

# Local Law 14 (2019)

The 2021 Report



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This report has been prepared pursuant to Local Law 14 (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, city council, and the Equal Employment Practices Commission (EEPC) 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 2019 to December 2020. It consolidates a variety of sources that reflect the City’s efforts to provide fair and effective employment practices and ensure equal opportunity for minority groups and women. It is impractical to provide specific indicators for the 80-plus City agencies, which vary in size, from fewer than a dozen to tens of thousands of employees. The agencies hire vastly different numbers of new employees, and their agency-level EEO needs and resources vary.

This report concentrates on aggregated citywide data and information, including programs 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 is important to note that the ongoing COVID-19 pandemic significantly affected the City’s EEO and diversity & inclusion (D&I) initiatives, resulting in a suspension or delay in the implementation of many new EEO and D&I programs and initiatives among City agencies.

# I. Data and Methodology<sup>1</sup>

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

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

- *NYC Workforce Profile Report (FY 2019)*
- 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 2020)
- Job applicant data from individual agencies<sup>2</sup> (FY 2020)
- Agency Diversity and EEO plans (FY 2021)
- Agency Quarterly Reports (FY 2021)
- Program and initiatives directed at enhancing EEO and diversity and inclusion effectiveness across FY 2020 and the first half of FY 2021 (July 2019 - December 2020)

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<sup>1</sup> To effectively show the representation of gender, race, and ethnic demographic across City agencies, and to maintain consistency in how data is reported, the data included in this report is aggregated by either agency or EEO-4 Job Groups and not by Civil Service Juris Classification. This represents the appropriate categories in which to provide the analysis.

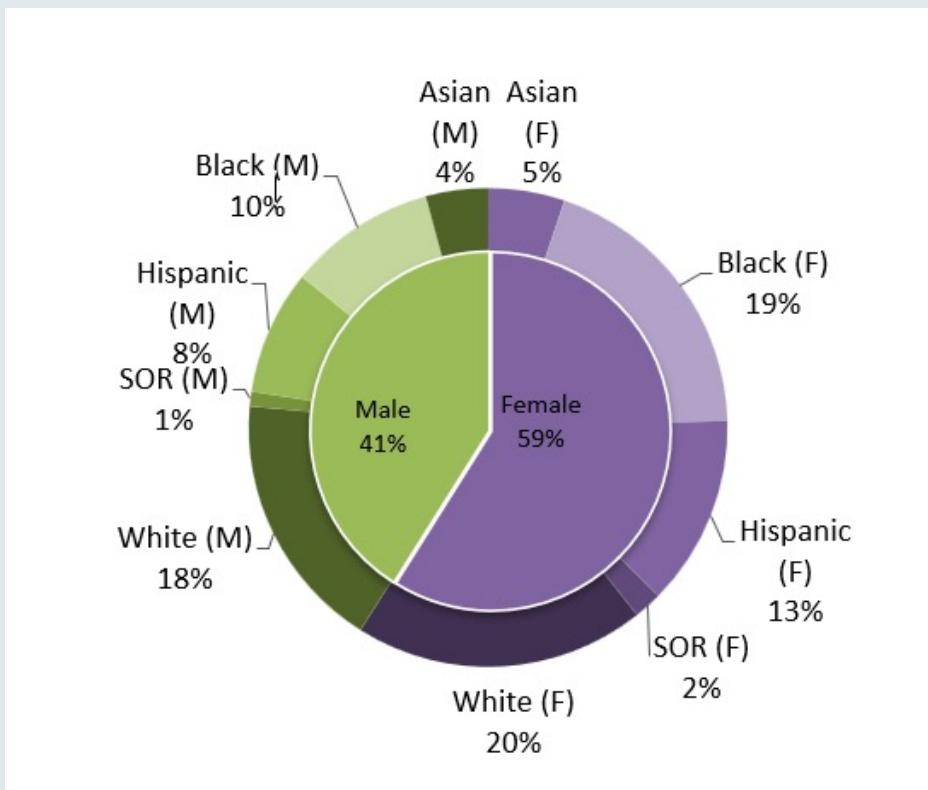
<sup>2</sup> Agencies that submitted their own data sets because they do not use NYCAPS e-Hire are: Campaign Finance Board, Borough President - Bronx, Borough President - Brooklyn, City Clerk, District Attorney - Queens, District Attorney - Manhattan, and District Attorney - Special Narcotics. Due to the COVID-19 pandemic, especially in 2020, some agencies did not have any job openings and therefore did not submit any applicant data.

## II. 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 others 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 on pages 54-55 of the report, available online at: <https://www1.nyc.gov/site/dcas/reports/workforce-reports.page>.

The data below, from the most recent *FY 2019 Workforce Profile Report* show that women and minorities maintain a significant representation in the City's workforce. The City's workforce is 59% female and 62% racial and ethnic minorities (non-white).



## II. NYC Workforce Profile Report and Affirmative Employment Practices

### B. General Description of the City's Hiring Practices

Employment by the City of New York is largely governed by the New York Civil Service Law. Approximately 82% of employees hold competitive class titles, which are titles for which it is deemed practicable to test the merit and fitness of candidates 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. Those individuals scoring the highest are considered first and are appointed to positions in rank order. Under New York State Civil Service Law, agencies must select at least one of three candidates ranked highest on the list who are able and willing to be appointed, to ensure that hiring decisions are based on an objective measure of merit and fitness.

Before developing an examination, DCAS conducts a job analysis to ensure that the exams test for the abilities and knowledge required to perform the job. After DCAS administers an exam, it conducts an adverse impact analysis to ensure that the test results affect applicants of different gender and race categories in a non-discriminatory manner.

#### **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 by interviews and by hiring managers.

#### **Exempt Class**

Exempt class titles include positions for which competitive and non-competitive examinations are not practical, and in which the duties require the exercise of authority or discretion at a high level, or the need for expertise or personal qualities that cannot be measured by an exam.

#### **Labor Class**

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

The City Charter mandates DCAS to exercise oversight for City agencies in implementing civil service laws on hiring, promotions, reassignments, terminations, and other personnel actions.



## II. NYC Workforce Profile Report and Affirmative Employment Practices

The New York City Automated Personnel System (NYCAPS) has various controls in place to ensure that such employment transactions are tracked and processed correctly.

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

Agencies are guided by the City's Equal Employment Opportunity 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, regardless of age, gender, race/ethnicity, religion/creed, national origin, disability, or sexual orientation. Below are some examples of practices and policies City agencies follow.

#### **Diversity and EEO Plans**

Section 815(a)(19) of the New York City Charter requires City agencies annually to prepare, adopt, and implement a plan to provide equal employment opportunity. Informed by their review of agency statistical information (including total employment and 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 Diversity and EEO Plans outline 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 across the City, DCAS distributes and collects a report template to be used by all city agencies. DCAS also provides recommendations regarding Diversity and EEO Plan development that are consistent with employment practices recommended by the New York City EEO Policy, human resources management organizations, and enforcement entities.

The agencies are encouraged to develop the plan in collaboration with the agency head, the EEO Officer, General Counsel, and Agency Personnel Officer. With the report agencies are required to indicate: 1) whether there are any barriers to equal opportunity within the agency; 2) the agency's obligations because of government grants and/or contracts; and 3) what, if any, corrective actions are required under court decrees and/or governmental audits.

Agency practices that are also encouraged by DCAS include:

- 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,

## II. NYC Workforce Profile Report and Affirmative Employment Practices

including procedures on filing EEO complaints

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

### **Salary History Ban (Executive Order 21)**

The City has also taken several proactive steps to ensure pay equity. Executive Order 21, for example, prohibits agencies from questioning candidates about salary history before making a conditional offer of employment. Inquiries related to pay were removed from all pre-employment applications to allow agencies to evaluate the position, rather than the candidate.

### **Family Friendly Policies**

In addition, the establishment of family-friendly work policies affecting City employees, such as Paid Family Leave, Paid Parental Leave, and Child Care Leave, all 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.

## **D. Statistics Relating to Hiring, Salary and Promotion by Job Category and Demographics**

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

### **Table D.1: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2020)**

Historically, certain EEO-4 job categories have a greater representation of one gender over another. For example, females have greater representation in the top salary band of the Professional and Paraprofessional job categories than males. In other job categories, there is greater male representation in higher salary bands. In job groups in which females are generally underrepresented in the industry (e.g., Skilled Crafts or Service and Maintenance), female representation is largely in the lower salary band of the job group.



## II. NYC Workforce Profile Report and Affirmative Employment Practices

EEO-4 JOB CATEGORY	EEO-4 SALARY BAND (Annual Salary, Thousands (000))	GENDER	
		% Female	% Male
OFFICIALS AND ADMINISTRATORS	43.0 to 54.999	33%	67%
OFFICIALS AND ADMINISTRATORS	55.0 to 69.999	51%	49%
OFFICIALS AND ADMINISTRATORS	70.0 or greater	30%	70%
PROFESSIONALS	25.0 to 32.999	25%	75%
PROFESSIONALS	33.0 to 42.999	66%	34%
PROFESSIONALS	43.0 to 54.999	66%	34%
PROFESSIONALS	55.0 to 69.999	62%	38%
PROFESSIONALS	70.0 or greater	53%	47%
TECHNICIANS	25.0 to 32.999	16%	84%
TECHNICIANS	33.0 to 42.999	25%	75%
TECHNICIANS	43.0 to 54.999	41%	59%
TECHNICIANS	55.0 to 69.999	44%	56%
TECHNICIANS	70.0 or greater	39%	61%
PROTECTIVE SERVICE	25.0 to 32.999	100%	0%
PROTECTIVE SERVICE	33.0 to 42.999	42%	58%
PROTECTIVE SERVICE	43.0 to 54.999	39%	61%
PROTECTIVE SERVICE	55.0 to 69.999	23%	77%
PROTECTIVE SERVICE	70.0 or greater	19%	81%
PARA-PROFESSIONALS	25.0 to 32.999	59%	41%
PARA-PROFESSIONALS	33.0 to 42.999	58%	42%
PARA-PROFESSIONALS	43.0 to 54.999	65%	35%
PARA-PROFESSIONALS	55.0 to 69.999	64%	36%
PARA-PROFESSIONALS	70.0 or greater	61%	39%
ADMINISTRATIVE SUPPORT	25.0 to 32.999	66%	34%
ADMINISTRATIVE SUPPORT	33.0 to 42.999	79%	21%
ADMINISTRATIVE SUPPORT	43.0 to 54.999	83%	17%

## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table D.1: Gender Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2020)**

EEO-4 JOB CATEGORY	EEO-4 SALARY BAND (Annual Salary, Thousands (000))	GENDER	
		% Female	% Male
ADMINISTRATIVE SUPPORT	55.0 to 69.999	83%	17%
ADMINISTRATIVE SUPPORT	70.0 or greater	79%	21%
SKILLED CRAFT	33.0 to 42.999	8%	92%
SKILLED CRAFT	43.0 to 54.999	5%	95%
SKILLED CRAFT	55.0 to 69.999	2%	98%
SKILLED CRAFT	70.0 or greater	2%	98%
SERVICE AND MAINTENANCE	25.0 to 32.999	44%	56%
SERVICE AND MAINTENANCE	33.0 to 42.999	28%	72%
SERVICE AND MAINTENANCE	43.0 to 54.999	15%	85%
SERVICE AND MAINTENANCE	55.0 to 69.999	9%	91%
SERVICE AND MAINTENANCE	70.0 or greater	4%	96%
SKILLED CRAFT	55.0 to 69.999	5%	95%
SKILLED CRAFT	70.0 or greater	1%	98%
SERVICE AND MAINTENANCE	25.0 to 32.999	55%	45%
SERVICE AND MAINTENANCE	33.0 to 42.999	41%	59%
SERVICE AND MAINTENANCE	43.0 to 54.999	28%	72%
SERVICE AND MAINTENANCE	55.0 to 69.999	20%	80%
SERVICE AND MAINTENANCE	70.0 or greater	4%	96%

## II. NYC Workforce Profile Report and Affirmative Employment Practices

Table D.1 (continued): Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2020)

EEO-4 JOB CATEGORY	EEO-4 SALARY BAND (Annual Salary, Thousands (000))	RACE/ETHNICITY				
		% Asian	% Black	% Hispanic	% White	% SOR**
OFFICIALS AND ADMINISTRATORS	25.0 to 32.999	0%	0%	17%	67%	17%
OFFICIALS AND ADMINISTRATORS	33.0 to 42.999	0%	0%	0%	100%	0%
OFFICIALS AND ADMINISTRATORS	43.0 to 54.999	12%	41%	18%	12%	18%
PROFESSIONALS	55.0 to 69.999	10%	32%	21%	31%	5%
PROFESSIONALS	70.0 or greater	10%	19%	15%	55%	2%
PROFESSIONALS	24.999 or less	0%	0%	50%	50%	0%
PROFESSIONALS	25.0 to 32.999	3%	45%	22%	24%	6%
PROFESSIONALS	33.0 to 42.999	9%	58%	21%	10%	3%
TECHNICIANS	43.0 to 54.999	10%	53%	20%	14%	3%
TECHNICIANS	55.0 to 69.999	12%	47%	16%	22%	2%
TECHNICIANS	70.0 or greater	19%	27%	12%	41%	2%
TECHNICIANS	25.0 to 32.999	7%	57%	7%	21%	7%
TECHNICIANS	33.0 to 42.999	6%	19%	29%	43%	3%
PROTECTIVE SERVICE	43.0 to 54.999	9%	38%	26%	25%	2%
PROTECTIVE SERVICE	55.0 to 69.999	11%	41%	20%	26%	2%
PROTECTIVE SERVICE	70.0 or greater	9%	29%	18%	42%	2%
PROTECTIVE SERVICE	24.999 or less	3%	81%	3%	3%	9%
PROTECTIVE SERVICE	25.0 to 32.999	8%	44%	31%	13%	3%
PARA-PROFESSIONALS	33.0 to 42.999	18%	26%	29%	26%	1%
PARA-PROFESSIONALS	43.0 to 54.999	9%	38%	26%	24%	2%
PARA-PROFESSIONALS	55.0 to 69.999	8%	22%	26%	45%	1%
PARA-PROFESSIONALS	70.0 or greater	5%	22%	24%	47%	1%
PARA-PROFESSIONALS	24.999 or less	17%	40%	17%	20%	6%

## II. NYC Workforce Profile Report and Affirmative Employment Practices

Table D.1 (continued): Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2020)

EEO-4 JOB CATEGORY	EEO-4 SALARY BAND (Annual Salary, Thousands (000))	RACE/ETHNICITY				
		% Asian	% Black	% Hispanic	% White	% SOR**
ADMINISTRATIVE SUPPORT	25.0 to 32.999	14%	36%	29%	14%	8%
ADMINISTRATIVE SUPPORT	33.0 to 42.999	9%	40%	30%	15%	6%
ADMINISTRATIVE SUPPORT	43.0 to 54.999	10%	31%	32%	23%	4%
ADMINISTRATIVE SUPPORT	55.0 to 69.999	6%	40%	29%	21%	4%
ADMINISTRATIVE SUPPORT	70.0 or greater	9%	31%	25%	31%	3%
SKILLED CRAFT	24.999 or less	9%	26%	39%	22%	4%
SKILLED CRAFT	25.0 to 32.999	10%	56%	21%	10%	3%
SKILLED CRAFT	33.0 to 42.999	7%	57%	21%	12%	3%
SKILLED CRAFT	43.0 to 54.999	7%	61%	17%	13%	2%
SERVICE AND MAINTENANCE	55.0 to 69.999	7%	56%	19%	15%	2%
SERVICE AND MAINTENANCE	70.0 or greater	5%	43%	24%	25%	2%
SERVICE AND MAINTENANCE	25.0 to 32.999	0%	0%	0%	100%	0%
SERVICE AND MAINTENANCE	33.0 to 42.999	11%	32%	29%	20%	7%
SERVICE AND MAINTENANCE	43.0 to 54.999	9%	29%	24%	34%	3%
SKILLED CRAFT	55.0 to 69.999	6%	32%	25%	35%	2%
SKILLED CRAFT	70.0 or greater	7%	16%	15%	61%	1%
SERVICE AND MAINTENANCE	24.999 or less	0%	70%	13%	1%	16%
SERVICE AND MAINTENANCE	25.0 to 32.999	2%	66%	19%	5%	9%
SERVICE AND MAINTENANCE	33.0 to 42.999	3%	50%	26%	18%	4%

## II. NYC Workforce Profile Report and Affirmative Employment Practices

Table D.1 (continued): Race/Ethnic Distribution by EEO-4 Job Category and Salary Band (All Agencies) (FY 2020)

EEO-4 JOB CATEGORY	EEO-4 SALARY BAND (Annual Salary, Thousands (000))	RACE/ETHNICITY				
		% Asian	% Black	% Hispanic	% White	% SOR**
SERVICE AND MAINTENANCE	43.0 to 54.999	2%	48%	28%	19%	2%
SERVICE AND MAINTENANCE	55.0 to 69.999	3%	37%	23%	36%	1%
SERVICE AND MAINTENANCE	70.0 or greater	2%	23%	21%	53%	1%

\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose

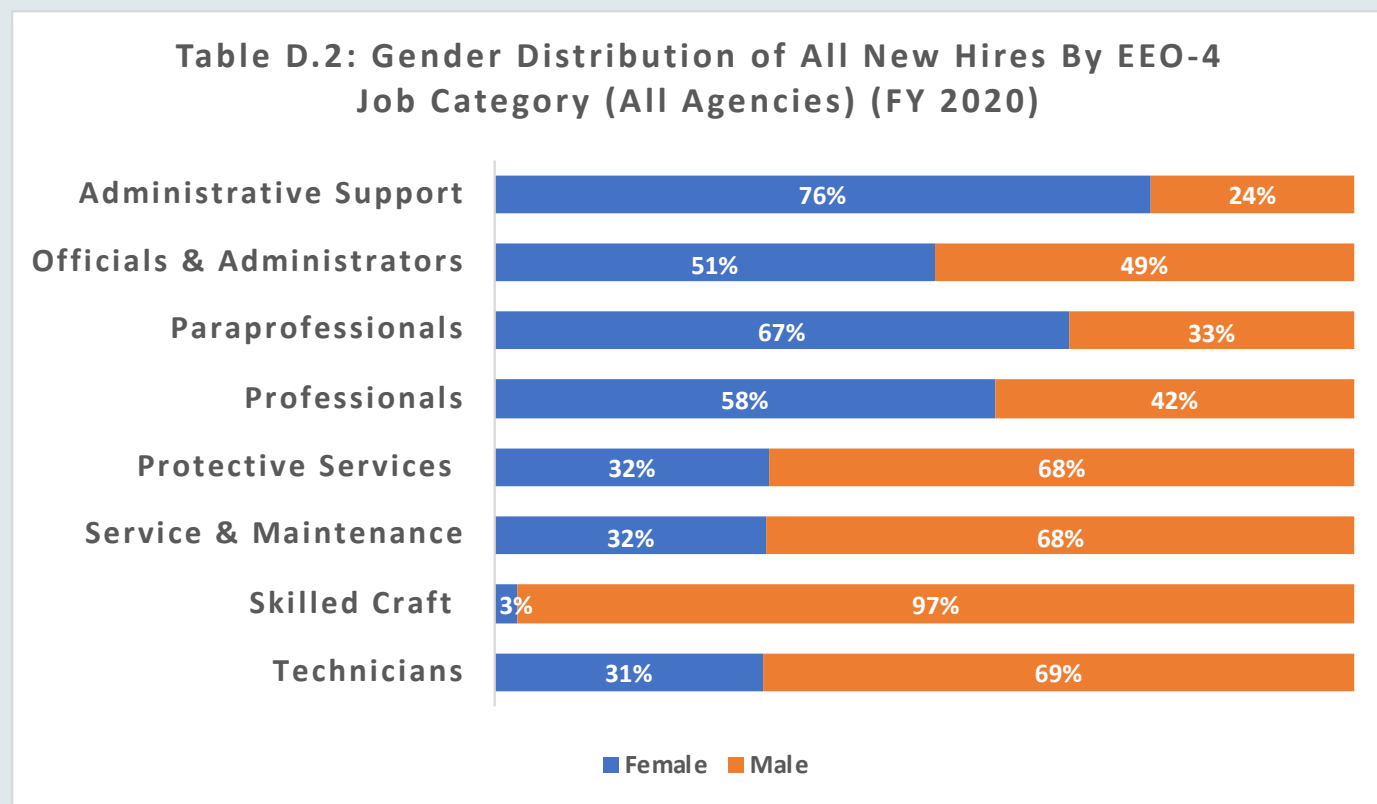
Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

The following tables, D.2, D.3, D.4, D.5, provide information on the demographic distributions of citywide New Hires and Promotions by EEO-4 Job Category.

