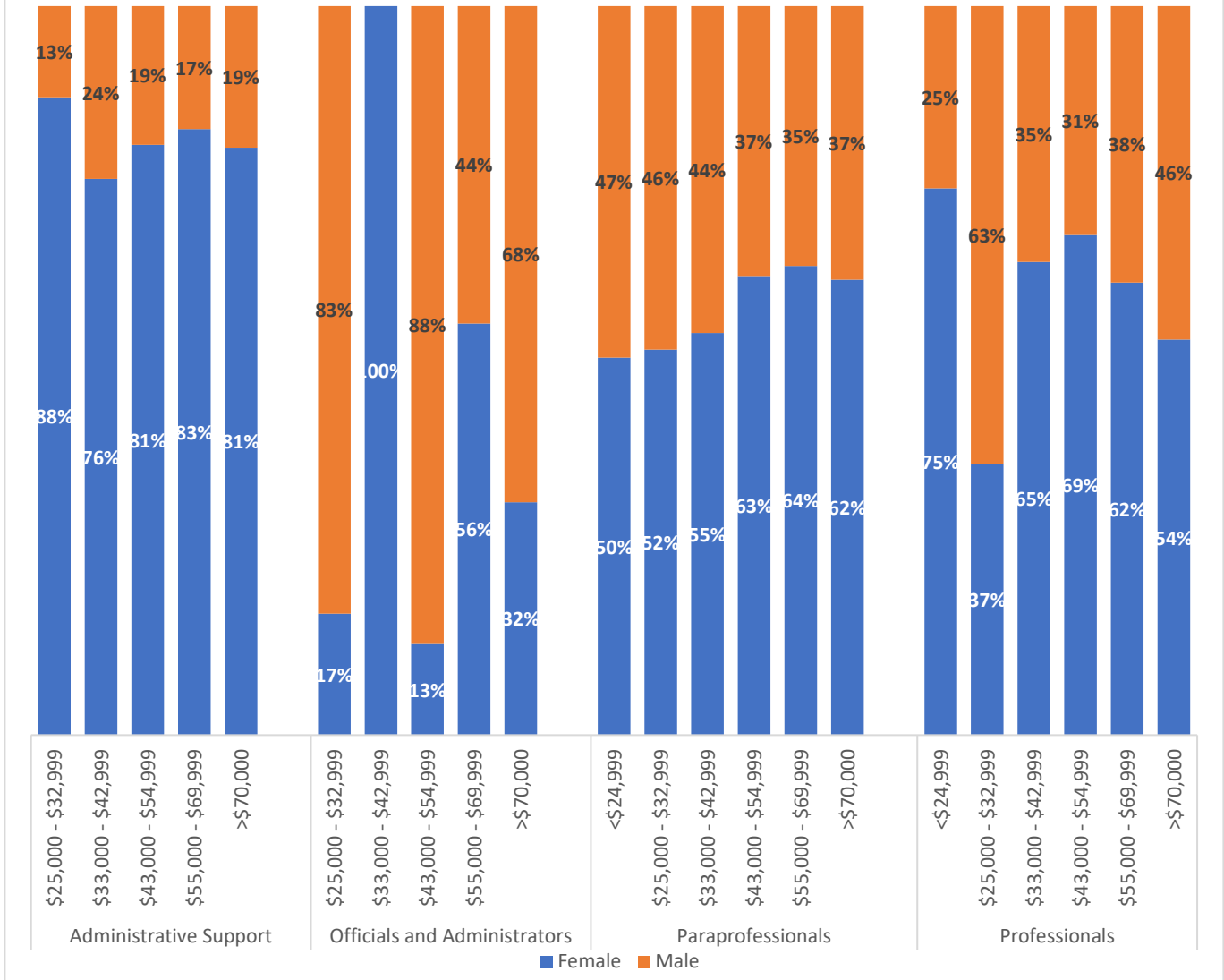
The following tables provide information on the distribution of demographic categories within job categories used in the EEO-4 reports and salary bands.

Tables C.1.a and C.1.b: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2023)

Representation of one gender over another in the top salary band remains consistent year over year across the eight EEO-4 job categories: administrative support, officials and administrators, paraprofessionals, professionals, protective service, service and maintenance, skilled craft, and technicians. Females maintain greater representation than males in all or most salary bands of the administrative support, professionals, and paraprofessional job categories. Conversely, females are generally underrepresented in the skilled crafts and service maintenance job categories where they also tend to fall into the lower salary bands.

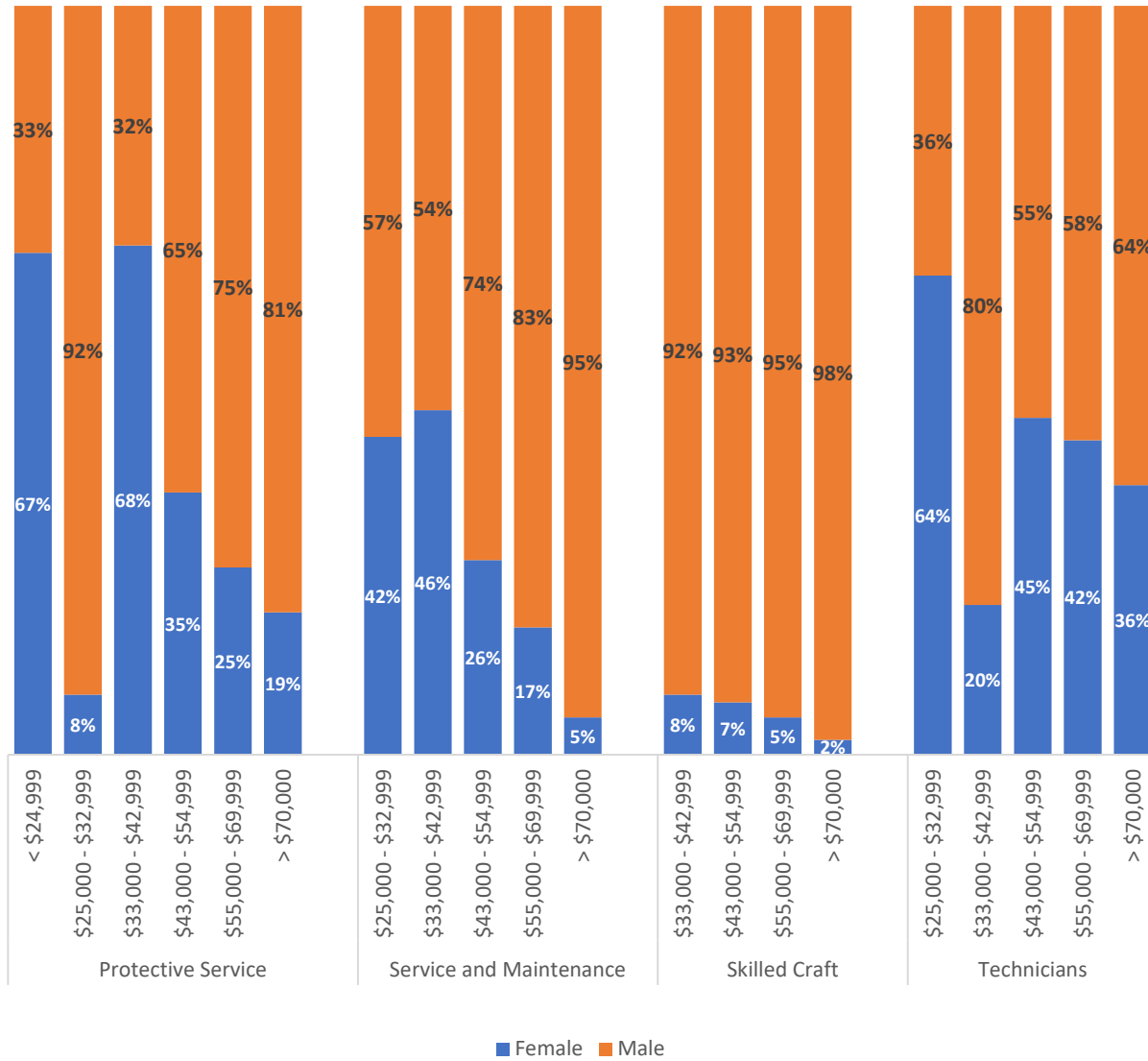
III. NYC Workforce Profile Report and Affirmative Employment Practices

Table C.1.a: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2023)



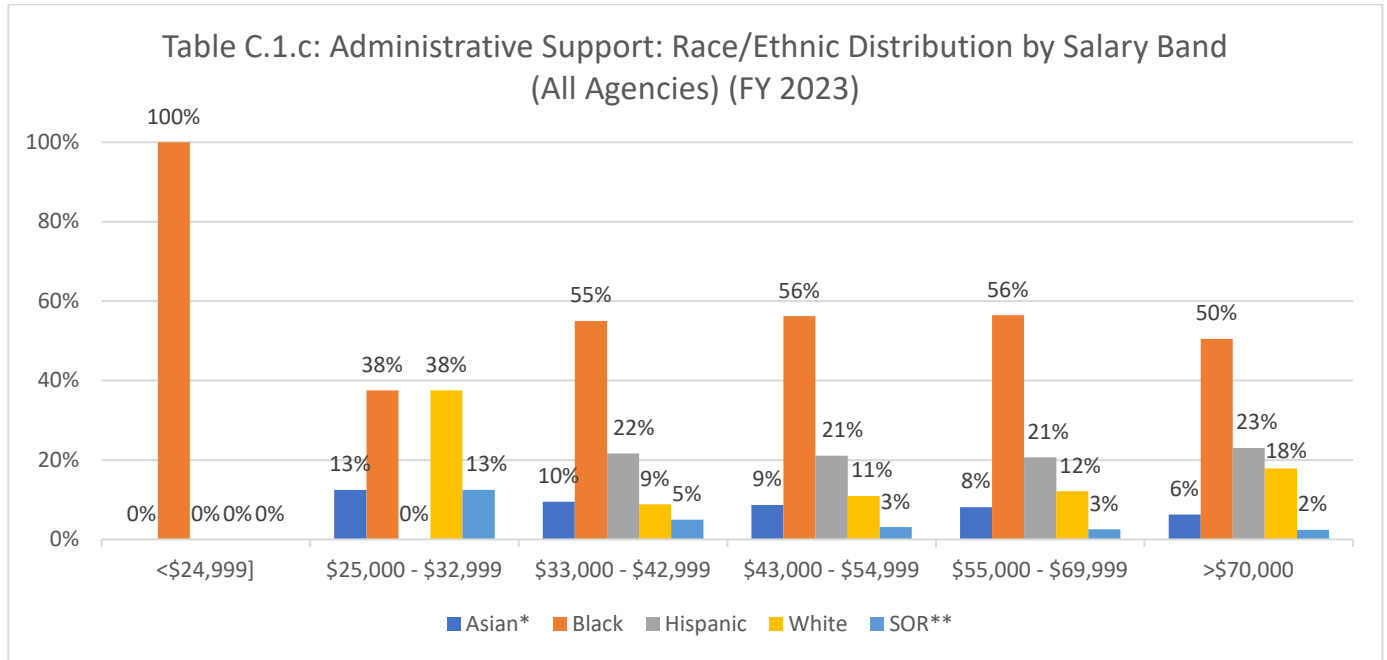
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Table C.1.b: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2023)



