

# 2013 Workforce Profile Report

**NYC** Government



# Acknowledgements

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Department of Education

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NYC Employee Retirement System

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# Table of Contents

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Acknowledgements .....	1
1. Executive Summary .....	3
2. City Agencies .....	6
3. Employee Type .....	7
5. Gender & Ethnicity .....	13
6. Salary .....	20
7. Attrition .....	23
8. Retirement .....	26
9. New Hires .....	29
10. Employee Titles .....	32
11. Employee Representation .....	35
12. Next Steps in Workforce Planning .....	36
Appendix A: Methodology .....	38
Appendix B: Workforce by Agency .....	56

## **Scope of the Report**

This report covers the employees of City agencies that report to the Mayor, including the Department of Education, New York City Housing Authority, School Construction Authority, and Health & Hospitals Corporation. It excludes the personnel of independent agencies, as well as those reporting jointly or exclusively to other elected officials. The 39 entities included are listed with their acronyms on page 6. The report does not include data on contractors, consultants, unpaid interns or volunteers.

This report draws on personnel statistics spanning Fiscal 2003 through Fiscal 2012, using employee-level data from multiple internal City databases. Headcount figures (full-time and full-time equivalents) are based on calculations made by NYC Office of Management and Budget. Unless otherwise noted, all dollar amounts have been adjusted for inflation to 2012 dollars. More information on data sources, definitions, and methodology can be found on page 38.

# 1. Executive Summary

The Mayor's Office of Operations and the Department of Citywide Administrative Services are pleased to present this report. The goal of this report is to make New York City's municipal workforce (the "City's workforce") transparent to the people it serves, and to provide interested parties with the personnel data needed for analysis and planning.

Workforce Profile, Fiscal 2012	
Workforce Headcount (Full-time & Part-time (FTE) employees)	327,793
Median Age	45.2
Median Years of Service	11.1
% Female / Male	57% / 43%
% Minority / White	61% / 39%
Median Annual Base Salary	\$65,299
% Attrition	6.2%
% Eligible to Retire	18.8%
Median Age at Retirement	60.3
% New Hires	5.4%
Median Age of New Hires	29.4
% Unionized	93%

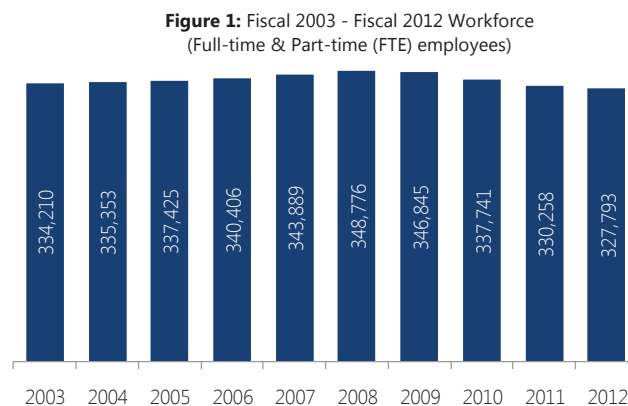
Data on the City's workforce over time paints a picture of remarkable stability. Through a period beginning in the aftermath of the World Trade Center attack and ending at the tail-end of a deep economic recession, the City has maintained a workforce capable of preserving a consistent level of service across agencies. Today's workforce is slightly smaller than in Fiscal 2003 and salaries have kept pace with inflation, The City's workforce is significantly more diverse than it was ten years ago. At New York City's scale, these are no small achievements.

There are also challenges. As the City looks ahead this report provides valuable intelligence in many areas. The agency-by-agency snapshots presented in the appendix make clear where each agency must focus its attention. Effective strategic planning and management will be necessary to overcome the effects of rising costs in pension and benefits, to build upon diversity gains, and to succeed an aging and experienced workforce with one equal to the demands of the future. The section on next steps in workforce planning offers guidance for City managers who must face these challenges.

The City's workforce is unique in its size and complexity. This report captures high-level demographics to compare trends over the last ten years and highlight challenges and opportunities in workforce planning for the future.

## Age & Years of Service

From Fiscal 2003 to Fiscal 2012 the median age of City employees increased from 43 to 45.2 years of age and the number of employees over 55 years of age increased from 15% to 23%.



Similarly, the number of employees with more than 20 years of service increased by seven percentage points to 23% in Fiscal 2012. These trends suggest that the City has an aging workforce and an increasing number of employees who meet the criteria for retirement.

### Fiscal 2012 Agency Comparison

#### Median Age

**Highest:** Dept. of Housing Preservation & Development (53.3)

**Lowest:** Dept. of Parks & Recreation (38.8)

#### Median Years of Service

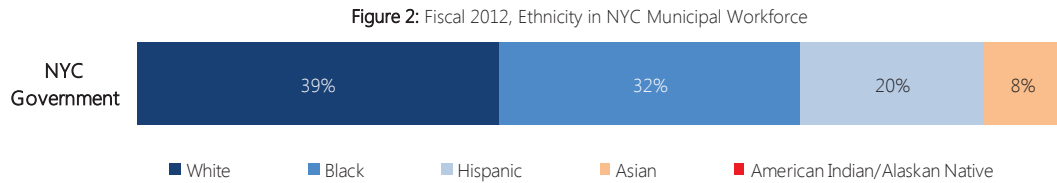
**Highest:** Dept of Finance (22.2)

**Lowest:** Dept. of Parks & Recreation (4.0)

## Gender & Ethnicity

In Fiscal 2012, the City's workforce gender distribution was 58% female and 42% male. Teachers are predominantly women (76%), while uniformed employees are predominantly men (84%).

In Fiscal 2012, the City's workforce had the following ethnic composition:



While certain job categories tend to include more women, e.g. Paraprofessionals, and others include more men, such as Protective Service Workers, in six out of nine job categories, there have been significant diversity gains in gender, ethnicity or both over the past ten years (see page 11 for definitions).

In that period, the non-white ethnicity groups have grown proportionally larger, creating an even more diverse workforce. Managerial employees are slightly more likely to be women (51% are female), and the majority of the City's managers are minorities with 47% white, 28% black, 13% Hispanic, 12% Asian/Pacific Islander, and less than 1% American Indian/Alaskan Native.

### Fiscal 2012 Agency Comparison

#### Gender

Highest % Female: Dept. of Education (77%)

Highest % Male: Dept of Sanitation, Fire Dept. (91%)

#### Ethnicity

Highest % White: Fire Dept. (76%)

Highest % Minority: Dept. of Correction, Dept. of Homeless Services (86%)

## Salary

In Fiscal 2012, the City's median full-time annual salary was \$65,299. Median full-time annual salaries have remained relatively steady. However, the cost of pension and fringe benefits has increased by over 140% in Fiscal 2012 as compared to Fiscal 2003 in nominal dollars (unadjusted for inflation). This can be

### Fiscal 2012 Agency Comparison

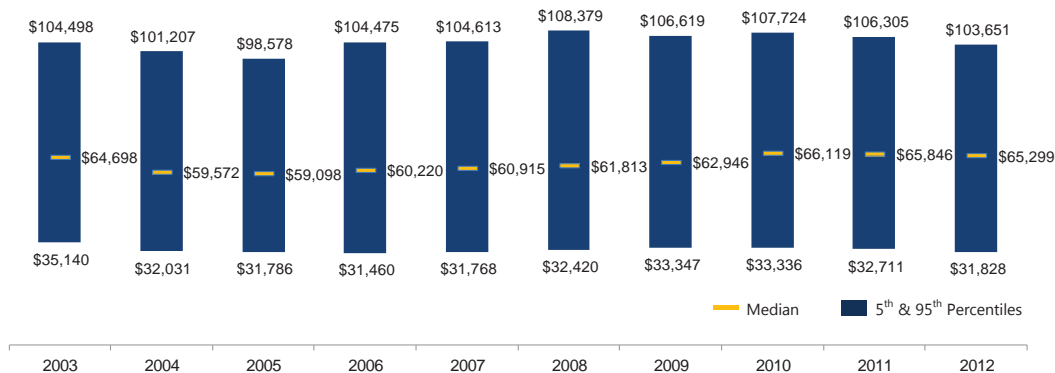
#### Median Full-time Annual Salary

Highest: Police Dept., Fire Dept., Dept. of Correction (\$76,488)

Lowest: NYC Housing Authority (\$40,624)

attributed to increases in healthcare costs and changes in the market economy. In aggregate, the largest share of salary spending goes to the Teachers, Professionals, and Protective Service Workers job categories.

**Figure 3: Fiscal 2003 – Fiscal 2012, Full-time Employees Annual Base Salary - Adjusted for Inflation**



## Attrition & New Hires

The City's workforce had a 6.2% rate of attrition in Fiscal 2012, with most departing workers either resigning (1.8%) or retiring (2.3%). The new hire rate was 5.4% in Fiscal 2012, which is lower than the rate of attrition. The median age of new hires decreased from 30 years of age in Fiscal 2003 to 29 years of age in Fiscal 2012. Median hourly salary increased from \$19.47 in Fiscal 2003 to \$20.10 in Fiscal 2012. The City's new hires, those hired in any given year, have become more diverse over the past ten years. In 2012, 37% of new hires were white, 32% were black, 18% were Hispanic and 13% were Asian/Pacific Islander.

### *Fiscal 2012 Agency Comparison*

#### **Attrition Rate**

Highest: Dept of Information Technology & Telecommunications (12%)

Lowest: Fire Dept. (4%)

#### **New Hires Rate**

Highest: Law Dept. (12%)

Lowest: Dept. of Housing Preservation & Development (1%)

## Retirement

In Fiscal 2012, 19% of the City's employees were eligible to retire without reductions to pension benefits. Considering those eligible in Fiscal 2012 and those who will be eligible in the next 5 years, over 110,000

employees will be eligible to retire — 34% of the workforce. In Fiscal 2012, Administrative Support (33%), Officials and Administrators (32%), and Skilled Craft Workers (36%) were the job categories with the highest retirement eligibility percentage.

However, historically, the number of employees who retire is quite small compared to the number eligible to do so.

### *Fiscal 2012 Agency Comparison*

#### **% Eligible to Retire in Fiscal 2012**

Highest: Dept. of Finance (51%)

Lowest: Dept. of Education (10%)

## 2. City Agencies

The 39 agencies covered in this report vary considerably in size, from over 132,000 employees at DOE to fewer than 60 employees at DCLA and DORIS. The five largest agencies combined make up more than three-quarters of the workforce. The chart below lists the agencies included in this report, sorted by total number of employees. For more information about each agency, see Appendix B: Workforce by Agency.

**Figure 4:** Fiscal 2012 Workforce by Agency (Full-time & Part-time (FTE) employees)

Agency		Total	% Share	Full-time	Part-time (FTE)
Department of Education	DOE	132,273	40.5%	118,716	13,557
Police Department	NYPD	50,325	15.4%	48,748	1,577
Health and Hospitals Corporation	HHC	38,387	11.8%	36,335	2,052
Fire Department	FDNY	15,404	4.7%	15,315	89
Human Resources Administration	HRA	13,948	4.3%	13,918	30
New York City Housing Authority	NYCHA	11,595	3.6%	11,293	302
Department of Correction	DOC	9,999	3.1%	9,953	46
Department of Sanitation	DSNY	8,998	2.8%	8,845	153
Administration for Children's Services	ACS	6,196	1.9%	6,152	44
Department of Health and Mental Hygiene	DOHMH	5,761	1.8%	4,470	1,291
Department of Environmental Protection	DEP	5,740	1.8%	5,564	176
Department of Parks and Recreation	DPR	5,598	1.7%	3,095	2,503
Department of Transportation	DOT	4,807	1.5%	4,405	402
Department of Citywide Administrative Services	DCAS	2,155	0.7%	1,919	236
Department of Housing Preservation and Development	HPD	2,153	0.7%	2,105	48
Department of Homeless Services	DHS	1,819	0.6%	1,818	1
Department of Finance	DOF	1,814	0.6%	1,750	64
Law Department	LAW	1,399	0.4%	1,265	134
Department of Design and Construction	DDC	1,134	0.3%	1,095	39
Department of Information Technology and Telecommunications	DOITT	1,107	0.3%	1,041	66
Department of Buildings	DOB	1,067	0.3%	1,051	16
Department of Probation	DOP	976	0.3%	976	0
Mayoralty	Mayoralty	875	0.3%	864	11
Department for the Aging	DFTA	833	0.3%	286	547
School Construction Authority	SCA	660	0.2%	660	0
Taxi and Limousine Commission	TLC	461	0.1%	435	26
Department of Youth and Community Development	DYCD	388	0.1%	360	28
Office of Administrative Trials and Hearings	OATH	372	0.1%	238	134
Department of Consumer Affairs	DCA	327	0.1%	293	34
Department of City Planning	DCP	253	0.1%	225	28
Department of Small Business Services	SBS	242	0.1%	193	49
Department of Investigation	DOI	192	0.1%	191	1
Civilian Complaint Review Board	CCRB	124	<0.1%	120	4
Office of Emergency Management	OEM	111	<0.1%	108	3
Business Integrity Commission	BIC	72	<0.1%	71	1
Commission on Human Rights	CCHR	62	<0.1%	60	2
Landmarks Preservation Commission	LPC	58	<0.1%	51	7
Department of Cultural Affairs	DCLA	57	<0.1%	43	14
Department of Records and Information Services	DORIS	51	<0.1%	39	12
<b>Grand Total</b>		327,793	100%	0	0

### 3. Employee Type

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The scale and diversity of services provided by the City demands various types of employees. This section provides a snapshot of some of these subdivisions, focusing on part-time and full-time, uniformed service and civilian, managerial and non-managerial, civil service status, and occupational category.

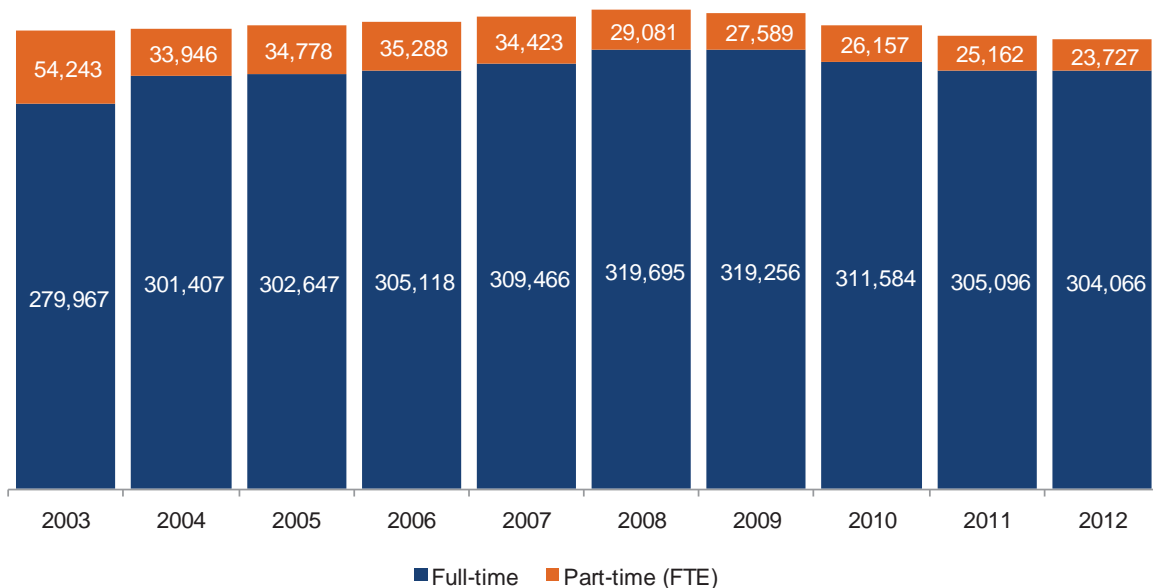
#### Schedule: Full-time versus Part-time

Full-time employees include those who work a standard work week in a full-time title with an annual work schedule. In general, full-time employees work 35 to 40 hours per week and have a regularly scheduled work year of 261 days.

Part-time employees are those who work fewer hours than the standard work schedule or are in titles established as non-annual, for which no standard hours per week or days per year have been set. This includes seasonal employees, such as lifeguards and many park maintenance workers.

The chart below compares the City’s full-time and part-time municipal workforce from Fiscal 2003 through Fiscal 2012. The number of full-time employees grew from Fiscal 2003, peaking in Fiscal 2008 at almost 320,000 full-time employees. From Fiscal 2009 to Fiscal 2011, full-time headcount decreased by about 14,000 employees before stabilizing in Fiscal 2012 to around 304,000 employees. Compared to Fiscal 2003, part-time employees have decreased by over 30,500 employees in Fiscal 2012.

**Figure 5:** Fiscal 2003 - Fiscal 2012 Workforce (Full-time & Part-time (FTE) employees)

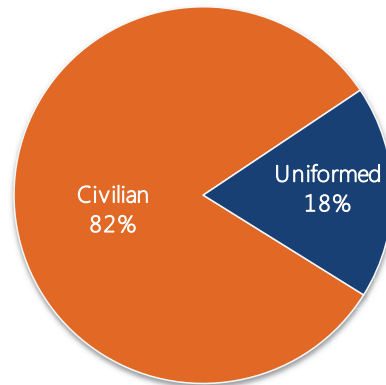




## Uniformed Services

The uniformed service includes the Police, Fire, Correction, and Sanitation services. In Fiscal 2012, 18% of the City's municipal workforces were uniformed employees. This category does not include other titles at other agencies where employees wear uniforms, such as parks enforcement personnel or buildings inspectors. Like teachers, the uniformed services negotiate separate economic and terms-and-conditions contracts.

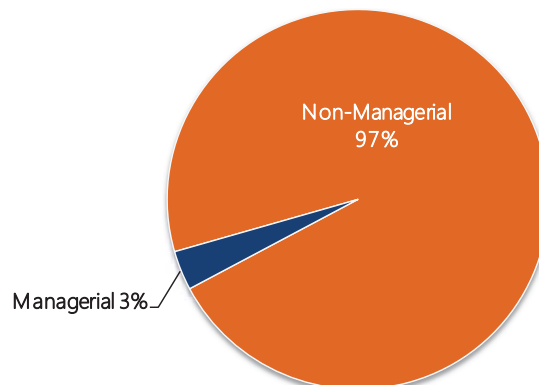
**Figure 6:** Fiscal 2012 Uniformed versus Civilian



## Managerial Status

Managerial employees may have direct or indirect oversight of non-managerial staff or other managers and are typically not eligible to receive overtime. These are policy-influencing, high-level administrative and executive-level positions with salaries and terms-and-conditions of employment set by the Mayor. In Fiscal 2012, 3% of the municipal workforce had managerial status.

**Figure 7:** Fiscal 2012 Managerial Status



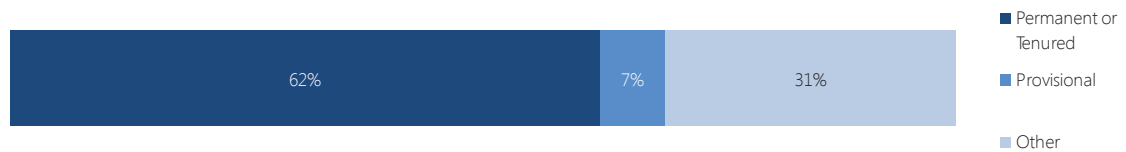
## Civil Service System

Many job categories for NYC employees are defined by New York State civil service law. The civil service system is designed to ensure that public sector jobs are awarded based on merit as determined by examination, education, and experience. Most City jobs are filled from ranked competitive lists based on performance in a competitive exam.

Currently, about 2,000 civil service job titles are classified in the City's civil service system. The creation of job titles and positions outside the competitive class requires the City to hold a public hearing and get approval of the New York State Civil Service Commission (SCSC) for each position.

The chart below shows the proportion of employees who have "permanent" status or are tenured teachers compared to those who are "provisional," which means they have been appointed to fill a competitive vacancy when there is no competitive list available. All other employees (31% of the total) are counted in the "Other" category, which consists largely of DOE employees who are not teachers.

**Figure 8:** Fiscal 2012, Employee Type



## Occupational Categories

The City’s municipal employees can be divided into occupational categories similar to those defined by the U.S. Equal Employment Opportunity Commission, which illustrates the breadth of employment. An occupational category is a group of jobs with comparable responsibilities and qualifications.

**Figure 9:** Fiscal 2012, Headcount by Occupational Category

Occupational Category	% of Employees
Administrative Support	7%
Officials and Administrators	9%
Paraprofessionals	14%
Professionals	18%
Protective Service Workers	17%
Service Maintenance	7%
Skilled Craft Workers	3%
Teachers	21%
Technicians	4%

- **Administrative Support:** Employees who perform clerical functions, 311 and 911 operators, office supervisors, and similar workers.
- **Officials and Administrators:** Employees who have executive-level or policy-making responsibility for an entire agency or for a major agency division, and those who have overall, managerial input into and responsibility for the execution of broad policies.
- **Paraprofessionals:** Employees who are paralegals, teaching assistants, and others who have job duties requiring education and knowledge in a special field and who supplement and support the activities of professionals or technicians.
- **Professionals:** Employees who have specialized education leading to a college or graduate degree or to special credentials, requiring related experience, such as social workers, economists, medical professionals, and engineers. (We have created a separate category in this report for teachers, who are professionals.)
- **Protective Service Workers:** Employees responsible for public safety and security, including police officers, firefighters, correction officers, traffic enforcement agents, and similar employees.
- **Service Maintenance:** Employees who contribute to the upkeep and care of public buildings, facilities or public property, which includes sanitation workers, custodial workers, maintenance workers, and similar employees.
- **Skilled Crafts Workers:** Employees who have specialized skills in a craft acquired through formal training and experience, such as stationary engineers, carpenters, mechanics, and electricians.
- **Teachers:** For the purposes of this report, teachers have been separated into this additional occupational category.
- **Technicians:** Employees who have a combination of basic scientific or technical knowledge and skill, such as computer programmers and engineering technicians.

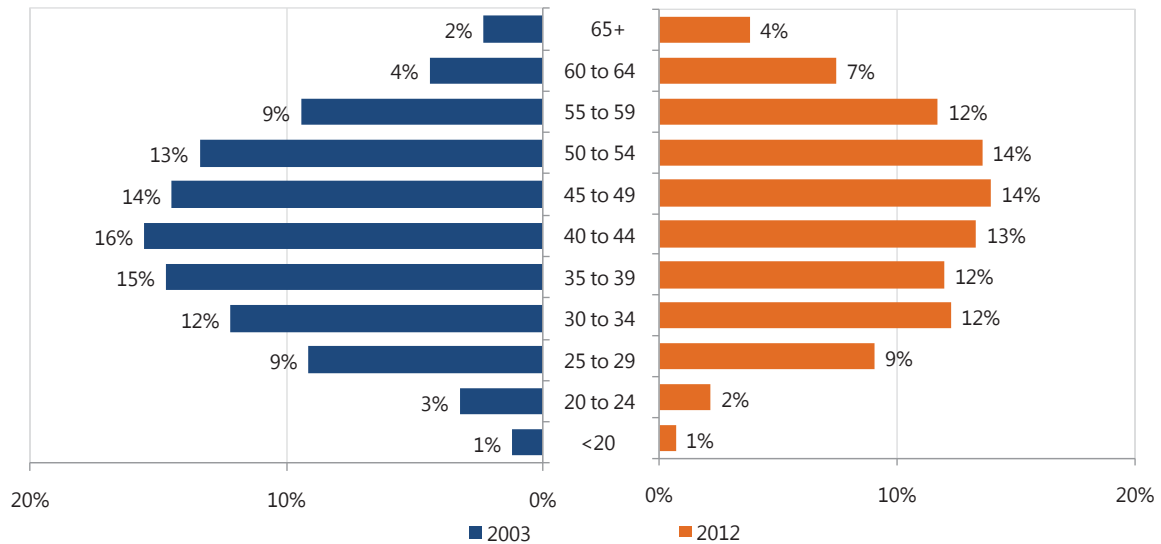
## 4. Age & Years of Service

Analysis of age and years of service is an important part of developing recruitment and retention strategies. Changes in this area may also reflect changes in the types of work performed by City employees. And, as will be shown in Section 8: Retirement, understanding longevity within the workforce is critical for succession planning.

### Age

From Fiscal 2003 to Fiscal 2012 the workforce aged by more than two years to a median of 45.2 years of age. This shift means that the number of employees reaching typical retirement age has also increased. The proportion of employees over age 55 increased from 15% in Fiscal 2003 to 23% in Fiscal 2012.

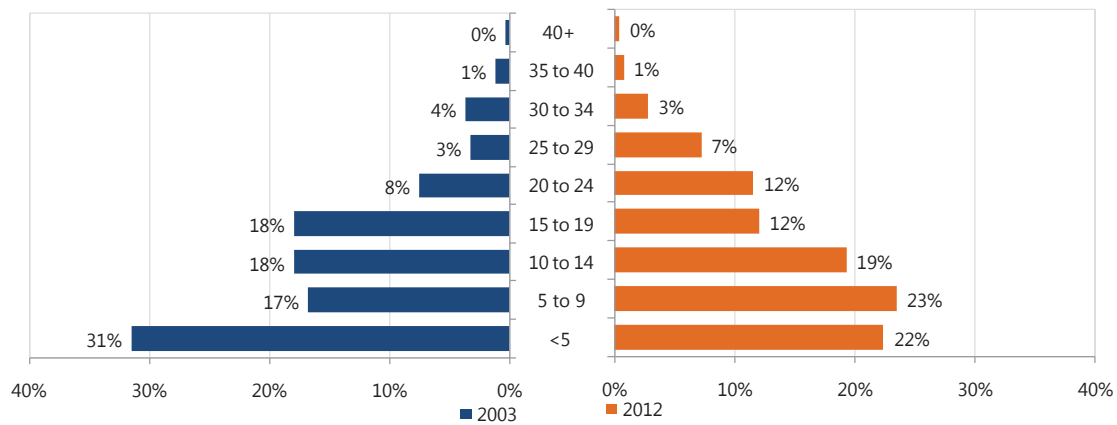
**Figure 10:** Fiscal 2003 versus Fiscal 2012, Age



## Years of Service

As the workforce has aged, employees' years of service have increased as well. In Fiscal 2003, the median years of service for employees was 10.8. By Fiscal 2012, the median had increased to 11.1 years. While the shift is modest, the change in years of service distribution is notable. The percent of employees with fewer than five years of service decreased significantly, from 31% in Fiscal 2003 to 22% in Fiscal 2012, while the percent of those with more than 20 years of service has increased from 16% to 23% over the same period.

**Figure 11:** Fiscal 2003 versus Fiscal 2012, Years of Service



## 5. Gender & Ethnicity

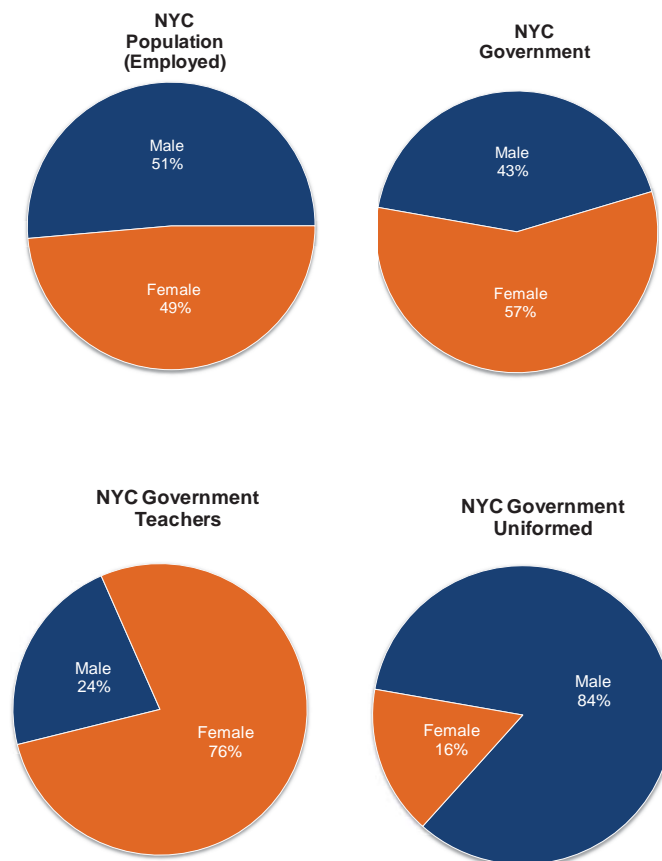
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New York City is one of the most diverse cities in the world. Recruiting and retaining a diverse and inclusive workforce is therefore an important part of serving New York City's many communities. This section provides a brief look at the diversity of the City's municipal workforce and its agencies, compared to the overall working population of New York City.

### Gender: NYC Municipal Workforce versus NYC Working Population

The percent of the New York City municipal workforce that is female (57%) is much higher than the percent female in the overall New York City working population (49%). A closer look reveals that one factor in the strong female representation is a product of the large number of teachers, who are 76% female. The reverse is true of the employees of the uniformed services, 84% of whom are male.

**Figure 12:** Fiscal 2012, Gender in NYC Municipal Workforce versus NYC Population

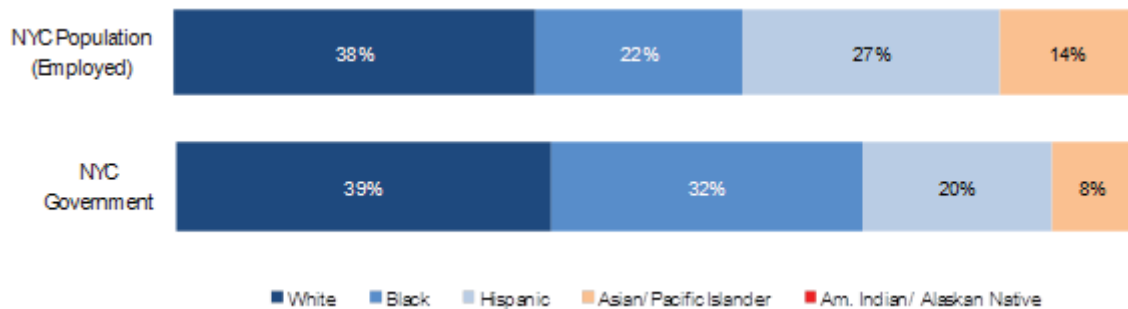


## Ethnicity: NYC Municipal Workforce versus NYC Working Population

While the New York City municipal workforce is as diverse as the overall NYC working population, there are some differences between the ethnic compositions.