**Table D.2: Gender Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY 2020)**

There is more female representation within new hires for Administrative Support, Officials & Administrators, Paraprofessionals, and Professionals job categories. Compared to last fiscal year, there was an increase in the percentages of females who were hired in the Protective Service (31% to 32%), Paraprofessionals (63% to 67%) and Service and Maintenance (27% to 32%) job groups. There was a decrease in percentages of females hired in the categories of Officials and Administrators (66% to 51%) and Skilled Craft (12% to 3%).

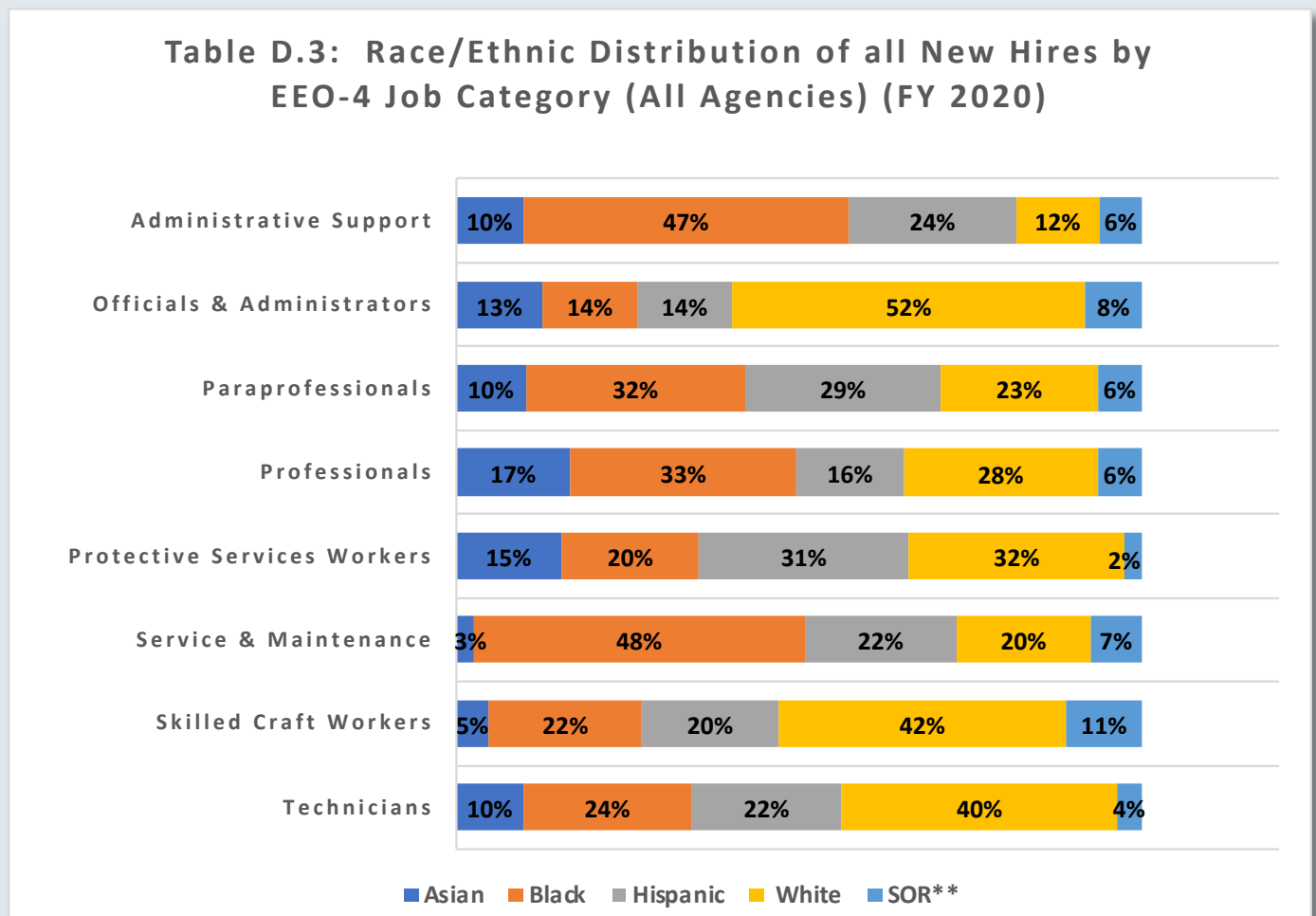




## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table D.3: Race/Ethnic Distribution of all New Hires by EEO-4 Job Category (All Agencies) (FY20)**

New hires who self-identify as Black are a plurality of new employees in the Administrative Support, Paraprofessionals, Professionals, and Service Maintenance job categories. In general, representation of minorities is increasing throughout the workforce, as evidenced by the fact that minority groups cumulatively have a higher representation than self-identified white new hires in all but one of the job categories listed below. This is due to the changing composition of available labor pools, where minority share is growing, but also to recruitment efforts addressed to various racial and ethnic groups.

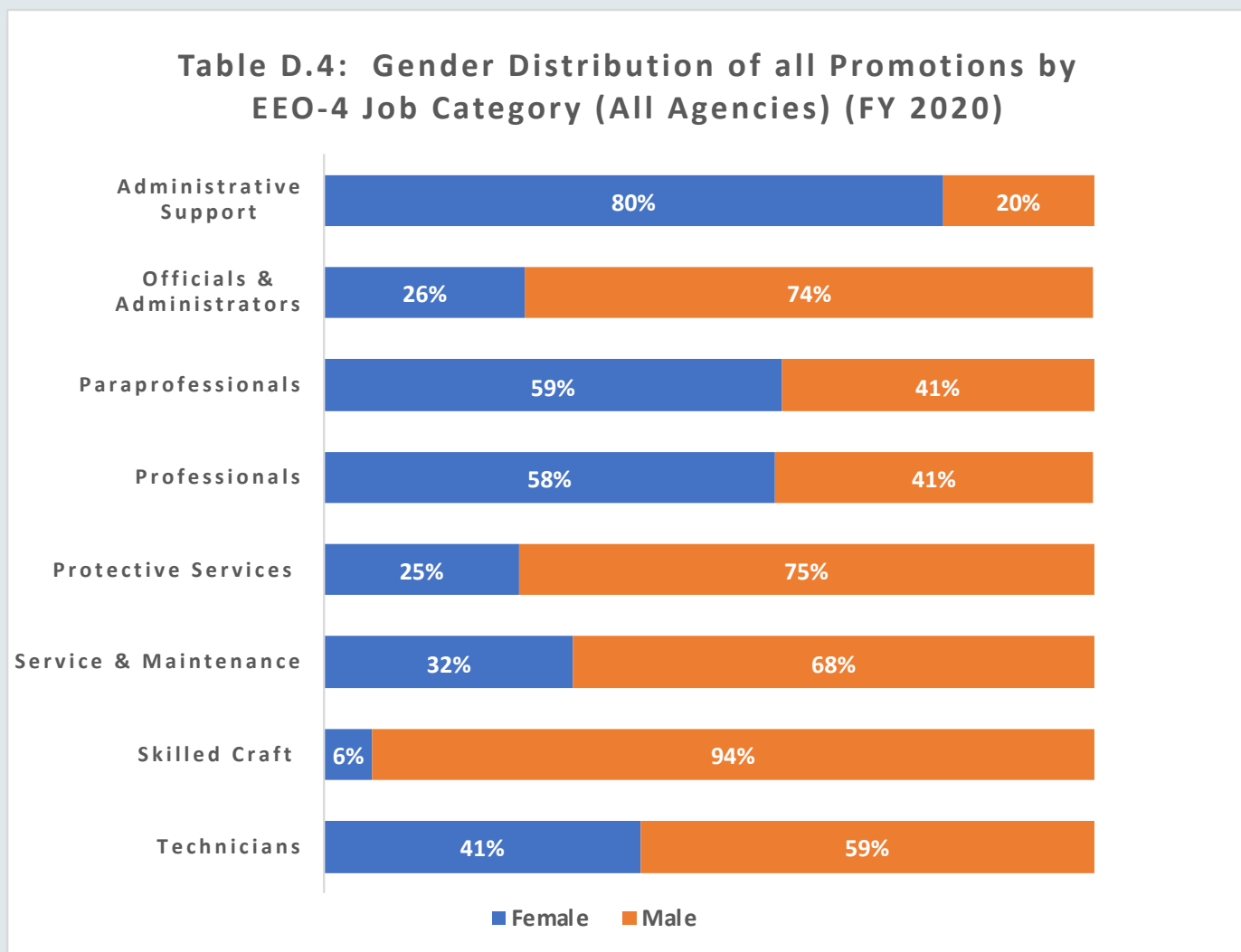


\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table D.4: Gender Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2020)**