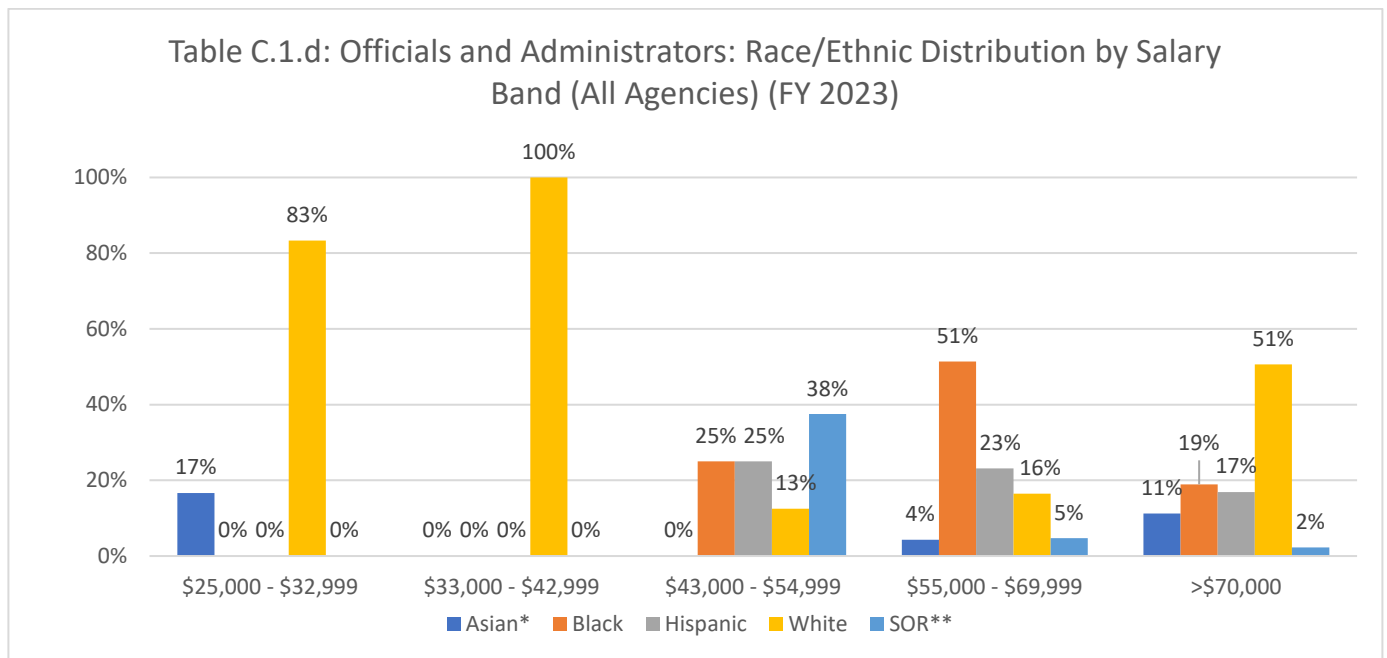
Tables C.1.c—C.1.j: Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2023)

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



*Asian includes Native Hawaiian or Pacific Islander.

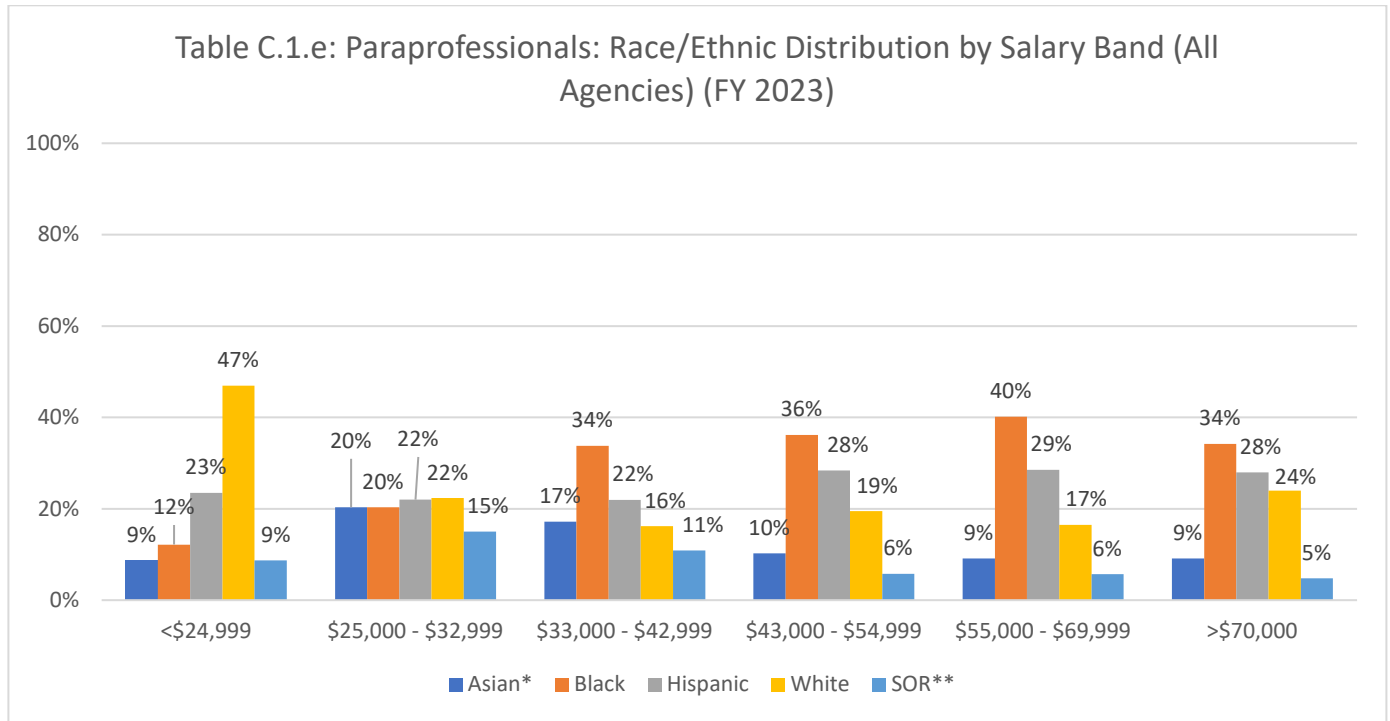
** Some Other Race = American Indian, two or more races, or unknown/I choose not to disclose. Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose.



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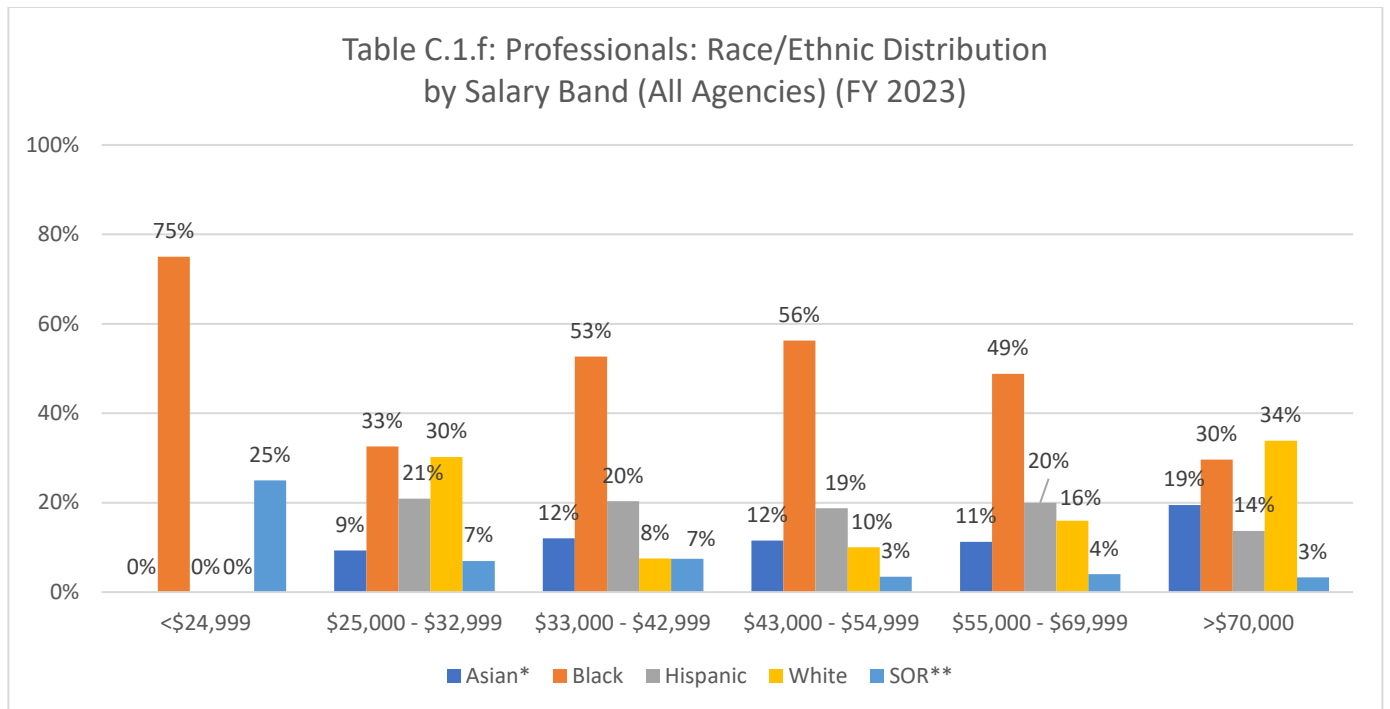
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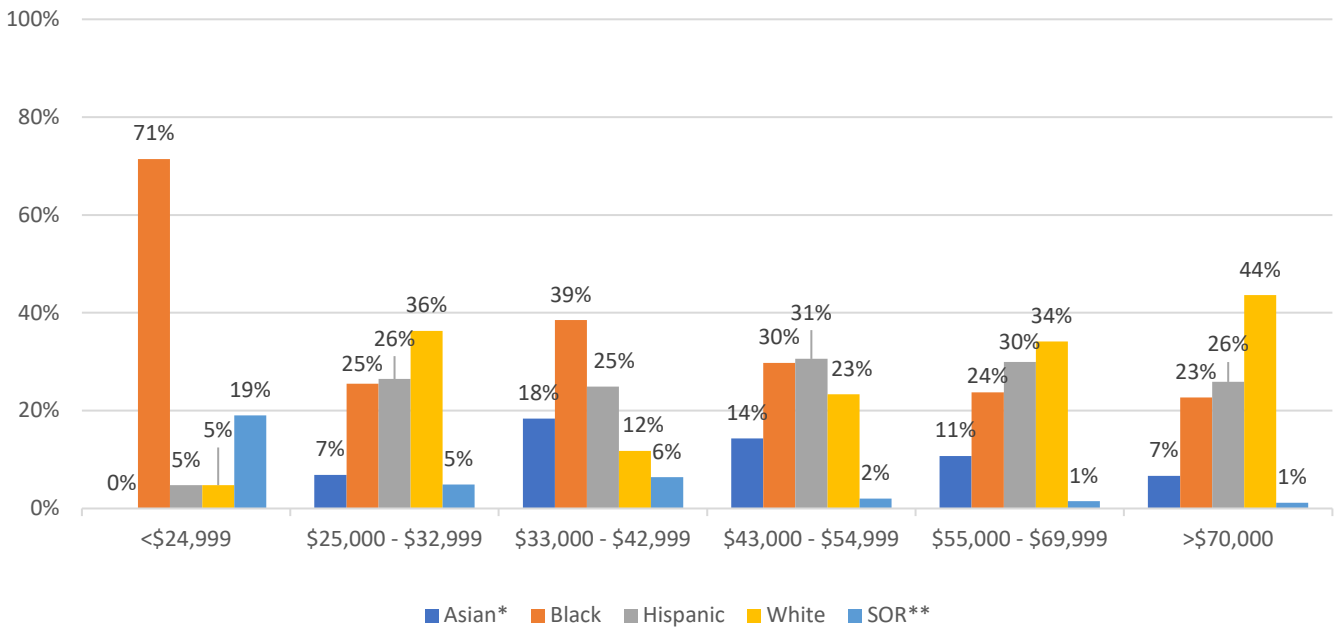


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III. NYC Workforce Profile Report and Affirmative Employment Practices