The percent of whites in the City government workforce (39%) is almost the same as that for the general NYC working population (38%). There are more Blacks proportionally in City government, at 32% versus 22% of the NYC working population. Fewer Hispanics work for the City, at 20% of City government employees versus 27% of the NYC working population. There are also fewer Asians working for the City, at 8% of City government employees versus 14% of the NYC working population. As will be discussed later in this section, however, proportions of Hispanics and Asians in the City's workforce have grown in the past ten years.

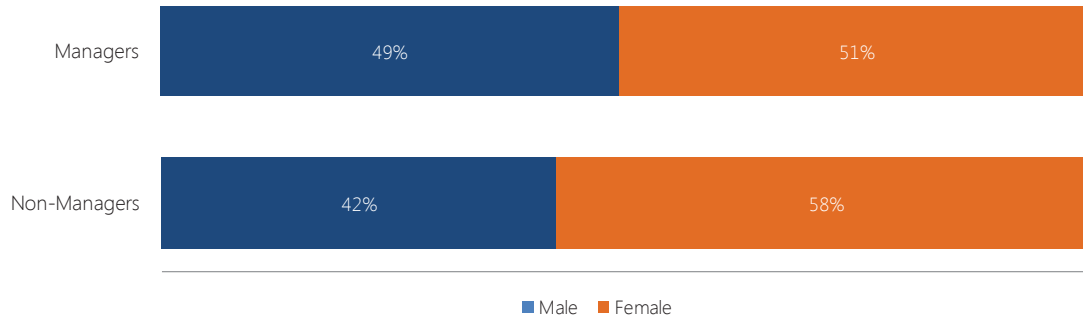
**Figure 13:** Fiscal 2012, Ethnicity in NYC Municipal Workforce versus NYC Population



## Managerial Status by Gender

Managers are split almost evenly between men and women, with 1% more female than male managers. Non-managers are 42% male and 58% female.

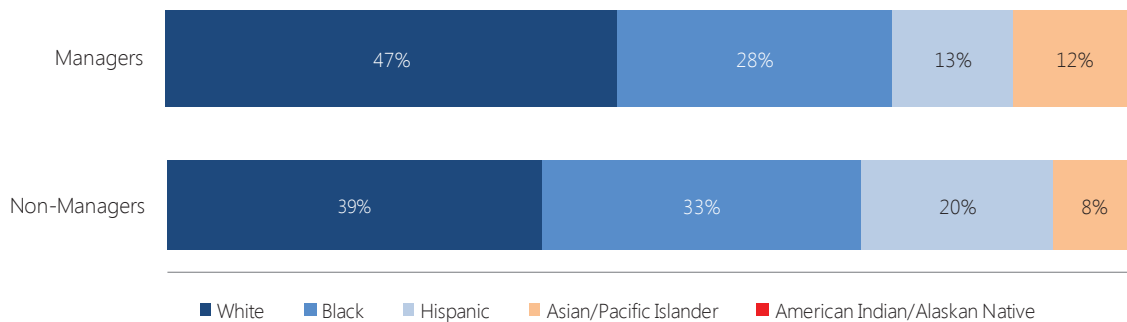
**Figure 14:** Fiscal 2012, Managerial Status by Gender



## Managerial Status by Ethnicity

The majority of managers are minorities, as non-white employees make up 53% of the managerial population.

**Figure 15:** Fiscal 2012, Managerial Status by Ethnicity



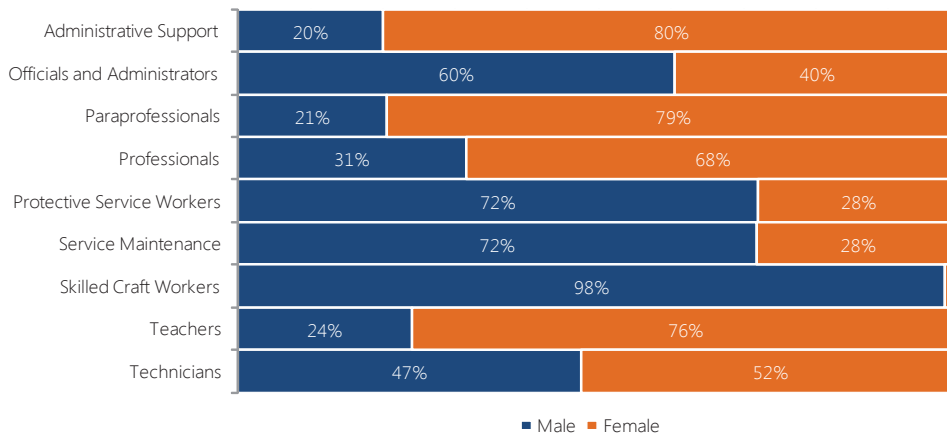


## Job Category by Gender and Ethnicity

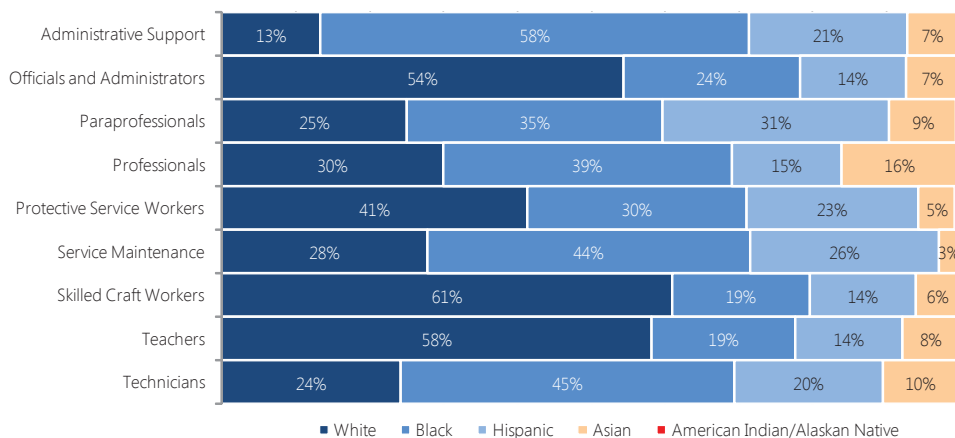
Breakdowns of each occupational category by gender and by ethnicity show wide variations. The greatest differences in gender are in the occupational categories of Skilled Craft Workers (98% male), Administrative Support employees (80% female), Paraprofessionals (79% female), and Teachers (76% female). With respect to race and ethnic representation, notable differences are present in the Skilled Craft Workers (61% white) and Administrative Support employees (58% black).

Since Fiscal 2003, 6 out of 9 occupational categories have had significant diversity gains in gender, ethnicity, or both over time. For example, Officials and Administrators, which is majority male, had an increase in the proportion of females from 34% in Fiscal 2003 to 40% in Fiscal 2012. Similarly, in ethnicity, there is a growing trend of more employees in non-white ethnicity groups in this job category from 61% White in Fiscal 2003 to 54% White in Fiscal 2012.

**Figure 16:** Fiscal 2012, Occupational Category by Gender



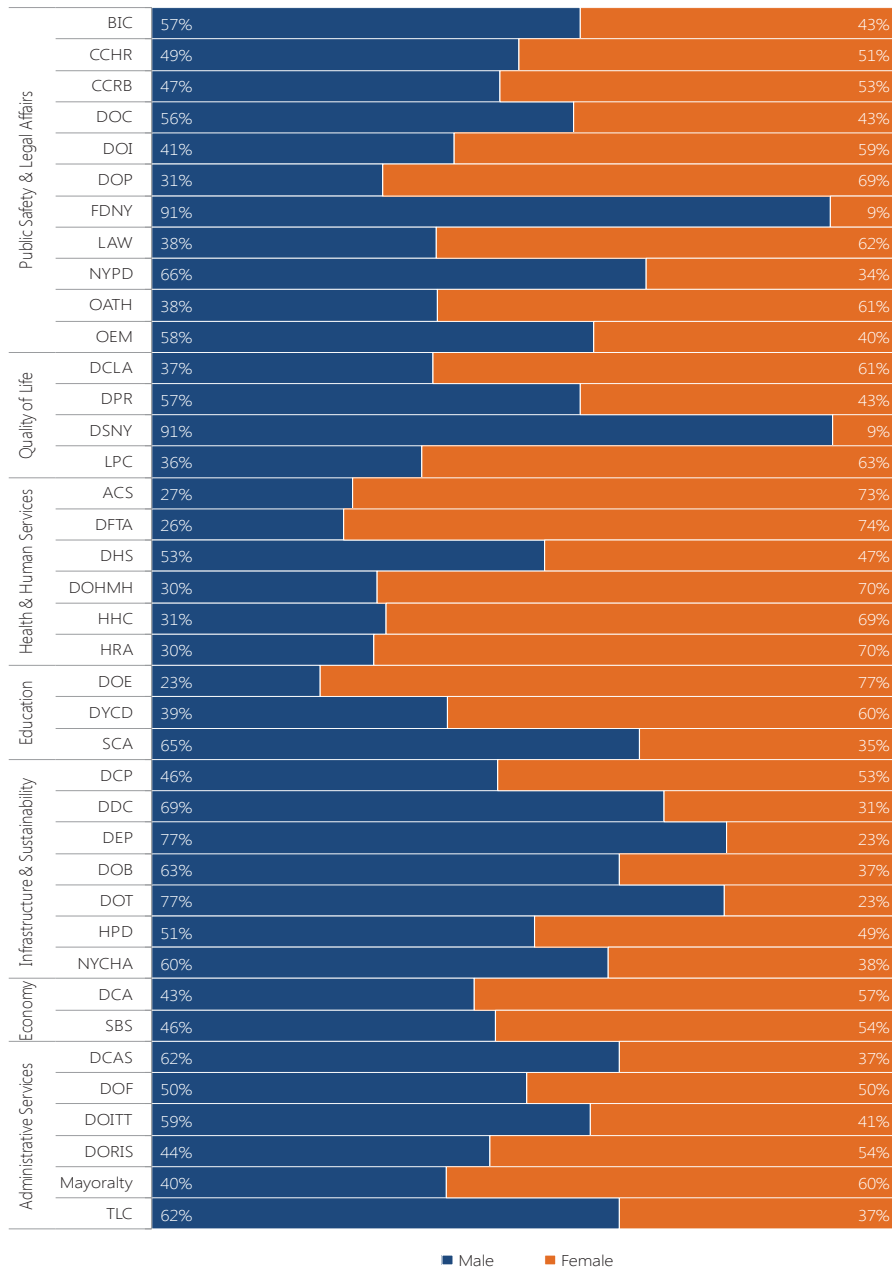
**Figure 17:** Fiscal 2012, Occupational Category by Ethnicity



## Gender by Agency

A breakdown of agencies into gender and ethnicity composition reveals significant differences among agencies. DOE, DFTA, HRA, ACS, and DOHMH have the largest proportion of female employees (70% and up). FDNY, DSNY, DOT, and DEP have the largest proportion of males (70% and up). The next two graphs are shown by Citywide Theme, as grouped in the Mayor’s Management Report (MMR).

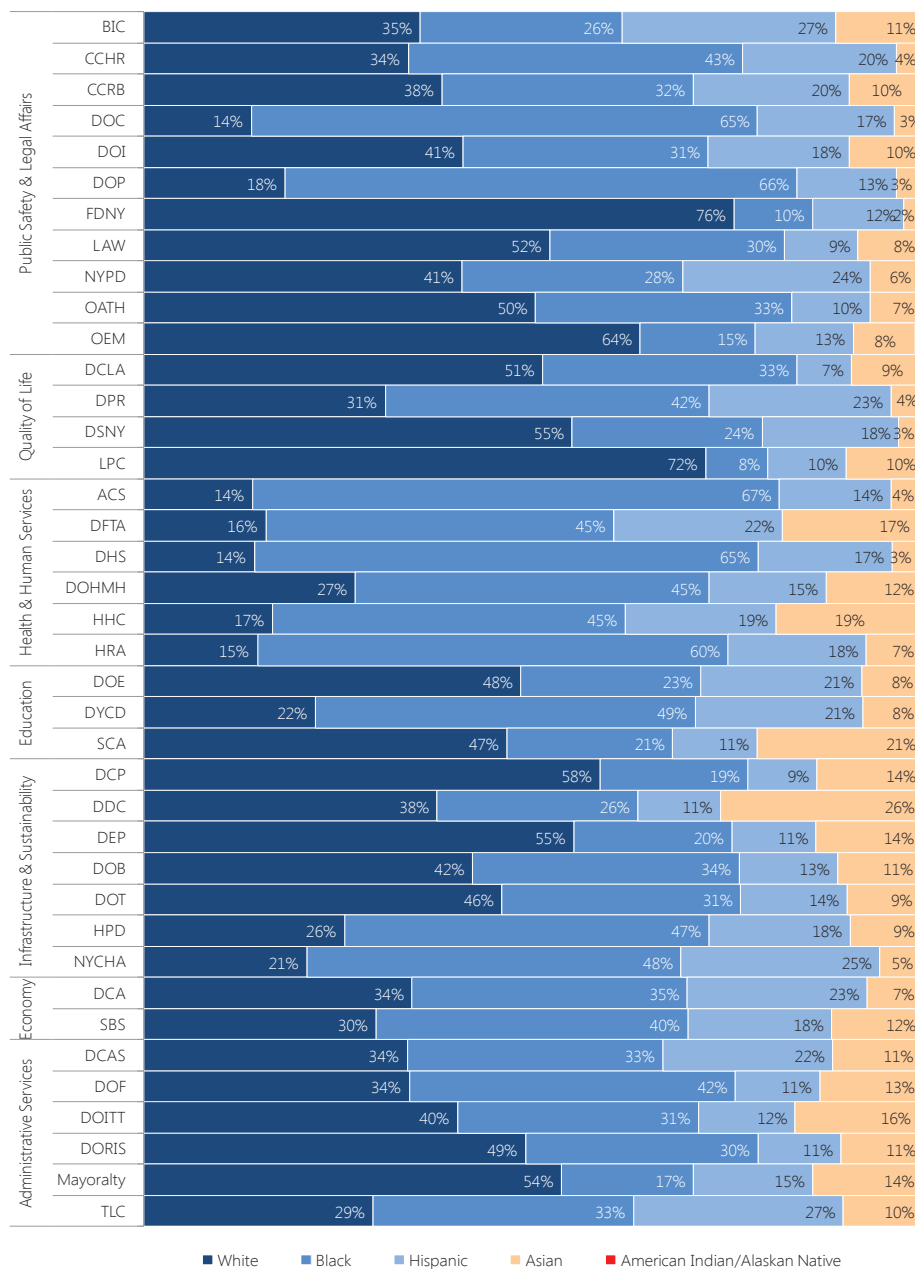
**Figure 18:** Fiscal 2012, Agencies Grouped in Citywide Theme by Gender



## Ethnicity by Agency

FDNY, LPC, and OEM have the greatest proportion of white employees. DOP, DOC, and DHS have the largest percentages of black employees. TLC, BIC, and NYCHA have the largest proportion of Hispanic employees. DDC, SCA, and HHC have the largest proportion of Asians. American Indians/Alaskan Native employees are found only in a few agencies. Looking at the trend over time, certain agencies have become significantly more diverse. For example, in Fiscal 2003, NYPD was 50% white and 50% non-white. In Fiscal 2012, the proportion of non-white employees increased to 59%, as other ethnicity groups form the majority of the agency. Indeed, all four uniformed agencies saw a proportional decrease in white employees over the ten year period..

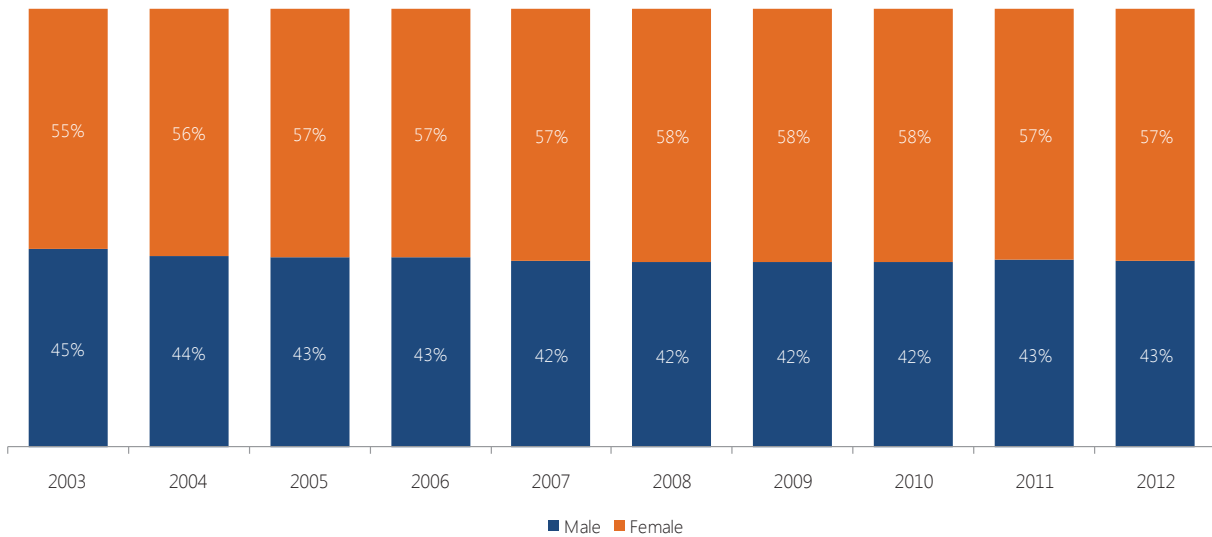
**Figure 19:** Fiscal 2012, Agency Grouped in Citywide Theme by Ethnicity



## Trends in Gender, Race, and Ethnicity

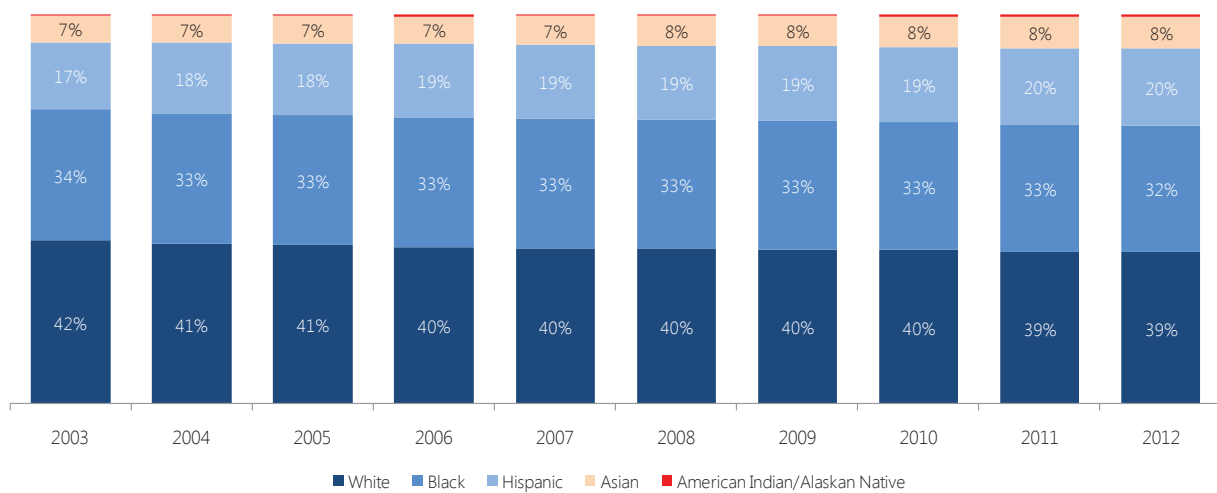
Since Fiscal 2003, the proportion of male and female employees has remained stable, with a slightly higher proportion of female employees in Fiscal 2012 than in Fiscal 2003.

**Figure 20:** Fiscal 2003 – Fiscal 2012, Gender



Since Fiscal 2003, the non-white ethnicity groups have been growing proportionally larger, making the City’s workforce more diverse. Over the last ten years, the City’s workforce is becoming more and more aligned with the make-up of the NYC workforce population.

**Figure 21:** Fiscal 2003 – Fiscal 2012, Ethnicity



## 6. Salary

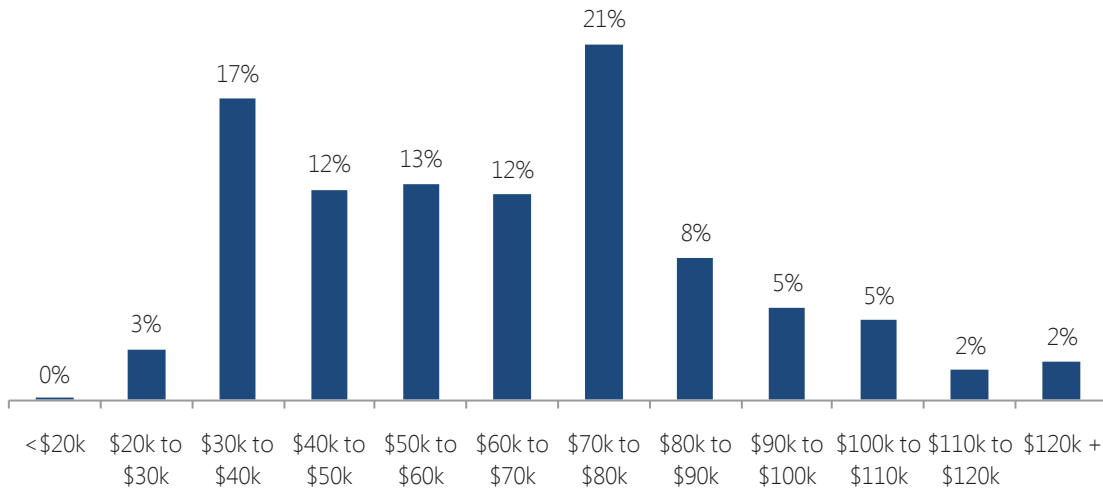
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Salary is a key factor in budget and human resources management, impacting recruitment, retention, and labor relations. It is important to note most job title have a salary range set by collective bargaining.

### Salary Distribution

While compensation covers all wages, overtime, pension, and fringe benefits, this section examines base salary, as it is the simplest for comparison purposes. In Fiscal 2012, the median annual base salary citywide was \$65,299 with the middle 50% of the workforce earning between \$42,958 and \$78,885.

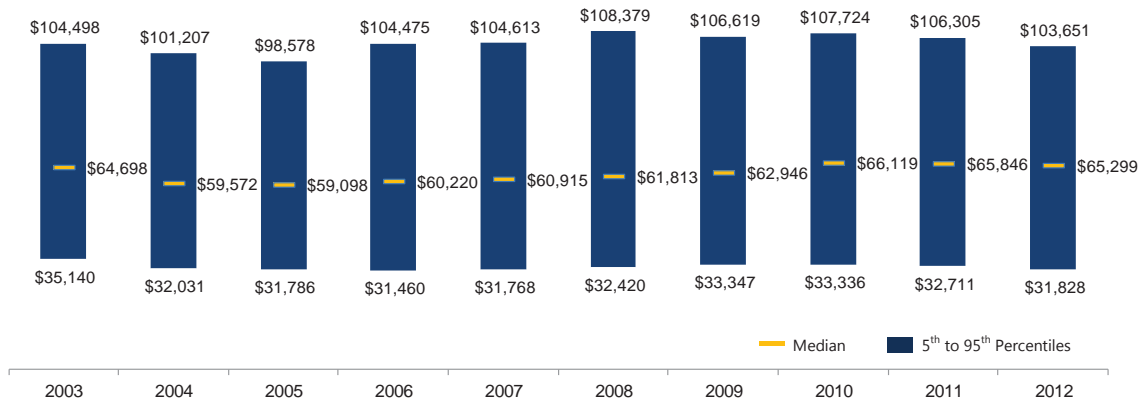
**Figure 22:** Fiscal 2012, Annual Full-time Base Salary Distribution



## Salary Trends

Over time, salaries change for a variety of reasons, including inflationary forces that influence buying power, collective bargaining agreements, policy shifts and the economic climate. Median salaries have remained stable over the past ten years, ranging from a low of \$59,000 in Fiscal 2005 to a high of \$66,000 in Fiscal 2010.

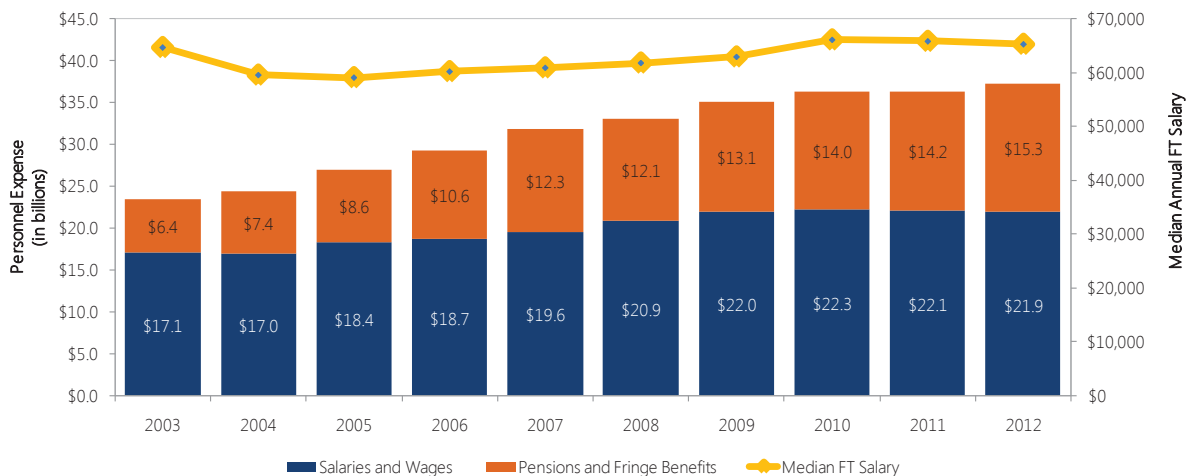
**Figure 23:** Fiscal 2003 – Fiscal 2012, Full-time Employees Annual Base Salary - Adjusted for Inflation



## Median Full-time Salaries Compared to Overall Personnel Expenditures

After adjusting for inflation, median base salaries remained relatively unchanged, with a slight upward trend over the years following a drop in Fiscal 2004. However, overall personnel expenditures grew from \$23.5 billion in Fiscal 2003 to \$37.2 billion in Fiscal 2012. Nearly all of this increase can be attributed to the increased cost of pension and fringe benefits. As shown below, cost in pension and fringe benefits have increased by over 140% in Fiscal 2012 as compared to Fiscal 2003 in nominal dollars (unadjusted for inflation).

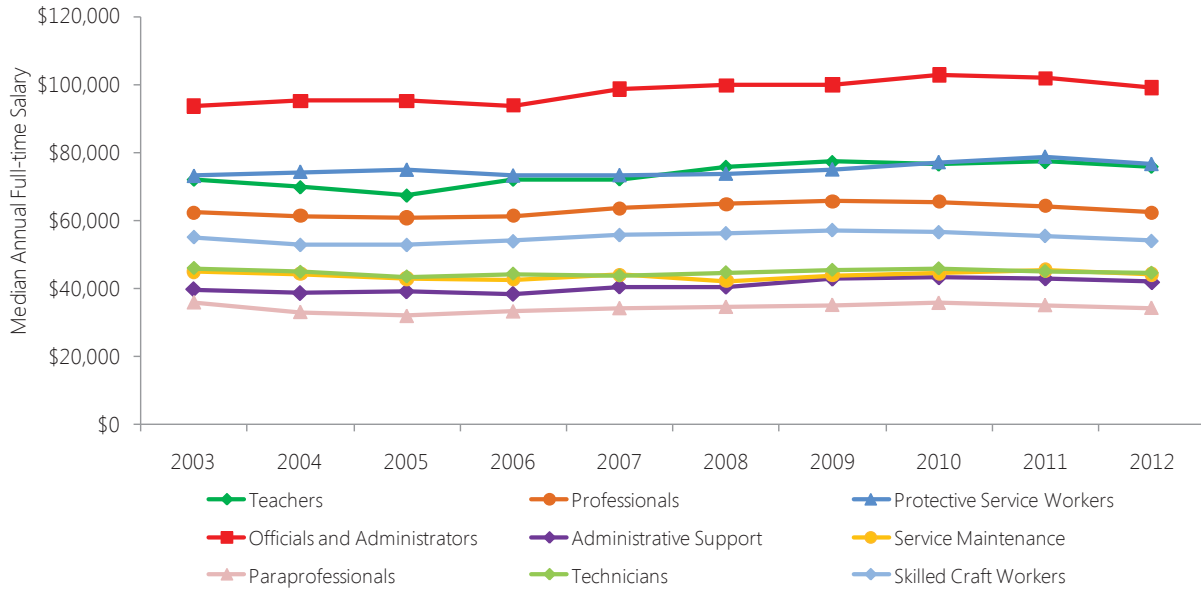
**Figure 24:** Fiscal 2003 – Fiscal 2012, Personnel Expenses and Median Annual Salary



## Base Salary by Occupational Category

Since Fiscal 2003, Officials and Administrators consistently have had the highest median salary, while Paraprofessionals have had the lowest. Similar to the overall trend, median base salaries have remained stable over time in all job categories except for Teachers and Officials and Administrators, which each experienced a slight increase after Fiscal 2006.

**Figure 25:** Fiscal 2003 – Fiscal 2012, Median Annual Base Salary by Occupational Category – Adjusted for Inflation



## 7. Attrition

Attrition is the reduction of the workforce due to separation from City employment. An analysis of attrition rates aids in determining hiring and staffing needs across agencies and can predict future costs associated with the delivery of public services.

Attrition occurs in the workforce for a number of different reasons:

- Dismissal: Involuntary termination of an employee.
- Separation of Temporary Workers: Dismissal due to a seasonal or limited duration position
- Layoff: Involuntary termination of an employee due to staff reductions for operational or budgetary reasons.
- Resignation: Voluntary departure of an employee other than by retirement.
- Retirement: Voluntary separation of employee who left the City stating reason due to retirement.
- Death: Employee dies while being employed by the City.