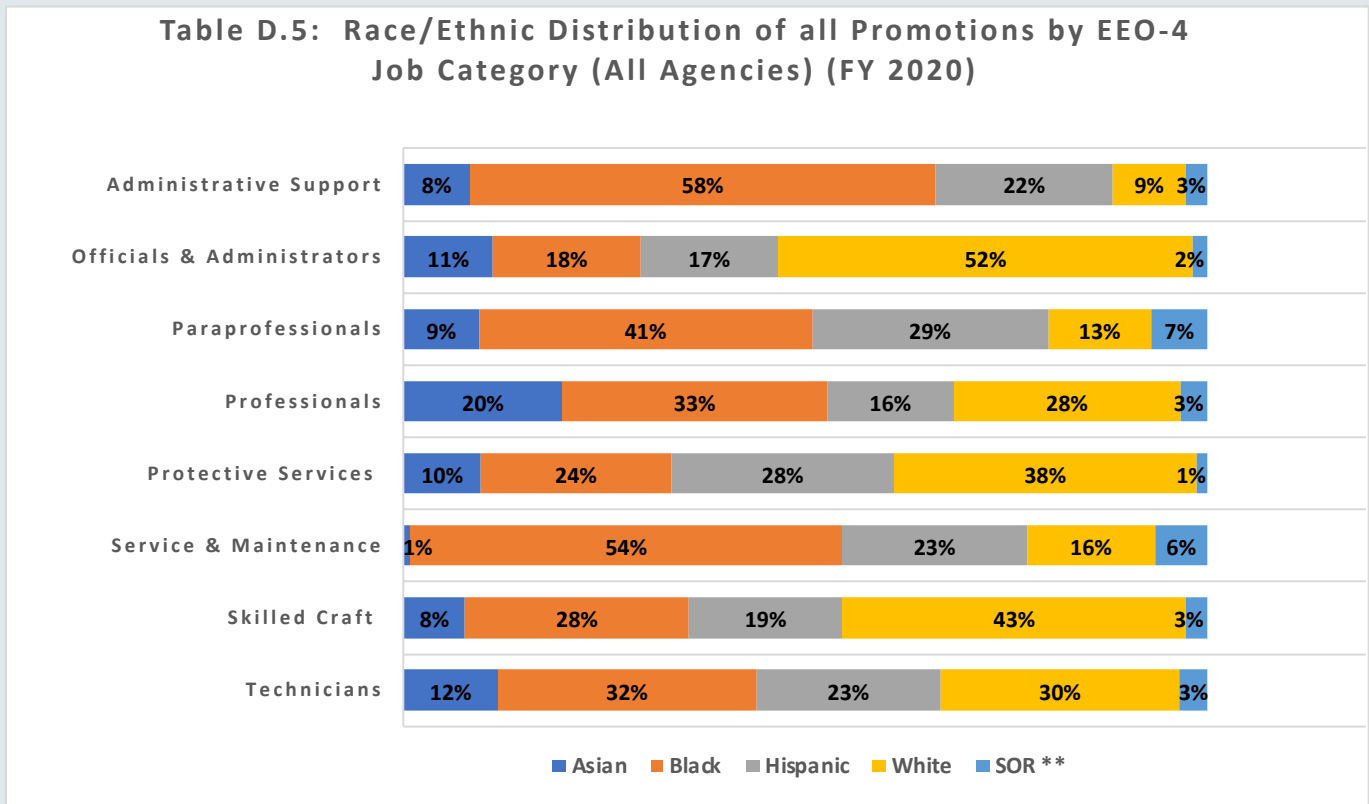
More women than men were promoted in the Administrative Support, Paraprofessionals, and Professionals job categories. In job categories in which few women have been promoted, there are typically fewer women working in such industry (e.g., Skilled Craft, Service & Maintenance, and Protective Services).



## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table D.5: Race/Ethnic Distribution of all Promotions by EEO-4 Job Category (All Agencies) (FY 2020)**

Promotion of self-identified Black employees exceeded self-identified white employees in various job categories, including Administrative Support, Paraprofessionals, Professionals, Service & Maintenance, and Technicians.



\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose

Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

### E. 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 intended to be filled provisionally (appointments that last for a period of up to nine months, while the exam for the respective title is given and a civil service list is established with eligible candidates).

The data include all job openings, regardless of whether they were filled, and the tables show all applicants, regardless of whether they met the minimum qualification requirements or were selected for an interview.

**Table E.1: Job Opening for Discretionary Vacancies by EEO-4 Job Category (FY 2020)**

The purpose of this table is to show how many applicants were attracted by the advertised positions, given that effective recruitment is crucial to engaging a significant amount of interested applicants who can diversify applicant pools. The table shows a decline in the total number of target openings for FY 2020 by almost 50% from the previous fiscal year. This decline can be attributed to a few factors, including a reduction in headcount across agencies, reduction in the number of financially approved vacancies, reduction in hiring for new or ongoing initiatives, and the COVID-19 pandemic.

EEO-4 Job Category Description	Target Openings (# of Positions)	# of Applicants
Administrative Support	770	14,929
Officials & Administrators	454	17,821
Paraprofessionals	2,228	127,510
Professionals	1,411	37,268
Protective Service	1,081	4,746
Service & Maintenance	6,417	22,829
Skilled Craft	232	3,805
Technicians	374	13,247
Other*	5	423
<b>TOTAL FY20</b>	<b>12,972</b>	<b>242,578</b>
<b>TOTAL FY19</b>	<b>22,848,848</b>	<b>454,440</b>

\*Titles that could not be accurately mapped to an EEO-4 job category due to manual data submission.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

The Applicant Analysis tables below show the combined Applicant Data Set collected from individual agencies that do not use e-Hire merged with the NYCAPS report for agencies that do use e-Hire.

### NOTES:

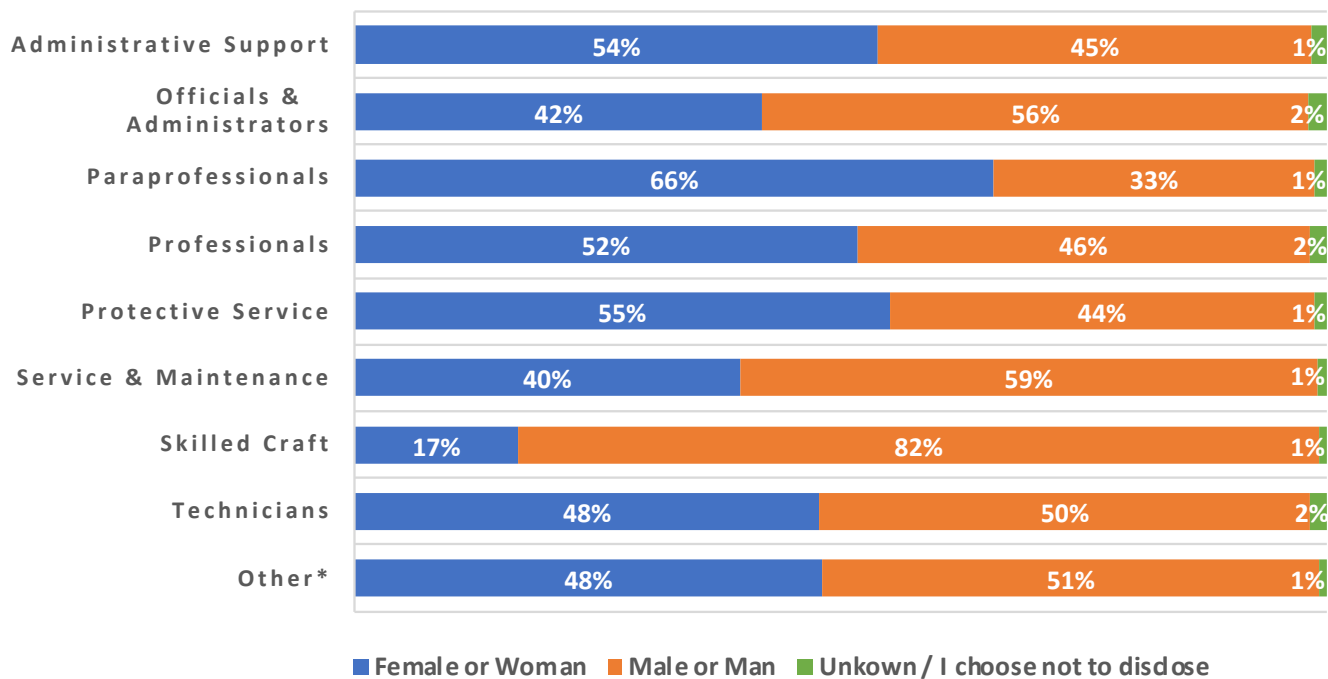
- Analysis may include duplicate applicant data because applicants can apply multiple times for the same job opening and/or different job openings.
- Race/Ethnicity categories reflect those reported on the Workforce Profile Report. As a result, some race/ethnicities have been grouped under Some Other Race (SOR).
- Community Board job openings and applicant data, where available, were rolled under their respective Borough President Office.
- Race/Ethnicity totals may exceed 100 percent as applicants have the ability to self-identify as Hispanic and also select a race/ethnicity.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.2: Gender Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2020)**

The City continues to attract a high number of candidates who self-identify as female or woman for positions across various EEO-4 job categories. Candidates who identify as female or woman make up many applicants for job groups such as Administrative Support, Paraprofessionals, Professionals, and Protective Services. In FY 2020, applicants who identified as female or woman made up 55% of the total applicants for Protective Services, compared with the 2019 rate of 47%.

**Table E.2: Gender Distribution by % of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2020)**



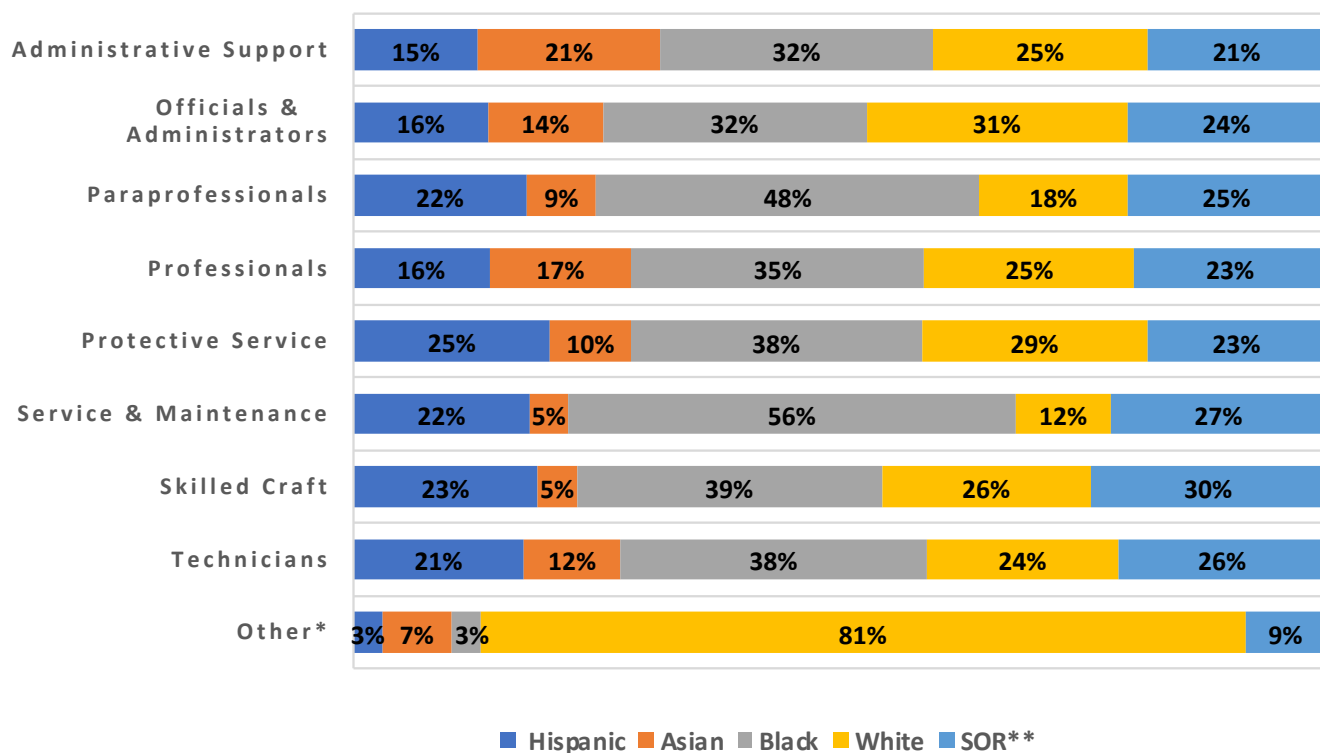


## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.3: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2020)**

Positions filled outside of the competitive examination process have attracted a diverse cross-section of applicants.