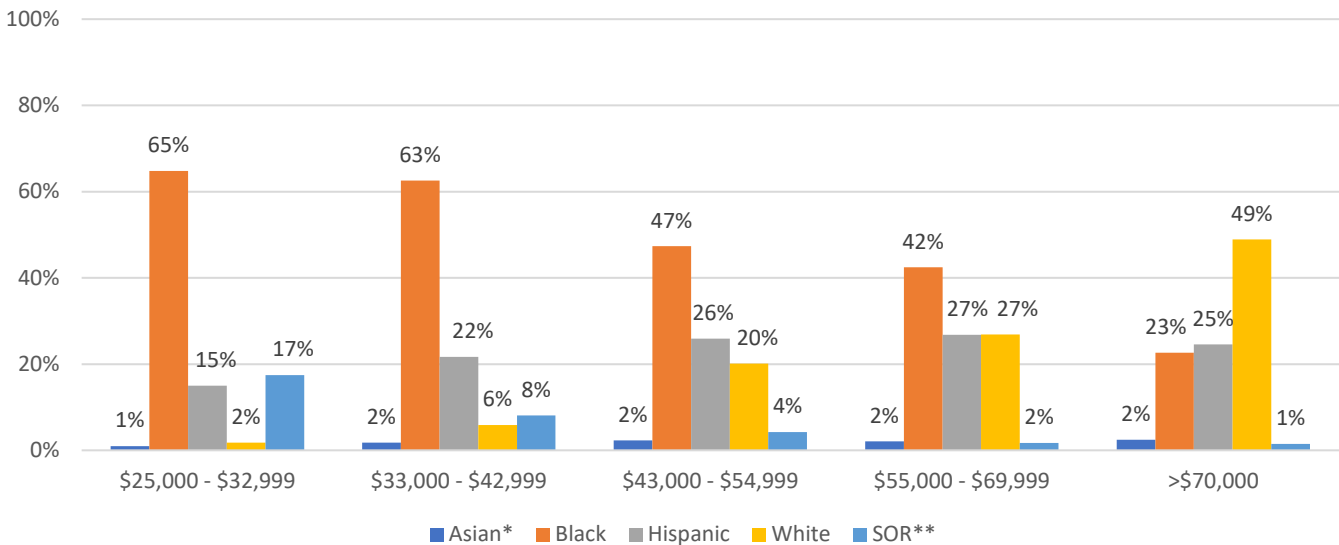
Table C.1.g: Protective Service: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2023)



*Asian includes Native Hawaiian or Pacific Islander.

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

Table C.1.h: Service and Maintenance: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2023)

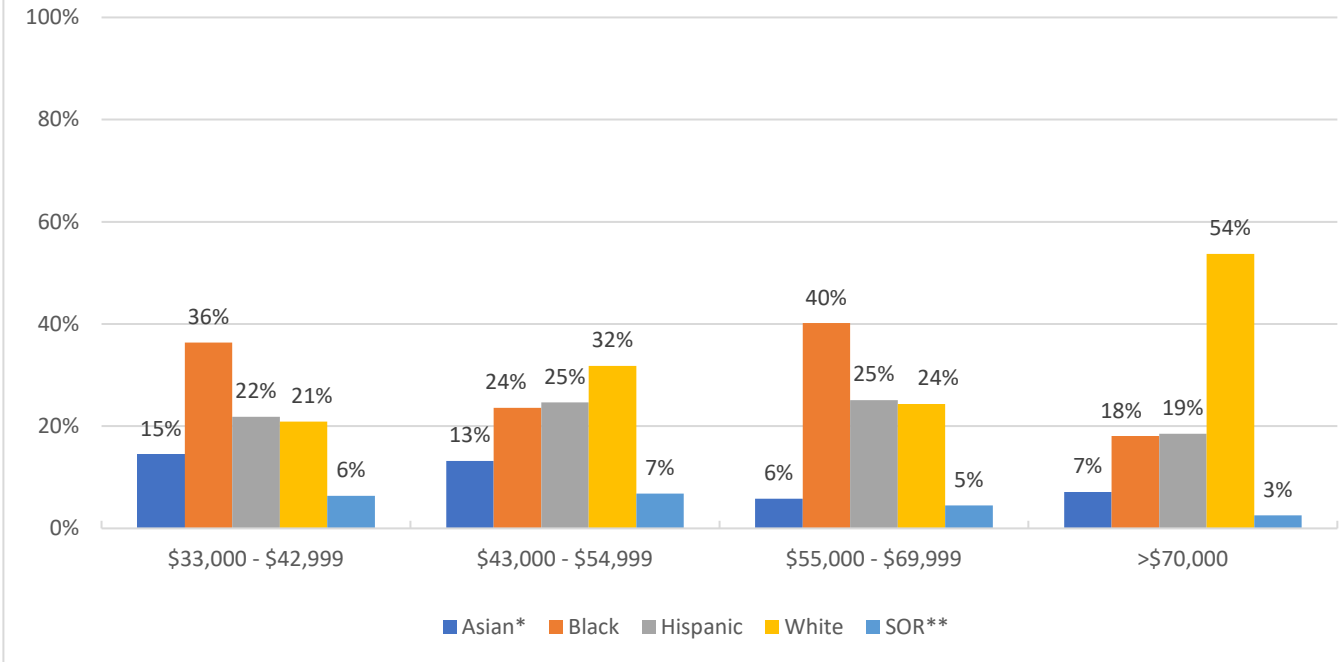


*Asian includes Native Hawaiian or Pacific Islander.

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III. NYC Workforce Profile Report and Affirmative Employment Practices

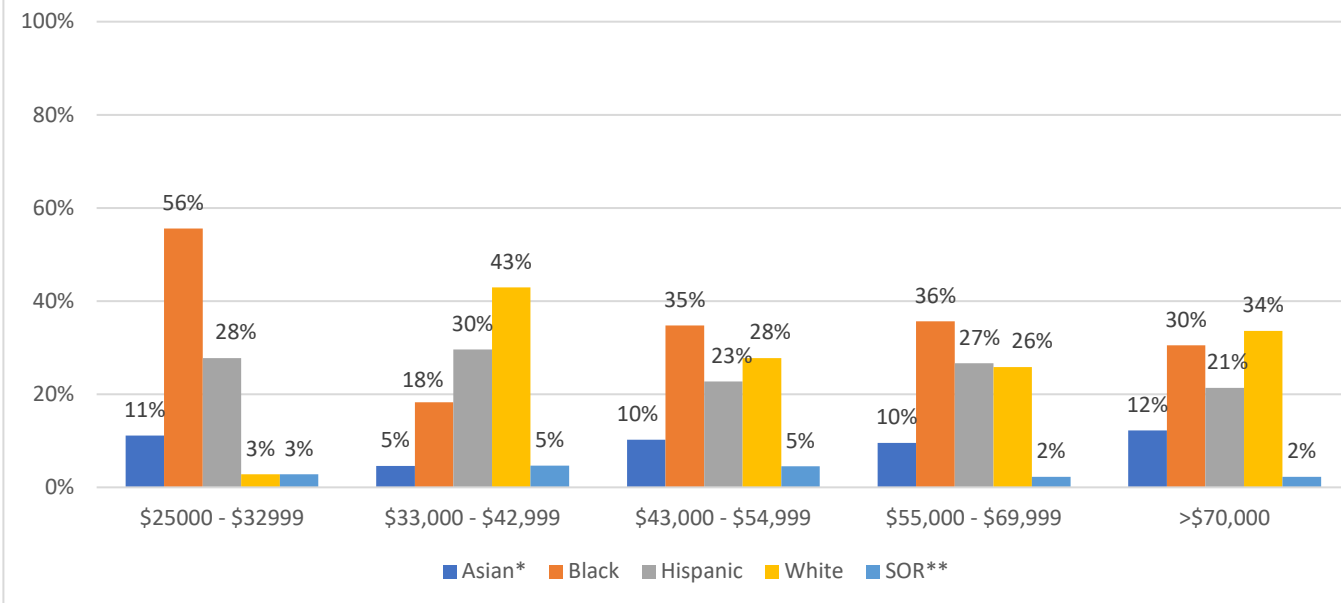
Table C.1.i: Skilled Craft: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2023)



*Asian includes Native Hawaiian or Pacific Islander.

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Table C.1.j: Technicians: Race/Ethnic Distribution by Salary Band (All Agencies) (FY 2023)



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

Table C.2: Gender Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY 2023)

Among new hires, female representation has fallen slightly in the administrative support, officials and administrators, paraprofessionals, and skilled craft, but increased among professionals, protective services, service and maintenance and, notably technicians (FY 2022 30% vs. FY 2023 38%). Such fluctuations may be due to a variety of factors; meaningful trends can only be perceived from a longer-term perspective.