### Attrition by Separation Reason

In Fiscal 2012, the citywide attrition rate was 6.2%, as 2.3% of the workforce retired and 1.8% resigned from their positions; other separation reasons each affected less than 1% of the workforce.

**Figure 26:** Fiscal 2012, Citywide Attrition

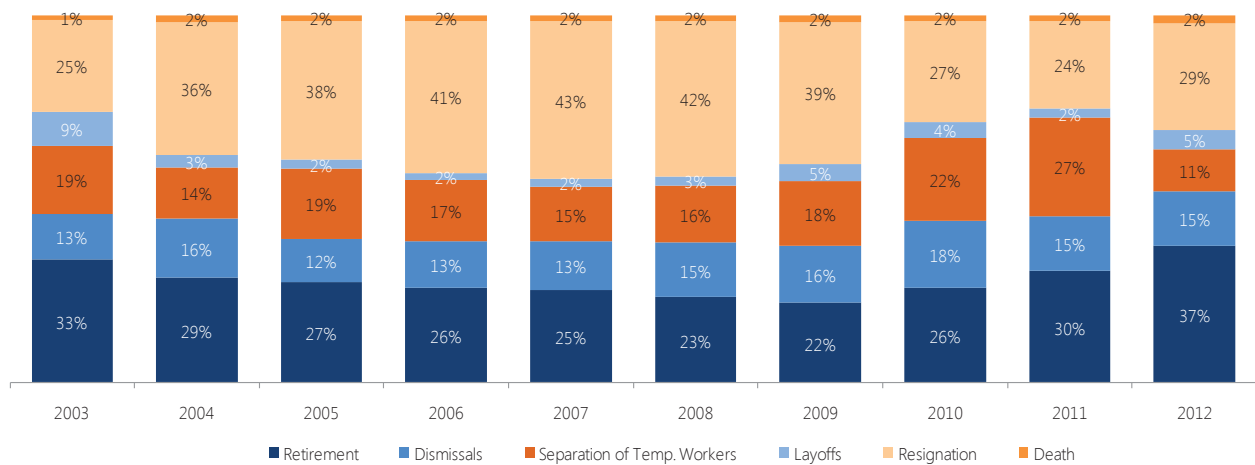
Separation Reason	% of Full-time and Part-time Citywide	Median Age	Median Years of Service	Median Hourly Salary (All)
Retirement	2.3%	60.3	23.6	\$ 36.6
Resigned	1.8%	35.2	3.2	\$ 23.0
Dismissals	0.9%	40.2	2.8	\$ 20.5
Separation of Temp. Workers	0.7%	37.5	0.6	\$ 9.2
Layoffs	0.3%	34.2	4.0	\$ 33.0
Deceased	0.1%	56.6	17.3	\$ 26.5
<b>Total Attrition</b>	<b>6.2%</b>			



## Attrition over Time

Among employees leaving City government, resignation was the most common separation reason in seven of ten years. The exceptions were in Fiscal 2003, 2011, and 2012, when more employees separated due to retirement than due to resignation or separation of temporary workers. The separation of temporary workers had the highest percentage in Fiscal 2011 compared to the other nine years. After Fiscal 2003, the retirement share continued to decrease to 22% in Fiscal 2009 before growing to 37% in Fiscal 2012. The proportion of dismissals rose to 18% in Fiscal 2010 in the aftermath of 2008 legislation resulting in an agreement to enforce a civil service law that requires the City to dismiss employees serving provisionally in competitive-class titles when competitive lists are established.

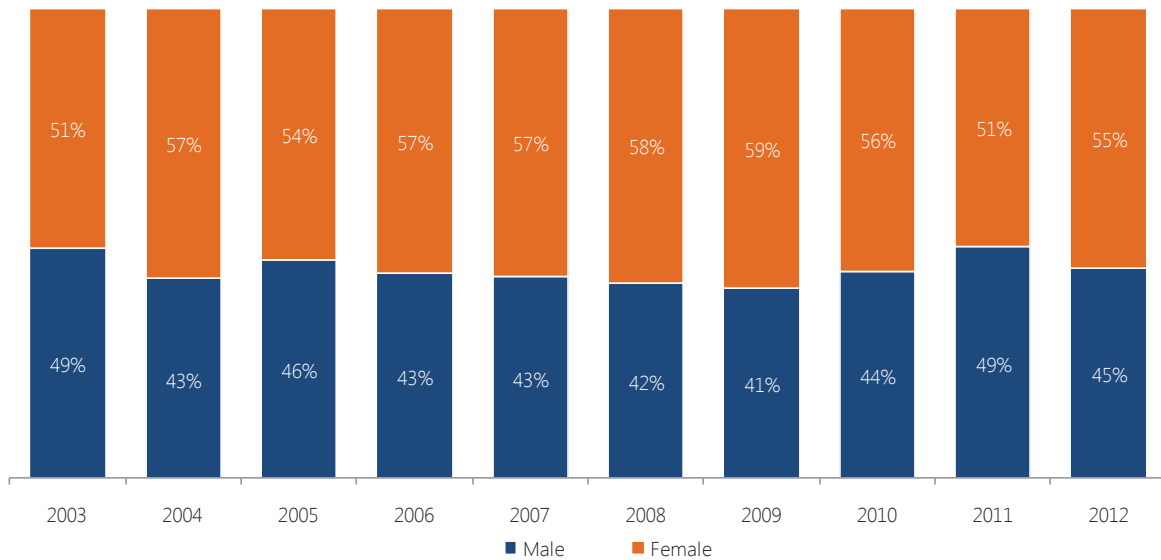
**Figure 27: Fiscal 2003 – Fiscal 2012, Separation Reasons**



## Attrition by Gender & Ethnicity

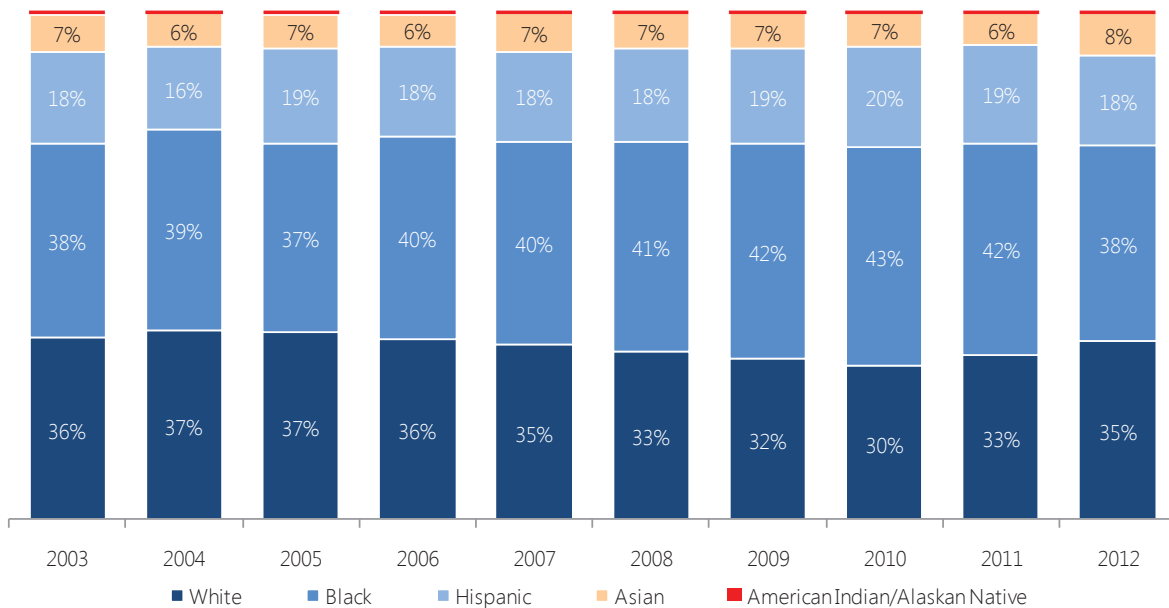
The demographic profile of the attrition population remained mostly stable from Fiscal 2003 to Fiscal 2012. The gender composition of the attrition population varies somewhat more from year to year than that of the overall municipal workforce; this variability can be attributed to the smaller population size.

**Figure 28:** Fiscal 2003 – Fiscal 2012, Attrition by Gender



Ethnic composition also remained stable. White (average of 34% of separating employees) and black (average of 40%) employees combine for a majority of the attrition, mirroring the ethnic composition of the workforce.

**Figure 29:** Fiscal 2003 – Fiscal 2012, Attrition by Ethnicity



## 8. Retirement

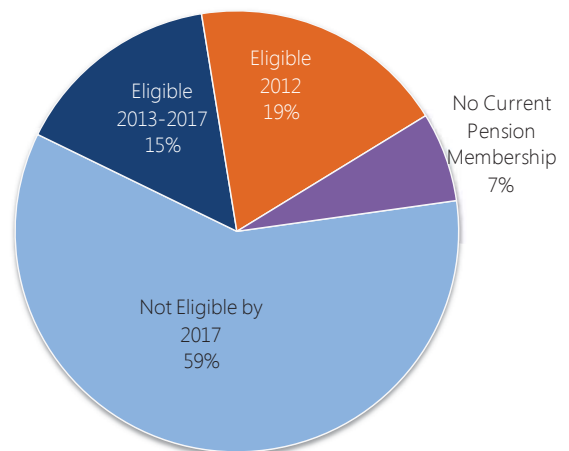
The median age of City employees increased from 43 years of age in Fiscal 2003 to 45.2 years of age in Fiscal 2012, indicating that more City employees are or soon will be considering retirement. In Fiscal 2012, more than 8,000 employees retired with a median age of 60.3 and a median of 23.6 years of service. However, predicting retirement can be difficult due to the many additional factors to consider, including the overall health of the economy.

City employees participate in one of five New York City pension systems: New York City Employees Retirement System (NYCERS); New York City Teachers' Retirement System (TRS); New York City Police Pension Fund; New York City Fire Department Pension Fund; or New York City Board of Education Retirement System (BERS). Within these pension systems, tiers define different benefits and eligibility requirements for employees depending on the year they joined the pension system.

### Retirement Eligibility: Fiscal 2012–Fiscal 2017

In Fiscal 2012, 19% of municipal employees were eligible to retire with unreduced pension benefits. Another 15% will become eligible by Fiscal 2017, meaning 34% of the City workforce will be eligible to retire within the next five years — over 110,000 City employees. However, not every retirement-eligible employee will retire, and the rate varies among occupational groups, with Protective Services workers retiring in the year they become eligible around one-third of the time. More than half of Skilled Craft Workers, Administrative Support, and Officials and Administrators are eligible to retire in the next five years.

**Figure 30:** Fiscal 2012, Retirement Eligibility



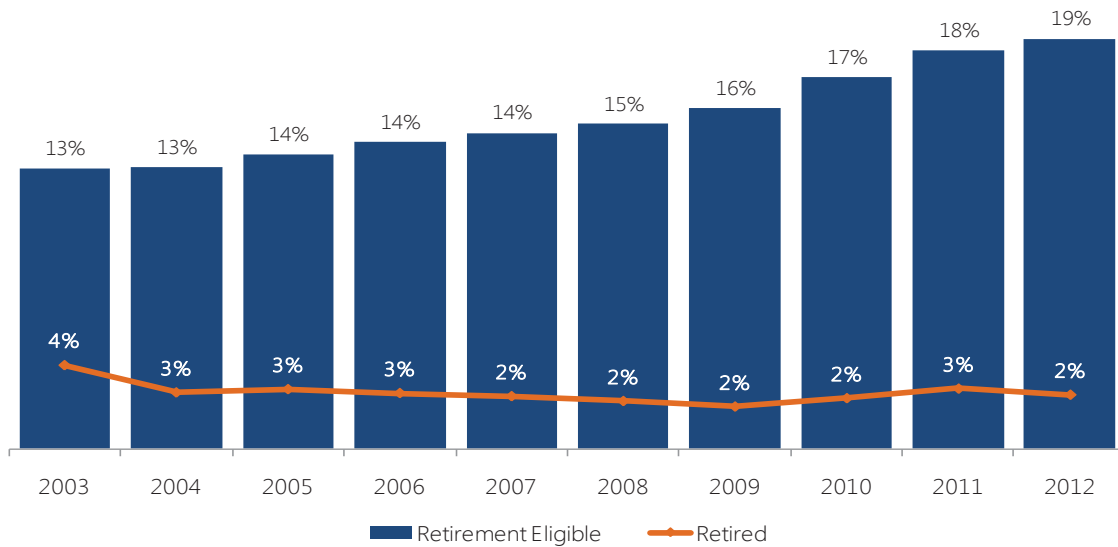
**Figure 31:** Fiscal 2012, Retirement Eligibility by Occupational Group

Occupational Group	Eligible in 2012	Eligible 2013-2017
Administrative Support	33%	18%
Officials and Administrators	32%	21%
Paraprofessionals	13%	14%
Professionals	25%	18%
Protective Service Workers	15%	14%
Service Maintenance	19%	14%
Skilled Craft Workers	36%	25%
Teachers	8%	9%
Technicians	17%	17%

## Retirement Eligibility versus Retirement

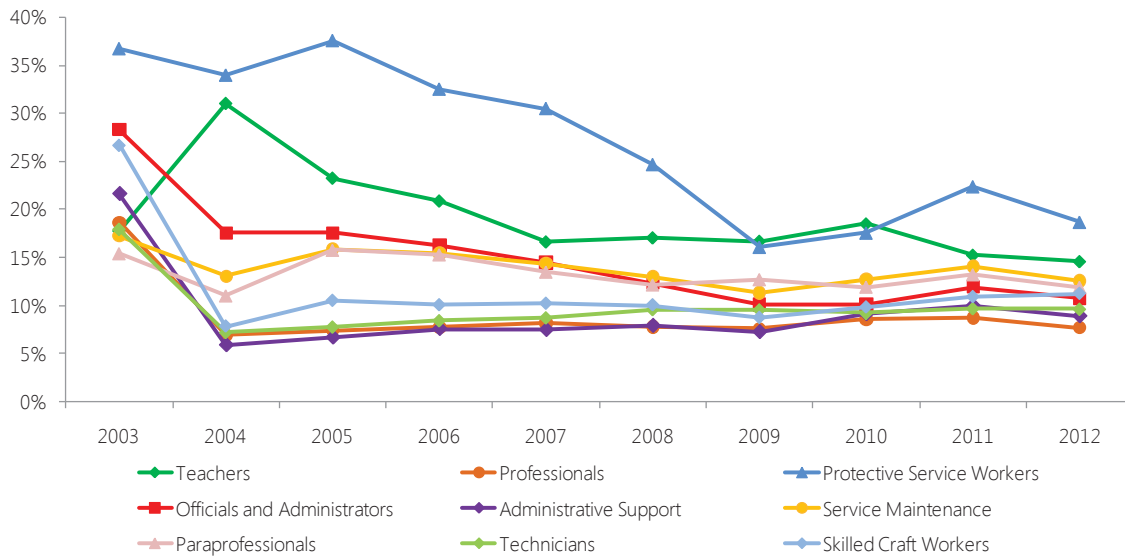
Historically, the number of employees who retire is quite small compared to the number eligible to do so. The graph below shows the number of employees that are eligible to retire within a given year against the number that actually retired within that same year.

**Figure 32:** Fiscal 2003 – Fiscal 2012, Retirement Eligibility versus Actual Retirement



The likelihood that an employee will retire varies widely by occupational category. Protective Service Workers generally have the highest retirement rate in each year, but experienced a steep decrease in retirement after Fiscal 2007. Similar but less dramatic dips can be seen since Fiscal 2007 in most other job categories.

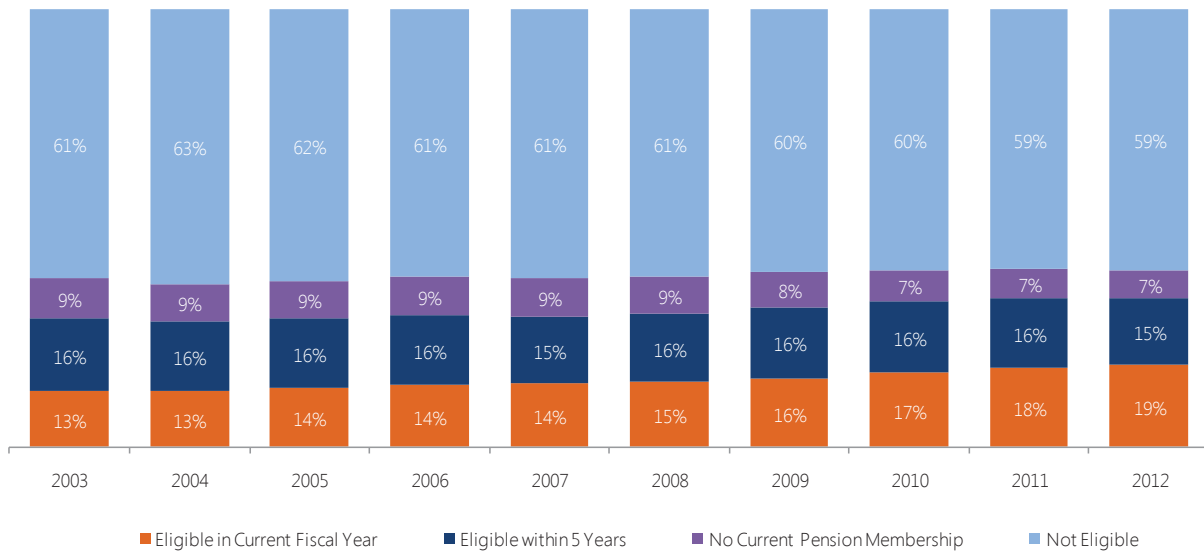
**Figure 33:** Fiscal 2003 – Fiscal 2012, Retirement by Occupational Category



## Retirement Eligibility over Time

The proportion of employees eligible to retire without reduced pension benefits increased from 13% in Fiscal 2003 to 19% in Fiscal 2012. The share of employees eligible to retire within five years was stable from Fiscal 2003 to Fiscal 2012.

**Figure 34:** Fiscal 2003 – Fiscal 2012, Retirement Eligibility



## 9. New Hires

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The City's goal is to attract a diverse and talented pool of new City employees. Many job categories for NYC employees are governed by New York State civil service law. The civil service system is designed to ensure that public sector jobs in New York State and its municipalities are filled based on merit as determined by examination, education, and experience. Most City jobs are filled from ranked competitive lists based on examination scores.

In Fiscal 2012, City agencies hired approximately 17,000 employees, 5.4% of the City workforce. Compared to Fiscal 2003, the median age of new hires in Fiscal 2012 was one year younger and the median hourly salary was about 3.2% higher, without adjusting for inflation.

In addition to employees completely new to City government, the count of new hires includes former employees returning to the City and those transferring between City agencies.

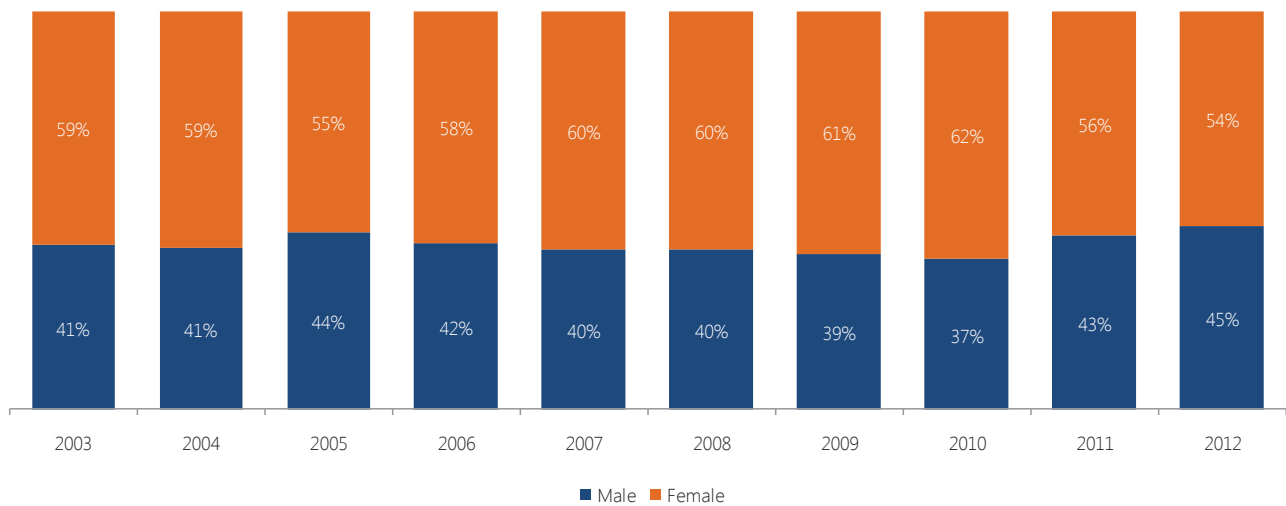
**Figure 35:** Fiscal 2003 versus Fiscal 2012, New Hires, Nominal Dollars

	% of Full-time and Part-time Citywide	Median Age	Median Hourly Salary
Fiscal 2003	5.7%	30.0	\$19.47
Fiscal 2012	5.4%	29.0	\$20.10

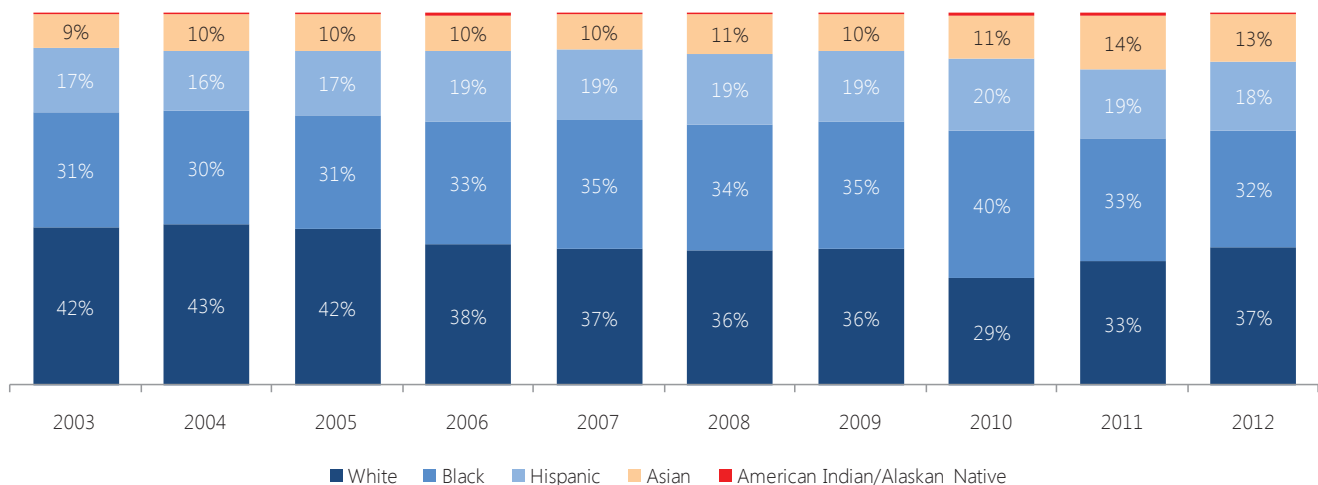
## Gender & Ethnicity of New Hires over Time

From Fiscal 2003 to Fiscal 2012, the proportion of male and female new hires shows some variation with the proportion of female employees ranging from the high of 62% in Fiscal 2010 to 54% in Fiscal 2012. However, the proportion of new hires from various ethnic groups varies to a greater extent, showing greater diversity of new hires over time. The proportion of white new hires has decreased from 42% in Fiscal 2003 to 37% in Fiscal 2012. The proportion of black new hires increased from 31% in Fiscal 2003 to 40% in Fiscal 2010, but then decreased to 32% in Fiscal 2012. The proportion of Hispanics among new hires has remained in the 16%–20% range, similar to that of Asians, increasing from 9% in Fiscal 2003 to 13% in Fiscal 2012.

**Figure 36:** Fiscal 2003 – Fiscal 2012, New Hires by Gender



**Figure 37:** Fiscal 2003 – Fiscal 2012, New Hires by Ethnicity

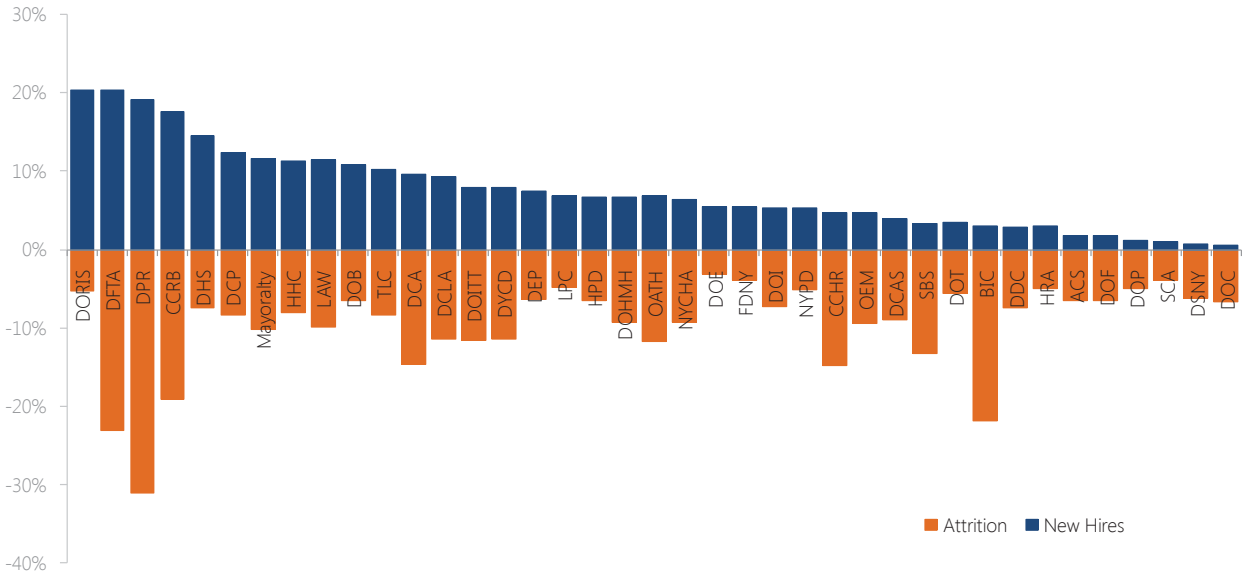


## Attrition & New Hires by Agency

The percent of people joining and leaving varies significantly from agency to agency. The range of new hire rates goes from 20% to less than 1%, while attrition rates range from over 30% to approximately 4%.

Note that agencies with a high percentage of part-time employees (like DFTA) or seasonal employees (like DPR) will show unusually high turnover.

**Figure 38:** Fiscal 2012, % Attrition versus New Hires by Agency





## 10. Employee Titles

One percent of the City's 4,000 job titles, as shown in the chart below, represent 72% of the City's full-time workforce. The top four titles make up over 30% of the workforce. Although the same title may have a somewhat different function at two agencies, planners can benefit from a high-level understanding of the status of employees in titles that make up the majority of workforce.

The chart below provides workforce data for all titles that have 1,000 or more full-time employees. Police officers, firefighters, education professionals, correction officers, nurses, and sanitation workers are among the top ten most populous titles in the City. Computer specialists (software), lieutenants (police), principal administrative associates, case workers, and associate staff analysts, all have retirement eligibility percentages above 40%. Almost a third of these top titles have employees with a median age above 50, while more than a third of these employees have median years of service over 15 years.

**Figure 39:** Fiscal 2012, titles with 1,000 or More Full-time Employees

Title	% of Citywide Full-time Employees	Median Age	Median Years of Service	Retirement Eligibility	Attrition Rate	New Hires
Teacher	17.5%	42	11	8.2%	2.8%	2.7%
Police Officer	7.5%	34	7	7.3%	3.9%	8.9%
Annual Education Para	6.2%	49	13	12.1%	2.7%	3.2%
Teacher Special Education	5.9%	39	8	8.5%	3.2%	7.6%
Firefighter	2.6%	38	10	12.1%	3.3%	0.0%
Correction Officer	2.5%	42	11	23.0%	6.4%	6.1%
Staff Nurse	2.4%	49	8	13.3%	5.0%	5.2%
Sanitation Worker	2.0%	42	10	15.8%	3.7%	5.3%
Detective	1.7%	43	18	35.4%	7.7%	0.0%
School Safety Agent	1.6%	42	8	15.2%	4.1%	7.0%
Sergeant (Police)	1.6%	41	15	23.9%	5.3%	0.0%
Principal Administrative Associate	1.5%	52	22	47.9%	7.2%	1.3%
Clerical Associate	1.5%	51	15	37.9%	6.2%	1.2%
Clerical Associate (HHC)	1.2%	49	11	21.6%	6.1%	3.4%
Caretaker (Housing Authority)	1.1%	43	10	15.2%	7.3%	10.6%
Assistant Principal	1.1%	46	16	10.1%	1.6%	0.1%
School Secretary	0.9%	55	15	20.6%	1.8%	0.3%
Guidance Counselor	0.8%	44	13	11.4%	2.1%	0.8%
Eligibility Specialist	0.8%	47	8	23.1%	4.4%	8.0%
Community Associate	0.8%	46	8	12.6%	8.4%	5.9%
Traffic Enforcement Agent	0.8%	42	6	14.6%	4.5%	6.3%
Administrative Staff Analyst	0.8%	50	16	40.0%	6.9%	4.4%
Emergency Medical Specialist - EMT	0.7%	32	5	6.2%	5.1%	7.7%

Title	% of Citywide Full-time Employees	Median Age	Median Years of Service	Retirement Eligibility	Attrition Rate	New Hires
Child Protective Specialist	0.6%	35	5	7.1%	6.8%	10.1%
Caseworker	0.6%	53	15	40.5%	4.6%	2.8%
Lieutenant (Police)	0.6%	43	19	48.2%	8.2%	0.0%
Patient Care Associate	0.6%	47	9	11.6%	4.2%	3.8%
Principal	0.5%	50	20	15.8%	2.2%	0.1%
Job Opportunity Specialist	0.5%	49	7	26.6%	4.7%	11.5%
Police Administrative Aide	0.5%	51	13	36.5%	5.5%	0.0%
Lieutenant (Fire)	0.5%	45	18	37.5%	4.8%	0.0%
School Social Worker	0.4%	51	13	16.0%	3.1%	2.3%
Associate Staff Analyst	0.4%	53	23	54.3%	7.9%	0.2%
School Psychologist	0.4%	46	13	15.6%	2.7%	4.4%
Secretary	0.4%	52	18	39.7%	7.6%	0.0%
Community Coordinator	0.4%	46	11	22.1%	8.9%	7.4%
Service Aide	0.4%	49	10	12.6%	7.4%	1.6%
Police Communications Technician	0.4%	41	10	13.1%	5.9%	3.8%
Computer Specialist (Software)	0.4%	54	19	49.4%	5.4%	3.7%
Maintenance Worker	0.3%	51	18	39.9%	7.1%	10.4%
Licensed Practical Nurse	0.3%	50	10	17.1%	6.0%	2.2%

## Employee Titles Analysis: Attrition & New Hire Rates

Reviewing the titles with consistently high attrition and new hire rates over time provides an opportunity to predict workforce needs. The following analysis looks at titles over a five-year period, averaging the workforce indicators for the titles with the largest headcount for attrition and new hires.