**Table E.3: Race/Ethnic Distribution by % of Applicants for Discretionary Vacancies by EEO-4 Job Category (FY 2020)**



\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose

Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.4: Target Openings and Applicants for Discretionary Vacancies by Agency (FY 2020)**

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

Agency Description	Target Openings (# of Positions)	# of Applicants
ADMINISTRATION FOR CHILDREN'S SERVICES (ACS)	435	12,927
BOARD OF CORRECTION (BOC)	1	1
BOROUGH PRESIDENT OF MANHATTAN (BP-MAN)	10	904
BOROUGH PRESIDENT-BRONX (BP-BX)	1	10
BOROUGH PRESIDENT-BROOKLYN (BP-BK)	2	2
BOROUGH PRESIDENT-QUEENS (BP-QNS)	7	918
BOROUGH PRESIDENT-STATEN ISLAND (BP-SI)	1	1
BUSINESS INTEGRITY COMMISSION (BIC)	14	1,009
CAMPAIGN FINANCE BOARD (CFB)	20	132
CITY COMMISSION ON HUMAN RIGHTS (CCHR)	20	1,291
CIVIL SERVICE COMMISSION (CSC)	1	23
CIVILIAN COMPLAINT REVIEW BOARD (CCRB)	25	1,491
DEPARTMENT FOR THE AGING (DFTA)	325	3,075
DEPARTMENT OF BUILDINGS (DOB)	217	2,243
DEPARTMENT OF BUSINESS SERVICES (SBS)	27	706
DEPARTMENT OF CITY PLANNING (DCP)	18	471
DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES (DCAS)	195	5,246

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Agency Description	Target Openings (# of Positions)	# of Applicants
DEPARTMENT OF CONSUMER AND WORKER PROTECTION (DCWP)	35	2,025
DEPARTMENT OF CORRECTION (DOC)	113	1,652
DEPARTMENT OF CULTURAL AFFAIRS (DCLA)	3	228
DEPARTMENT OF DESIGN & CONSTRUCTION (DDC)	31	511
DEPARTMENT OF ENVIRONMENT PROTECTION (DEP)	184	1,429
DEPARTMENT OF FINANCE (DOF)	50	1,068
DEPARTMENT OF HEALTH AND MENTAL HYGIENE (DOHMH)	783	27,492
DEPARTMENT OF HOMELESS SERVICES (DHS)	72	4,246
DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS (DOITT)	103	4,302
DEPARTMENT OF INVESTIGATION (DOI)	14	3,099
DEPARTMENT OF PARKS & RECREATION (PARKS)	5,040	2,869
DEPARTMENT OF PROBATION (DOP)	24	2,204
DEPARTMENT OF RECORDS & INFORMATION SERVICES (DORIS)	6	707
DEPARTMENT OF SANITATION (DSNY)	636	3,637
DEPARTMENT OF TRANSPORTATION (DOT)	71	5,265
DEPARTMENT OF YOUTH & COMMUNITY DEVELOPMENT SERVICES (DYCD)	179	9,478
DISTRICT ATTORNEY -MANHATTAN (DA-MAN)	366	21,162
DISTRICT ATTORNEY-KINGS COUNTY (DA -BK)	232	8,420

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Agency Description	Target Openings (# of Positions)	# of Applicants
DISTRICT ATTORNEY-QUEENS (DA-QNS)	12	86
DISTRICT ATTORNEY-RICHMOND (DA-SI)	95	2,767
DISTRICT ATTORNEY-SPECIAL NARCOTICS (DA-NARC)	20	1,101
EQUAL EMPLOY PRACTICES COMMISSION (EEPC)	2	333
FINANCIAL INFORMATION SERVICES AGENCY (FISA)	9	372
FIRE DEPARTMENT (FDNY)	42	2,500
HOUSING PRESERVATION & DEVELOPMENT (HPD)	175	12,906
HUMAN RESOURCES ADMINISTRATION / DEPARTMENT OF SOCIAL SERVICES (HRA/DSS)	402	16,399
LANDMARKS PRESERVATION COMMISSION (LPC)	4	173
LAW DEPARTMENT (LAW)	61	1,980
MAYORS OFFICE OF CONTRACT SERVICES (MOCS)	19	1,595
NEW YORK CITY TAX COMMISSION (NYCTAX)	6	68
NYC DEPARTMENT OF VETERANS' SERVICES (DVS)	5	93
NYC EMERGENCY MANAGEMENT (NYCEM)	38	2,990
NYC EMPLOYEES RETIREMENT SYSTEM (NYCERS)	18	2,132
NYC FIRE PENSION FUND (FDNYPF)	2	480
NYC HOUSING AUTHORITY (NYCHA)	1,685	33,258
OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS (OATH)	28	6,131
OFFICE OF COLLECTIVE BARGAINING (OCB)	2	79

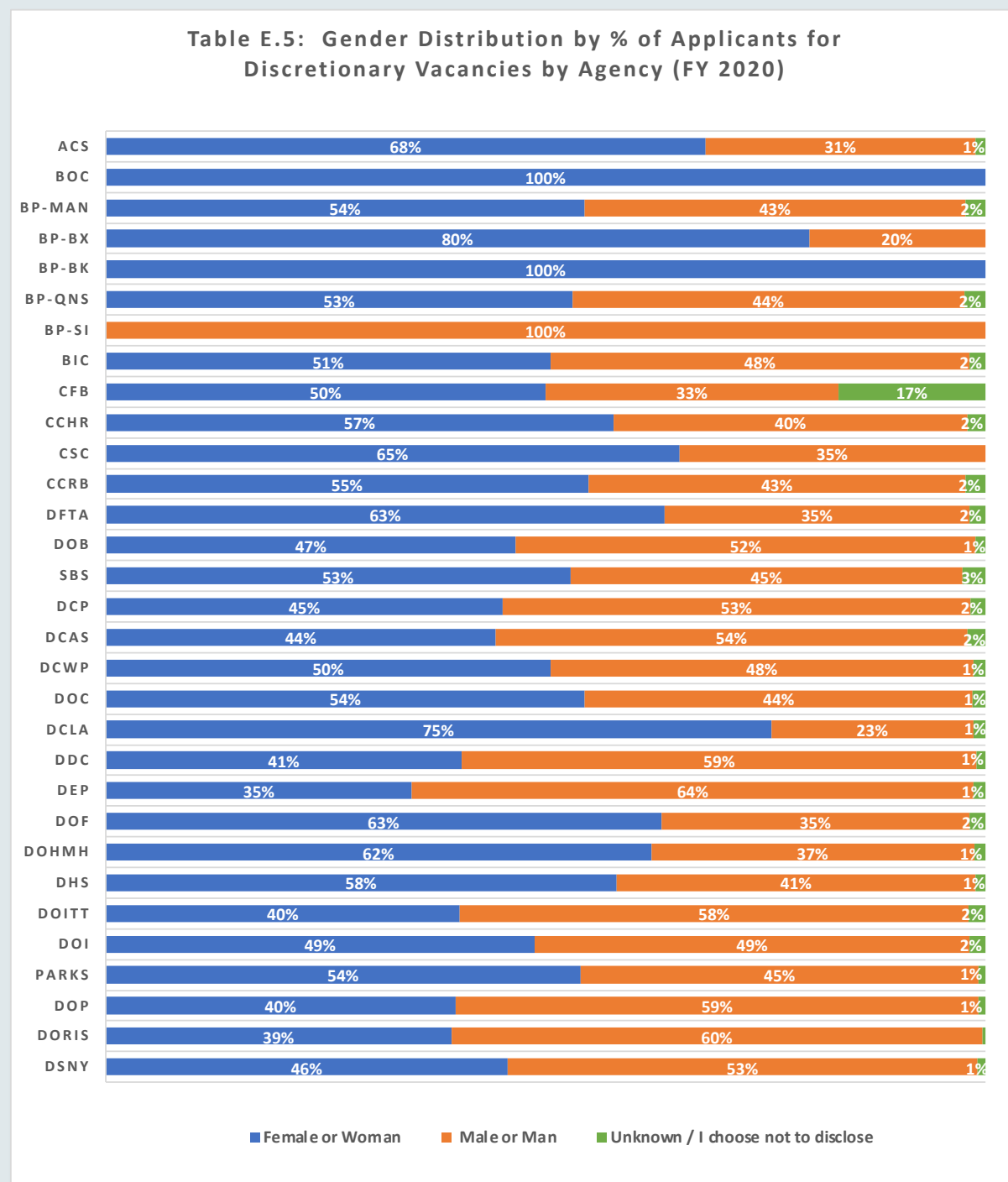
## II. NYC Workforce Profile Report and Affirmative Employment Practices

Agency Description	Target Openings (# of Positions)	# of Applicants
OFFICE OF LABOR RELATIONS (OLR)	44	3,594
OFFICE OF MANAGEMENT & BUDGET (OMB)	50	7,929
OFFICE OF THE ACTUARY (ACTUARY)	2	113
OFFICE OF THE CITY CLERK (CLERK)	2	3
OFFICE OF THE COMPTROLLER (COMPTROLLER)	115	1,133
POLICE DEPARTMENT (NYPD)	787	9,102
PUBLIC ADMINISTRATOR-KINGS (PA-KINGS)	1	415
TAXI & LIMOUSINE COMMISSION (TLC)	50	3,084
TEACHERS RETIREMENT SYSTEM (TRS)	35	1,518
TAX COMMISSION (OATA)	1	156
TAXI & LIMOUSINE COMMISSION (TLC)	81	2,826
TEACHERS RETIREMENT SYSTEM (TRS)	39	1,316

# II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.5: Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 2020)\***

Applicants who self-identified as “Female or Woman” exceeded the number of “Male or Man” applicants in a majority of the agencies listed below.