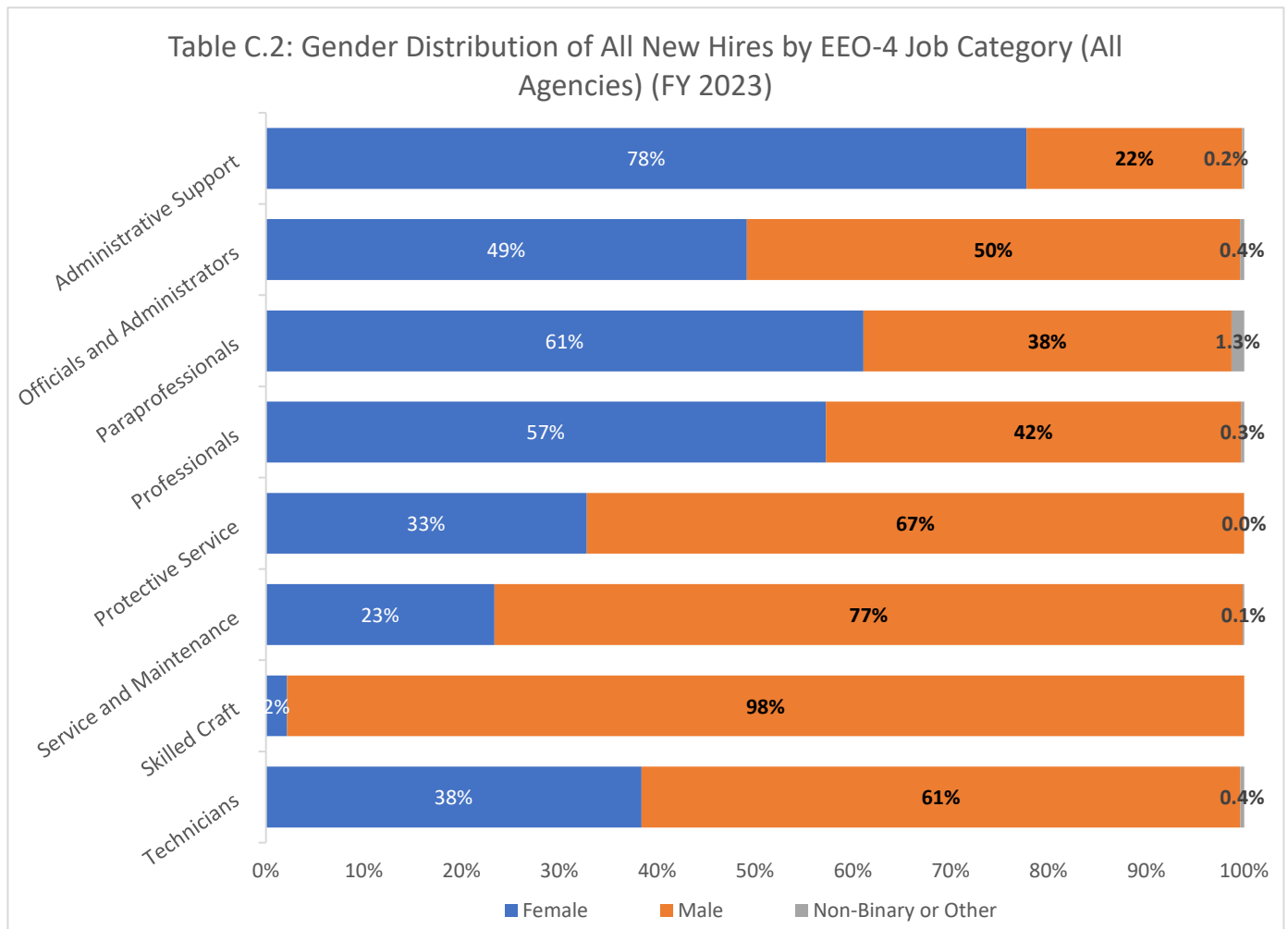
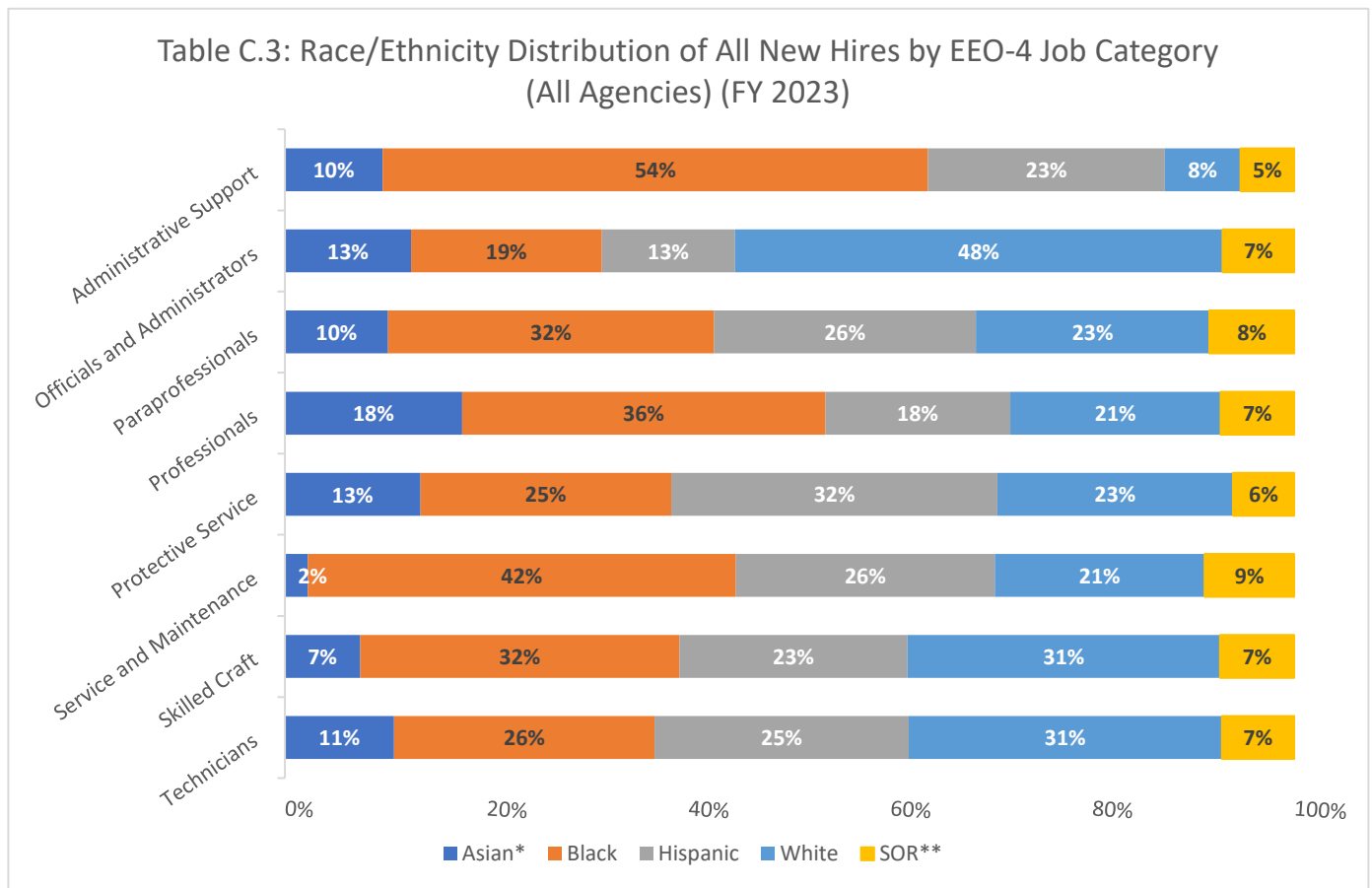


Table C.3: Race/Ethnic Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY 2023)

Similar to the prior fiscal years, FY 2021 and FY 2022, the City is continuing its efforts to hire diverse talent. In FY 2023, the cumulative representation of minorities among new hires exceeded those who self-identify as White in all the job categories listed below. This consistent change in the workforce composition can be attributed to available labor pools, where the non-White population is growing, and to successful recruitment efforts that include outreach to various demographic networks that represent non-White populations.

In FY 2023, representation of new hires who self-identified as Black increased in all job categories: administrative support (FY 2023 54% vs. FY 2022 49%); officials and administrators (FY 2023 19% vs. FY 2022 17%), paraprofessionals (FY 2023 32% vs. FY 2022 30%); professionals (FY 2023 36% vs. FY 2022 30%), protective service (FY 2023 25% vs. FY 2022 22%), service and maintenance (FY 2023 42% vs. FY 2022 39%), skilled craft (FY 2023 32% vs. FY 2022 27%), and technicians (FY 2023 26% vs. FY 2022 25%). New hires who self-identified as Asian also increased in several job categories including officials and administrators, paraprofessionals, and skilled craft. New hires who identified as Hispanic decreased in job groups such as administrative support and officials and administrators.



* Asian includes Native Hawaiian or Pacific Islander.

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Table C.4: Gender Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2023)

While we continue to see a higher representation of males being promoted in most job categories, there was a notable increase in the percentage of females being promoted in the officials and administrators, professionals, protective services, service and maintenance, and skilled craft categories from FY 2022 to FY 2023.

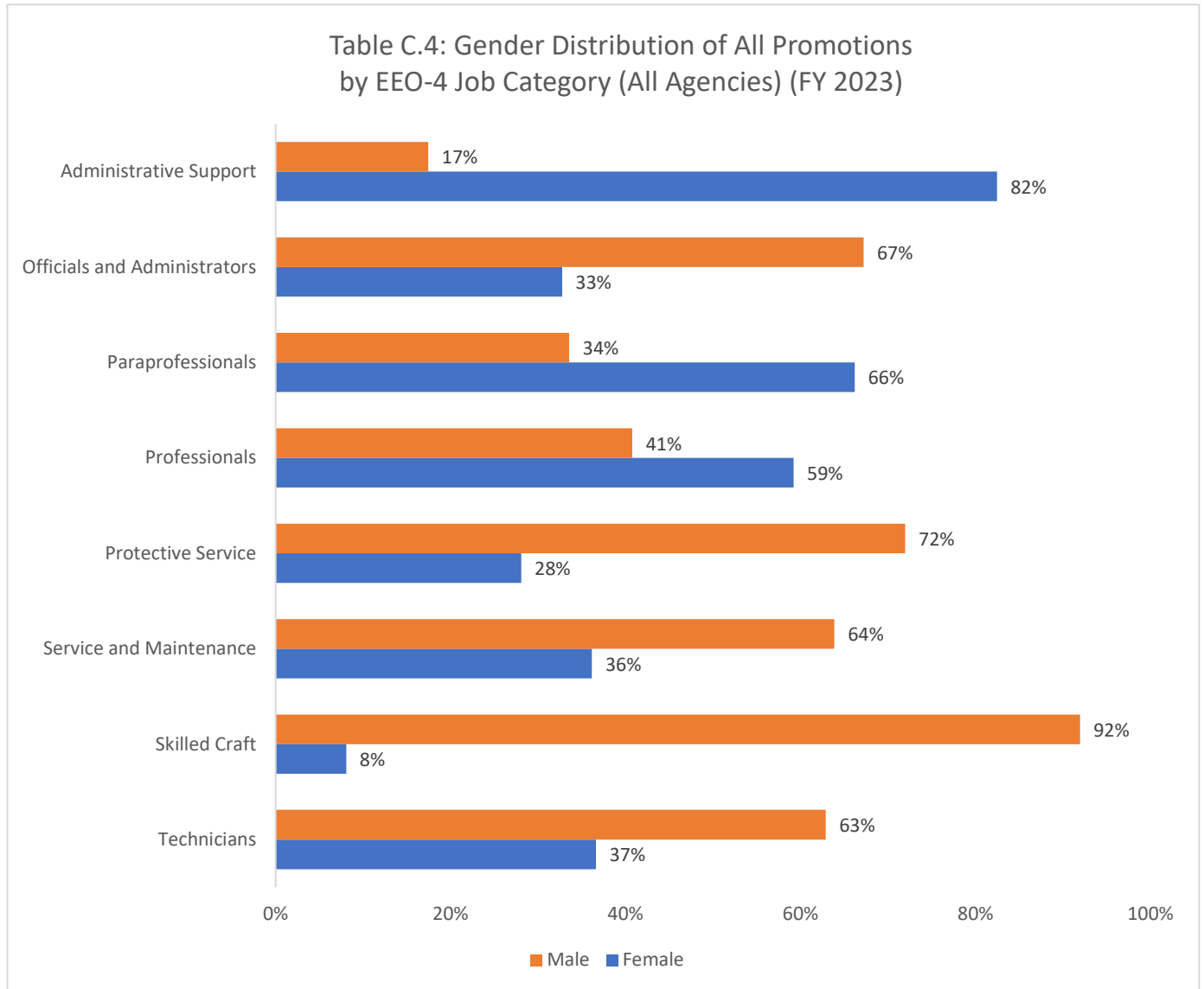
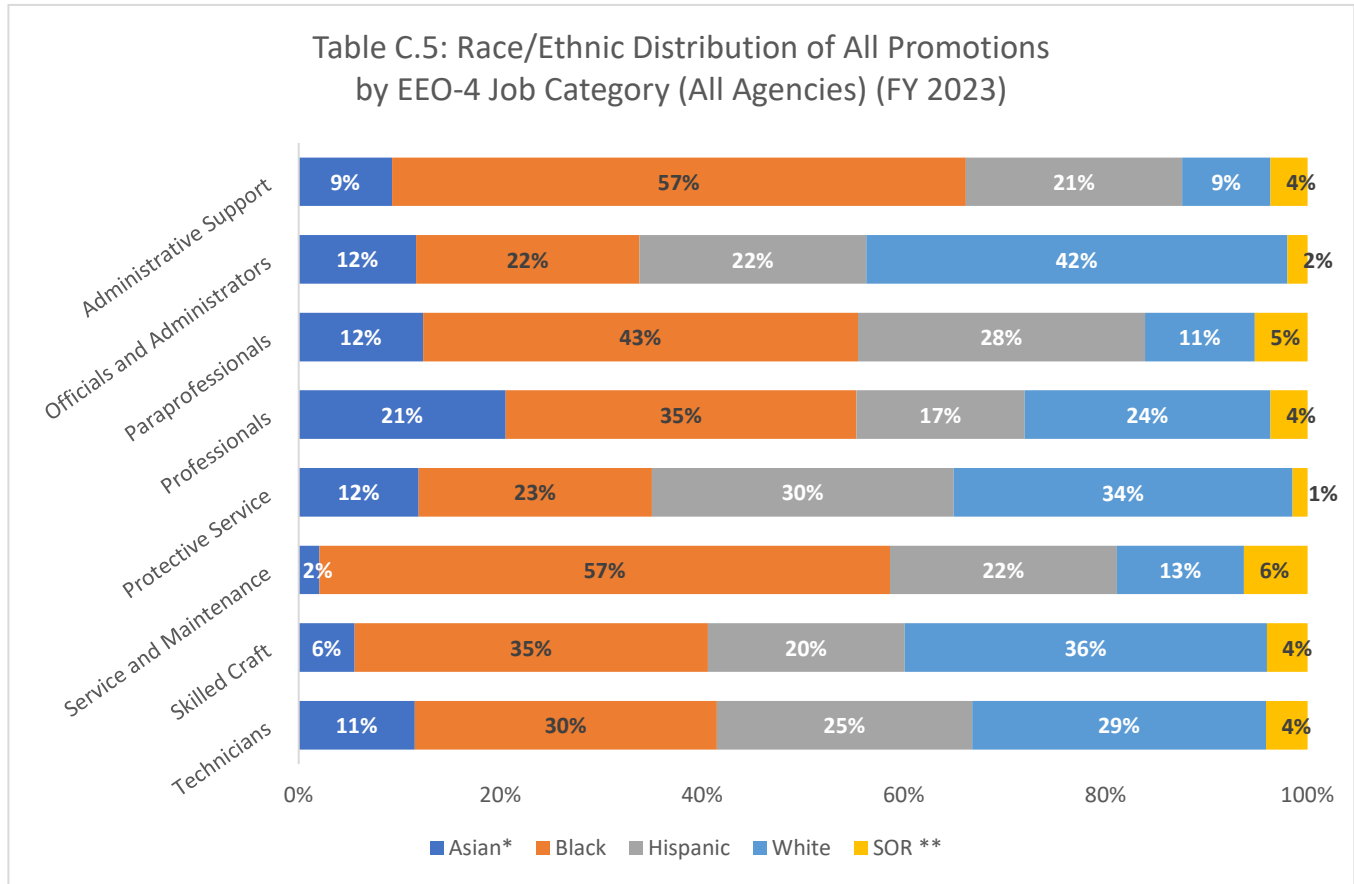