Over the last five years (Fiscal 2008–2012), similar titles appear in both attrition and new hires list, which shows that employees in these titles are leaving and also being replaced, although sometimes not at the same rates. However, certain titles appear on one list and not the other. For example, hundreds of clerical associates leave each year, but they are not being replaced at the same rate. Inversely, staff nurses are hired at a faster rate than they separate.

**Figure 40:** Attrition Information by Employee Title

Title	Fiscal 2008 - 2012		Fiscal 2012	
	Average % of Citywide Attrition	Average % of Workforce in Job Title	Median Age	Median Years of Service
Teacher	11.1%	4.5%	54	13.0
Police Officer	4.4%	4.4%	43	18.8
Teacher Special Education	3.1%	4.3%	49	9.0
Clerical Associate	2.4%	9.9%	60	23.3
Correction Officer	2.3%	6.5%	49	21.2
Annual Education Paraprofessional	2.0%	2.6%	63	18.2
Staff Nurse	1.8%	5.6%	46	5.6
Detective	1.6%	6.6%	46	22.0
Community Service Aide	1.4%	35.9%	65	1.2
Principal Administrative Associate	1.4%	5.6%	60	23.7

**Figure 41:** New Hire Information by Employee Title

Title	Fiscal 2008 - 2012		Fiscal 2012	
	Average % of Citywide Attrition	Average % of Workforce in Job Title	Median Age	Median Years of Service
Teacher	11.4%	3.6%	25	0.8
Teacher Special Education	6.5%	7.2%	25	0.8
Police Officer	6.2%	5.0%	26	1.0
Staff Nurse	3.0%	7.3%	34	0.6
Correction Officer	1.8%	4.0%	31	0.5
Resident Post-Graduate Year - L I	1.6%	63.5%	30	1.0
Annual Education Paraprofessional	1.4%	1.4%	30	0.8
Traffic Enforcement Agent	1.4%	9.8%	31	0.3
Clerical Associate (HHC)	1.3%	5.2%	33	0.6
Emergency Medical Specialist (EMT)	1.3%	11.0%	26	0.2

# 11. Employee Representation

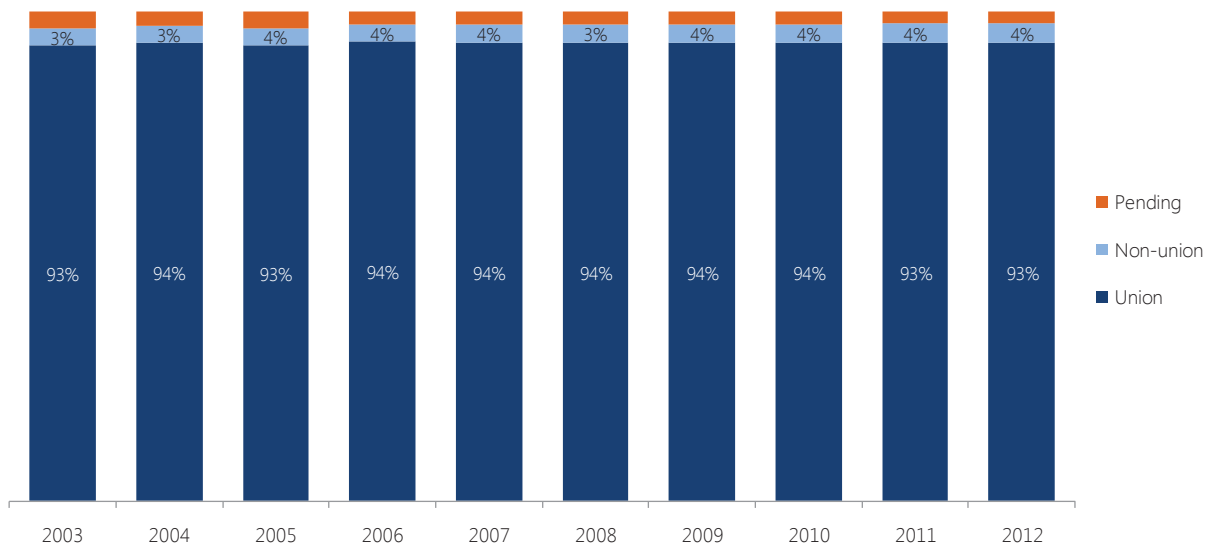
In addition to establishing a merit-based employee selection system, State law grants public employees the right to bargain collectively.

In Fiscal 2012, 93% of the municipal workforce was represented by a union. This percentage is the same as the percentage of unionized employees in the New York State government workforce. A small number of employees serve in positions that are eligible for bargaining, but are not yet represented. Some titles are pending union certification by the NYC Office of Collective Bargaining.

The unrepresented employees are mostly managerial or confidential employees that are excluded by law from collective bargaining. The salaries and benefits for unrepresented employees in Mayoral agencies are set by the Mayor based on recommendations of DCAS and OMB. Salary and benefit increases often reflect aspects of negotiated increases, but there is no requirement that they do so.

The relative proportions of unionized and non unionized employees have remained stable over time.

**Figure 42:** Fiscal 2003 – Fiscal 2012, Union Representation



## 12. Next Steps in Workforce Planning

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Collecting workforce statistics and analyzing trends, as shown in this report, provide policymakers with the foundation to support workforce planning activities. Workforce planning is an essential process designed to ensure that an organization prepares for its present and future workforce needs.

However, workforce planning in government can be very different from workforce planning in other organizations. Since many personnel actions are subject to laws and agreements, City agencies are limited by how they hire, spend money, and assign work duties. In this environment, workforce planning is much more complex, but this makes planning even more valuable in order to be prepared with strategies to overcome these challenges.

### Workforce Planning Toolkit

In December of 2013, the Mayor's Office of Operations and DCAS will issue a Workforce Planning Toolkit with the aim of helping agencies improve how they plan for long-term workforce goals, attrition, leadership development and succession within their workforce. The Toolkit will help agencies take action on the information provided by this *Workforce Profile Report* in order to:

- Identify and assess critical titles that have attrition risk and hiring challenges
- Create a robust succession pipeline, and
- Perform workforce planning to meet strategic objectives

The Toolkit will offer a Workforce Planning Guide and Risk Assessment Tool, both of which will be housed on a new Workforce Planning website. These Tools will help guide human resource decisions, by making it easier to identify titles at risk of being left vacant and how to address those concerns. They will also help executive-level managers make long-term strategic decisions on how their workforce will meet an agency's changing missions and goals.

### Workforce Planning Website

The Workforce Planning Website will provide easy access for HR professionals to obtain workforce planning tools and guidance. With the ability to leverage centralized data, guidance and templates, users will be able to take advantage of materials formerly unavailable or only available outside of their agency.

### Workforce Planning Guide

The Workforce Planning Guide will be a comprehensive guide for how to design and build a workforce and succession plan, while at the same time providing advice on how to tailor these plans agency to agency. The guide will contain detailed steps on workforce and succession planning, best practices, examples of strategic plans and pipeline analyses, and workforce and succession planning templates.

### Risk Assessment Tool

The Risk Assessment Tool has been developed to provide agencies with an accessible, seamless way of identifying at-risk titles. By creating risk indices based on attrition and hiring, the user has the ability

contextualize risks through benchmarking against agency-level and citywide average risk levels. Recognizing that each agency has a distinct set of operational priorities, the Tool was designed to be interactive such that the user can customize how risk is measured in a way that makes most sense to their agency. In addition, the tool provides users with demographic and salary information within the title and for the selected agency.

## Diversity Management

Diversity management is a form of workforce planning that incorporates the vast diversity of employee backgrounds in a manner that results in the highest level of productivity for both the organization and the individual. It sustains an organization through the development of a pipeline positioned for leadership. The foundational key practices associated with diversity management are the following:

- Inclusive pipeline development strategy championed by Commissioners
- Standardized performance evaluations and goal setting for management
- Structured interviews, diverse panels, quarterly reviews of placements
- Annual identification of ready now & high potential talent and leadership competencies
- Formalized mentorship and sponsorship of employees
- Engagement/Morale surveys and tools that capture the skills, career goals and experiences of employees
- Measurement indicating best recruitment sources for diverse candidates

## Next Steps

- Provide agencies with a Workforce Planning Toolkit designed to assist agencies in (1) identifying mission-critical job titles and core competencies associated with those job titles; (2) conducting pipeline analyses of those titles; and (3) determining internal and external support necessary to support career paths into target titles and (4) addressing challenges and weaknesses that impact the agency's ability to continue to achieve its mission.
- Establish citywide Office of Workforce Planning (OWP) within the Human Capital division of DCAS. OWP will be responsible for attracting, developing, and retaining a talented and diverse workforce and for creating and maintaining statistical analyses of the workforce profile. The office will serve as a strategic partner for city agencies in implementing workforce planning strategies that optimize organizational effectiveness within the context of civil service compliance.
- Convene a Workforce Development and Planning Advisory Group that will include representatives from the Department of Citywide Administrative Services, the Department of Education, the City University of New York, Mayor's Office of Operations, the Office of Management and Budget, the Office of Labor Relations, as well as representatives from City agencies and other stakeholders, to serve as a forum for leadership on best practices.

# Appendix A: Methodology

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## Overall Report Definitions

### Agencies

Unless otherwise stated all graphs and charts show information relative to the 36 mayoral agencies, Health and Hospitals Corporation (HHC), New York City Housing authority (NYCHA) and School Construction Authority (SCA).

### Workforce

- Full-time (FT) and Full-time Equivalents (FTEs) count is based on calculations made by NYC Office of Management and Budget.
- Based on data from the Payroll Management System (PMS) and data provided by HHC and SCA, the following definitions were used for calculations of the workforce:
  - Total Workforce: all active employees and all employees who have left their position in the fiscal year mentioned (for Separation Reasons, see Section 8: Attrition).
  - Active Employees: employees who were employed last fiscal year and are still employed, as well as new employees hired in that fiscal year.

### Employee Types

- Full-time employees: include those who work the standard work week in a full time, per annum title with an annual work schedule. In general full time employees work 35, 37.5, or 40 hours per week and have a full time work year of 261 days and work on a regularly schedule basis all year round.
- Part-time employees: fall into two categories: (a) employees in titles established as non-per-annum jobs, with no standard number of hours per week or days per year; and (b) employees hired on a part time basis in a full time per annum title who do not work the standard number of hours or days in a work year.
- Uniformed status: the Uniformed Forces include only titles in the Police Service, Fire Service, Correction Service and Sanitation Service. This category does not include other titles in which employees wear uniforms, but are not in the uniformed force. For example, Special Officers, Traffic Enforcement Agents, and School Safety Agents wear uniforms, but are not in a uniformed service, even if they work in the NYPD.
- Managerial status: These are policy influencing, high level, administrative and executive level positions.

### Inflation

Unless otherwise stated, all dollar values have been adjusted for inflation using 2012 dollars using the Consumer Price Index – All Urban Consumers of the *Bureau of Labor Statistics*. Inflation was reindexed from calendar to fiscal year by averaging monthly inflation in a given fiscal year.

## Section 1 – Executive Summary

- Figure 1: Fiscal 2003 - Fiscal 2012 Workforce (Full-time & Part-time (FTE) employees) - see Section 3 of the methodology for definitions and calculations.
- Figure 2: Fiscal 2012, Ethnicity in NYC Municipal Workforce) - see Section 5 of the methodology for definitions and calculations.
- Figure 3: Fiscal 2003 – Fiscal 2012, Full-time Employees Annual Base Salary - Adjusted for Inflation) - see Section 6 of the methodology for definitions and calculations.



## Section 2 – City Agencies

### Sources:

- NYC Office of Management and Budget (OMB)

### Calculations:

- Figure 4: Fiscal 2012 Workforce by Agency (Full-time & Part-time (FTE) employees)- Shows counts of Full-time and Full-time Equivalents by agency in Fiscal 2012.

$$\% \text{ Share} = \frac{\text{Count of FT + FTEs by agency}}{\text{Count of FT + FTEs citywide}}$$

## Section 3 – Employee Type

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA.

### Definitions:

In New York City, the Department of Citywide Administrative Services (DCAS) administers the civil service system for all New York City agencies, including the offices of elected officials in the City. This system includes certain agencies, such as the offices of district attorneys, public administrators and pension systems that have historically been treated as City agencies for civil service purposes. In addition, pursuant to either statute or case law, DCAS administers the civil service system for several other entities, which are not agencies or offices of the City of New York: Transit Authority, Triborough Bridge and Tunnel Authority, New York City Housing Authority, the Municipal Water Finance Authority and Department of Education non-pedagogical employees. Personnel administration of teachers and other pedagogical staff falls within the jurisdiction of the New York State Regents and Education Department rather than the State Civil Service Commission.

### Competitive Status:

- Permanent: appointments made from an open-competitive eligible list for that title.
- Tenured: teachers and other pedagogical employees after serving for a prescribed period achieve “tenure” pursuant to collective bargaining agreements.
- Provisional: appointment made to fill a vacancy when there is no eligible list for a competitive class title.
- Other: consists of the Unclassified Service (pedagogical employees not in a teacher title, elected officials, legislative employees, agency heads, etc...), Labor class and Non-Competitive and Exempt class employees.

### Occupational Groups:

- Officials and Administrators: Employees who have executive-level, policy-making responsibility for an entire agency or for a major agency division and those who have overall, managerial input into and responsibility for the execution of broad policies.
- Administrative Support: Employees who are Clericals, 311 and 911 operators, office supervisors, and similar workers.
- Paraprofessionals: Employees who are paralegals, teaching assistants, and others who have job duties requiring education and knowledge in a special field and who supplement and support the activities of professionals or technicians.
- Professionals: Employees who have specialized education leading to a college or graduate degree or to special credentials, requiring related experience, such as social workers, economists, medical professionals, and engineers.
- Protective Service Workers: Employees responsible for public safety and security, including police officers, firefighters, correction officers, traffic enforcement agents and similar employees.

- Service Maintenance: Employees who contribute to the upkeep and care of public buildings, facilities or public property, which includes sanitation workers, custodial workers, maintenance workers and similar employees.
- Skilled Crafts Workers: Employees who are stationary engineers, carpenters, mechanics, and electricians, who have specialized skills in a craft acquired through formal training and experience.
- Technicians: Employees who have a combination of basic scientific or technical knowledge and skill, such as computer programmers and engineering technicians.
- Teachers: For the purposes of this report, since teachers make up a majority of the workforce, employees with the title "Teacher" has been separated into this additional occupation category.

### Calculations:

- Figure 5: Fiscal 2003 - Fiscal 2012 Workforce (Full-time & Part-time (FTE) employees) - Shows count of Full-time and Full-time Equivalents from Fiscal 2003 through Fiscal 2012.
- Figure 6: Fiscal 2012 Uniformed versus Civilian- Shows the percent of civilian and uniformed employees out of the total active employees in Fiscal 2012.

$$\% \text{ Civilian} = \frac{\text{Count of active employees in civilian status}}{\text{Count of active employees citywide}}$$

$$\% \text{ Uniform} = \frac{\text{Count of active employees in uniform status}}{\text{Count of active employees citywide}}$$

- Figure 7: Fiscal 2012 Managerial Status- Shows the percent of managerial and non managerial employees out of the total active employees in Fiscal 2012.

$$\% \text{ Managerial} = \frac{\text{Count of active employees in managerial status}}{\text{Count of active employees citywide}}$$

$$\% \text{ Non Managerial} = \frac{\text{Count of active employees in non – managerial status}}{\text{Count of active employees citywide}}$$

- Figure 8: Fiscal 2012, Employee Type- Shows the percent of employees in the Permanent or Tenured, Provisional, and Other categories out of the total active employees in Fiscal 2012.

$$\% \text{ Permanent or Tenured} = \frac{\text{Count of active employees in permanent or tenured status}}{\text{Count of active employees citywide}}$$

$$\% \text{ Provisional} = \frac{\text{Count of active employees in provisional status}}{\text{Count of active employees citywide}}$$

$$\% \text{ Other} = \frac{\text{Count of active employees in other status}}{\text{Count of active employees citywide}}$$

- Figure 9: Fiscal 2012, Headcount by Occupational Category – Shows percent of active employees in each job category in Fiscal 2012.

$$\% \text{ Occupational category} = \frac{\text{Count of active employees in each occupational category}}{\text{Count of active employees citywide}}$$

## Section 4 – Age and Years of Service

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA.

### Definitions:

- Years of Service: are calculated in each fiscal year using, for each employee, the date in which their employment with City government started.
- Median Age: is calculated in each fiscal year using the date of birth reported by each employee at the beginning of their employment with City government

### Calculations:

- Figure 10: Fiscal 2003 versus Fiscal 2012, Age- Shows the percent of active employees in each age bracket in fiscal year 2003 and fiscal year 2012.

$$\text{For each age bracket} = \frac{\text{Count of active employees in age bracket}}{\text{Count of active employees citywide}}$$

- Figure 11: Fiscal 2003 versus Fiscal 2012, Years of Service- Shows the percent of active employees in each years of service bracket in fiscal year 2003 and fiscal year 2012.

$$\text{For each years of service bracket} = \frac{\text{Count of active employees in years of service bracket}}{\text{Count of active employees citywide}}$$

## Section 5 – Gender and Ethnicity

### Sources:

- Payroll Management System (PMS)
- Citywide Equal Employment Database System (CEEDS)
- Data was also provided by HHC and SCA
- American Community Survey (ACS), New York City, 2011

### Definitions:

- Gender: is self-reported by employees. Besides male and female, the gender distribution includes a third category of employees who have voluntarily chosen not to self-identify by gender and/or were not identified by other means. This category, defined as “Unknown,” is excluded from the analysis due to data quality standards and comprises a small fraction of the workforce.
- Ethnicity: is self-reported by employees. Besides White, Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native, the ethnicity distribution includes a third category of employees who have voluntarily chosen not to self-identify by ethnicity and/or were not identified by other means. This category, defined as “Unknown,” is excluded from the analysis due to data quality standards and comprises a small fraction of the workforce.
- NYC Population: data refers to civilian employed population aged 16 and over residing in New York City, as reported by the American Community Survey 2011.

### Calculations:

- Figure 12: Fiscal 2012, Gender in NYC Municipal Workforce versus NYC Population  
Figure 13: Fiscal 2012, Ethnicity in NYC Municipal Workforce versus NYC Population  
Show the percent of males and females as well as of ethnicities in different populations of interest in Fiscal 2012:

*NYC Population (Employed) = Civilian employed population aged 16 and over (ACS 2011)*

*NYC Government = Active employees citywide*

*NYC Government Teachers = Active teachers citywide*

*NYC Government Uniforms = Active employees in uniform status citywide*

- Figure 14: Fiscal 2012, Managerial Status by Gender

Figure 15: Fiscal 2012, Managerial Status by Ethnicity

Show the percent of males and females as well as of ethnicities in managerial and non managerial status in Fiscal 2012.

$$\text{Managers} = \frac{\text{Count of active employees in managerial status in each category}}{\text{Count of active employees in managerial status citywide}}$$

- Figure 16: Fiscal 2012, Occupational Category by Gender- shows the percent of male and female active employees in fiscal 2012, and total number of employees in each Occupational Category, by Agency

Figure 17: Fiscal 2012, Occupational Category by Ethnicity- shows the percent of ethnicities of active employees in fiscal 2012, and total number of employees in each Occupational Category, by Agency

$$\text{For each occupational category} = \frac{\text{Count of active employees in each gender or ethnicity group by occupational category}}{\text{Count of active employees in occupational category citywide}}$$

- Figure 18: Fiscal 2012, Agencies Grouped in Citywide Theme by Gender- shows the percent of males and females of active employees in fiscal 2012, and total number of employees, by agency and occupational category

Figure 19: Fiscal 2012, Agency Grouped in Citywide Theme by Ethnicity- shows the percent of ethnicities of active employees in fiscal 2012, and total number of employees, by agency and occupational category

$$\text{For each agency} = \frac{\text{Count of active employees in each gender or ethnicity group}}{\text{Count of active employees in agency}}$$

- Figure 20: Fiscal 2003 – Fiscal 2012, Gender- shows the percent of males and females of active employees in each fiscal year from 2003 to 2012

Figure 21: Fiscal 2003 – Fiscal 2012, Ethnicity- shows the percent of race/ethnicities of active employees in each fiscal year from 2003 to 2012

$$\text{For each fiscal year} = \frac{\text{Count of active employees in each gender or ethnicity group}}{\text{Count of active employees in occupational category citywide}}$$

## Section 6 – Salary

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA.
- Consumer Price Index – All Urban Consumers of the *Bureau of Labor Statistics*
- New York City Office of Management and Budget, Adopted Budget - Expense

### Definitions:

- Salary Type
  - Annual: An employee who is paid a wage that is based on a predetermined amount and requires the employee to work a certain number of hours.
  - Hourly: An employee who is paid a wage that is based on the number of hours the employee works.
  - Daily: An employee who is paid on a per day (work day) basis.
  - Per session: An employee who is paid on a per session basis.

Salaries that could not be related to any of the above categories (for example trainees, on volunteer and near-volunteer basis) have been excluded from the analysis.

- Salary Conversion

Salaries have been adjusted to hourly using the following conversions:

  - Annual salary divided by number of hours worked by Collective Bargaining Unit (CBU) and agency: provided by the Office of Management and Budget
  - For unmatched CBU numbers and agencies, annual salary divided by 1,900: weighted average of hours worked annually by employees in different statuses
  - Daily salary divided by 7.3076923: weighted average of hours worked daily by employees in different statuses
  - Per session salaries have not been converted into hourly, as information on the number of hours worked might not be available. Therefore, for the purposes of the calculations described in this report, salaries expressed in per session rates were excluded.
- Personnel Expense Budget
  - Salaries and Wages: monetary compensation paid to employees.
  - Pensions and Fringe Benefits: monetary compensation which is indirectly given to the employee through healthcare, retirement benefits and other benefits.

### Calculations:

- Figure 22: Fiscal 2012, Annual Full-time Base Salary Distribution – shows the percentage of active Full-time employees in each salary bracket in fiscal year 2012.



- Figure 23: Fiscal 2003 – Fiscal 2012, Full-time Employees Annual Base Salary - Adjusted for Inflation- shows the distribution (5<sup>th</sup> percentile, Median, 95<sup>th</sup> percentile) of Annual base salaries for active full time employees from fiscal year 2003 to fiscal year 2012. All values have been adjusted for inflation.
- Figure 24: Fiscal 2003 – Fiscal 2012, Personnel Expenses and Median Annual Salary – shows the dollar amount of City budget spent on personnel expenses each year from fiscal year 2003 to fiscal year 2012 in nominal dollars (unadjusted for inflation); the trend line shows the median annual base salary in real dollars (adjusted for inflation) for active full time employees for the same fiscal years.
- Figure 25: Fiscal 2003 – Fiscal 2012, Median Annual Base Salary by Occupational Category – Adjusted for Inflation – shows the median annual salary for active full time employees in each occupational category, from fiscal year 2003 to fiscal year 2012. All values have been adjusted for inflation.

## Section 7 – Attrition

### Sources:

- Payroll Management System (PMS)
- Citywide Equal Employment Database System (CEEDS)
- Data was also provided by HHC and SCA.

### Definitions:

- Dismissal: Involuntary termination of an employee.
- Separation of Temporary Workers: Dismissal due to a seasonal or limited duration position
- Layoff: Involuntary termination of an employee due to staff reductions for operational or budgetary reasons.
- Resignation: Voluntary departure of an employee other than by retirement.
- Retirement: Voluntary separation of employee who left the City stating reason due to retirement.
- Death: Employee dies while being employed by the City.

### Calculations:

- Figure 26: Fiscal 2012, Citywide Attrition – shows number of Full-time and Part-time employees who left NYC Government in fiscal year 2012 for any reason. It also shows median age, median years of services and median hourly salary (for median hourly salary calculation methodology see Section 6 – Salary conversion) for each category of attrition.

$$\begin{aligned} & \% \text{ of full – time and part – time citywide} \\ & = \frac{\text{Count of employees who left due to each separation reason}}{\text{Employees headcount citywide}} \end{aligned}$$

- Figure 27: Fiscal 2003 – Fiscal 2012, Separation Reasons – shows the total number of employees who in a given fiscal year left the City for different reasons, from fiscal year 2003 to 2012.

$$\text{For each separation reason} = \frac{\text{Count of employees who left due to each separation reason}}{\text{Count of employees who left due to any separation reason}}$$

- Figure 28: Fiscal 2003 – Fiscal 2012, Attrition by Gender – shows the percents of males and females out of the total number of employees who in a given fiscal year left the City for any reason, from fiscal year 2003 to 2012.

$$\% \text{ Male} = \frac{\text{Count of male employees who left}}{\text{Count of employees who left citywide}}$$

$$\% \text{ Female} = \frac{\text{Count of female employees who left}}{\text{Count of employees who left citywide}}$$

- Figure 29: Fiscal 2003 – Fiscal 2012, Attrition by Ethnicity – shows the percent of employees in each Ethnicity group out of the total number of employees who in a given fiscal year left the City for any reason, from fiscal year 2003 to 2012.

$$\% \text{ Each ethnicity group} = \frac{\text{Count of employees in a given ethnicity group who left}}{\text{Count of employees who left citywide}}$$

## Section 8 - Retirement

### Sources:

- Payroll Management System (PMS)
- Citywide Equal Employment Database System (CEEDS)
- NYC Employee Retirement System (NYCERS)
- Teachers' Retirement System (TRS)
- Board of Education Retirement System (BERS)
- Data was also provided by HHC and SCA.

### Definitions:

- Eligible in 2012: an employee who is part of a pension tier and is fully vested in the pension, meaning they could retire today with full pension benefits.
- Eligible 2013–2017: an employee who is part of a pension tier and will be fully vested in the pension in the next 5 years, meaning they could retire in any year between 2013 and 2017 with full pension benefits.
- Not Eligible by 2017: an employee who is part of a pension tier, but will not be fully vested in the pension from 2012-2017, meaning they could not retire before 2017 with full pension benefits.
- No Current Pension Membership: an employee who is not part of a pension tier.

### Calculations:

- Figure 30: Fiscal 2012, Retirement Eligibility – shows the percent of Full-time employees who are eligible to retire in 2012, from 2013 to 2017, those with no current pension membership and those not eligible to retire by fiscal year 2017.

$$\text{For each eligibility status} = \frac{\text{Count of Full – time employees by retirement eligibilty status}}{\text{Count of Full – time employees citywide}}$$

- Figure 31: Fiscal 2012, Retirement Eligibility by Occupational Group – shows percent of Full-time employees who are eligible to retire in 2012 and from 2013 to 2017 by occupational group.

$$\text{For each eligibility status} \\ = \frac{\text{Count of Full – time Employees by Retirement Eligibility Status and Occupational Group}}{\text{Count of Full – time Employees by Occupational Group}}$$

- Figure 32: Fiscal 2003 – Fiscal 2012, Retirement Eligibility versus Actual – shows percent of Full-time employees eligible to retire in each fiscal year, and the percent of full-time employees who retired in that fiscal year, from fiscal year 2003 to 2012.

$$\text{For each fiscal year} = \frac{\text{Count of Full – time employees eligible to retire}}{\text{Count of Full – time employees citywide}}$$

$$\text{For each fiscal year} = \frac{\text{Count of Full – time employees who retire}}{\text{Count of Full – time employees citywide}}$$

- Figure 33: Fiscal 2003 – Fiscal 2012, Retirement by Occupational Category – shows percent of employees eligible to retire in each fiscal year, and the number of full-time employees who retired in that fiscal year by Occupational Category, from fiscal year 2003 to 2012.

$$\text{For each fiscal year} = \frac{\text{Count of Full – time employees who retire by occupational category}}{\text{Count of Full – time employees eligible to retire by occupational category}}$$

- Figure 34: Fiscal 2003 – Fiscal 2012, Retirement Eligibility – for each fiscal year, shows the percent of employees who are eligible to retire in that year, eligible to retire within five years, not currently a pension member, or ineligible to retire.

$$\text{For each fiscal year} = \frac{\text{Count of Full – time employees in retirement eligibility category}}{\text{Count of Full – time employees citywide}}$$

## Section 9 – New Hires

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA.

### Definitions:

- New Hire: an employee hired by the City who has never worked for a City agency before, or whose previous job was not with the City but has in the past worked for the City, or who is currently working for the City, but is moving from one agency to another.

### Calculations:

- Figure 35: Fiscal 2003 versus Fiscal 2012, New Hires, Nominal Dollars – for fiscal year 2003 and 2012, shows number of employees in any of the categories above. It also shows median age and median hourly salary (for median hourly salary calculation methodology see Section 6 – Salary conversion).

$$\% \text{ of Full – time and Part – time citywide} = \frac{\text{Count of employees hired}}{\text{Employee headcount citywide}}$$

- Figure 36: Fiscal 2003 – Fiscal 2012, New Hires by Gender – Shows the percent of males and females who were hired in a given fiscal year, from fiscal year 2003 to 2012.

$$\% \text{ Male} = \frac{\text{Count of male employees hired}}{\text{Count of employees hired citywide}}$$

$$\% \text{ Female} = \frac{\text{Count of female employees hired}}{\text{Count of employees hired citywide}}$$

- Figure 37: Fiscal 2003 – Fiscal 2012, New Hires by Ethnicity – shows the percent of employees in each ethnicity group hired in a given fiscal year, from fiscal year 2003 to 2012 (for ethnicity definitions, see Section 4: Gender and Ethnicity).

$$\text{For each Ethnicity Group} = \frac{\text{Count of employees hired in any ethnicity group}}{\text{Count of employees hired citywide}}$$

- Figure 38: Fiscal 2012, % Attrition versus New Hires by Agency – shows the percent of employees who were hired and who left City government as a percentage of the total number of employees in each agency, in fiscal year 2012.