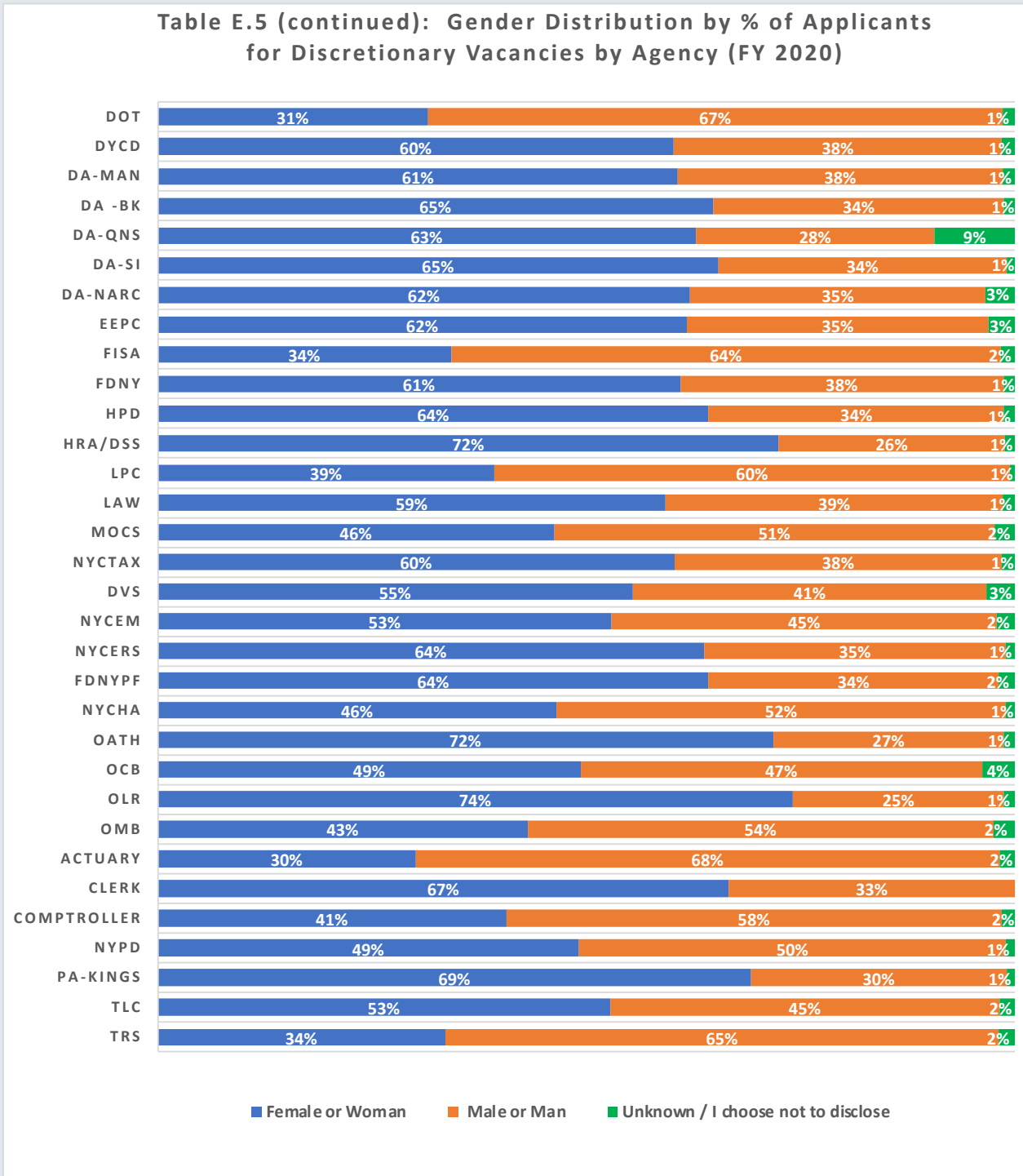


\*Agency Acronyms are defined in Table E.4.



## II. NYC Workforce Profile Report and Affirmative Employment Practices

Table E.5 (Continued): Gender Distribution of Applicants for Discretionary Vacancies by Agency (FY 2020)\*

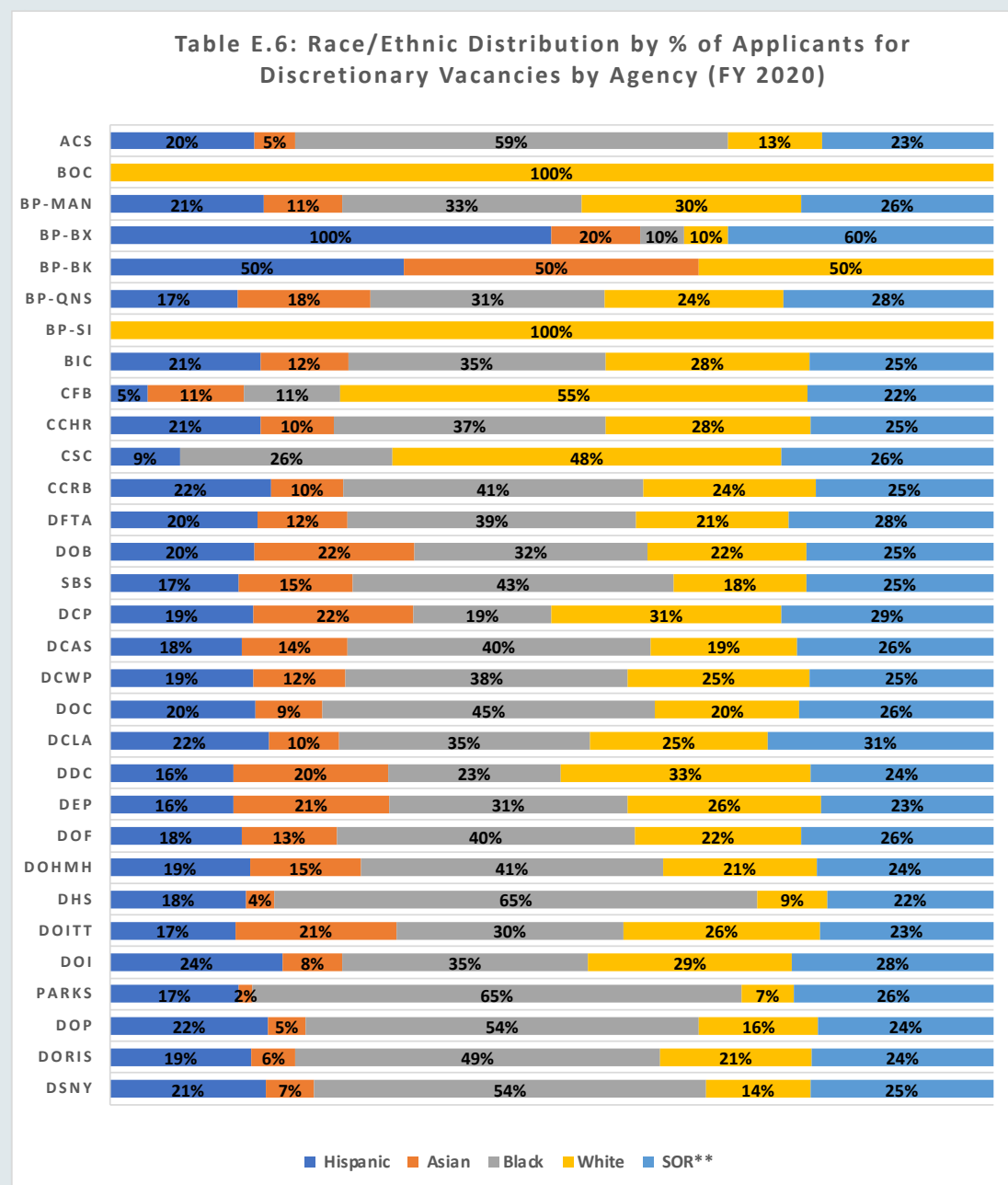


\*Agency Acronyms are defined in Table E.4.

# II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.6: Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY 2020)**

Data show that positions at the listed agencies attracted a significant number of applicants who identified as a minority compared to those that self-identified as white.