Table C.5: Race/Ethnic Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2023)

There was an increase in representation of Blacks in promotion in the administrative support, (FY 2023 57% vs. FY 2022 54%), paraprofessionals (FY 2023 43% vs. FY 2022 38%), professionals (FY 2023 35% vs. FY 2022 31%), service and maintenance (FY 2023 57% vs. FY 2022 49%) and skilled craft (FY 2023 35% vs. FY 2022 28%) job groups. There was also a slight decrease of Hispanics and Asians being promoted in job categories such as administrative support and service and maintenance.



* Asian includes Native Hawaiian or Pacific Islander.

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D. Discretionary Vacancies and Applicants for Job Openings

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

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

Table D.1: Job Opening for Discretionary Vacancies by EEO-4 Job Category (FY 2021-2023)

The table below shows the total number of applicants that were attracted through recruitment outreach for discretionary vacancies. There was a 35% increase in the total number of target openings from FY 2021 through FY 2022 but a 7% decrease in FY 2023. When compared to FY 2022, the total number of applicants increased by 23.5% but it is still significantly below the pre-pandemic level (over 450,000 in 2018-2019). This slow employment recovery parallels the trend in the whole national public sector, which has been struggling to fill vacancies. This has been ascribed to a few factors including non-competitive pay, expanded scheduling and work flexibility offered in the other employment sectors, and increased childcare or elder care responsibilities which are keeping some applicants from returning to the workplace or applying for positions in a typical pre-pandemic workplace environment. The City is making efforts to address some of these challenges, including the implementation of remote work schedules for some workers.

The table below shows the number of applications in the combined applicant data set, which merged the data from the NYCAPS reports for agencies that do use e-Hire with the data collected from individual agencies that do not use e-Hire⁶.

⁶ NYCAPS' e-Hire is an automated system that tracks job applications and the final hiring determination.

III. NYC Workforce Profile Report and Affirmative Employment Practices

EEO-4 Job Category Description	FY 2021: Target Discretionary Openings (# of Positions)	FY 2022: Target Discretionary Openings (# of Positions)	FY 2023: Target Discretionary Openings (# of Positions)	FY 2021: # of Applicants	FY 2022: # of Applicants	FY 2023: # of Applicants
Administrative Support	104	277	530	5,984	6,016	9,423
Officials & Administrators	616	1,336	1,336	13,381	18,972	29,201
Paraprofessionals	1,960	3,321	4,274	62,254	83,993	98,364
Professionals	1,609	3,212	3,688	45,320	55,438	51,353
Protective Service	1,189	2,007	1,840	1,752	3,216	2,694
Service and Maintenance	11,370	12,030	9,223	15,824	23,255	40,495
Skilled Craft	96	574	661	2,568	6,743	9,690
Technicians	217	551	405	14,411	13,688	12,084
Other	63	N/A	12	318	N/A	224
Total	17,224	23,308	21,969	161,812	205,305	253,528

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

Analysis may include multiple entries for an applicant because applicants can apply several times for the same job opening and/or different job openings.

Race/Ethnicity categories in Tables D.3 and D.5 reflect those reported in the Workforce Profile Report. As a result, some races/ethnicities have been grouped under the Some Other Race (SOR) category. Race/Ethnicity totals may exceed 100% because applicants can self-identify as Hispanic and select a race/ethnicity; this increases the count in the self-selected categories of race.

Community board job openings and applicant data, where available, were included under their respective Borough President Office (Tables D.4 and D.5).

Other as a job category includes titles that could not be accurately mapped to an EEO-4 job category due to manual data submission.

Table D.2: Gender Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2023)

The City continues to attract a high proportion of applicants who self-identify as *female or woman* for positions across various EEO-4 job categories. Applicants who identify as *female or woman* make up the majority of applicants for job groups such as administrative support, paraprofessionals and professionals. The overall trend in this area is consistent with the previous fiscal year, except for a slight decrease in administrative support (73% in FY 2022 vs. 65% in FY 2023) and protective service (51% in FY 2022 vs. 45% in FY 2023). The changes may also have been affected by the inclusion of Non-Binary category in this year’s data, but the effect is miniscule.

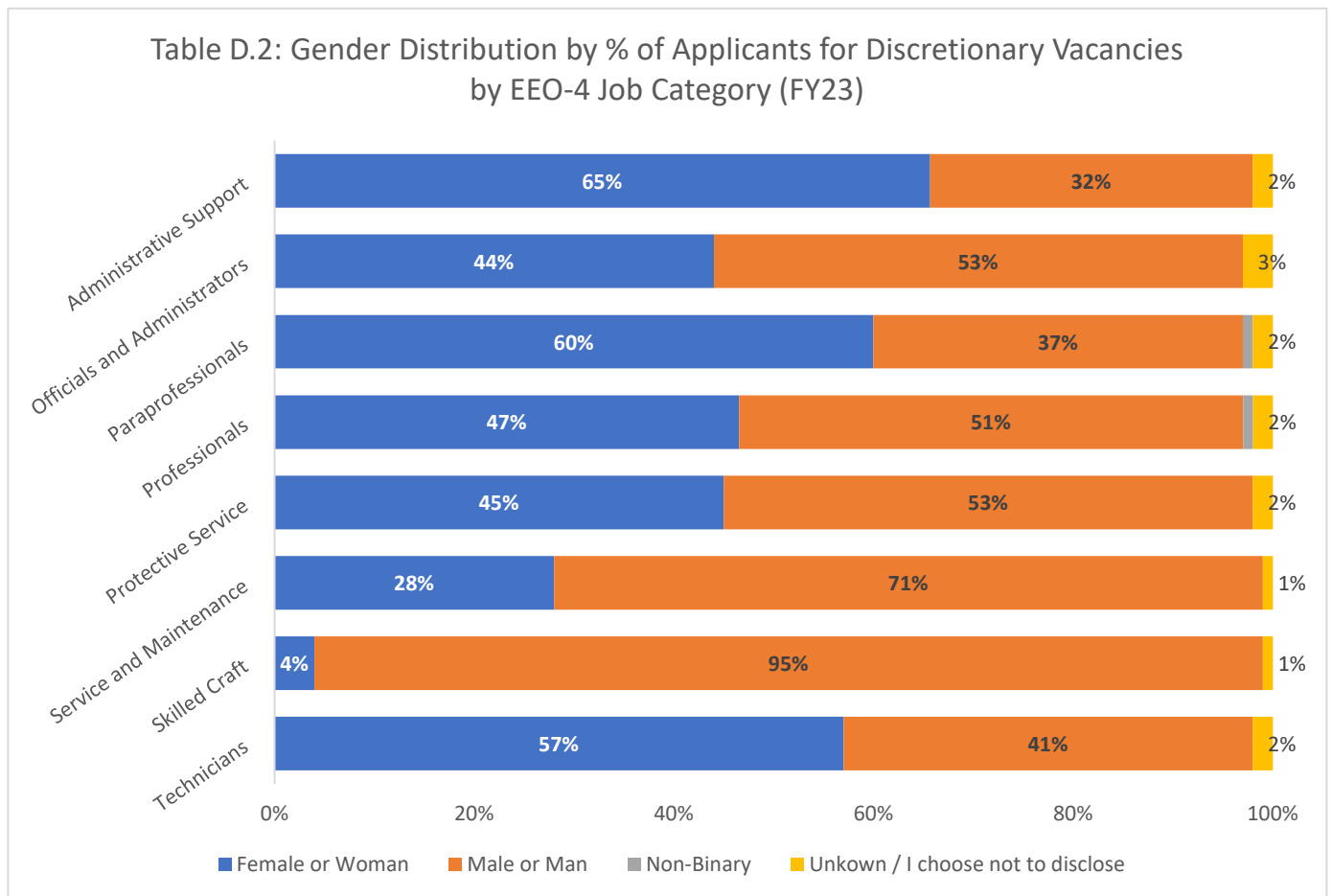
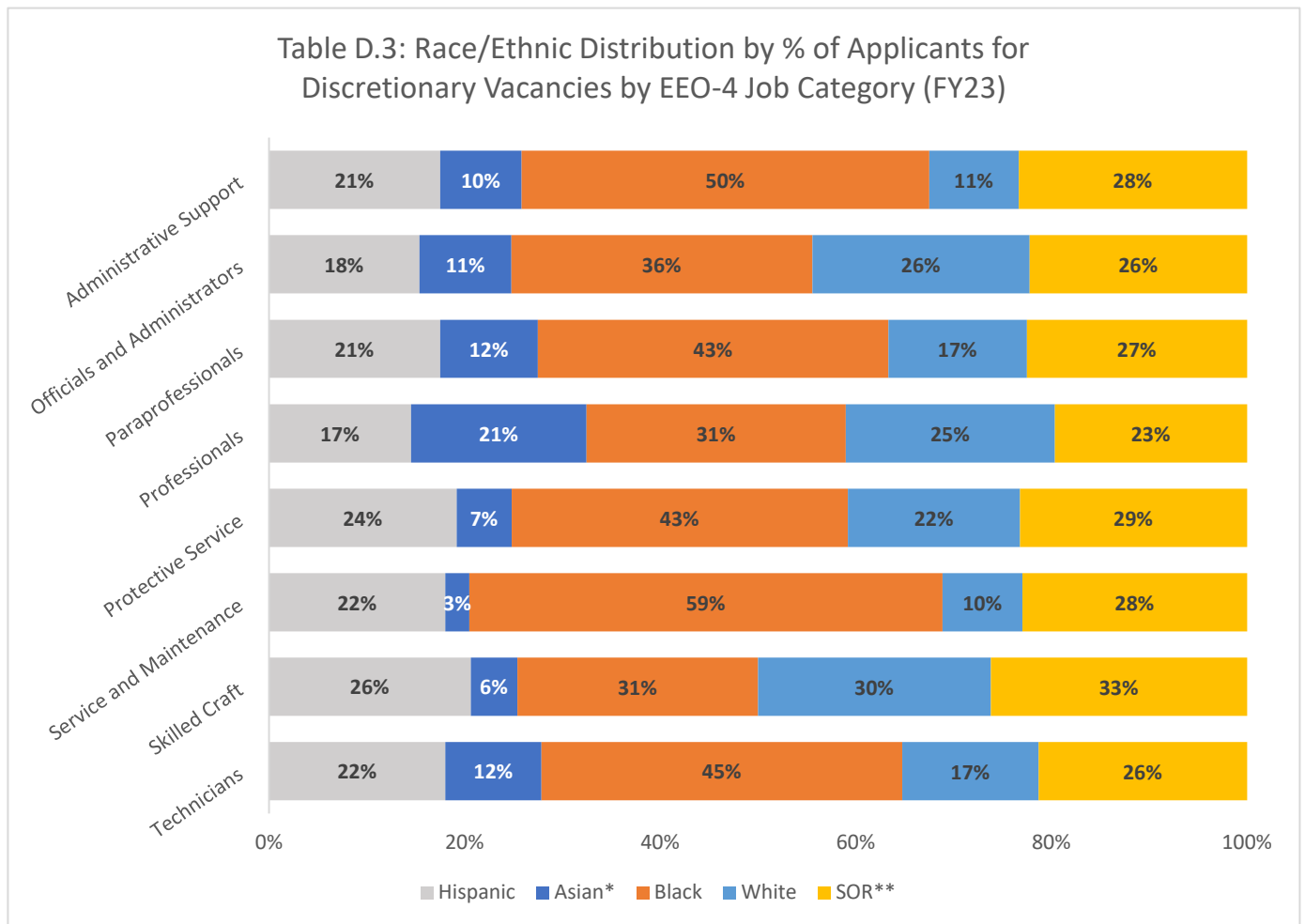