## Section 10 – Employee Titles

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA

### Calculations:

- Figure 39: Fiscal 2012, titles with 1,000 or More Full-time Employees – Shows titles with 1,000 or more Full-time employees across the City in fiscal 2012, with metrics on percent share of total Citywide Full-time employees, median age, years of service, percent eligible to retire, attrition and new hire rate.

$$\text{For each Job title} = \frac{\text{Count of active Full – time Employees in a given title}}{\text{Count of active Full – time Employees citywide}}$$

- Figure 40: Attrition Information by Employee Title – shows titles experiencing the highest yearly attrition as an average of fiscal years 2008 to 2012, with metrics on percent share of total Citywide attrition, percent of workforce in job title, median age, and years of service, based on indicated time period.

$$\text{Headcount} = \text{Average number of Full – time employees who left in fiscal years 2008} \\ \text{– 2012 in each job title}$$

$$\% \text{ of Citywide Attrition} \\ = \frac{\text{Average number of Full – time employees who left in fiscal years 2008 – 2012 in each job tile}}{\text{Average number of Full – time employees who left in fiscal years 2008 – 2012}}$$

$$\% \text{ of Workforce in job title} \\ = \frac{\text{Average number of Full – time employees who left in fiscal years 2008 – 2012 in each job tile}}{\text{Average number of Full – time employees in each job title who left in fiscal years 2008 – 2012}}$$

- Figure 41: New Hire Information by Employee Title – shows titles experiencing the highest yearly new-hiring as an average of fiscal years 2008 to 2012, with metrics on percent share of total Citywide attrition, percent of workforce in job title, median age, and years of service, based on indicated time period.

$$\text{Headcount} = \text{Average number of Full – time employees hired in fiscal years 2008} \\ \text{– 2012 in each job title}$$

$$\% \text{ of Citywide New Hires} \\ = \frac{\text{Average number of Full – time employees hired in fiscal years 2008 – 2012 in each job tile}}{\text{Average number of Full – time employees hired in fiscal years 2008 – 2012}}$$

$$\% \text{ of Workforce in job title} \\ = \frac{\text{Average number of Full – time employees hired in fiscal years 2008 – 2012 in each job tile}}{\text{Average number of Full – time employees in each job title hired in fiscal years 2008 – 2012}}$$

## Section 11 – Employee Representation

### Sources:

- Payroll Management System (PMS)
- Data was also provided by HHC and SCA

### Definitions:

- Union Representation: employees eligible for collective bargaining.
- Pending: employees awaiting union certification by the NYC Office of Collective Bargaining.
- Non-union: employees that are excluded by law from collective bargaining (mostly managerial and confidential employees).

### Calculations:

- Figure 42: Fiscal 2003 – Fiscal 2012, Union Representation – Shows status of all active employees in relation to union representation.

$$\text{Union Representation} = \frac{\text{Count of Full – time employees by type of representation}}{\text{Count of Full – time Employees citywide}}$$



## Appendix B: Workforce by Agency

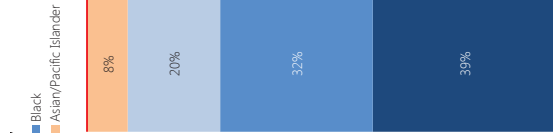
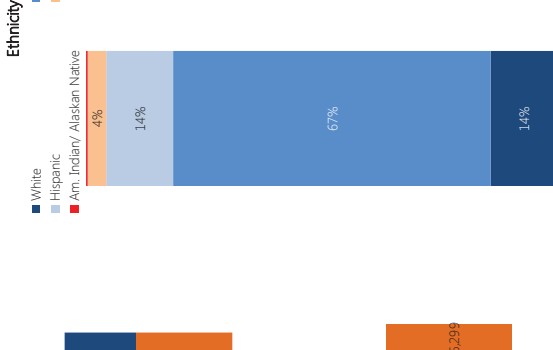
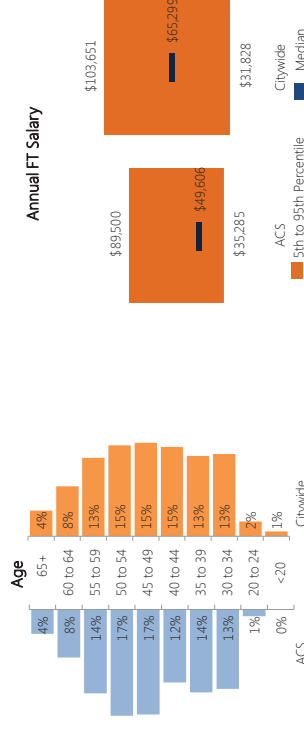
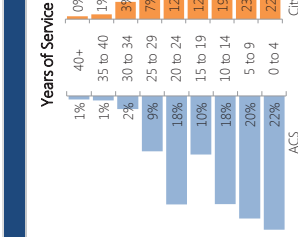
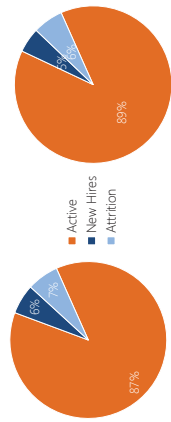
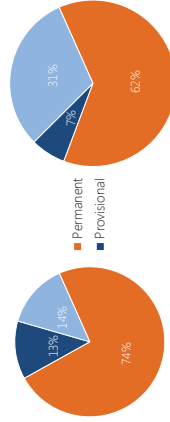
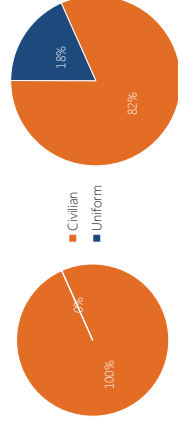
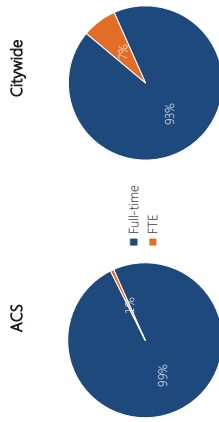
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<a href="#">Administration for Children's Services</a> .....	57
<a href="#">Business Integrity Commission</a> .....	58
<a href="#">Civilian Complaint Review Board</a> .....	59
<a href="#">Commission on Human Rights</a> .....	60
<a href="#">Department for the Aging</a> .....	61
<a href="#">Department of Buildings</a> .....	62
<a href="#">Department of City Planning</a> .....	63
<a href="#">Department of Citywide Administrative Services</a> .....	64
<a href="#">Department of Consumer Affairs</a> .....	65
<a href="#">Department of Correction</a> .....	66
<a href="#">Department of Cultural Affairs</a> .....	67
<a href="#">Department of Design and Construction</a> .....	68
<a href="#">Department of Education</a> .....	69
<a href="#">Department of Environmental Protection</a> .....	70
<a href="#">Department of Finance</a> .....	71
<a href="#">Department of Health and Mental Hygiene</a> .....	71
<a href="#">Department of Homeless Services</a> .....	72
<a href="#">Department of Housing Preservation and Development</a> .....	73
<a href="#">Department of Information Technology and Telecommunications</a> .....	74
<a href="#">Department of Investigation</a> .....	75
<a href="#">Department of Parks and Recreation</a> .....	76
<a href="#">Department of Probation</a> .....	77
<a href="#">Department of Records and Information Services</a> .....	78
<a href="#">Department of Sanitation</a> .....	79
<a href="#">Department of Small Business Services</a> .....	80
<a href="#">Department of Transportation</a> .....	81
<a href="#">Department of Youth and Community Development</a> .....	82
<a href="#">Fire Department</a> .....	83
<a href="#">Health and Hospitals Corporation</a> .....	84
<a href="#">Human Resources Administration</a> .....	85
<a href="#">Landmarks Preservation Commission</a> .....	86
<a href="#">Law Department</a> .....	87
<a href="#">Mayoralty</a> .....	88
<a href="#">New York City Housing Authority</a> .....	89
<a href="#">Office of Administrative Trials and Hearings</a> .....	90
<a href="#">Office of Emergency Management</a> .....	91
<a href="#">Police Department</a> .....	92
<a href="#">School Construction Authority</a> .....	93
<a href="#">Taxi and Limousine Commission</a> .....	94

Demographics

Indicator	ACS	Citywide
Headcount (FT / FTE)	6,152 / 44	304,066 / 237,277
Median Age / Years of Service	46.6 / 12	45.2 / 11.1
% Male / Female	27% / 73%	43% / 57%
% White / Minority	14% / 86%	39% / 61%
Median Annual FT Base Salary	\$49,606	\$65,299
% Attrition	7%	6%
% Eligible to Retire	27%	19%
% New Hires	6%	5%
% Union Represented	91%	93%

Employee Type



Top 10 Most Populous Full-Time Titles

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Child Protective Specialist	1,875	30.3%	100.0%	34.8	5.4	7.1%	6.8%	9.4%
Child Protective Specialist, Supervisor	546	8.8%	100.0%	48.5	17.6	33.2%	2.8%	0.0%
Juvenile Counselor	330	5.3%	100.0%	45.1	7.6	15.8%	14.7%	14.7%
Child Welfare Specialist	258	4.2%	100.0%	54.4	22.4	53.5%	5.5%	0.0%
Principal Administrative Associate	255	4.1%	5.8%	52.3	23.5	53.7%	5.9%	0.0%
Clerical Associate	244	3.9%	5.7%	51.9	15.3	46.3%	6.9%	0.0%
Child and Family Specialist	218	3.5%	100.0%	49.4	21.6	37.2%	4.0%	0.4%
Agency Attorney	211	3.4%	33.2%	34.2	5.1	8.1%	10.8%	7.5%
Administrative Staff Analyst	211	3.4%	8.9%	51.8	19.4	47.9%	2.8%	2.8%
Director of Field Operations	178	2.9%	100.0%	49.8	22.7	35.4%	2.2%	0.0%

Activity Status

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	398	6.1%	31.8	0.5
Deceased	12	0.2%	53.2	21.8
Dismissals	66	1.0%	40.8	3.8
Layoffs	7	0.1%	50.4	18.1
Resigned	203	3.1%	34.6	4.0
Retirement	134	2.1%	63.3	25.0
Separation of Temp. Workers	0	0.0%	N/A	N/A

Retirement Eligibility

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	50.4%	22.2%	395
Officials and Administrators	39.6%	23.4%	414
Paraprofessionals	24.2%	15.8%	114
Professionals	23.1%	16.7%	1,701
Protective Service Workers	8.5%	42.9%	97
Service Maintenance	38.8%	18.4%	28
Skilled Craft Workers	55.6%	33.3%	8
Teachers	N/A	N/A	N/A
Technicians	8.9%	15.6%	11

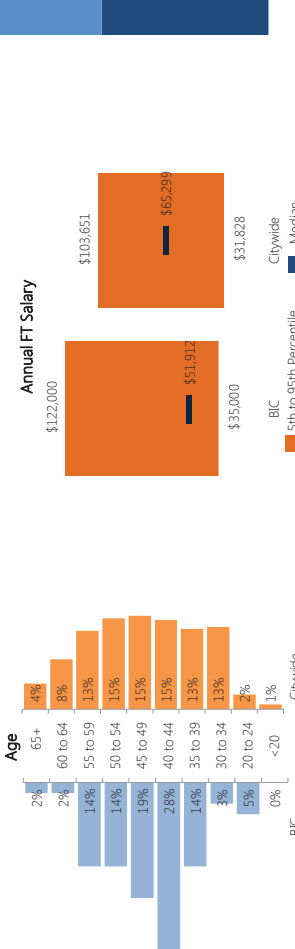
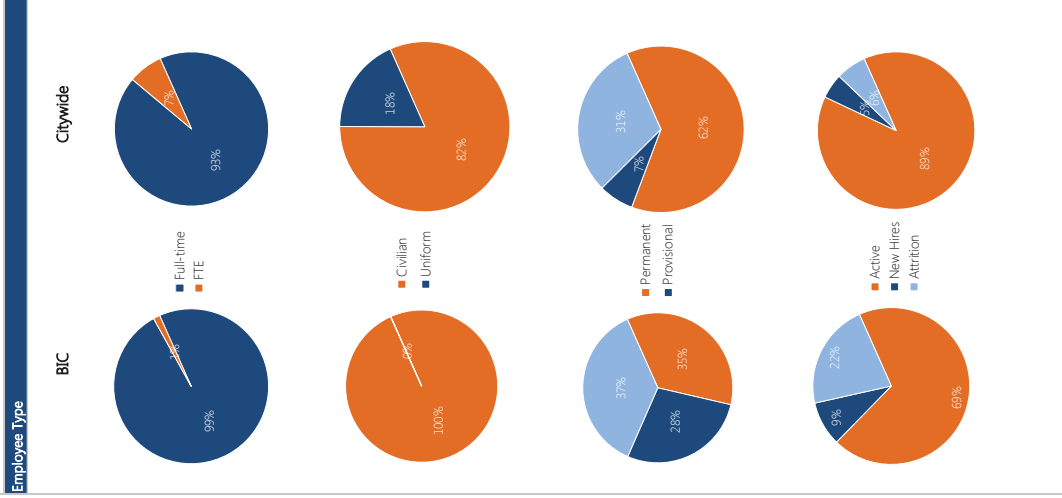
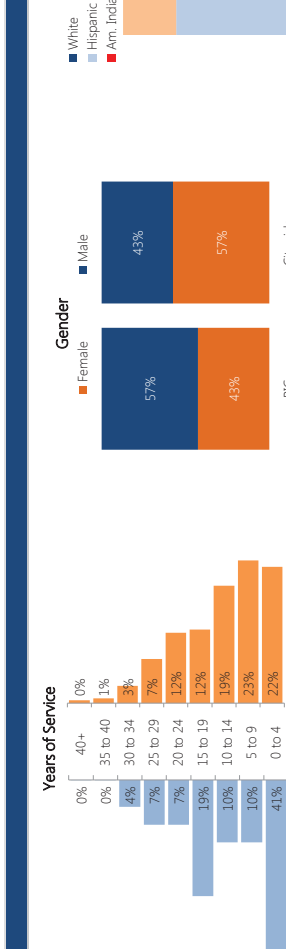
Notes: N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Business Integrity Commission: FY12**

**Agency Overview:** The Business Integrity Commission (BIC) regulates and monitors the trade waste/commercial carting industry and the wholesalers and businesses operating in the City's public wholesale markets, and ensures the integrity of businesses in these industries.

**Demographics**

Indicator	BIC	Citywide
Headcount (FT / FTE)	71 / 1	304,066 / 237,727
Median Age / Years of Service	43.7 / 9.7	45.2 / 11.1
% Male / Female	57% / 43%	43% / 57%
% White / Minority	35% / 65%	39% / 61%
Median Annual FT Base Salary	\$51,912	\$65,299
% Attrition	22%	6%
% Eligible to Retire	21%	19%
% New Hires	9%	5%
% Union Represented	69%	93%



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Market Agent	16	22.2%	100.0%	41.4	14.6	6.3%	15.8%	10.5%
Community Associate	14	19.4%	0.6%	28.6	2.6	7.1%	41.7%	16.7%
Administrative Staff Analyst	9	12.5%	0.4%	43.9	9.8	22.2%	10.0%	10.0%
Executive Agency Counsel	6	8.3%	2.0%	41.2	3.9	16.7%	11.1%	0.0%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	8	9.2%	29.1	0.9
Deceased	1	1.1%	N/A	N/A
Dismissals	1	1.1%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	15	17.2%	28.9	2.8
Retirement	2	2.3%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	50.0%	16.7%	4
Officials and Administrators	20.0%	5.0%	5
Paraprofessionals	6.7%	6.7%	2
Professionals	9.5%	19.0%	6
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	66.7%	16.7%	5

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

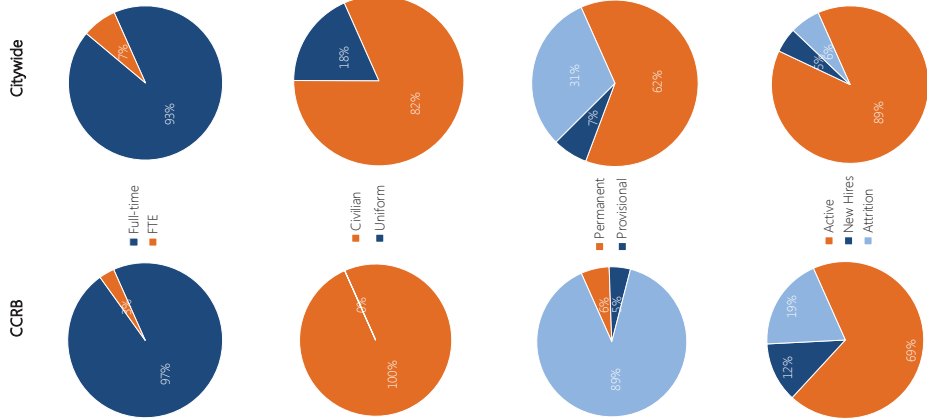
**Civilian Complaint Review Board: FY12**

**Agency Overview:** The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the police commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program, and reports on its activities and achievements twice a year.

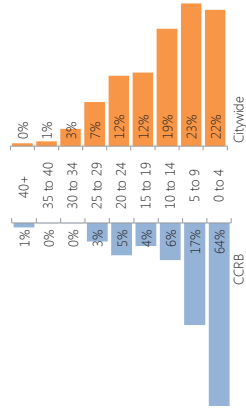
**Demographics**

Indicator	CCRB	Citywide
Headcount (F / FTE)	120 / 4	304,066 / 237,277
Median Age / Years of Service	30.4 / 3.9	45.2 / 11.1
% Male / Female	47% / 53%	43% / 57%
% White / Minority	38% / 62%	39% / 61%
Median Annual FT Base Salary	\$49,045	\$65,299
% Attrition	19%	6%
% Eligible to Retire	9%	19%
% New Hires	12%	5%
% Union Represented	79%	93%

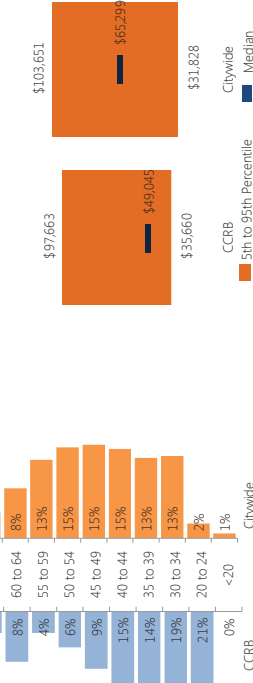
**Employee Type**



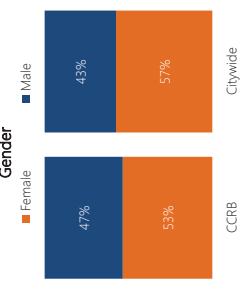
**Years of Service**



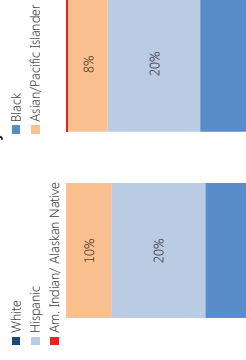
**Annual FT Salary**



**Gender**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Investigator (CCRB)	79	63.7%	100.0%	26.7	2.7	1.3%	25.5%	17.0%
Supervisor of Investigators (CCRB)	7	5.6%	100.0%	33.1	8.8	0.0%	0.0%	0.0%
Investigative Manager (CCRB)	6	4.8%	100.0%	39.1	13.8	16.7%	0.0%	0.0%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	20	12.3%	26.2	0.2
Deceased	0	0.0%	N/A	N/A
Dismissals	0	0.0%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	28	17.3%	27.8	3.0
Retirement	3	1.9%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	42.9%	28.6%	5
Officials and Administrators	20.6%	17.6%	13
Paraprofessionals	0.0%	37.5%	3
Professionals	50.0%	50.0%	2
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	1.3%	1.3%	2

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

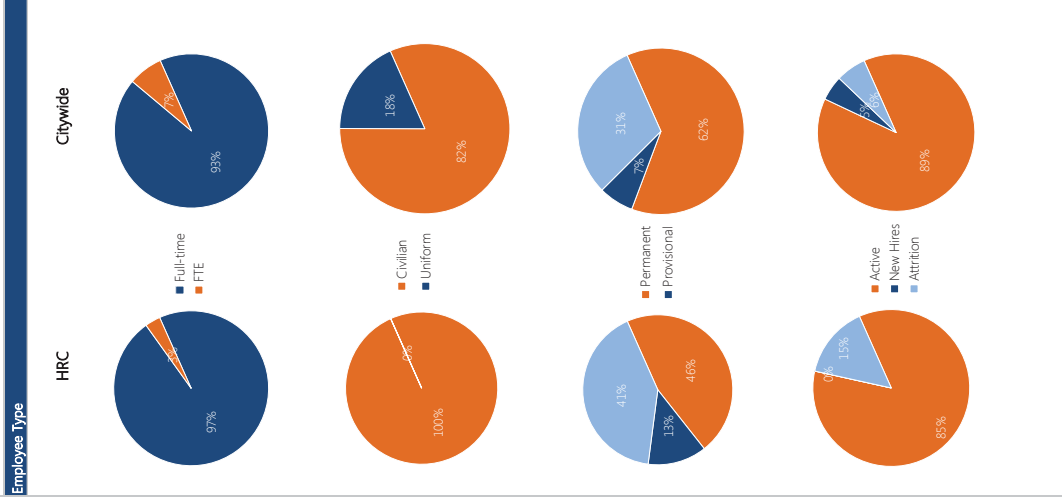
**Commission on Human Rights: FY12**

**Agency Overview:** The functions of the Commission on Human Rights (CCHR) are set forth in Title 8 of the Administrative Code of the City of New York, the Human Rights Law, to foster mutual understanding and respect among all persons in the City of New York and to encourage equality of treatment for, and prevent discrimination against, any group or its members.

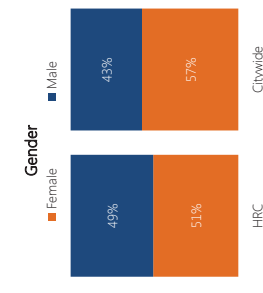
**Demographics**

Indicator	HRC	Citywide
Headcount (FT / FTE)	60 / 2	304,066 / 237,727
Median Age / Years of Service	55.5 / 22.2	45.2 / 11.1
% Male / Female	49% / 51%	43% / 57%
% White / Minority	34% / 66%	39% / 61%
Median Annual FT Base Salary	\$59,850	\$65,299
% Attrition	15%	6%
% Eligible to Retire	60%	19%
% New Hires	0%	5%
% Union Represented	87%	93%

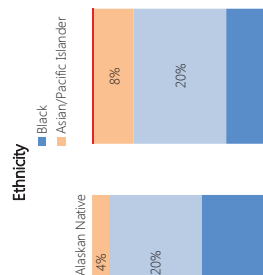
**Workforce Profile**



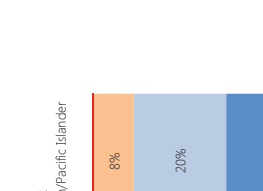
**Gender**



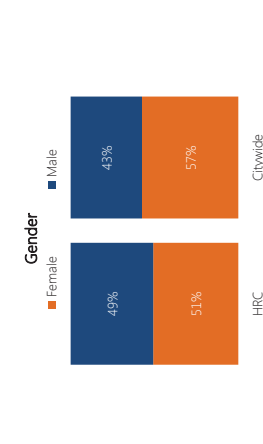
**Ethnicity**



**Age**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Associate Human Rights Specialist	13	21.0%	92.9%	59.6	30.4	92.3%	0.0%	0.0%
Agency Attorney	8	12.9%	1.3%	39.4	6.2	12.5%	18.2%	0.0%
Human Rights Specialist (CCHR)	7	11.3%	100.0%	38.6	4.8	28.6%	0.0%	0.0%
Principal Administrative Associate	6	9.7%	0.1%	58.0	26.0	100.0%	0.0%	0.0%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	0	0.0%	N/A	N/A
Deceased	0	0.0%	N/A	N/A
Dismissals	0	0.0%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	7	9.5%	30.3	0.9
Retirement	4	5.4%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	90.0%	10.0%	10
Officials and Administrators	57.1%	28.6%	6
Paraprofessionals	0.0%	25.0%	1
Professionals	59.5%	71.1%	28
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

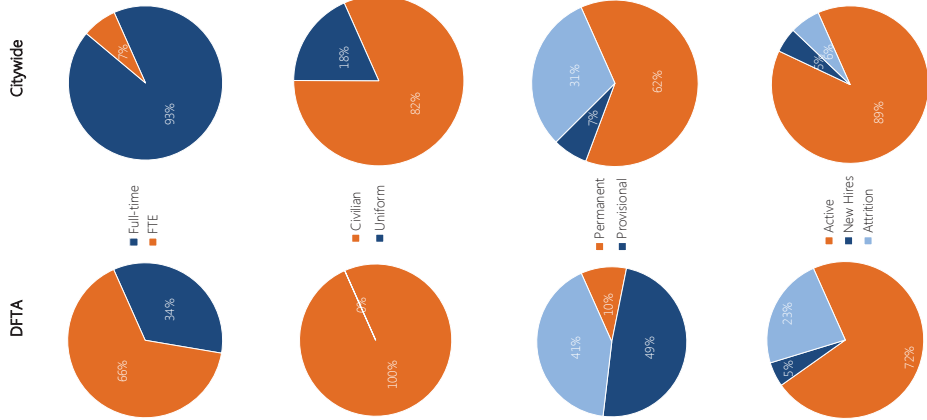
**Notes:**  
N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through approximately over 700 contracts which include discretionary funds with community-based organizations.