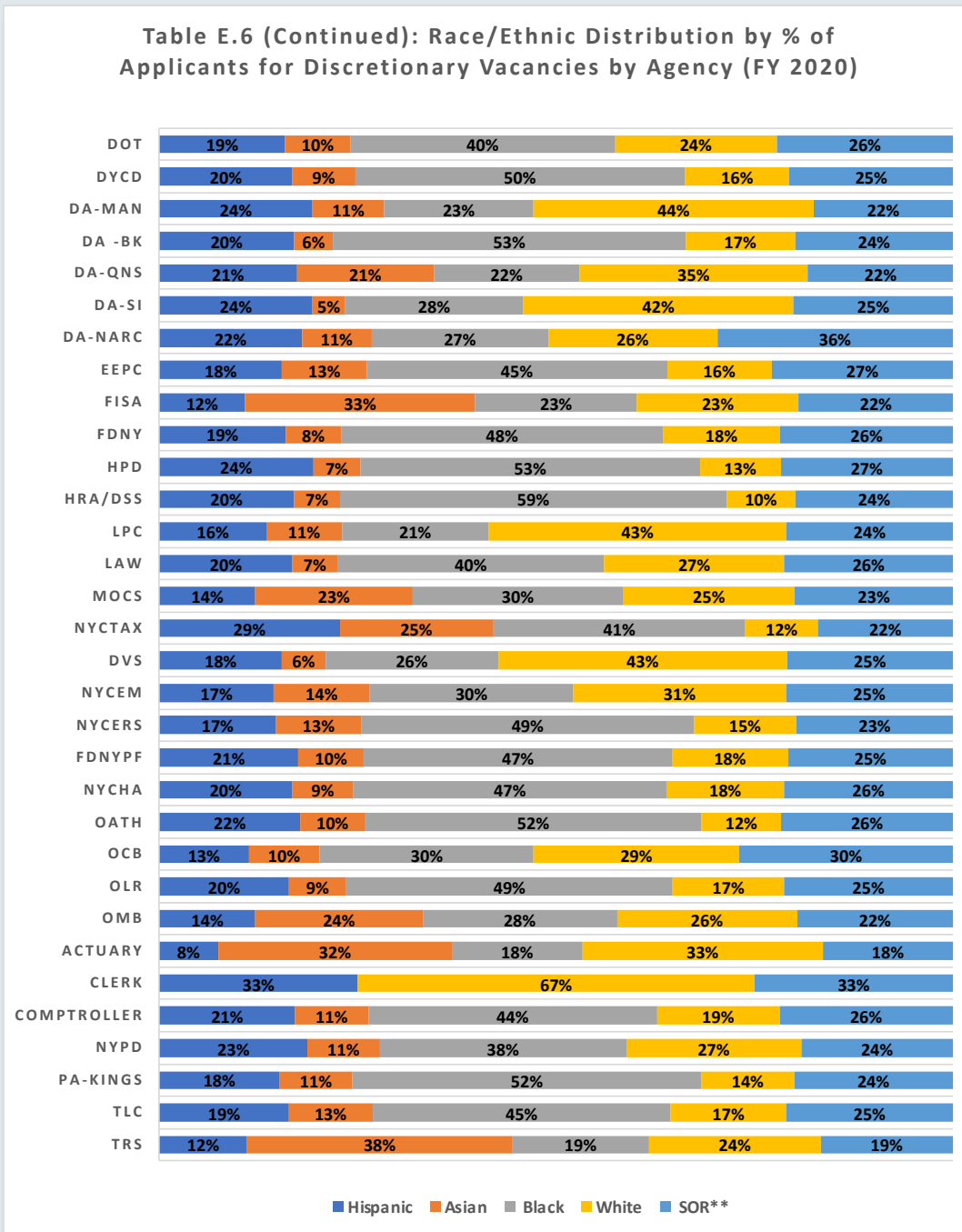


\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose

Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

**Table E.6 (continued): Race/Ethnic Distribution of Applicants for Discretionary Vacancies by Agency (FY 2020)**



\*\*Some Other Race = American Indian, Native Hawaiian/Pacific Islander, Two or more, Unknown/I choose not to disclose

Self-identification is voluntary; therefore, there is a portion of individuals who do not disclose. Such percentage is grouped with the “some other race” %.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

### F. Diversity Initiatives Across Various City Agencies

New York City is a civil service municipality, where approximately 82% of positions are filled through civil service testing. Therefore, changes in gender and ethnic representation across job categories and titles, especially those subject to competitive examination, can only be measured in the long-term.

In FY 2020 and FY 2021, many citywide hiring initiatives were either decreased significantly or paused outright due to the budget and resource constraints resulting from the COVID-19 pandemic. As a health safety measure, in-person civil service multiple choice tests were suspended.

Despite the multiple barriers, DCAS' Office of Citywide Equity and Inclusion (OCEI) continued to promote inclusive recruitment practices that support diversification of a talent pipeline and raise awareness of existing vacancies in City agencies and the availability of civil service exams. OCEI provides agency EEO Officers with quarterly workforce data to inform their recruitment and succession plans.

OCEI, through its Office of Citywide Recruitment (OCR) unit, serves as the public face of recruitment for the City. OCEI regularly educates the public on civil service careers and conducts outreach to historically underrepresented communities—including communities of color, people with disabilities, veterans, women, youth, justice-involved individuals, and the LGBTQ+ community—to ensure the City's workforce represents the diversity of the City of New York.

To that end, OCEI:

- Oversees the City's 55-a Program<sup>3</sup> 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. Examples of initiatives include:
  - o In November 2019, OCEI released a 55-a Program guide for 55-a Coordinators citywide outlining their roles, benefits of the program, inclusive hiring best practices, FAQs, and myths about disabilities.
  - o Partnership with the NYC Mayor's Office for People with Disabilities (MOPD) and the Adult Career and Continuing Education Services - Vocational Rehabilitation (ACCES-VR) hosting a series of events to educate individuals with disabilities about career opportunities available in city government and the 55-a program.
  - o In October 2020, OCEI organized virtual public recruitment events in celebration of

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<sup>3</sup> Section 55-a of the New York State Civil Service Law allows a qualified person with a certified mental or physical disability to be hired into competitive civil service positions without taking an exam.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

National Disability Employment Awareness Month (NDEAM), a national campaign that raises awareness about disability employment issues and celebrates the many and varied contributions of America's workers with disabilities.

- o In 2020, OCR partnered with a variety of organizations serving diverse communities (e.g., Northern Manhattan Improvement Corporation, Indochina Sino-American Community Center, Henry Street Settlement, Chinatown Manpower Project, Inc., and Brooklyn Tabernacle).
- Educates the public and current employees about the civil service examinations process and the numerous career opportunities for advancement via *Civil Service 101* presentations.
  - o Overcoming the barriers posed by the pandemic, OCR transitioned from in-person to virtual events, which allowed the office to reach a large audience within and outside of the New York City area. OCR reached over 11,000 people through approximately 189 events in 2020. This outreach raised the visibility of the City and increased awareness of career opportunities to qualified applicants from diverse backgrounds.
- Partners with City agencies to assist with the promotion of hard-to-recruit positions that are integral to city services (e.g., Construction Inspector, Maintenance Worker, Youth Development Specialist) and advises on creative recruitment strategies.

In addition to the initiatives spearheaded by OCEI, City agencies commonly employ a variety of recruitment strategies informed by workforce data (e.g., Citywide Equal Employment Data System Reports (CEEDS), which provide data on an agency's workforce composition, workforce dynamics, and underutilization) to address underutilization and underrepresentation in the workforce. In the last year, however, most City agencies reduced their recruitment efforts or shifted to a virtual format due to the COVID-19 pandemic and a significant decrease in hiring. Where feasible, agencies continued engaging in the following inclusive recruitment strategies to diversify the talent pipeline for public service careers:

- Partnering with professional associations and affinity-based groups. Examples include the Diversity Committee of New York Metro Region, the American Planning Association, the Metropolitan Black Bar Association, the Lawyers Alliance for New York, the NY Building Manager's Association, Advancing Women In Transportation, the New York Metro Region American Planning Association, the Association of Latino Professionals For America, the Society of Hispanic Professional Engineers, the Society of Women Engineers, and the National Society of Black Engineers.
- Amplifying public awareness of discretionary job openings and civil service exams by reinforcing relationships with community-based organizations throughout the five boroughs to garner referrals. Additionally, NYC Small Business Services continues to offer

## II. NYC Workforce Profile Report and Affirmative Employment Practices

a broad range of job placement and career development services for job seekers at their Workforce1 Career Centers throughout the boroughs.

- Participating in specialized recruitment events and utilizing diverse media to promote targeted openings, as well as general career pathways in New York City government. Agencies frequently participate at virtual job fairs and career information events designed for a variety of underrepresented groups, or targeting recruitment to organizations and websites directed at specific constituencies, including:
  - **Women** (e.g., Advancing Women in Transportation, the Society of Women Engineers, partnership with Non-traditional Employment for Women, and advertising vacancies on specific professional websites directed at women)
  - **Veterans** (e.g., career fairs sponsored by Recruit Military, ACCES-VR, and the Department of Veterans Affairs)
  - **People with disabilities** (e.g., 55-a job fairs, partnership with Disabled American Veterans, events sponsored by the Mayor's Office for People with Disabilities and City University of New York (CUNY) LEADS for students with disabilities)
  - **Ethnic communities** (e.g., the Asian American Bar Association, 100 Blacks in Law Enforcement, the Association of Latino Professionals for America, CUNY Hostos Community College Career Link, LatPro-Latin Professionals, National Black Student Associations, *El Diario*)
  - **LGBTQ+** (e.g., LGBT Bar Association, Out Professionals, New York LGBT Professional Network)
- Regularly partnering with local tri-state universities, alumni groups, and traditionally diverse educational institutions, including State University of New York (SUNY) and CUNY schools, Historically Black Colleges and Universities (HBCUs), and Hispanic-Serving Institutions (HSIs). Agencies are actively conducting outreach to New York City high school students to build an early interest in public service.
- Extending robust internship, fellowship and apprenticeship opportunities that foster early career pathways for youth, women, veterans, LGBTQ+, and people with disabilities (e.g., Ladders for Leaders Program, the Intern & Earn Program, Urban Fellows, Public Service Corps, AmeriCorps, STEAM Summer Internship program for high schoolers, NYC Summer Internship program, CUNY Service Corps, Civil Service Pathway Fellowship with CUNY, the Toigo Foundation, and Exalt Youth).
- Advertising job vacancies through a variety of recruitment sites and job boards (e.g., Indeed, Idealists, Zip Recruiter, Careers.org, Workplace Diversity Network, the National Forum for Black Public Administrators) and traditional outlets (e.g., news publications such as *El Diario*, *Desi Talk*, *City Limits*, *Chinese World Journal*, *Amsterdam News* and *AM New York*).



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- Leveraging digital outreach as in-person events became restricted during the pandemic. City agencies continued to use social media platforms (Facebook, Twitter, and Instagram) radio, and paid advertisement in different languages. Social networking platforms like LinkedIn offered opportunities for greater targeted outreach via its diversity groups, such as Professionals with Disabilities, Disabled American Veterans, NY LGBT Professional Network, Hispanic & Latino Professionals, and Black Professionals.
- Reevaluating hiring policies and experimenting with innovative recruitment practices to increase the breadth and diversity of talent pools and to ensure equitability and transparency. For example, many agencies are conducting in-depth review of job descriptions and requirements, prohibiting the use of criteria that are not job-related, endorsing blind selection (i.e., removing identifying information from resumes before reviewing), reinforcing diverse hiring panels, and/or requiring hiring managers to use systematic criteria for candidate selection.
- Sponsoring interactive learning events that provide insights on specific career pathways for prospective job applicants and/or current employees. A few agencies have launched panel discussions, podcasts, and lecture series that are designed to describe career pathways (e.g., NYC Emergency Management's *A Day in the Life* and *Lessons in Leadership*, focusing on black and female emergency management leaders; the Department of Building's *DOB Talks - Career in Public Service*; DCAS' citywide and interagency events and program series, such as *CityTalk*; the Department of Parks and Recreation's *Women in Leadership and Women in Trades*; and the Department of Design and Construction's *Professional Licensure and Certification* lecture series.)