Table D.3: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2023)

Positions filled outside of the competitive examination process continue to attract a diverse cross-section of applicants. When compared to FY 2022, Race/Ethnic distributions in most job categories are similar. However, the proportion of applicants who identify as Black in FY 2023 decreased by 6 percentage points in the para-professional category, and by 5 percentage points in protective service category. Other changes do not exceed 2-3 percentage points in either direction.

The number of applicants for each agency’s posted vacancies is outlined in Appendix B under the table titled *Target Openings and Applicants for Discretionary Vacancies by Agency (FY 2023)*.



* Asian includes Native Hawaiian or Pacific Islander.

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

Table D.4: Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 2023)*

Applicants who self-identified as *female or woman* exceeded the number of applicants who self-identified as *male or man* in most of the agencies listed below. However, the total percentage has slightly dropped each fiscal year, as follows: In FY 2021, 52% of all applicants identified as *female or woman*, 51% in FY 2022 and 48% in FY 2023.

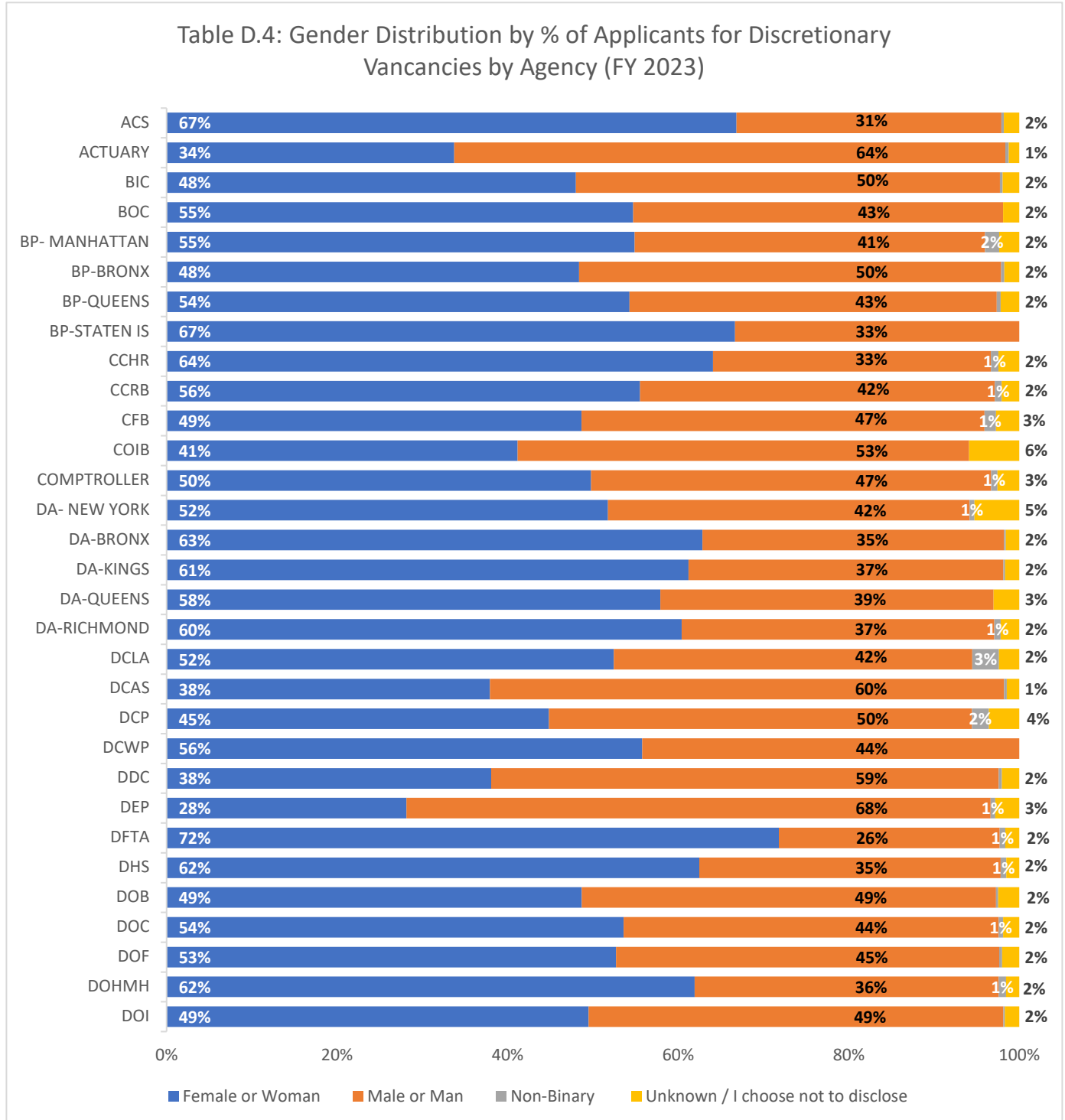
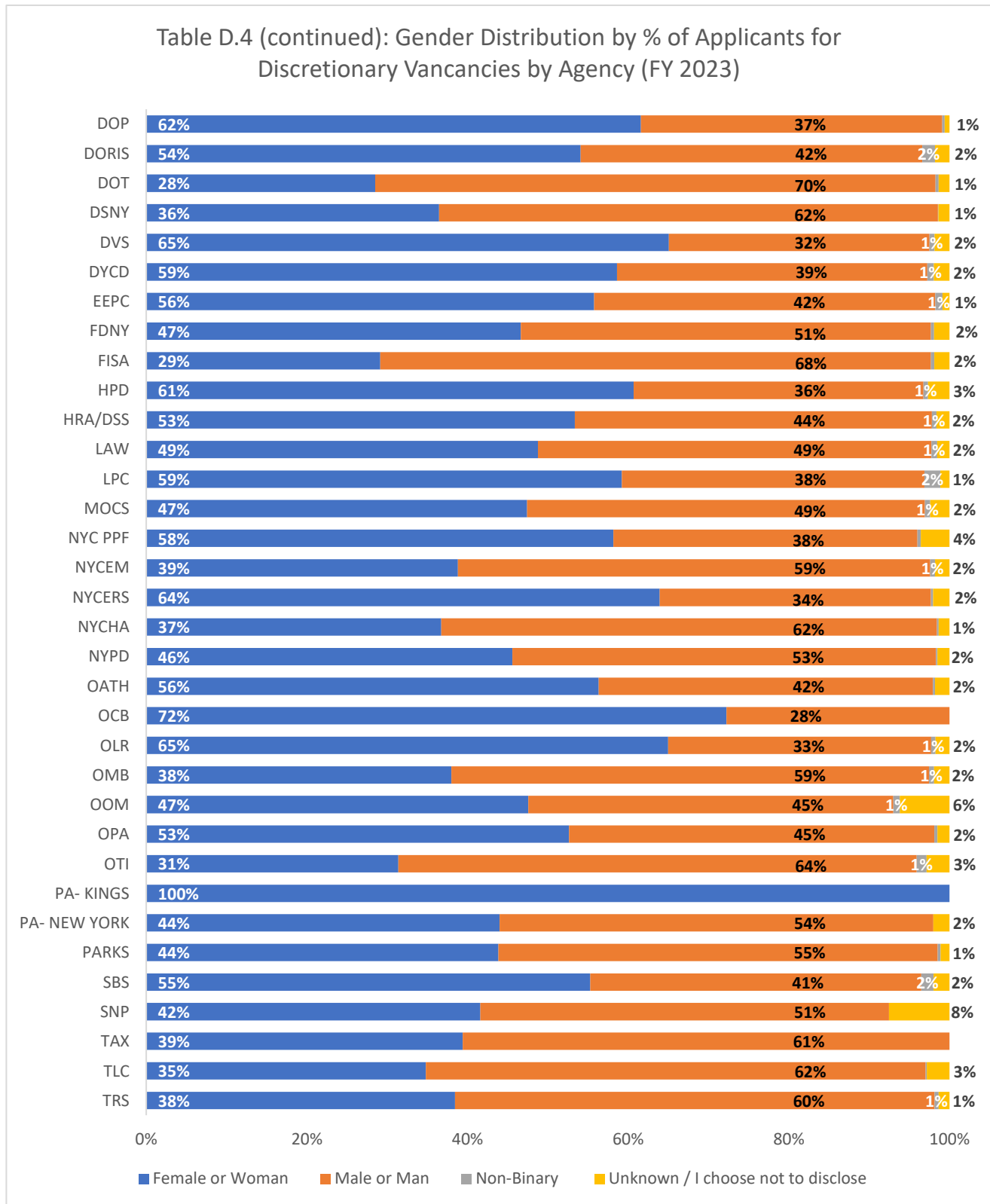


Table D.4 (continued): Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 2023)*



*Agency acronyms are defined in Appendix B.

** Agencies that did not provide any data to DCAS and agencies with no vacancies in FY 2023 were omitted from this chart.

Table D.5: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY 2023)

Data shows that vacancies across the City attracted an overwhelming number of applicants, in practically all city agencies, who identified as a racial/ethnic minority compared to those that self-identified as White.