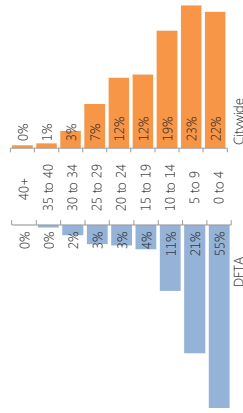
**Demographics**

Indicator	DFTA	Citywide
Headcount (FT / FTE)	286 / 547	304,066 / 237,277
Median Age / Years of Service	66.7 / 4	45.2 / 11.1
% Male / Female	26% / 74%	43% / 57%
% White / Minority	16% / 84%	39% / 61%
Median Annual FT Base Salary	\$55,453	\$65,299
% Attrition	23%	6%
% Eligible to Retire	12%	19%
% New Hires	5%	5%
% Union Represented	21%	93%

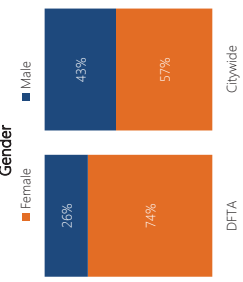
**Employee Type**



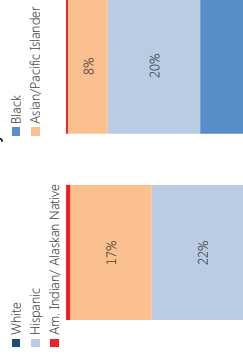
**Years of Service**



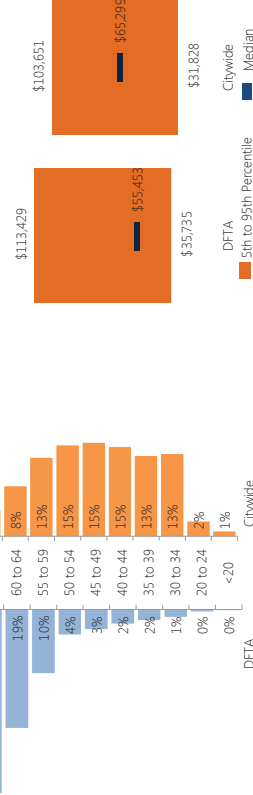
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Program Officer (DFTA)	44	5.3%	100.0%	55.1	13.0	50.0%	2.2%	0.0%
Community Associate	41	4.9%	1.7%	50.1	10.1	34.1%	0.0%	0.0%
Community Coordinator	33	4.0%	3.0%	55.9	11.7	36.4%	7.9%	2.6%
Administrative Staff Analyst	31	3.7%	1.3%	51.7	14.4	48.4%	2.8%	8.3%
Principal Administrative Associate	27	3.2%	0.6%	55.4	26.5	74.1%	6.9%	0.0%
Administrative Program Officer (DFTA)	13	1.6%	100.0%	49.2	8.6	30.8%	0.0%	0.0%
Management Auditor	11	1.3%	8.5%	50.5	13.4	27.3%	0.0%	0.0%
Secretary	10	1.2%	0.9%	60.4	20.0	70.0%	15.4%	0.0%
Nutrition Consultant	9	1.1%	100.0%	61.8	23.3	88.9%	25.0%	0.0%
Community Assistant	7	0.8%	0.9%	50.2	8.1	28.6%	0.0%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	82	5.1%	63.9	0.2
Deceased	2	0.1%	N/A	N/A
Dismissals	129	8.0%	62.2	0.9
Layoffs	0	0.0%	N/A	N/A
Resigned	229	14.2%	68.1	1.8
Retirement	12	0.7%	66.6	25.6
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	63.0%	16.7%	43
Officials and Administrators	41.3%	15.9%	36
Paraprofessionals	4.4%	4.2%	88
Professionals	50.0%	18.5%	63
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	100.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

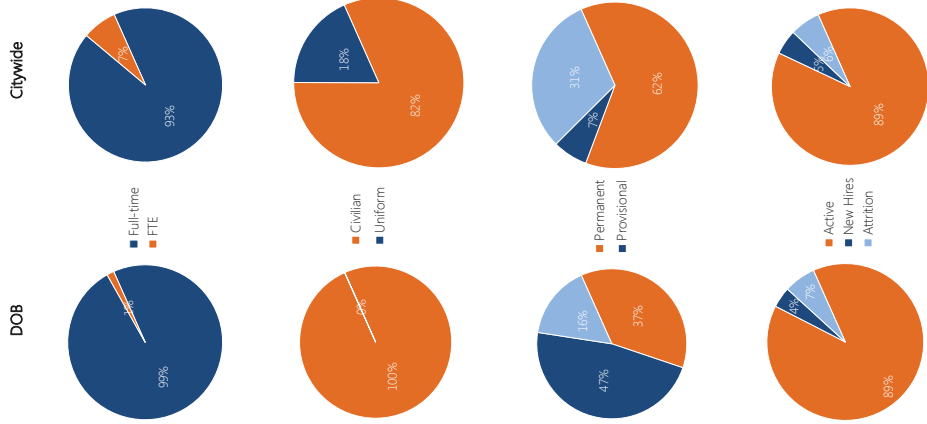
**Notes:** DFTA administers a "Foster Grandparent Program." Part-time volunteers of this program are included in this analysis, which may influence the interpretation of the data above. N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Buildings (DOB) ensures the safe and lawful use of more than 975,000 buildings and properties by enforcing the City's Building Code, Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes workers and public safety through its review and approval of building plans, permitting and licensing functions, and inspections

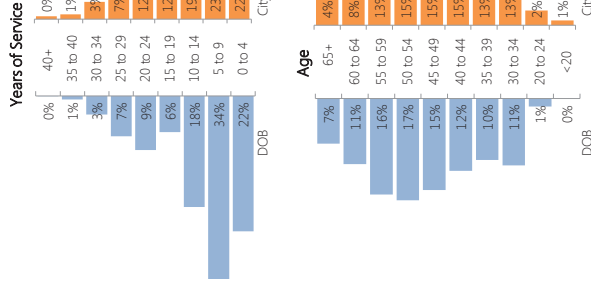
**Workforce Profile**

Indicator	DOB	Citywide
Headcount (FT / FTE)	1,051 / 16	304,066 / 237,727
Median Age / Years of Service	49.6 / 9	45.2 / 11.1
% Male / Female	63% / 37%	43% / 57%
% White / Minority	42% / 58%	39% / 61%
Median Annual FT Base Salary	\$62,413	\$65,299
% Attrition	7%	6%
% Eligible to Retire	30%	19%
% New Hires	4%	5%
% Union Represented	83%	93%

**Employee Type**



**Demographics**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Inspector	129	12.1%	62.6%	50.1	4.4	13.2%	5.8%	27.0%
Associate Inspector (Construction)	117	11.0%	99.2%	52.8	10.2	35.0%	2.5%	0.0%
Principal Administrative Associate	96	9.0%	2.2%	47.5	12.9	32.3%	9.3%	3.7%
Administrative Manager	91	8.5%	13.3%	43.1	10.9	26.4%	1.1%	0.0%
Clerical Associate	75	7.0%	1.8%	44.4	7.9	32.0%	5.0%	0.0%
Administrative Staff Analyst	48	4.5%	2.0%	48.0	9.5	22.9%	11.1%	1.9%
Community Associate	44	4.1%	1.8%	44.8	7.6	27.3%	0.0%	0.0%
Administrative Inspector (Buildings)	33	3.1%	100.0%	55.5	13.7	48.5%	0.0%	0.0%
Agency Attorney	29	2.7%	4.6%	37.0	7.6	3.4%	0.0%	0.0%
Associate Inspector (Elevator)	24	2.2%	96.0%	56.9	11.5	41.7%	7.7%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	48	4.2%	44.5	0.3
Deceased	0	0.0%	N/A	N/A
Dismissals	15	1.3%	30.2	6.0
Layoffs	11	1.0%	50.4	4.4
Resigned	26	2.3%	32.1	4.1
Retirement	22	1.9%	65.4	22.7
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	32.6%	17.1%	96
Officials and Administrators	36.7%	22.8%	94
Paraprofessionals	20.5%	3.6%	20
Professionals	29.1%	21.7%	314
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	50.0%	0.0%	2

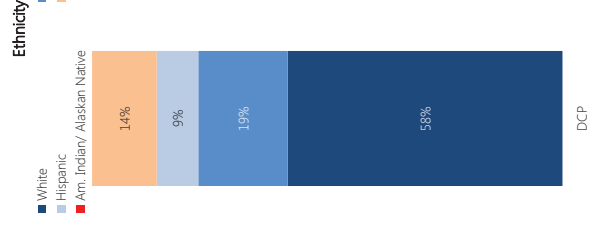
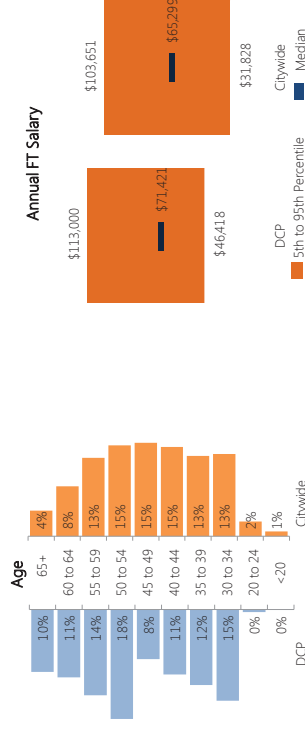
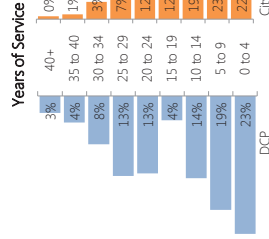
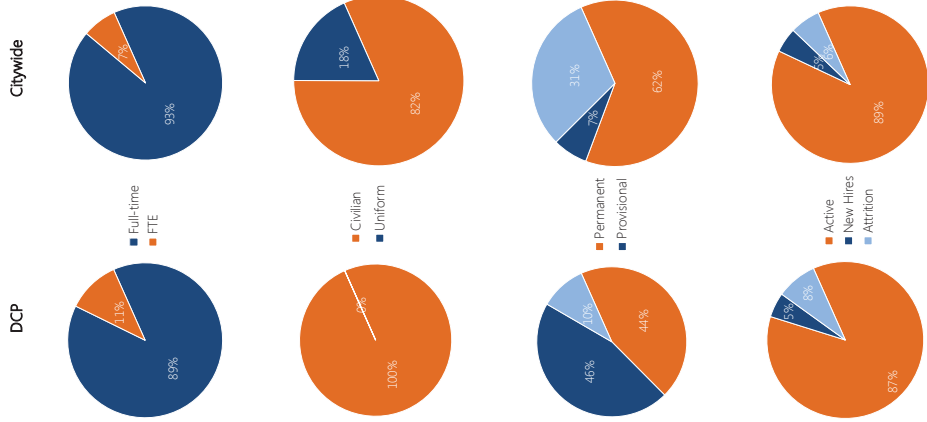
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of City Planning (DCP) promotes strategic growth, transit-oriented development and sustainable communities to enhance quality of life in the City, in part by initiating comprehensive, consensus based planning and zoning changes for individual neighborhoods and business districts, as well as establishing policies and zoning regulations applicable citywide. It supports the City Planning Commission and each year reviews approximately 450 land use applications for actions such as zoning changes, special permits and other discretionary approvals.

**Workforce Profile**

Indicator	DCP	Citywide
Headcount (FT / FTE)	225 / 28	304,066 / 237,277
Median Age / Years of Service	49.9 / 12.6	45.2 / 11.1
% Male / Female	46% / 53%	43% / 57%
% White / Minority	58% / 42%	39% / 61%
Median Annual FT Base Salary	\$71,421	\$65,299
% Attrition	8%	6%
% Eligible to Retire	39%	19%
% New Hires	5%	5%
% Union Represented	76%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
City Planner	86	34.0%	33.5%	43.1	9.7	29.1%	7.3%	4.2%
Administrative City Planner	31	12.3%	52.5%	49.9	12.7	25.8%	6.1%	0.0%
Principal Administrative Associate	15	5.9%	0.3%	59.2	31.5	86.7%	11.1%	0.0%
Computer Specialist (Software)	14	5.5%	1.3%	58.1	22.6	71.4%	5.9%	0.0%
City Planning Technician	10	4.0%	35.7%	31.0	2.8	0.0%	11.8%	23.5%
Clerical Associate	8	3.2%	0.2%	57.9	29.0	87.5%	10.0%	0.0%
Associate Urban Designer	7	2.8%	26.9%	40.4	7.5	28.6%	22.2%	0.0%
Administrative Staff Analyst	6	2.4%	0.3%	53.5	9.1	33.3%	0.0%	16.7%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	14	5.1%	31.2	0.7
Deceased	1	0.4%	N/A	N/A
Dismissals	1	0.4%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	13	4.7%	35.6	4.9
Retirement	8	2.9%	67.6	37.2
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	81.5%	14.8%	26
Officials and Administrators	28.3%	25.0%	32
Paraprofessionals	100.0%	0.0%	1
Professionals	37.9%	11.0%	71
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	100.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	5.9%	5.9%	2

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

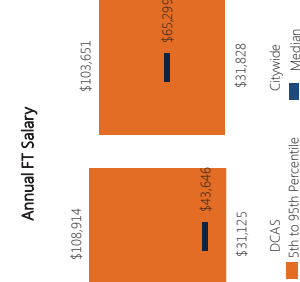
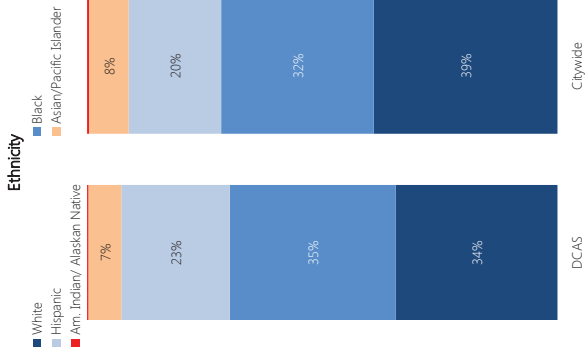
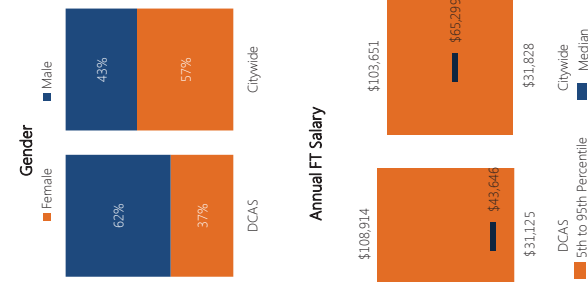
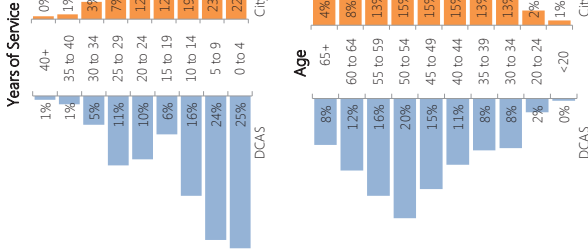
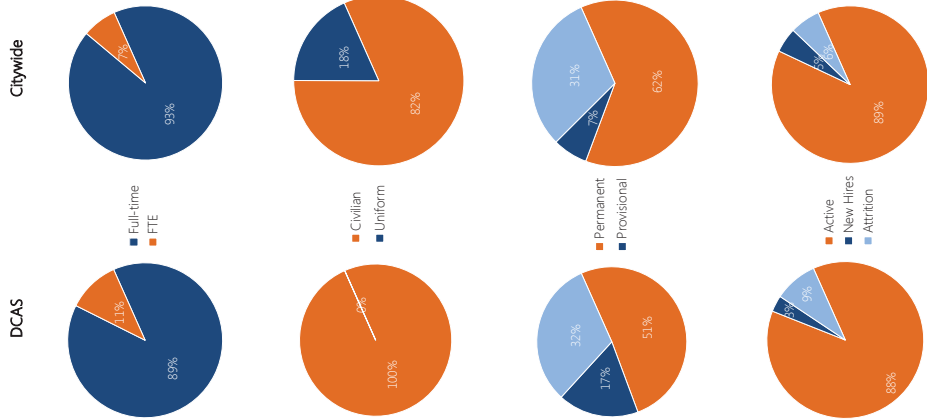


Agency Overview: The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public.

Demographics

Indicator	DCAS	Citywide
Headcount (FT / FTE)	1,919 / 236	304,066 / 237,277
Median Age / Years of Service	50.7 / 10.1	45.2 / 11.1
% Male / Female	62% / 37%	43% / 57%
% White / Minority	34% / 66%	39% / 61%
Median Annual FT Base Salary	\$43,646	\$65,299
% Attrition	9%	6%
% Eligible to Retire	36%	19%
% New Hires	3%	5%
% Union Represented	88%	93%

Employee Type



Top 10 Most Populous Full-Time Titles

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
City Custodial Assistant	361	16.8%	56.1%	49.8	6.0	23.0%	7.3%	4.5%
Custodian	243	11.3%	61.1%	50.7	10.7	38.3%	2.8%	0.0%
Principal Administrative Associate	103	4.8%	2.3%	50.7	17.8	39.8%	29.1%	2.6%
Clerical Associate	97	4.5%	2.3%	51.4	11.2	40.2%	5.9%	0.0%
Stationary Engineer	81	3.8%	46.0%	52.0	14.6	43.2%	3.6%	7.1%
Administrative Staff Analyst	67	3.1%	2.8%	50.8	19.3	47.8%	6.8%	2.7%
High Pressure Plant Tender	49	2.3%	62.8%	51.3	7.1	32.7%	3.8%	0.0%
Associate Staff Analyst	49	2.3%	4.1%	50.5	24.2	53.1%	5.7%	0.0%
Maintenance Worker	31	1.4%	3.0%	50.0	8.0	25.8%	11.1%	8.3%
Elevator Mechanic	30	1.4%	13.3%	50.8	16.6	33.3%	0.0%	0.0%

Activity Status

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	74	3.4%	32.6	0.1
Deceased	9	0.4%	55.8	13.7
Dismissals	33	1.5%	45.7	4.8
Layoffs	0	0.0%	N/A	N/A
Resigned	106	4.8%	30.8	2.8
Retirement	49	2.2%	64.2	26.3
Separation of Temp. Workers	0	0.0%	N/A	N/A

Retirement Eligibility

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	42.0%	13.5%	152
Officials and Administrators	47.4%	16.6%	112
Paraprofessionals	34.1%	12.1%	42
Professionals	36.0%	16.1%	214
Protective Service Workers	25.0%	30.0%	11
Service Maintenance	29.8%	21.5%	353
Skilled Craft Workers	37.5%	27.4%	206
Teachers	N/A	N/A	N/A
Technicians	42.9%	4.8%	10

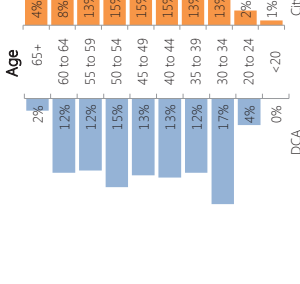
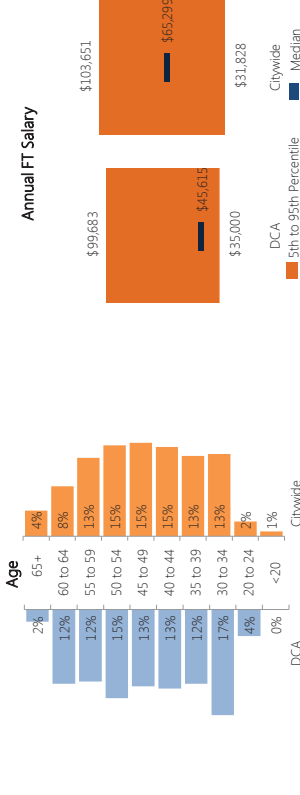
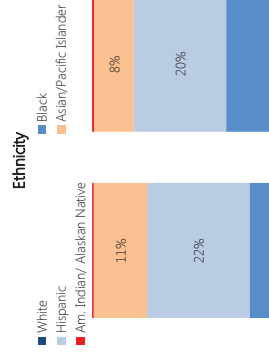
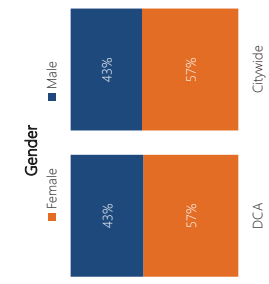
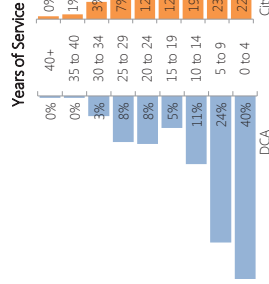
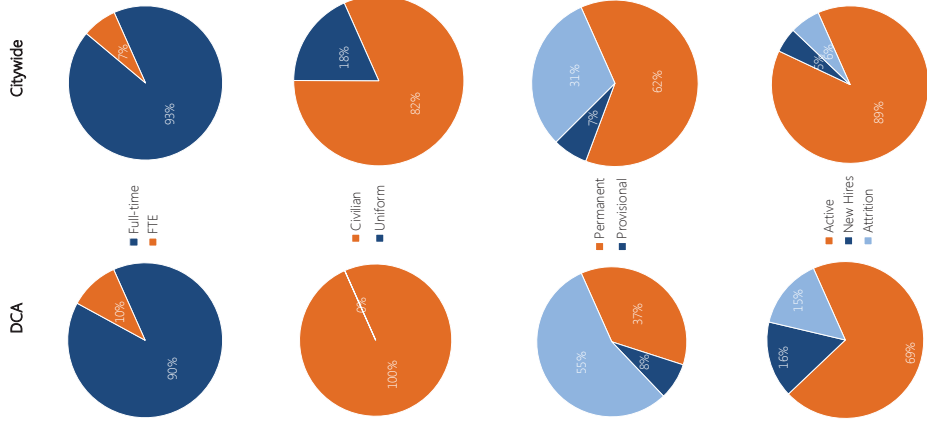
Notes: N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Consumer Affairs (DCA) ensures that New York City's consumers and businesses benefit from a fair and vibrant marketplace. DCA issues more than 73,000 licenses in 55 business categories and performs onsite inspections to ensure compliance with license regulations, weights and measures regulations, and the New York City Consumer Protection Law. DCA mediates and resolves individual consumer complaints, obtains restitution for consumers, and brings litigation and enforcement actions against repeat violators to halt deceptive advertising and trade practices.

**Workforce Profile**

Indicator	DCA	Citywide
Headcount (FT / FTE)	293 / 34	304,066 / 237,727
Median Age / Years of Service	42.2 / 6.6	45.2 / 11.1
% Male / Female	43% / 57%	43% / 57%
% White / Minority	34% / 66%	39% / 61%
Median Annual FT Base Salary	\$45,615	\$65,299
% Attrition	15%	6%
% Eligible to Retire	23%	19%
% New Hires	16%	5%
% Union Represented	90%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Community Associate	68	20.8%	2.8%	31.7	3.8	10.3%	12.2%	19.4%
Inspector	51	15.6%	24.8%	44.3	7.2	27.5%	25.7%	20.0%
Community Coordinator	32	9.8%	2.9%	41.6	6.9	18.8%	18.2%	20.5%
Administrative Staff Analyst	21	6.4%	0.9%	35.9	3.2	0.0%	4.5%	9.1%
Clerical Associate	20	6.1%	0.5%	52.1	21.7	50.0%	0.0%	0.0%
Agency Attorney	17	5.2%	2.7%	36.1	1.3	11.8%	19.0%	38.1%
Associate Inspector (Consumer Affairs)	13	4.0%	100.0%	51.1	23.5	53.8%	18.8%	0.0%
Principal Administrative Associate	10	3.1%	0.2%	55.2	29.8	80.0%	9.1%	0.0%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	56	15.8%	29.0	0.5
Deceased	1	0.3%	N/A	N/A
Dismissals	17	4.8%	34.9	0.3
Layoffs	0	0.0%	N/A	N/A
Resigned	29	8.2%	33.3	1.9
Retirement	5	1.4%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	56.8%	18.9%	28
Officials and Administrators	8.8%	14.7%	8
Paraprofessionals	13.2%	9.6%	31
Professionals	28.4%	17.9%	44
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	100.0%	0.0%	1

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

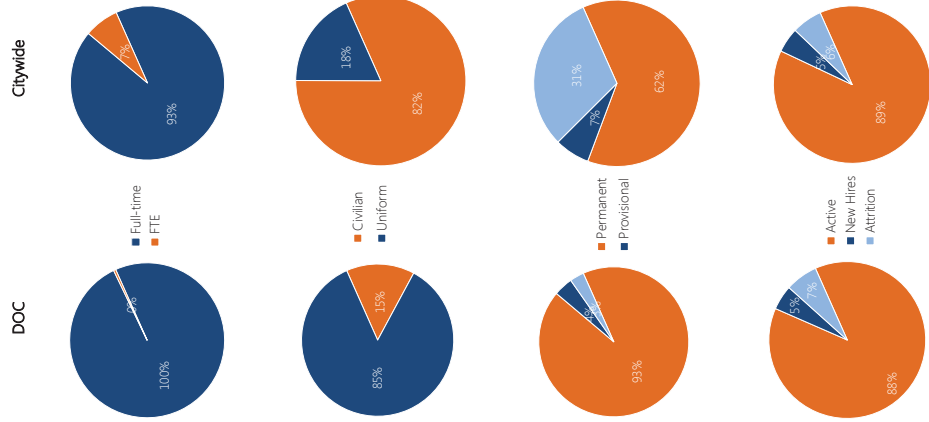
**Department of Correction: FY12**

**Agency Overview:** The Department of Correction (DOC) provides for the care, custody and control of persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including 10 jails on Rikers Island and four borough houses of detention in Brooklyn, the Bronx, Queens and Manhattan.

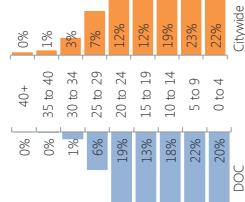
**Demographics**

Indicator	DOC	Citywide
Headcount (F / FTE)	9,953 / 46	304,066 / 237,727
Median Age / Years of Service	43.8 / 12	45.2 / 11.1
% Male / Female	56% / 43%	43% / 57%
% White / Minority	14% / 86%	39% / 61%
Median Annual FT Base Salary	\$76,488	\$65,299
% Attrition	7%	6%
% Eligible to Retire	28%	19%
% New Hires	5%	5%
% Union Represented	99%	93%

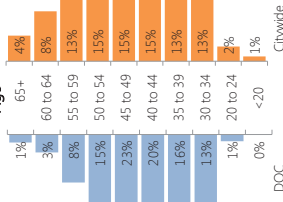
**Employee Type**



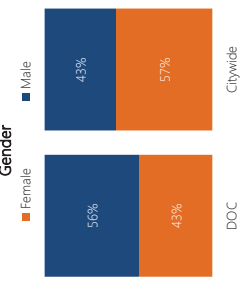
**Years of Service**



**Age**



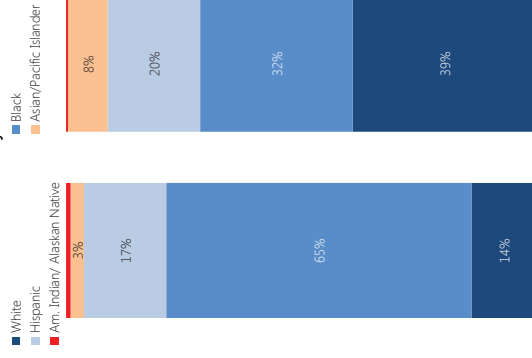
**Gender**



**Annual FT Salary**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Correction Officer	7,411	74.1%	100.0%	42.2	10.7	23.0%	6.4%	5.7%
Captain (Correction)	789	7.9%	100.0%	45.1	15.6	38.4%	8.5%	0.0%
Program Specialist (Correction)	142	1.4%	100.0%	49.6	17.1	35.2%	2.7%	0.7%
Cook	127	1.3%	97.7%	53.3	13.6	33.9%	3.8%	7.6%
Principal Administrative Associate	102	1.0%	2.3%	50.1	17.6	30.4%	2.8%	17.0%
Warden - Assistant Deputy Warden	97	1.0%	100.0%	48.0	24.2	77.3%	5.8%	0.0%
Maintenance Worker	46	0.5%	4.5%	52.8	11.7	39.1%	8.0%	10.0%
Motor Vehicle Operator	44	0.4%	15.1%	51.9	8.3	29.5%	4.3%	0.0%
Administrative Staff Analyst	42	0.4%	1.8%	50.3	18.9	45.2%	4.5%	2.3%
Oiler	41	0.4%	23.6%	53.3	18.2	36.6%	2.4%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	533	5.1%	31.6	0.4
Deceased	12	0.1%	57.0	14.0
Dismissals	69	0.7%	41.9	6.6
Layoffs	0	0.0%	N/A	N/A
Resigned	82	0.8%	35.1	1.8
Retirement	537	5.1%	50.3	21.8
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

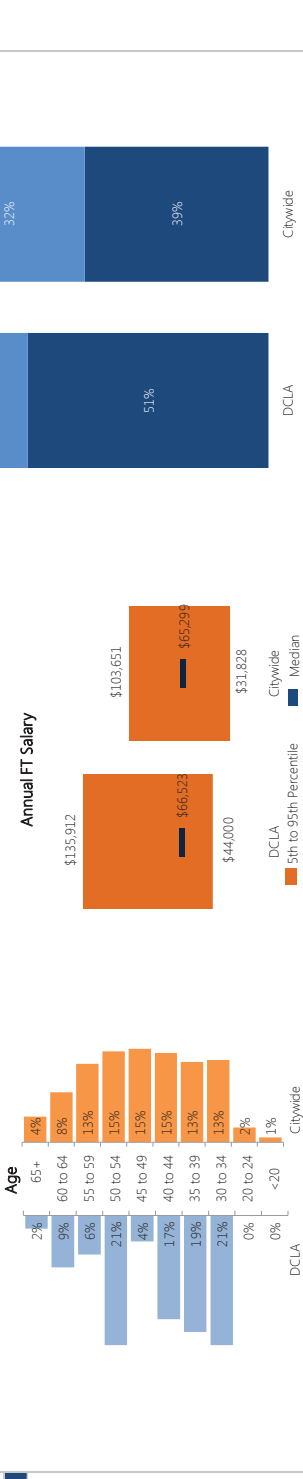
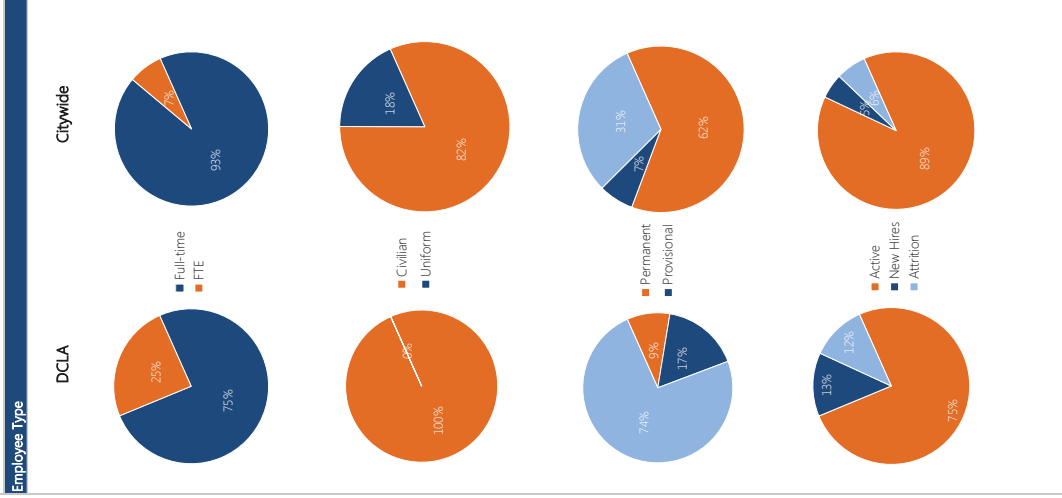
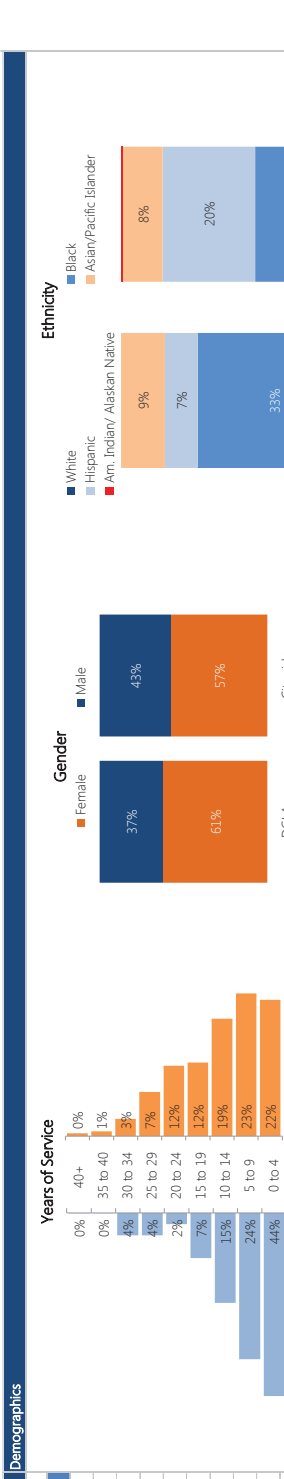
Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	29.0%	21.0%	107
Officials and Administrators	45.3%	18.2%	663
Paraprofessionals	18.0%	16.0%	17
Professionals	45.1%	18.9%	264
Protective Service Workers	23.0%	13.1%	2,678
Service Maintenance	36.6%	28.4%	190
Skilled Craft Workers	49.3%	30.9%	223
Teachers	N/A	N/A	N/A
Technicians	22.6%	24.2%	29

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 33 City-owned cultural institutions comprising the Cultural Institutions Group (CIG), and more than 1,200 other not-for-profit organizations serving constituencies in all neighborhoods of the City.