Metrics used among some agencies to demonstrate effectiveness include:

- **Increase in visits to agency website and job postings:** Agencies' analysis of their recruitment data through web analytics. Web analytics is a website tracker provided through the NYC Department of Information Technology and Telecommunications (DOITT). At the end of each recruitment campaign, agencies review website data during the campaign period to see if traffic on their home page and recruitment pages saw appropriate increases.
- **Increase in use of standardized interview questions/structured interviewing practices:** Consistency in the interview process for discretionary hiring ensures that all applicants are afforded the same opportunity to answer the same questions so they can be evaluated solely based on their qualifications for the position and relevant experience. That also ensures that the selection and hiring decisions are objective and made on a legitimate, non-discriminatory basis.
- **Increase in Diversity & Inclusion training for hiring managers and those involved in the recruitment and hiring process:** Training about barriers to equitable practices, such as unconscious bias, can help employees overcome incorrect assumptions and

## II. NYC Workforce Profile Report and Affirmative Employment Practices

preconceived notions. DCAS offers *Structured Interviewing/Unconscious Bias* training to all city employees, with an emphasis on training hiring managers, to help erode conscious and unconscious biases and leading to a landscape where women and minorities can more fairly compete for positions.

- **Analysis of applicants and new hires:** Agencies use applicant data to track the demographics of all new hires and look at candidates interviewed compared with those that were hired.
- **Improvement in underutilized roles:** Agencies' EEO and Human Resources offices are collaborating to create strategic recruitment practices and track their effectiveness. Hiring data are tracked and analyzed with a focus on changes in representation for targeted job titles.

### G. 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, including:

- DCAS held an inaugural three-day HR-EEO Conference in November 2019, 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. Panel discussions and course offerings reflected a variety of diversity and inclusion topics, including *Creating an Accessible Workplace*, *Employee Accommodations*, *Gender Identity and Expression*, and *Leadership Impact on Organizational Behavior*.
- OCEI circulates a monthly newsletter highlighting upcoming civil service exams and immediate job and internship opportunities across the City. The newsletter is shared with over 600 Career Service Representatives and over 30,000 diverse job seekers.
- OCEI organizes monthly *Civil Service 101* information sessions specifically for City employees.
- OCEI launched a new *CityTalk* panel program that spotlights diverse employees across various agencies and the many different career paths available in the City. To date, the program has spotlighted women in non-traditional careers (engineering, construction, information technology, landmark preservation), LGBTQ+ employees, Veterans, employees with disabilities, and ethnic groups in recognition of their respective heritage months.
- Citywide initiatives including:
  - LeadNYC – Offers panel discussions, Learning Series, Lunch & Learns, and a Flash Mentorship program to support employee growth. The programming has targeted specific career-related topics for women and minorities.

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- Project B.U.I.L.D. (Bridging Understanding, Inclusion, Learning and Diversity) – Provides diversity, equity, and inclusion resources for employees citywide and connects different diversity, and equity and inclusion committees across the city.
- WorkWell NYC – Offers robust employee resources for the citywide workforce focusing on workplace wellness and equity.
- As City agencies execute tailored initiatives and programs for their workplaces, there are trends in programs and resources that are being made available to support women and minorities in the City’s workforce. For example:
  - Agency career counselors actively promote employee awareness of opportunities for promotion and transfer within the agency in regularly scheduled newsletters and other agency communications. They also proactively engage employees to review their goals.
  - Numerous agencies offer both structured and informal mentorship programs, as well as providing access to external trainings and opportunities for employees to participate in enrichment seminars.
  - Coaching Collaborative and Diversity Committees across various agencies host monthly meetings to engage employees.
  - Agencies offer career development information sessions to connect staff to their peers and learn about opportunities for advancement.
  - Agencies are encouraging the creation and development of Employee Resource Groups (ERGs) and affinity-based groups to foster employee belonging and awareness of professional development across represented groups at all levels within the agency. Examples from across agencies include the Women’s Empowerment Resource Coalition, LGBT@DOT, the Civilian Advancement Working Group, the Veteran’s Employee Resource Group, and Women in trades and STEM.
  - Agencies offer participation in DCAS’ Leadership Academy to select mid-career professional employees to help them build management and leadership skills.
  - Several agencies have directed their resources to training hiring managers and provide comprehensive hiring guides. A few have increased efforts to train hiring managers on structured interviewing, and offer complimentary trainings, such as *Unconscious Bias*, to eliminate biases in the interview process.
  - Multiple agencies are directly supporting race and equity dialogues with the intention of nurturing inclusive work environments, empowering employees from minority groups, and promote retention. Some race and equity initiatives from across agencies include: the Diversity, Equity & Inclusion Council (DEI Council), the Race Equity Initiative, the Racial Equity and Diversity Working Group, the Social Justice Workgroup, and the Taskforce on Racial Equity and Inclusion.

## II. NYC Workforce Profile Report and Affirmative Employment Practices

### H. Employees' Response to Demographic Data Collection

In the interests of 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, 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 only used in the aggregate. DCAS also has an ongoing campaign that includes pop-up messaging on the ESS landing page that reminds employees to complete and/or update their information. Citywide communications were also sent to Agency Personnel Officers and EEO Officers encouraging them to remind their employees of the option to self-identify. Agencies are also strongly encouraged to promote the importance of employee self-identification.

This report is based on demographic information derived from employees' self-identification of their race and gender. Employee self-identification of demographic information is not mandatory. Therefore, the data are not comprehensive because a small portion 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 avail themselves of the multiple opportunities to register the data.

# III. Programmatic and Budgetary Recommendations

## III. Programmatic and Budgetary Recommendations

Due to the demands on DCAS and other City agencies to redirect attention to COVID-19 related response initiatives throughout 2020 and into 2021, including return to office planning, there were limitations in the implementation of programmatic recommendations included in the previous Local Law 14 report. Despite these limitations, DCAS has developed and implemented the following:

- o Issued an *Inclusive Recruitment Guide* to all City agencies in July 2021.
- o Developed a *Diverse and Inclusive Recruitment Best Practices* mandatory training for Human Resources staff across all agencies, which was offered to agencies starting in July 2021. The training covers areas such as workforce analysis and its impact on diversity recruitment, proactive sourcing strategies, strategies for addressing underutilization and underrepresentation, and building internal and external talent pipelines.
  - Additional mandatory training will include enhanced unconscious bias training that will focus on the effects of bias on the recruitment and hiring process. The combination of the recruitment guide and mandatory training lays the groundwork for agencies to effectively develop strategic and targeted recruitment plans that will be evaluated and approved by EEO Officers. OCEI will certify the agency's recruitment plan for titles that have been historically marked with underutilization.

DCAS proposes a collaboration with agencies to develop a recruitment program where recruitment responsibilities can be shared among agencies across the City, allowing agencies to build their recruitment and sourcing capacity and increase efforts for diversifying the City. This program will include shared recruitment and marketing efforts among agencies that use similar titles, especially those that are underutilized, underrepresented, and/or hard-to-recruit, creation of social media campaigns incorporating videos and other interactive activities to engage candidates, collaboration with agencies to create improved candidate experiences that include further transparency in the recruitment and hiring process, and shared resources and strategies for developing internal employees.

# Appendix

## Appendix

Agencies included in this report.

Agency Description
ADMINISTRATION FOR CHILDREN'S SERVICES
BOARD OF CORRECTION
BOARD OF STANDARDS AND APPEALS
BOROUGH PRESIDENT-BRONX (INCL CBS)
BOROUGH PRESIDENT-BROOKLYN (INCL CBS)
BOROUGH PRESIDENT-MANHATTAN (INCL CBS)
BOROUGH PRESIDENT-QUEENS (INCL CBS)
BOROUGH PRESIDENT-RICHMOND (INCL CBS)
BUSINESS INTEGRITY COMMISSION
CAMPAIGN FINANCE BOARD
CITY CLERK
CITY COUNCIL
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 (DCWP)
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 INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS
DEPARTMENT OF INVESTIGATION
DEPARTMENT OF PARKS & RECREATION
DEPARTMENT OF PROBATION
DEPARTMENT OF PROBATION
DEPARTMENT OF SANITATION
DEPARTMENT OF TRANSPORTATION
DEPARTMENT OF VETERANS' SERVICES
DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT
DEPT. OF RECORDS AND INFORMATION SERVICES
DISTRICT ATTORNEY - SPECIAL NARCOTICS
DISTRICT ATTORNEY-BRONX COUNTY
DISTRICT ATTORNEY-KINGS COUNTY
DISTRICT ATTORNEY-NEW YORK COUNTY
DISTRICT ATTORNEY-QUEENS COUNTY
DISTRICT ATTORNEY-RICHMOND COUNTY
EQUAL EMPLOYMENT PRACTICES COMMISSION
FINANCIAL INFORMATION SERVICES AGENCY/OFFICE OF PAYROLL ADMINISTRATION
FIRE DEPARTMENT
HOUSING PRESERVATION & DEVELOPMENT

# Appendix

Agency Description
HRA/DEPARTMENT OF SOCIAL SERVICES
LANDMARKS PRESERVATION COMMISSION
LAW DEPARTMENT
MAYOR'S OFFICE OF CONTRACT SERVICES
N.Y.C. HOUSING AUTHORITY
NEW YORK CITY FIRE PENSION FUND
NYC EMPLOYEES' RETIREMENT SYSTEM
NYC POLICE PENSION FUND
OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS (OATH)
OFFICE OF COLLECTIVE BARGAINING
OFFICE OF EMERGENCY MANAGEMENT
OFFICE OF LABOR RELATIONS
OFFICE OF MANAGEMENT AND BUDGET
OFFICE OF THE ACTUARY
OFFICE OF THE COMPTROLLER
OFFICE OF THE MAYOR
POLICE DEPARTMENT
PUBLIC ADMINISTRATOR BRONX COUNTY
PUBLIC ADMINISTRATOR KINGS COUNTY
PUBLIC ADMINISTRATOR NEW YORK COUNTY
PUBLIC ADMINISTRATOR QUEENS COUNTY
PUBLIC ADMINISTRATOR RICHMOND COUNTY
PUBLIC ADVOCATE
TAX COMMISSION
TAXI AND LIMOUSINE COMMISSION
TEACHERS' RETIREMENT SYSTEM



# DCAS

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