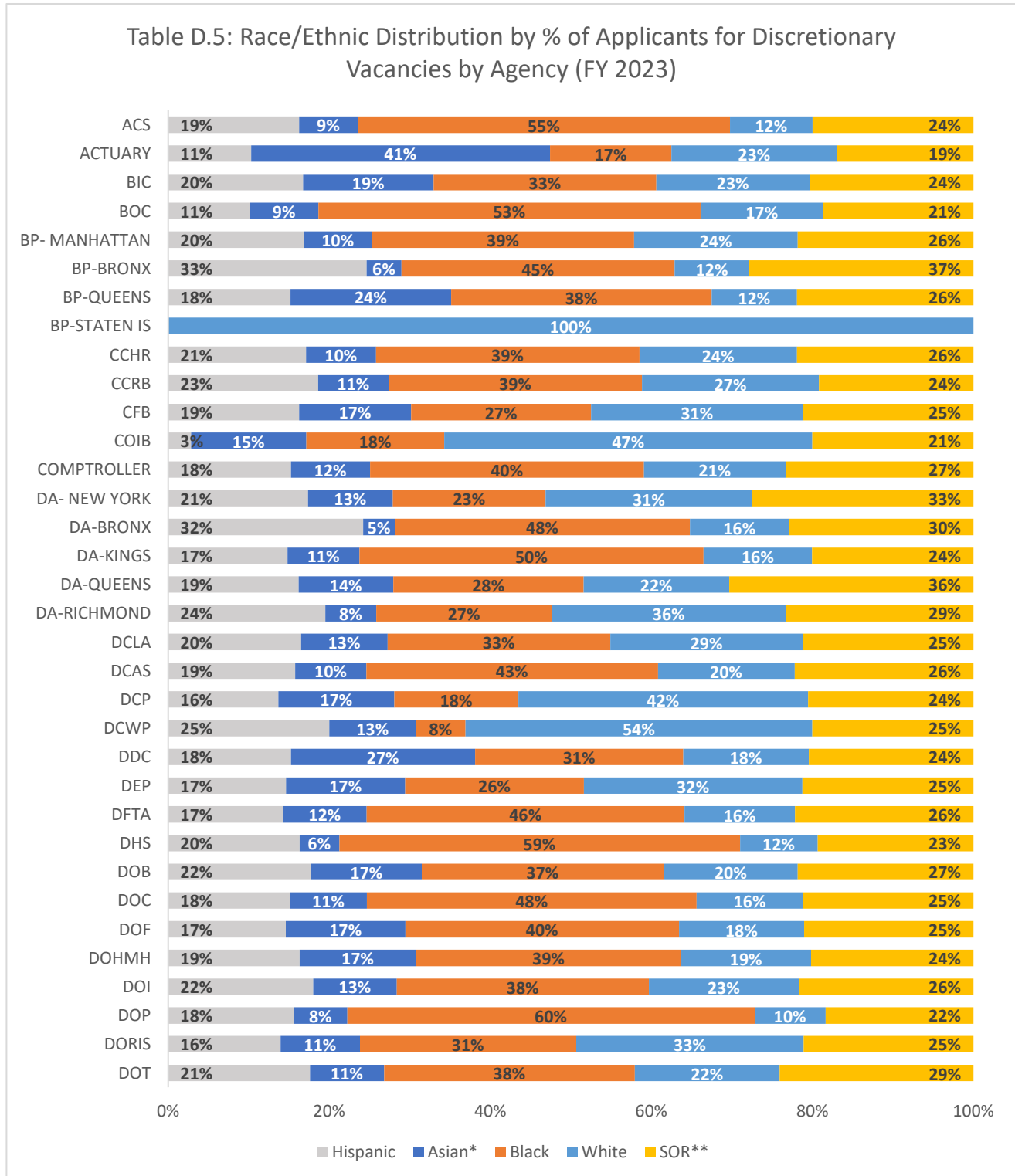
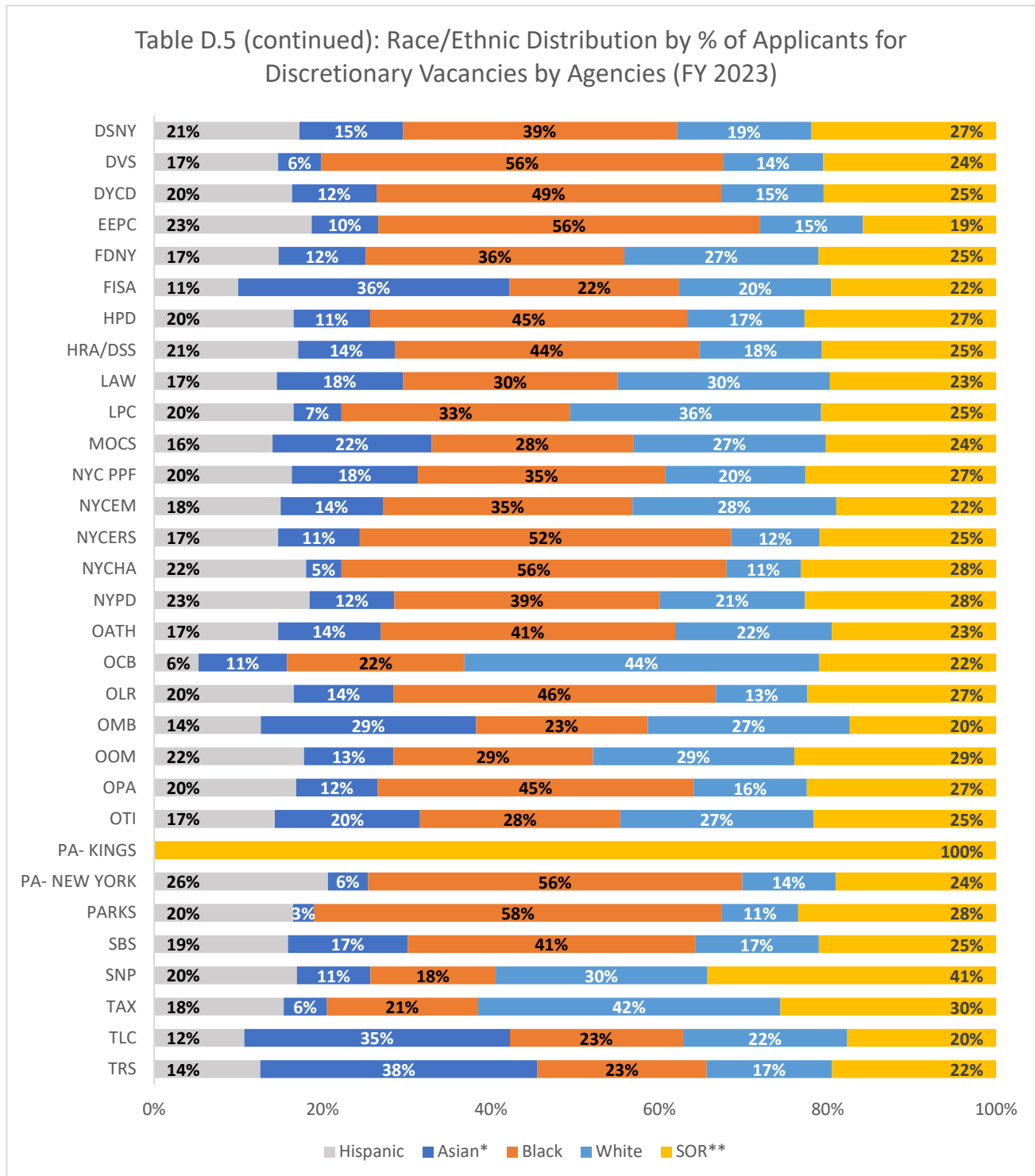


Table D.5 (continued): Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY 2023)



* Asian includes Native Hawaiian or Pacific Islander.

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

*** Agencies that did not provide any data to DCAS and agencies with no vacancies in FY 2023 were omitted from this chart.

E. Diversity Recruitment Initiatives Across Various City Agencies

New York City is a civil service municipality, where approximately 81% of positions are filled through the civil service examination for competitive class titles, vetting and appointment process. Therefore, changes in gender and ethnic representation across job categories and titles, especially those subject to competitive examination, tend to be very small in the short-term and annual fluctuations may not signify actual trends.

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

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

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

- Reviewed the minimum requirements of education and experience for a position to remove barriers of entry into city service. DCAS has reviewed 24 entry-level titles with the potential to impact 20,000 jobs to expand eligibility for civil service positions thereby allowing more diverse candidates to qualify.
- Hosted first-of-its-kind government hiring halls which brought employment opportunities directly to job seekers in diverse communities throughout the five boroughs and featured same-day interviews and conditional job offers. The hiring halls were designed to address unprecedented employment challenges and implement a unified approach to hiring. 17 hiring halls were held between February and August which resulted in approximately 1,540 hires across the City.
- Issued a *NYC Government Hiring Hall Playbook* which was created as a guide for agencies to plan, host and evaluate the effectiveness of their own hiring halls. This resource outlined the steps DCAS took to deliver a transformative hiring model to agencies and job seekers across the City.
- Created and led weekly roundtable discussions with recruitment representatives across various agencies to share recruitment and retention best practices. Agencies had the opportunity to spotlight their successful recruitment and retention strategies, share challenges they encountered and discuss possible solutions. The goal of these efforts is to increase recruitment in underserved communities and identify more pathways to careers in New York City.

III. NYC Workforce Profile Report and Affirmative Employment Practices

- Created a Human Resources Transformation Working Group which partners with agencies to review internal hiring and onboarding practices to identify opportunities to streamline and standardize recruitment and hiring processes citywide. This will result in reducing the pre-hire cycle time and ensure candidates hired across the City are able to have the similar onboarding experience.
- Conducted Career Readiness Workshops to provide candidates from diverse backgrounds with information on how to navigate hiring events. Job seekers also received interviewing tips and best practices.
- Partnered with the Office of Technology and Innovation to implement a new applicant tracking system to streamline and enhance the candidate's experience when applying for jobs within City government.
- Increased access to City jobs by adding a recruitment events section on the new City careers website. Job seekers now learn about various recruitment activities being held by agencies across the city and have the opportunity to engage and interview with agency recruiters and hiring managers.

In addition to the new initiatives listed above, DCAS continues to:

- Offer NYC Bridge Exams, a single exam that covers multiple civil service titles and allows test takers to take a single exam, pay just one fee and be eligible for hiring under different titles.
- Issue a monthly NYC Jobs newsletter featuring updates on civil service exams, current City jobs submitted by different agencies and upcoming recruitment events.
- Conduct outreach to build a diverse talent pipeline of applicants through educating the public on civil service exams and city government career pathways. DCAS regularly educates the public on civil service careers and conducts outreach to historically underrepresented communities. In addition to targeting veterans, gender and racial/ethnic minority groups, youth, people with disabilities and the LGBTQI+ communities, outreach has been expanded to include shelters, social work programs, foster care programs and others to ensure the City's workforce represents the diversity of the City of New York.
- Manage the City's 55-a Program⁷, a diversity and inclusion program that allows people with disabilities to be hired into competitive class positions without taking competitive exams. All City agencies with competitive positions are encouraged to participate in the 55-a Program to advance equity for New Yorkers with disabilities. DCAS continues to educate agencies' 55-a coordinators, human resources staff and hiring managers on effectively using the 55-a Program and the application process.
- In addition, DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics on the status of their equal employment opportunity efforts. DCAS provides agencies with quarterly workforce

⁷ Section 55-a of the New York State Civil Service Law allows qualified people with a certified mental or physical disability to be hired into competitive civil service positions without taking an exam.

demographic reports summarizing demographic composition of current employees, workforce dynamics (new hires, promotions, separations), and analysis of utilization by race/ethnicity and gender in all occupational job categories. Agencies are then required to review and analyze the demographic composition of their workforce with special attention to job categories where underutilization of minorities and women may exist. Such analyses form the basis for drafting the programs and practices to enhance diversity, equity and inclusion mentioned in this report.

In furtherance of the City's efforts to diversify its workforce, City agencies commonly employ a variety of recruitment strategies to address underutilization and underrepresentation in the workforce. However, City agencies continued to experience a reduction in their workforce and a decline in budget, which forced agencies to adjust their recruitment feasibility and activities. Overall, agencies continued engaging in inclusive recruitment strategies to diversify the talent pipeline for public service careers. Some notable examples of initiatives pursued by city agencies include:

- Hosting agency-specific career fairs with on-the-spot hiring and sponsoring interactive learning events that provide insights on specific career pathways for prospective job applicants and/or current employees. These include panel discussions, podcasts and lecture series that are designed to highlight career paths in titles not traditionally held by women and racial/ethnic minorities.
- Partnering with educational institutions (including middle and high schools), professional associations, faith-based institutions, affinity-based groups, and community-based organizations.
- Participating in specialized recruitment events and utilizing diverse media to promote targeted openings, as well as general career pathways in New York City government. Agencies frequently participate in virtual and in-person job fairs and career information events designed to engage a variety of underrepresented groups. Notably, they include hiring halls organized in all city boroughs, where agencies seek to fill a variety of vacancies on the spot, as explained above.
- Extending robust internship, fellowship, mentorship, and apprenticeship opportunities that foster early career pathways for youth, women, veterans. This occurs by outreach to communities that self-identify in such demographic categories.
- Advertising job vacancies through a variety of recruitment sites, job boards and traditional media outlets. This includes increasing the use of social media channels to market and promote the agency and open positions.
- Re-visit hiring, promotion, and retention practices on an annual basis, including implementing DCAS' Diverse and Inclusive Recruitment Best Practices; continue to support the promotion and retention of staff with diverse experience and attributes by regularly analyzing the composition of the workforce.