**Demographics**

Indicator	DCLA	Citywide
Headcount (F / FTE)	43 / 14	304,066 / 237,727
Median Age / Years of Service	40.1 / 6.4	45.2 / 11.1
% Male / Female	37% / 61%	43% / 57%
% White / Minority	51% / 49%	39% / 61%
Median Annual FT Base Salary	\$66,523	\$65,299
% Attrition	11%	6%
% Eligible to Retire	15%	19%
% New Hires	13%	5%
% Union Represented	74%	93%



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Community Coordinator	7	12.3%	0.6%	40.0	2.3	0.0%	12.5%	0.0%
Administrative Staff Analyst	6	10.5%	0.3%	41.7	9.3	16.7%	0.0%	16.7%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	8	13.1%	31.7	0.3
Deceased	0	0.0%	N/A	N/A
Dismissals	1	1.6%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	6	9.8%	30.3	4.7
Retirement	0	0.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	33.3%	33.3%	2
Officials and Administrators	28.6%	21.4%	7
Paraprofessionals	5.3%	10.5%	3
Professionals	12.5%	18.8%	5
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	0.0%	0.0%	0
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

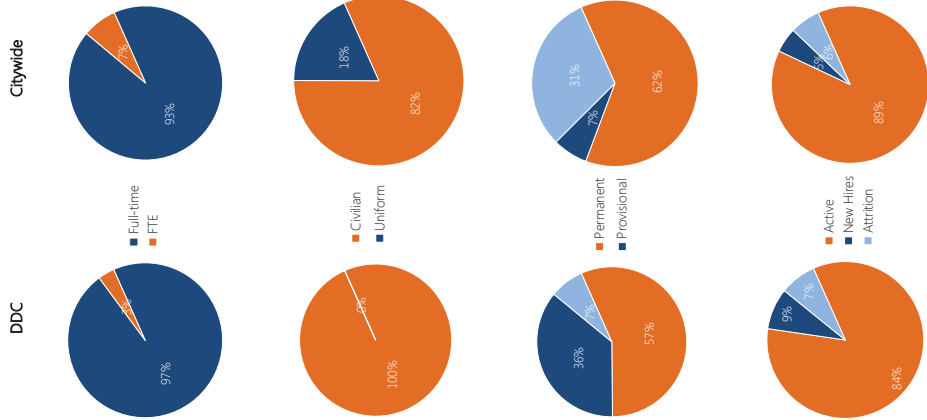
**Department of Design and Construction: FY12**

**Agency Overview:** The Department of Design and Construction (DDC) manages a design and construction portfolio of more than \$7 billion of the City's capital program. Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

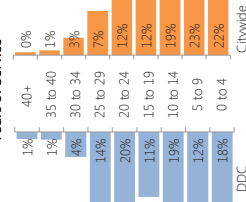
**Workforce Profile**

Indicator	DDC	Citywide
Headcount (FTE)	1,095 / 39	304,066 / 237,277
Median Age / Years of Service	53 / 15.3	45.2 / 11.1
% Male / Female	69% / 31%	43% / 57%
% White / Minority	38% / 62%	39% / 61%
Median Annual FT Base Salary	\$68,627	\$65,299
% Attrition	8%	6%
% Eligible to Retire	47%	19%
% New Hires	9%	5%
% Union Represented	78%	93%

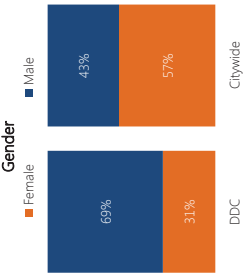
**Employee Type**



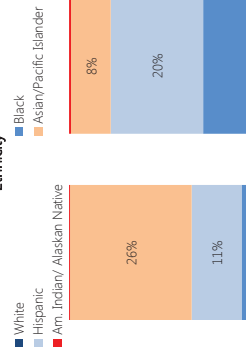
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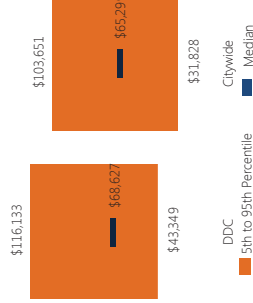
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Construction Project Manager	100	8.8%	19.2%	56.9	15.2	58.0%	9.0%	0.0%
Associate Project Manager	83	7.3%	17.7%	56.9	23.2	62.7%	4.5%	0.0%
Assistant Civil Engineer	75	6.6%	25.6%	55.5	12.1	48.0%	3.8%	0.0%
Civil Engineer	75	6.6%	27.5%	53.9	20.2	48.0%	5.1%	7.6%
Administrative Project Manager	63	5.6%	27.9%	53.1	12.3	39.7%	0.0%	20.6%
Administrative Engineer	51	4.5%	15.6%	57.9	23.9	70.6%	1.9%	1.9%
Principal Administrative Associate	34	3.0%	0.8%	50.9	22.1	47.1%	2.9%	0.0%
Procurement Analyst	32	2.8%	7.4%	46.0	14.9	43.8%	8.6%	0.0%
Associate Engineering Technician	32	2.8%	28.6%	52.9	15.6	46.9%	3.0%	0.0%
Administrative Staff Analyst	32	2.8%	1.4%	52.3	23.1	46.9%	0.0%	3.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	101	8.5%	27.9	0.1
Deceased	2	0.2%	N/A	N/A
Dismissals	7	0.6%	47.5	1.1
Layoffs	0	0.0%	N/A	N/A
Resigned	43	3.6%	25.0	0.2
Retirement	37	3.1%	65.6	24.3
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	41.2%	13.7%	56
Officials and Administrators	54.8%	22.1%	240
Paraprofessionals	10.6%	0.0%	5
Professionals	47.3%	18.0%	374
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	50.0%	0.0%	1
Skilled Craft Workers	54.5%	36.4%	10
Teachers	N/A	N/A	N/A
Technicians	34.0%	20.0%	27

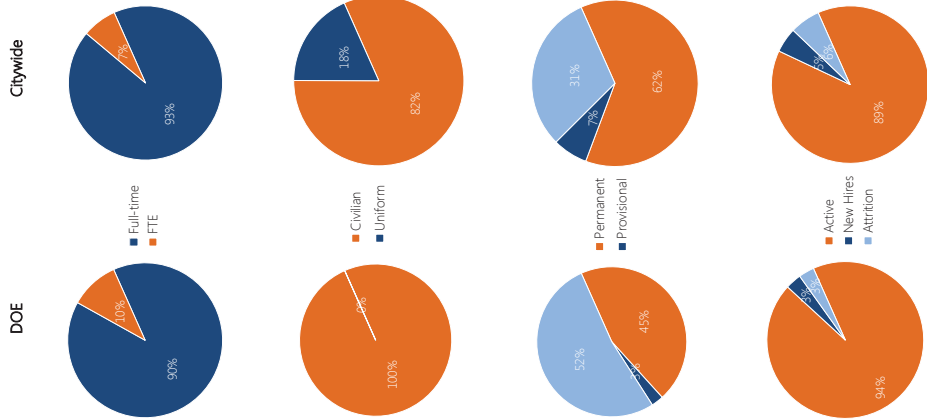
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 32 school districts over 1,700 schools. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to pass Regents exams and to meet graduation requirements.

**Workforce Profile**

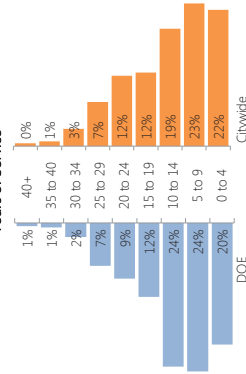
Indicator	DOE	Citywide
Headcount (FT / FTE)	118,716 / 13,557	304,066 / 23,727
Median Age / Years of Service	45.7 / 11.5	45.2 / 11.1
% Male / Female	23% / 77%	43% / 57%
% White / Minority	48% / 52%	39% / 61%
Median Annual FT Base Salary	\$69,901	\$65,299
% Attrition	3%	6%
% Eligible to Retire	10%	19%
% New Hires	3%	5%
% Union Represented	93%	93%

**Employee Type**

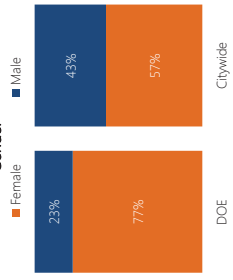


**Demographics**

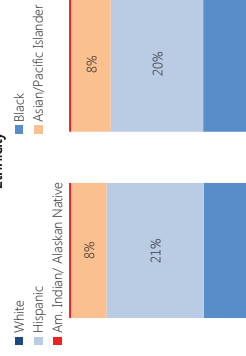
**Years of Service**



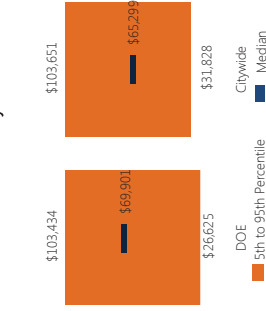
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Teacher	51,390	38.9%	100.0%	41.8	10.8	8.2%	2.8%	2.6%
Annual Education Para	18,285	13.8%	100.0%	48.6	12.5	12.1%	2.7%	3.1%
Teacher Special Education	17,434	13.2%	100.0%	39.0	7.8	8.5%	3.2%	7.4%
Assistant Principal	3,097	2.3%	100.0%	45.8	15.8	10.1%	1.6%	0.1%
School Secretary	2,776	2.1%	100.0%	55.2	14.8	20.6%	1.8%	0.2%
Guidance Counselor	2,483	1.9%	100.0%	44.4	12.6	11.4%	2.1%	0.8%
Principal	1,546	1.2%	100.0%	49.6	19.8	15.8%	2.2%	0.1%
Community Associate	1,330	1.0%	55.1%	47.0	6.8	3.9%	8.7%	6.5%
School Social Worker	1,278	1.0%	100.0%	51.4	13.0	16.0%	3.1%	2.3%
School Psychologist	1,155	0.9%	100.0%	45.8	12.8	15.6%	2.7%	4.3%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	4,348	3.3%	26.2	0.8
Deceased	131	0.1%	58.1	16.9
Dismissals	508	0.4%	36.0	4.1
Layoffs	90	0.1%	49.1	7.0
Resigned	1,413	1.1%	34.1	4.0
Retirement	2,083	1.6%	63.1	24.1
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	23.4%	18.8%	543
Officials and Administrators	12.3%	13.0%	1,712
Paraprofessionals	10.8%	12.4%	9,708
Professionals	9.8%	9.9%	3,243
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	17.2%	18.5%	405
Skilled Craft Workers	15.6%	29.5%	202
Teachers	9.5%	8.9%	14,582
Technicians	0.5%	0.7%	64

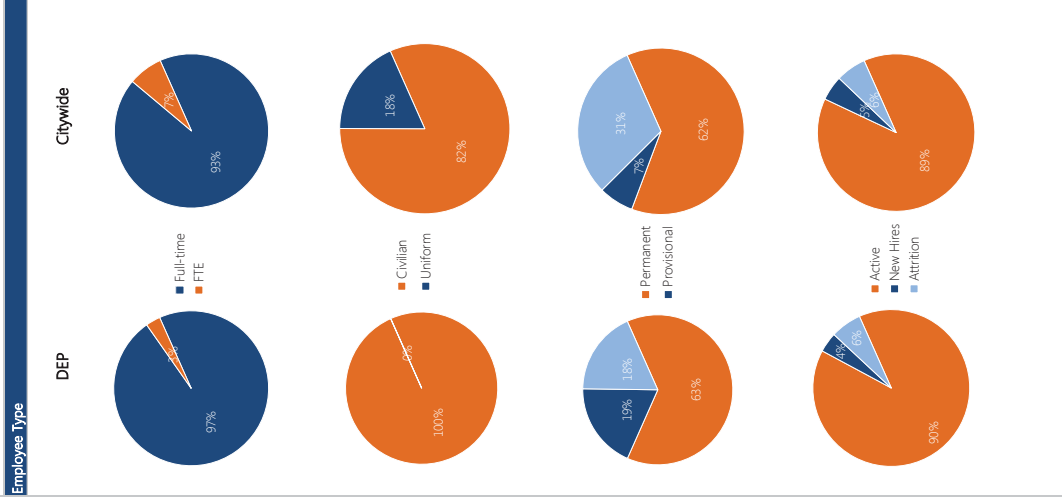
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Department of Environmental Protection : FY12**

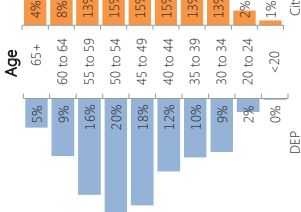
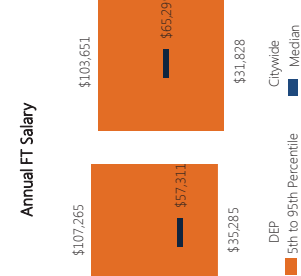
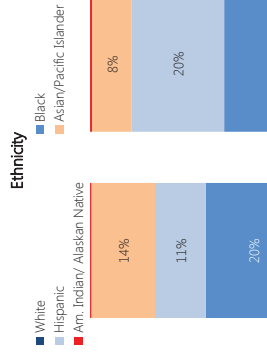
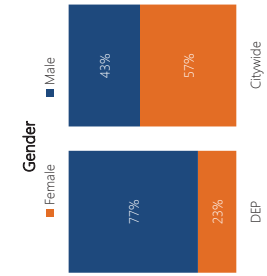
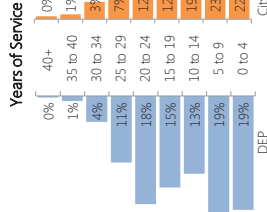
**Agency Overview:** The Department of Environmental Protection (DEP) protects the environmental health, welfare, and natural resources of the City and its residents. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; maintains the City's water distribution network, fire hydrants, and storm and sanitary sewage collection systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants upstate.

**Demographics**

Indicator	DEP	Citywide
Headcount (FT / FTE)	5,564 / 176	304,066 / 237,277
Median Age / Years of Service	49.2 / 14.7	45.2 / 11.1
% Male / Female	77% / 23%	43% / 57%
% White / Minority	55% / 45%	39% / 61%
Median Annual FT Base Salary	\$57,311	\$65,299
% Attrition	6%	6%
% Eligible to Retire	33%	19%
% New Hires	4%	5%
% Union Represented	92%	93%



**Workforce Profile**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Sewage Treatment Worker	652	11.4%	100.0%	48.3	9.7	25.9%	3.6%	0.0%
Construction Laborer	358	6.2%	93.2%	46.0	15.9	24.9%	5.5%	0.0%
Principal Administrative Associate	329	5.7%	7.4%	50.4	16.2	37.4%	12.0%	2.1%
Clerical Associate	261	4.5%	6.1%	45.8	9.0	29.9%	4.6%	0.0%
Watershed Maintainer	236	4.1%	100.0%	47.6	11.3	23.3%	3.7%	10.2%
Associate Project Manager	219	3.8%	46.7%	49.3	16.1	28.8%	2.7%	0.4%
Environmental Police Officer	189	3.3%	100.0%	35.5	8.6	3.2%	5.0%	12.1%
Stationary Engineer (Electric)	171	3.0%	100.0%	53.4	22.8	55.0%	12.8%	4.1%
Senior Sewage Treatment Worker	166	2.9%	100.0%	53.1	22.1	48.2%	6.7%	0.0%
Administrative Engineer	157	2.7%	48.2%	50.2	20.3	42.0%	2.5%	1.2%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	248	4.1%	28.3	0.4
Deceased	16	0.3%	56.5	19.2
Dismissals	74	1.2%	36.5	1.7
Layoffs	0	0.0%	N/A	N/A
Resigned	83	1.4%	34.0	4.0
Retirement	183	3.0%	62.3	26.9
Separation of Temp. Workers	30	0.5%	19.4	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	30.1%	20.1%	367
Officials and Administrators	44.5%	24.2%	290
Paraprofessionals	22.4%	13.3%	51
Professionals	35.5%	22.0%	948
Protective Service Workers	3.2%	3.7%	13
Service Maintenance	23.1%	23.3%	225
Skilled Craft Workers	37.7%	22.6%	1,079
Teachers	N/A	N/A	N/A
Technicians	27.6%	16.9%	108

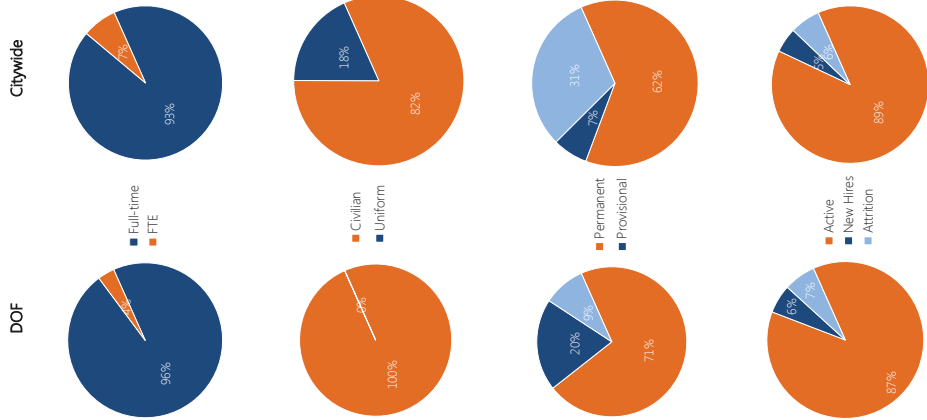
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Finance (DOF) collects City tax laws; enforces compliance with City tax laws; values all real property in the City; maintains property records; provides an independent forum for the public to contest summonses issued for parking violations; and, through the Sheriff's Office, serves as the chief civil law enforcement body for New York City. The Mayor's Office of Pensions and Investments, located at DOF, represents the Mayor at the City's five pension systems.

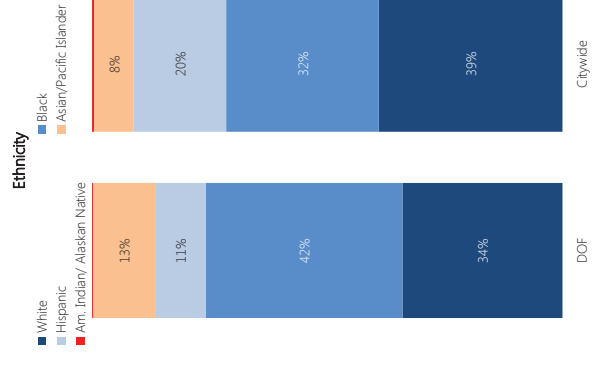
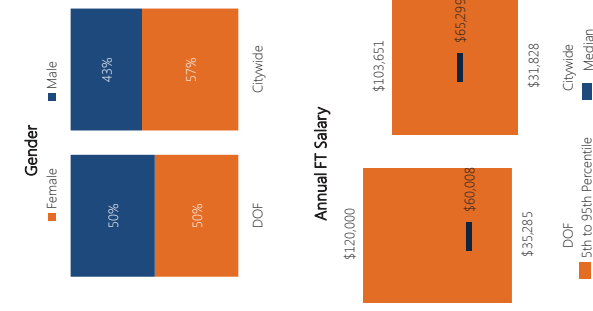
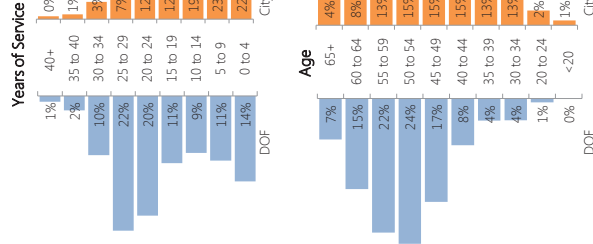
**Workforce Profile**

Indicator	DOF	Citywide
Headcount (FT / FTE)	1,750 / 64	304,066 / 237,277
Median Age / Years of Service	53.2 / 22.2	45.2 / 11.1
% Male / Female	50% / 50%	43% / 57%
% White / Minority	34% / 66%	39% / 61%
Median Annual FT Base Salary	\$60,008	\$65,299
% Attrition	7%	6%
% Eligible to Retire	51%	19%
% New Hires	6%	5%
% Union Represented	82%	93%

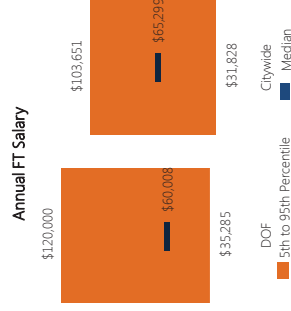
**Employee Type**



**Demographics**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
City Tax Auditor	300	16.5%	99.3%	54.5	24.0	58.3%	6.0%	11.3%
Principal Administrative Associate	288	15.9%	6.5%	53.2	24.0	58.0%	6.2%	2.9%
Clerical Associate	277	15.3%	6.5%	52.8	18.8	48.0%	3.8%	0.7%
City Assessor	117	6.4%	96.7%	55.4	26.5	72.6%	7.1%	12.7%
Computer Specialist (Software)	95	5.2%	9.1%	57.7	20.0	66.3%	4.0%	2.0%
Deputy City Sheriff	91	5.0%	100.0%	49.0	19.5	23.1%	5.2%	0.0%
Administrative Staff Analyst	90	5.0%	3.8%	52.0	22.9	48.9%	7.2%	5.2%
Computer Systems Manager	89	4.9%	12.5%	50.2	2.7	16.9%	4.3%	21.5%
Associate Staff Analyst	42	2.3%	3.5%	55.6	24.5	71.4%	4.5%	0.0%
Administrative Tax Auditor	31	1.7%	100.0%	55.4	29.9	96.8%	8.8%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	114	5.9%	36.5	0.5
Deceased	4	0.2%	N/A	N/A
Dismissals	31	1.6%	42.2	0.9
Layoffs	0	0.0%	N/A	N/A
Resigned	23	1.2%	38.8	1.3
Retirement	69	3.6%	62.9	27.8
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	53.2%	21.2%	445
Officials and Administrators	44.2%	23.6%	175
Paraprofessionals	47.1%	5.9%	9
Professionals	55.6%	14.5%	546
Protective Service Workers	25.0%	40.7%	71
Service Maintenance	12.5%	37.5%	8
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	45.8%	16.7%	15

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

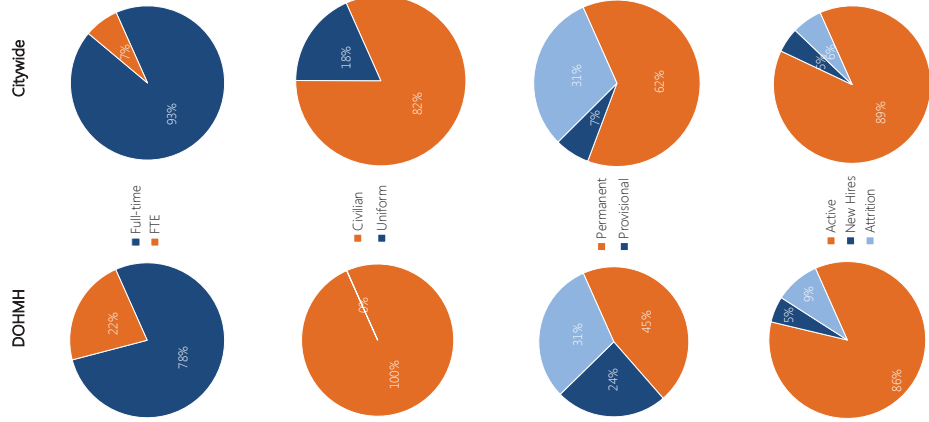


**Agency Overview:** The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well being of all New Yorkers. The Department contracts for: mental health services; developmental disability services; alcohol and drug use services; and Early Intervention services to developmentally delayed infants and toddlers. DOHMH also includes the Office of Chief Medical Examiner (OCME), which is responsible for investigating deaths occurring in any suspicious or unusual manner.

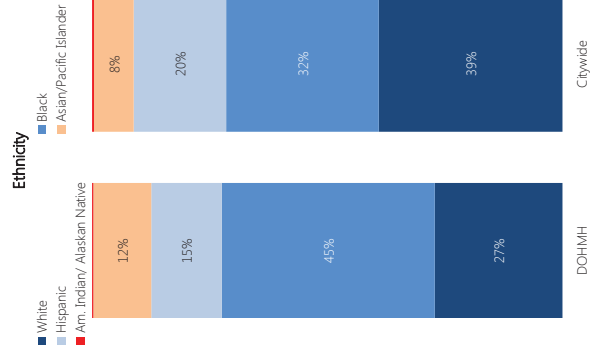
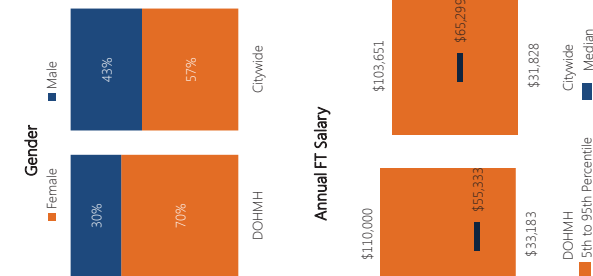
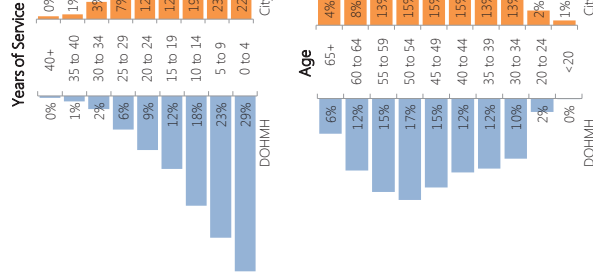
**Workforce Profile**

Indicator	DOHMH	Citywide
Headcount (FT / FTE)	4,470 / 1,291	304,066 / 237,277
Median Age / Years of Service	49 / 9.5	45.2 / 11.1
% Male / Female	30% / 70%	43% / 57%
% White / Minority	27% / 73%	39% / 61%
Median Annual FT Base Salary	\$55,333	\$65,299
% Attrition	9%	6%
% Eligible to Retire	29%	19%
% New Hires	5%	5%
% Union Represented	90%	93%

**Employee Type**



**Demographics**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
City Research Scientist	317	5.5%	72.4%	39.8	5.7	11.7%	9.8%	7.6%
Public Health Adviser	311	5.4%	100.0%	46.8	13.2	23.8%	5.2%	0.2%
Principal Administrative Associate	267	4.6%	6.0%	49.9	20.0	40.1%	6.8%	1.0%
Clerical Associate	235	4.1%	5.5%	49.4	13.2	36.2%	5.7%	0.0%
Administrative Staff Analyst	234	4.1%	9.9%	48.4	7.7	28.6%	9.9%	3.8%
Public Health Sanitarian	232	4.0%	91.7%	35.1	4.7	10.3%	9.3%	6.6%
Criminalist	174	3.0%	49.4%	33.4	5.6	4.0%	8.9%	7.3%
Health Services Manager	170	3.0%	97.1%	51.0	8.1	32.4%	9.0%	3.2%
Associate Public Health Sanitarian	124	2.2%	87.9%	48.0	15.5	31.5%	3.1%	0.0%
Associate Staff Analyst	101	1.8%	8.4%	53.8	19.8	51.5%	17.7%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	341	5.4%	33.0	0.7
Deceased	8	0.1%	55.1	16.7
Dismissals	98	1.5%	41.7	3.2
Layoffs	28	0.4%	47.0	5.6
Resigned	321	5.0%	35.0	2.8
Retirement	134	2.1%	64.4	22.1
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	34.3%	20.7%	404
Officials and Administrators	29.0%	21.4%	308
Paraprofessionals	21.9%	14.8%	129
Professionals	29.5%	21.7%	1,626
Protective Service Workers	11.6%	14.0%	22
Service Maintenance	34.1%	19.3%	119
Skilled Craft Workers	26.7%	28.9%	25
Teachers	N/A	N/A	N/A
Technicians	19.4%	14.4%	185

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

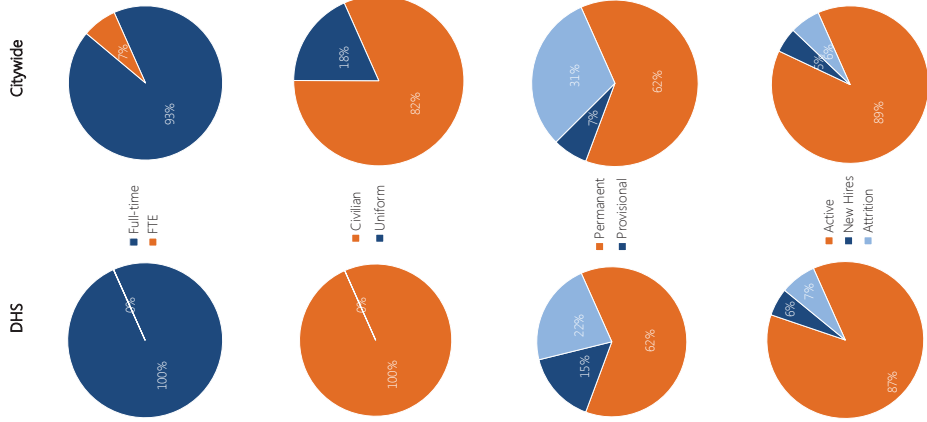
**Department of Homeless Services: FY12**

**Agency Overview:** The Department of Homeless Services (DHS) manages nine City-run and 222 privately-run shelter facilities, consisting of 64 adult facilities, 18 adult family facilities and 149 facilities for families with children. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as "Home Base".