LL14 requires analyzing the effectiveness of the City's efforts to provide fair and effective affirmative employment practices to ensure equal employment opportunity for minority group

members and women who are employed by, or who seek employment with the City of New York. Therefore, an analysis must be done at the agency level and for a longer timeframe.

The City's *Workforce Profile Report* shows that racial/ethnic minorities and women continue to constitute a majority of the City's workforce. The applicant data charts show that many applicants for discretionary hire positions are in fact women and racial/ethnic minorities. That is an important indication that the practices highlighted above are effective in attracting diverse applicants to positions in city government.

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

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

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

Citywide initiatives by DCAS include:

- Hosting Human Resources/Equal Employment Office conferences which provide a platform for citywide agency personnel officers and EEO officers to exchange best practices, participate in interdisciplinary trainings and workshops and gain resources for inclusive workplace and workforce practices.
- Coordinating with agencies to host *CityTalk* panel discussions that spotlight diverse employees across various agencies and the different career paths available in the City. *CityTalk* sessions promote career possibilities that are open to all, while showcasing the inclusivity of city agencies that welcome employees from various communities, including LGBTQI+, veterans, people with disabilities, and ethnic and racial groups.
- Hosting monthly Civil Service 101 information sessions for employees to educate them on civil service and the examination process. Additionally, agencies share the monthly DCAS exam schedule with their employees and encourage them to take different exams.
- Hosting learning series to provide training and discussions tailored to the current needs of EEO Officers, Human Resources and Diversity, Equity and Inclusion professionals.
- Administering mandatory diversity, equity, and inclusion trainings such as *LGBTQ Power of Inclusion*, *Everybody Matters* and *Sexual Harassment Prevention* to all City employees, interns, and consultants to eliminate discrimination and harassment in the workplace.

- Enhancing Citywide DEI training curricula to provide better guidance to EEO Officers. New trainings included Intersectionality and EEO Investigations. This training serves to enhance EEO Officers' understanding of intersectionality and the ways multiple protected classes can cumulatively cause workplace discrimination and harassment.

Notable agency-specific initiatives among City agencies include:

- Implementing fellowship programs for future leaders that provide early to mid-career agency employees, with a particular focus on employees of color and women, with exposure to agency leadership and the full range of agency functions, including a month-long rotation in another agency division, and opportunity to develop networking, communication, and presentation skills, culminating with group presentations to pitch ideas to senior staff.
- Creation of EEO Data Visualization/Dashboard to assist in understanding the diversity of applicant pools and to allow for measuring interview and candidate selection statistics.
- Conducting agency-specific studies and exit interviews to understand why employees are leaving; planning steps that can be taken to improve retention. Such analyses will include conducting surveys, a review of career paths, expanding training opportunities, and providing stretch assignments to promote continued growth.
- Re-launching a re-envisioned newsletter that serves as a vehicle to communicate key information, recognize agency accomplishments, spotlight employee contributions and a host of other content demonstrating agency values. The newsletter also provides another method to reinforce EEO policies, share training and volunteer opportunities.
- Establishing and promoting equity-related working groups focused on increasing diversity in the agency's recruitment efforts and promoting inclusion within the workplace.
- Examination of how internal agency practices, policies, operations and working relationships across all levels contribute to systemic racism and its impact on the internal and external community.
- Solicitation of ideas, feedback and suggestions from all staff and encouraging staff involvement in developing programs and procedures that will improve the work environment.
- Providing professional development programming to address gender bias in promotion and pay. This includes advancing the work of leadership programs for women to host networking sessions and programs to further enhance communication and presentation skills.
- Providing ongoing support through the Quality of Work Life committee (QWL), comprised of agency employees at all levels. QWL committee hosts events that promote employee recognition and engagement and hosts annual employee recognition awards ceremony.
- Launching an Anti-Racist Impact and Accountability (ARIA) initiative, in collaboration with the Mayor's Office for Economic Opportunity. Participants engage in leadership training sessions focused on foundational racial equity knowledge-building and action through anti-

racist, results-based accountability; assess practices and policies for opportunities to advance racial equity; and design and develop preliminary cross-strategies intended to produce greater racially equitable impact in areas relevant to the agency's mission.

- Ongoing mentoring program designed to offer professional development opportunities and skills enhancements for mentees. Mentees are guided and encouraged to take ownership of their career development plan and are paired with mentors with leadership skills and experience.

G. Employees' Response to Demographic Data Collection

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

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

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

H. Programmatic and Budgetary Recommendations

The City is dedicated to promoting a diverse and inclusive workforce. This is especially important as we strive to fill various City vacancies with talented individuals. To achieve this goal, agencies are encouraged to create more opportunities for entry-level positions in City service. This involves expanding current fellowship programs, modifying existing civil service titles to support new apprenticeships and internships, and introducing new fellowship and apprenticeship opportunities. Additionally, agencies should actively participate in citywide programs to enhance recruitment efforts and attract a diverse pool of candidates.

Agencies are also urged to further analyze their workforce data to assess employee demographics and identify any underrepresentation of women and minorities. This information will help agencies develop targeted diversity and inclusion initiatives to address any disparities. By taking a more proactive approach, agencies can promote a more diverse and inclusive workforce while fostering a culture of fairness and opportunity within their organization. Utilizing workforce data effectively will help agencies ensure that their recruitment, retention, and advancement practices align with diversity principles, ultimately creating a more inclusive and supportive workplace for all employees.

Furthermore, with a focus on workforce development and retention, agencies can use employment surveys to measure employee engagement and job satisfaction. This will enable agencies to tailor their organizational strategies according to the feedback received. These surveys offer valuable insights into employees' perceptions, concerns, and overall satisfaction levels, allowing agencies to implement targeted initiatives that promote a supportive and fulfilling work environment. By regularly assessing and responding to employee feedback through surveys, agencies will demonstrate their commitment to continuous improvement and the well-being of their workforce.

To improve their recruitment efforts, agencies should establish partnerships with educational institutions, community-based organizations, faith-based institutions, and professional associations. It is also important to create job descriptions that are inclusive and do not discourage any group from applying. Job descriptions are candidates' first introduction to the City's values of diversity and should be crafted inclusively, avoiding gendered or biased language and focusing solely on the essential responsibilities of the position.

The accomplishments described in this report were often driven by, and accomplished by small EEO-DEI units with extremely limited resources. The City's commitment to further diversify the municipal workforce, eliminate or reduce underutilization, and enhance and expand recruitment and retention programs would be strengthened by increased allocation of manpower and budgetary resources to the agencies.

The City remains committed to diversifying the municipal workforce, eliminating or reducing underutilization, as well as enhancing and expanding recruitment and retention programs.

| Appendix A

Agencies included in this report.

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

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

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

Agency Description
Taxi and Limousine Commission
Teachers' Retirement System

*Note: FISA and OPA are reported together except in the Appendix B table below.

| Appendix B

Target Openings and Applicants for Discretionary Vacancies by Agency (FY 2023) *

*Agencies that had no vacancies or did not submit data on job openings and applicants, were omitted from this table.

ACRONYM	LL14 Covered Agency Description	Target Openings (# of Positions)	# of Applicants
ACS	Administration for Children's Services	377	10,720
BOC	Board of Correction	2	53
BP-BRONX	Borough President-Bronx (Incl. Community Boards)	23	804
BP-MANHATTAN	Borough President- Manhattan (Incl. Community Boards)	18	1,196
BP-QUEENS	Borough President-Queens (Incl. Community Boards)	10	642
BP-STATEN IS	Borough President-Richmond (Incl. Community Boards)	9	9
BIC	Business Integrity Commission	16	924
CFB	Campaign Finance Board	32	1,571
CCRB	Civilian Complaint Review Board	55	870
CCHR	Commission on Human Rights	27	1,021
COIB	Conflicts of Interest Board	3	34
DFTA	Department for the Aging	35	1,830
DOB	Department of Buildings	165	1,180

ACRONYM	LL14 Covered Agency Description	Target Openings (# of Positions)	# of Applicants
SBS	Department of Business Services	88	1,424
DCP	Department of City Planning	61	252
DCAS	Department of Citywide Administrative Services	438	5,623
DCWP	Department of Consumer and Worker Protection	41	52
DOC	Department of Correction	250	4,720
DCLA	Department of Cultural Affairs	10	800
DDC	Department of Design & Construction	170	2,648
DEP	Department of Environmental Protection	774	3,442
DOF	Department of Finance	159	2,644
DOHMH	Department of Health and Mental Hygiene	974	19183
DHS	Department of Homeless Services	97	2,902
DOI	Department of Investigation	71	4,343
PARKS	Department of Parks & Recreation	8,172	5,884
DOP	Department of Probation	159	1,339
DORIS	Department of Records and Information Services	13	506

ACRONYM	LL14 Covered Agency Description	Target Openings (# of Positions)	# of Applicants
DSNY	Department of Sanitation	168	3,501
DOT	Department of Transportation	1,143	14,838
DVS	Department of Veterans' Services	8	481
DYCD	Dept of Youth & Comm Dev Services	174	6,852
DA-BRONX	District Attorney- Bronx County	512	6,593
DA-KINGS	District Attorney Kings County	374	4,850
DA- NEW YORK	District Attorney- New York County	493	11,352
DA-QUEENS	District Attorney- Queens County	61	3,441
DA-RICHMOND	District Attorney- Richmond County	39	1199
SNP	District Attorney- Special Narcotics Prosecutor	17	637
EEPC	Equal Employment Practices Commission	1	113
FISA	Financial Information Services Agency*	26	478
FDNY	Fire Department of The City Of New York	186	2,084
HPD	Housing Preservation & Development	469	10,787
HRA/DSS	Human Resources Administration/Department of Social Services	670	11094

ACRONYM	LL14 Covered Agency Description	Target Openings (# of Positions)	# of Applicants
LPC	Landmarks Preservation Commission	4	353
LAW	Law Department	370	844
MOCS	Mayor's Office of Contract Services	62	5,776
NYCEM	New York City Emergency Management	61	1999
NYCERS	New York City Employees' Retirement System	43	2067
NYCHA	New York City Housing Authority	2,558	46,541
NYC PPF	New York City Police Pension Fund	11	251
NYPD	New York Police Department	1,138	13,067
OATH	Office Of Administrative Trials and Hearings	136	3,350
OCB	Office Of Collective Bargaining	1	18
OLR	Office Of Labor Relations	62	1,715
OPA*	Office of Payroll Administration*	3	266
OMB	Office of Management & Budget	126	7,451
OTI	Office of Technology & Innovation	163	2,670
ACTUARY	Office of the Actuary	12	244
COMPTROLLER	Office of the Comptroller	270	1,328

ACRONYM	LL14 Covered Agency Description	Target Openings (# of Positions)	# of Applicants
OOM	Office of the Mayor	222	8,659
PA- KINGS COUNTY	Public Administrator-Kings	1	1
PA- NEW YORK	Public Administrator-New York County	1	50
PA- QUEENS	Public Administrator-Queens County	0	0
PA- RICHMOND	Public Administrator-Richmond	0	0
PUBLIC ADV	Public Advocate	0	0
TAX	Tax Commission	3	33
TLC	Taxi & Limousine Commission	80	742
TRS	Teachers Retirement System	52	1,187
	Total FY 2023	21,592	253,528

*NOTE: FISA AND OPA are reported separately because their vacancies were posted separately for each.

DCAS

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Services