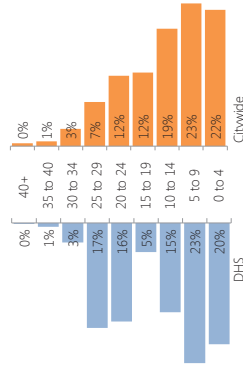
**Demographics**

Indicator	DHS	Citywide
Headcount (FT / FTE)	1,818 / 1	304,066 / 237,727
Median Age / Years of Service	49.1 / 11.9	45.2 / 11.1
% Male / Female	53% / 47%	43% / 57%
% White / Minority	14% / 86%	39% / 61%
Median Annual FT Base Salary	\$46,378	\$65,299
% Attrition	7%	6%
% Eligible to Retire	36%	19%
% New Hires	6%	5%
% Union Represented	91%	93%

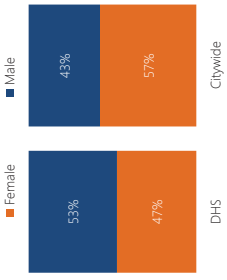
**Employee Type**



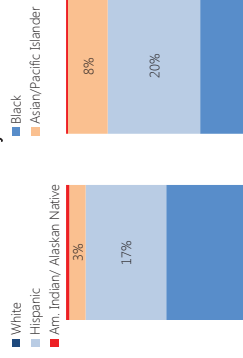
**Years of Service**



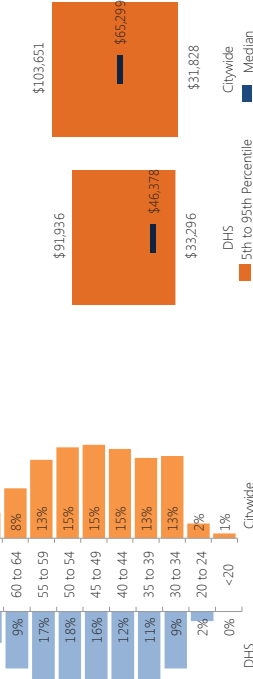
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Special Officer	270	14.8%	60.7%	36.3	4.4	5.2%	16.4%	14.2%
Community Assistant	140	7.7%	18.0%	55.7	26.3	76.4%	7.9%	2.0%
Community Associate	123	6.8%	5.1%	46.7	8.5	22.0%	2.4%	0.0%
Fraud Investigator	120	6.6%	14.7%	46.5	8.8	23.3%	5.5%	7.1%
Principal Administrative Associate	100	5.5%	2.3%	52.0	23.1	55.0%	3.8%	4.8%
Administrative Staff Analyst	95	5.2%	4.0%	50.2	13.9	43.2%	4.0%	5.1%
Caseworker	79	4.3%	4.4%	53.4	11.5	46.8%	3.7%	3.7%
Community Coordinator	75	4.1%	6.8%	44.3	8.4	21.3%	5.1%	17.7%
Administrative Director of Social Services	75	4.1%	21.9%	49.3	15.6	33.3%	3.8%	1.3%
Assistant Superintendent of Welfare Shelters	65	3.6%	87.8%	54.8	21.9	55.4%	1.5%	3.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	108	5.7%	31.1	0.3
Deceased	3	0.2%	N/A	N/A
Dismissals	53	2.8%	37.1	3.5
Layoffs	0	0.0%	N/A	N/A
Resigned	43	2.3%	38.5	6.0
Retirement	41	2.2%	63.0	26.2
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	52.7%	14.0%	124
Officials and Administrators	41.8%	16.4%	128
Paraprofessionals	44.4%	15.7%	203
Professionals	45.1%	18.1%	185
Protective Service Workers	4.8%	10.2%	50
Service Maintenance	56.0%	19.8%	88
Skilled Craft Workers	60.2%	33.7%	78
Teachers	N/A	N/A	N/A
Technicians	18.8%	14.4%	60

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

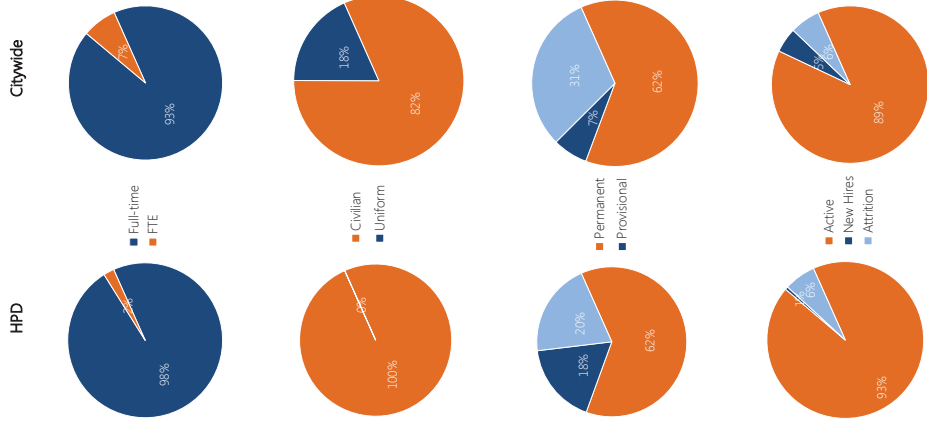
**Department of Housing Preservation and Development : FY12**

**Agency Overview:** Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and expand the supply and affordability of the City's housing stock and keep people in their homes.

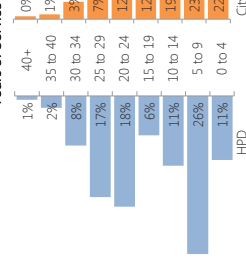
**Demographics**

Indicator	HPD	Citywide
Headcount (FT / FTE)	2,105 / 48	304,066 / 237,277
Median Age / Years of Service	53.3 / 17.3	45.2 / 11.1
% Male / Female	51% / 49%	43% / 57%
% White / Minority	26% / 74%	39% / 61%
Median Annual FT Base Salary	\$52,662	\$65,299
% Attrition	7%	6%
% Eligible to Retire	48%	19%
% New Hires	1%	5%
% Union Represented	91%	93%

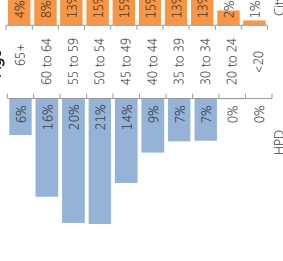
**Employee Type**



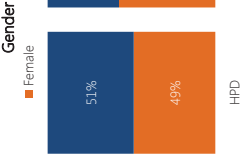
**Years of Service**



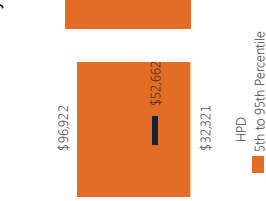
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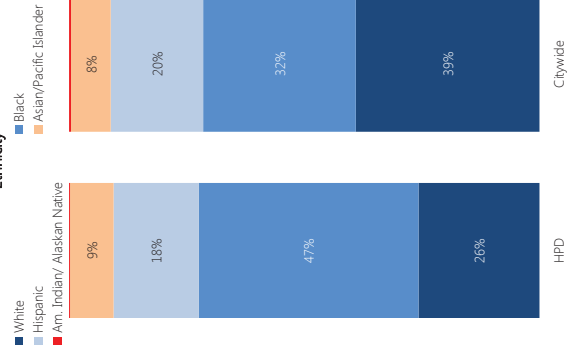
**Gender**



**Annual FT Salary**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Inspector (Housing)	305	14.2%	99.3%	52.6	8.1	36.7%	3.5%	0.3%
Principal Administrative Associate	201	9.3%	4.5%	53.5	24.8	60.7%	7.3%	0.0%
Construction Project Manager	177	8.2%	34.0%	56.5	22.7	63.8%	8.8%	0.0%
Community Associate	174	8.1%	7.2%	46.7	8.2	24.1%	3.8%	0.5%
Clerical Associate	167	7.8%	3.9%	51.6	14.1	43.1%	7.5%	0.0%
Administrative Staff Analyst	103	4.8%	4.4%	51.5	19.1	45.6%	8.0%	0.0%
Real Property Manager	71	3.3%	95.9%	58.6	25.8	80.3%	7.8%	0.0%
Community Coordinator	69	3.2%	6.3%	51.3	14.7	33.3%	5.5%	0.0%
Community Assistant	65	3.0%	8.4%	52.7	8.2	35.4%	6.1%	0.0%
Housing Development Specialist	54	2.5%	91.5%	56.7	23.2	61.1%	5.2%	5.2%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	14	0.6%	32.0	0.4
Deceased	9	0.4%	62.5	26.4
Dismissals	19	0.8%	51.1	10.5
Layoffs	20	0.9%	50.3	10.1
Resigned	25	1.1%	34.6	5.6
Retirement	75	3.3%	63.5	26.1
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	52.0%	19.8%	312
Officials and Administrators	57.0%	17.6%	297
Paraprofessionals	28.9%	15.8%	147
Professionals	49.2%	20.5%	626
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	44.4%	11.1%	5
Skilled Craft Workers	59.5%	19.0%	33
Teachers	N/A	N/A	N/A
Technicians	23.1%	0.0%	3

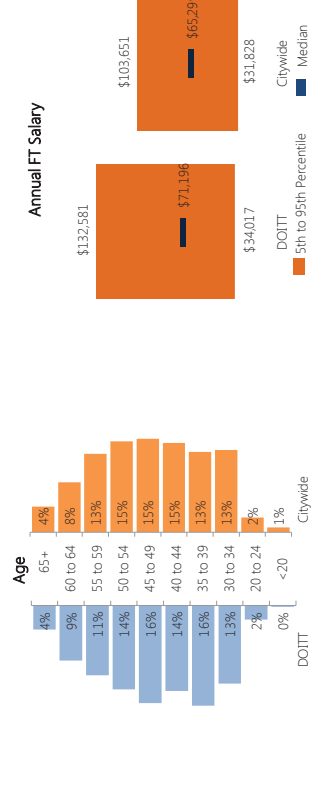
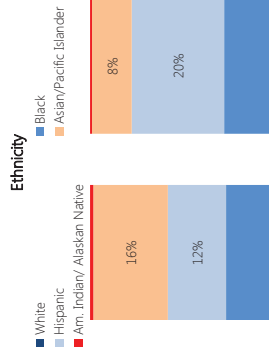
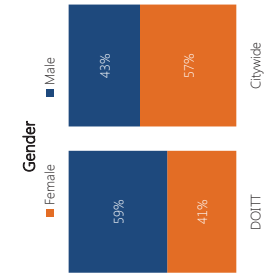
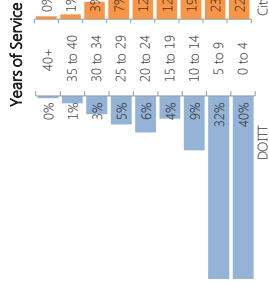
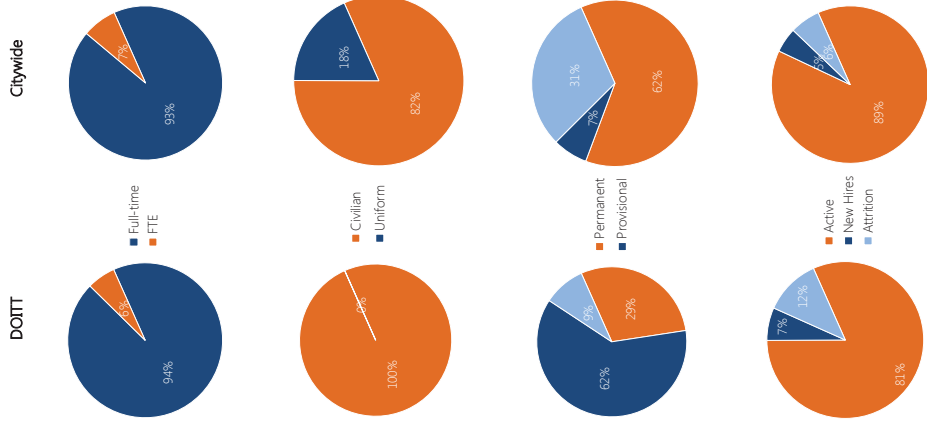
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunication services. DoITT also includes the 311 Customer Service Center, which provides the public with quick, easy access to non-emergency government services and information through the call center, 311 Online, 311 Facebook, 311 on Twitter, and text messaging at 311-NYC(692).

**Demographics**

Indicator	DOITT	Citywide
Headcount (FT / FTE)	1,041 / 66	304,066 / 237,277
Median Age / Years of Service	45.2 / 6.4	45.2 / 11.1
% Male / Female	59% / 41%	43% / 57%
% White / Minority	40% / 60%	39% / 61%
Median Annual FT Base Salary	\$71,196	\$65,299
% Attrition	12%	6%
% Eligible to Retire	20%	19%
% New Hires	7%	5%
% Union Represented	65%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Computer Systems Manager	257	23.2%	36.1%	46.3	4.6	8.6%	10.1%	10.1%
Call Center Representative	159	14.4%	100.0%	46.5	6.3	14.5%	14.1%	0.5%
Computer Specialist (Software)	60	5.4%	5.8%	54.3	20.7	53.3%	11.8%	10.5%
Administrative Staff Analyst	58	5.2%	2.5%	47.6	10.4	31.0%	4.8%	4.8%
Administrative Manager	55	5.0%	8.0%	40.8	7.6	21.8%	1.7%	5.2%
Telecommunications Associate (Data)	43	3.9%	53.8%	49.8	7.0	27.9%	2.0%	3.9%
Associate Call Center Representative	38	3.4%	100.0%	37.6	7.6	10.5%	22.4%	0.0%
Community Associate	38	3.4%	1.6%	31.6	4.2	2.6%	13.0%	8.7%
Computer Associate (Technical Support)	25	2.3%	10.7%	39.1	7.0	20.0%	3.7%	7.4%
Principal Administrative Associate	21	1.9%	0.5%	51.5	19.6	38.1%	12.0%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	82	6.8%	37.1	0.4
Deceased	0	0.0%	N/A	N/A
Dismissals	28	2.3%	32.4	1.2
Layoffs	24	2.0%	45.2	10.2
Resigned	67	5.5%	37.2	3.3
Retirement	22	1.8%	63.3	21.9
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	17.6%	18.4%	88
Officials and Administrators	16.3%	19.4%	127
Paraprofessionals	5.9%	5.9%	8
Professionals	28.6%	16.2%	155
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	12.5%	16.1%	16

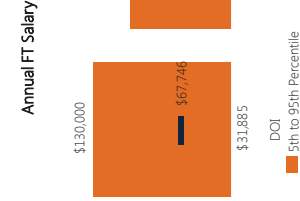
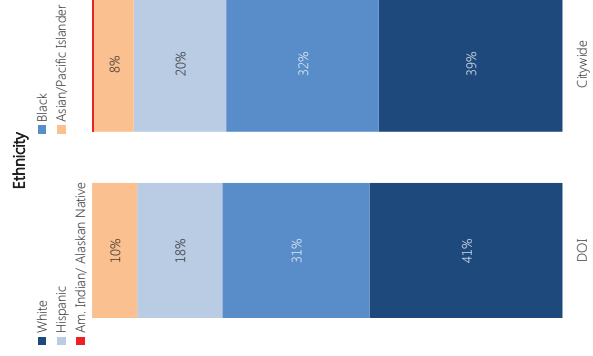
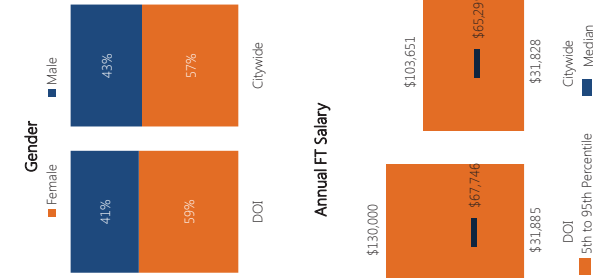
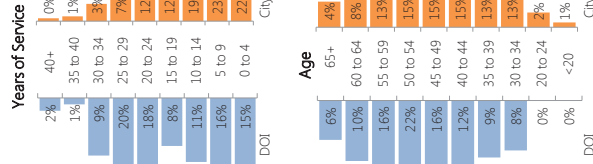
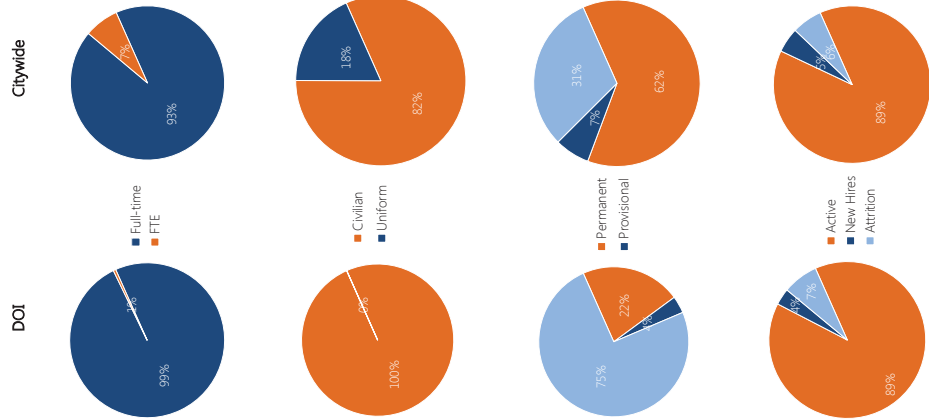
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies, as well City boards and commissions. DOI studies City agencies vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste.

**Workforce Profile**

Indicator	DOI	Citywide
Headcount (FTE)	191 / 1	304,066 / 237,277
Median Age / Years of Service	49.7 / 20.6	45.2 / 11.1
% Male / Female	41% / 59%	43% / 57%
% White / Minority	41% / 59%	39% / 61%
Median Annual FT Base Salary	\$67,746	\$65,299
% Attrition	7%	6%
% Eligible to Retire	43%	19%
% New Hires	3%	5%
% Union Represented	49%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Confidential Investigator	53	27.6%	35.8%	43.0	13.9	24.5%	10.2%	3.4%
Special Investigator	28	14.6%	100.0%	53.3	24.9	57.1%	3.4%	0.0%
Deputy Inspector General	15	7.8%	75.0%	50.6	23.6	46.7%	0.0%	0.0%
Inspector	14	7.3%	6.8%	44.9	8.6	28.6%	17.6%	11.8%
Principal Administrative Associate	11	5.7%	0.2%	58.1	28.0	81.8%	0.0%	0.0%
Administrative Manager	10	5.2%	1.5%	52.9	28.1	70.0%	9.1%	0.0%
Community Assistant	8	4.2%	1.0%	39.7	4.9	12.5%	0.0%	0.0%
Examining Attorney	7	3.6%	100.0%	34.3	8.6	14.3%	0.0%	28.6%
Clerical Associate	7	3.6%	0.2%	56.7	26.6	85.7%	0.0%	0.0%
Community Associate	7	3.6%	0.3%	37.1	12.0	28.6%	0.0%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	7	3.4%	29.7	0.5
Deceased	0	0.0%	N/A	N/A
Dismissals	1	0.5%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	12	5.9%	35.4	4.8
Retirement	2	1.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	76.0%	16.0%	23
Officials and Administrators	31.4%	25.7%	20
Paraprofessionals	18.8%	12.5%	5
Professionals	57.6%	91%	22
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	35.8%	14.8%	41

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

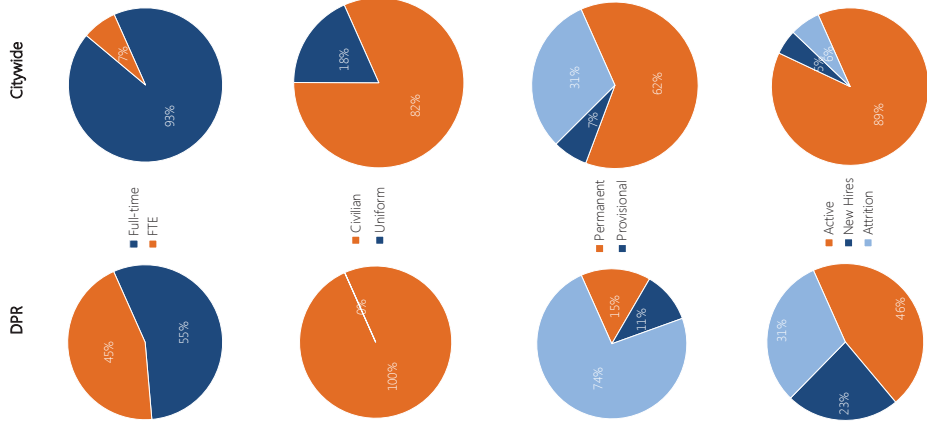
**Department of Parks and Recreation: FY12**

**Agency Overview:** The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 29,000 acres, including more than parks 1,900 playgrounds. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. The Department is also responsible for approximately 650,000 street trees and two million park trees.

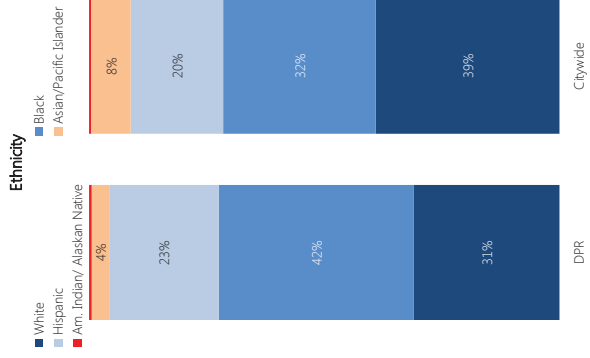
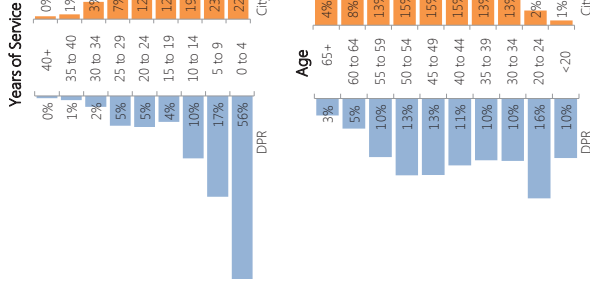
**Workforce Profile**

Indicator	DPR	Citywide
Headcount (FT / FTE)	3,095 / 2,503	304,066 / 237,727
Median Age / Years of Service	38.8 / 4	45.2 / 11.1
% Male / Female	57% / 43%	43% / 57%
% White / Minority	31% / 69%	39% / 61%
Median Annual FT Base Salary	\$50,647	\$65,299
% Attrition	31%	6%
% Eligible to Retire	14%	19%
% New Hires	23%	5%
% Union Represented	64%	93%

**Employee Type**



**Demographics**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
City Park Worker	501	8.9%	100.0%	52.3	11.2	42.3%	16.4%	0.6%
Park Supervisor	360	6.4%	100.0%	49.5	19.1	45.0%	2.9%	0.0%
Associate Park Service Worker	250	4.5%	100.0%	52.5	20.6	51.2%	9.1%	0.0%
Community Associate	128	2.3%	5.3%	39.2	6.3	13.3%	13.2%	1.5%
Community Coordinator	113	2.0%	10.3%	42.8	11.7	15.0%	6.8%	0.0%
Gardener	93	1.7%	97.9%	50.4	6.3	32.3%	11.2%	0.0%
Climber and Pruner	92	1.6%	92.0%	46.5	10.9	28.3%	0.0%	0.0%
Clerical Associate	89	1.6%	2.1%	43.9	10.9	32.6%	12.0%	0.0%
Associate Urban Park Ranger	89	1.6%	100.0%	41.0	9.2	5.6%	2.0%	0.0%
Administrative Staff Analyst	85	1.5%	3.6%	40.8	12.7	20.0%	5.2%	1.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	2,853	23.4%	31.0	0.1
Deceased	13	0.1%	54.7	11.7
Dismissals	768	6.3%	31.6	0.3
Layoffs	0	0.0%	N/A	N/A
Resigned	689	5.7%	32.7	0.4
Retirement	57	0.5%	62.8	25.5
Separation of Temp. Workers	2,254	18.5%	38.7	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	31.8%	10.9%	94
Officials and Administrators	28.5%	16.0%	156
Paraprofessionals	13.3%	9.9%	75
Professionals	20.9%	13.9%	253
Protective Service Workers	3.6%	2.3%	99
Service Maintenance	13.8%	6.8%	1,000
Skilled Craft Workers	41.4%	17.3%	139
Teachers	N/A	N/A	N/A
Technicians	20.7%	10.3%	9

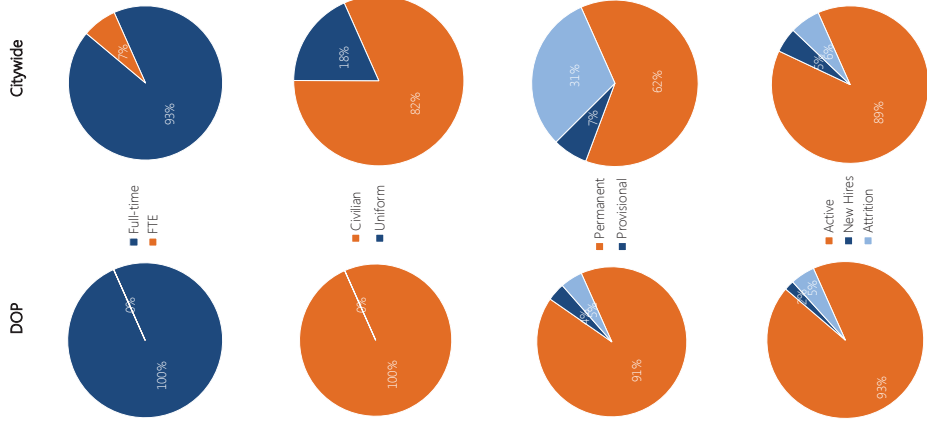
**Notes:** DPR employs a significant number of part-time and seasonal employees that cycle in and out at different times of the year, which may influence the interpretation of the data above. N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement and civic participation.

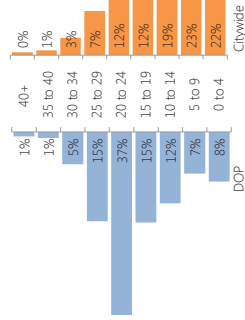
**Workforce Profile**

Indicator	DOP	Citywide
Headcount (FT / FTE)	976 / 0	304,066 / 237,727
Median Age / Years of Service	49.6 / 22.1	45.2 / 11.1
% Male / Female	31% / 69%	43% / 57%
% White / Minority	18% / 82%	39% / 61%
Median Annual FT Base Salary	\$56,952	\$65,299
% Attrition	5%	6%
% Eligible to Retire	36%	19%
% New Hires	2%	5%
% Union Represented	92%	93%

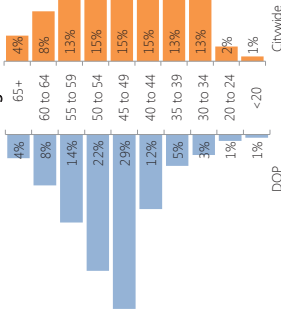
**Employee Type**



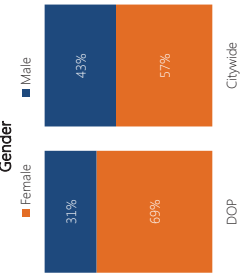
**Years of Service**



**Age**



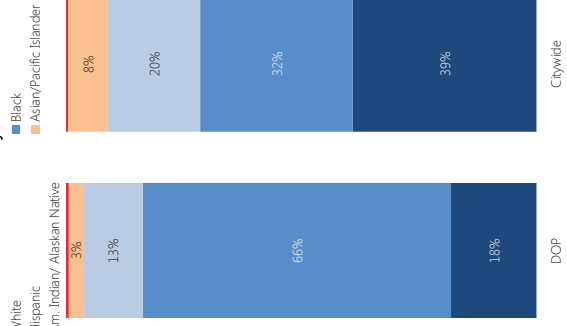
**Gender**



**Annual FT Salary**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Probation Officer	502	51.4%	100.0%	48.5	20.0	30.3%	3.3%	0.4%
Supervising Probation Officer	165	16.9%	100.0%	49.5	23.4	35.2%	3.5%	0.0%
Clerical Associate	63	6.5%	1.5%	55.0	23.9	65.1%	4.5%	0.0%
Principal Administrative Associate	52	5.3%	1.2%	51.7	23.2	50.0%	3.7%	0.0%
Administrative Probation Officer	41	4.2%	100.0%	49.4	23.2	39.0%	4.7%	0.0%
Secretary	38	3.9%	3.3%	54.7	24.4	63.2%	9.5%	0.0%
Administrative Staff Analyst	21	2.2%	0.9%	51.4	21.7	42.9%	4.5%	9.1%
Community Associate	15	1.5%	0.6%	49.0	16.5	33.3%	0.0%	0.0%
Associate Staff Analyst	8	0.8%	0.7%	56.5	26.1	62.5%	11.1%	0.0%
Computer Specialist (Software)	7	0.7%	0.7%	51.6	19.2	42.9%	0.0%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	21	2.0%	23.4	0.0
Deceased	1	0.1%	N/A	N/A
Dismissals	1	0.1%	N/A	N/A
Layoffs	14	1.4%	33.9	3.4
Resigned	4	0.4%	N/A	N/A
Retirement	32	3.1%	62.6	27.3
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	59.7%	27.3%	134
Officials and Administrators	36.5%	32.4%	51
Paraprofessionals	23.5%	8.8%	11
Professionals	31.5%	35.0%	473
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	50.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	0.0%	33.3%	1

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

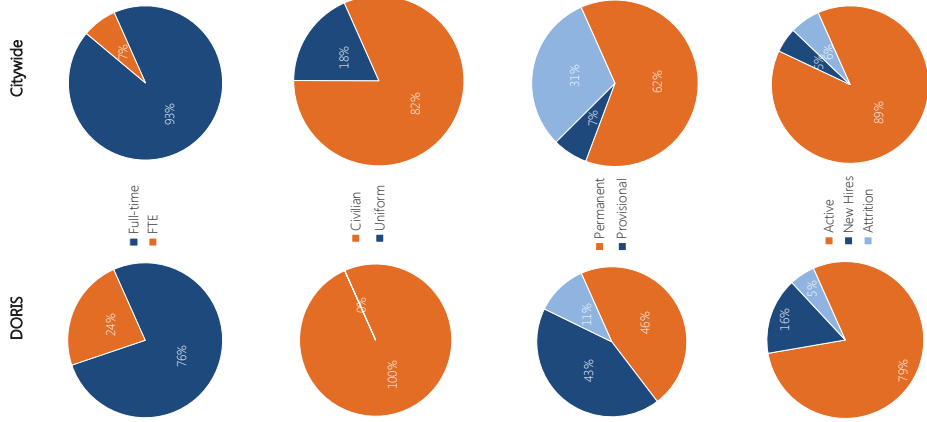
**Department of Records and Information Services: FY12**

**Agency Overview:** The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 55,000 requests annually and provides the public and city agencies access to approximately 180,000 cubic feet of historically valuable City records and photos, and a unique collection of more than 340,000 books, official government reports, studies, and other publications.

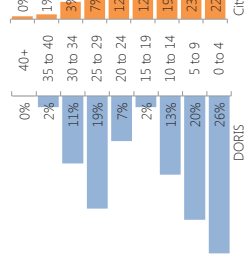
**Demographics**

Indicator	DORIS	Citywide
Headcount (FT / FTE)	39 / 12	304,066 / 237,727
Median Age / Years of Service	51.4 / 11.8	45.2 / 11.1
% Male / Female	44% / 54%	43% / 57%
% White / Minority	49% / 51%	39% / 61%
Median Annual FT Base Salary	\$44,427	\$65,299
% Attrition	5%	6%
% Eligible to Retire	50%	19%
% New Hires	16%	5%
% Union Represented	89%	93%

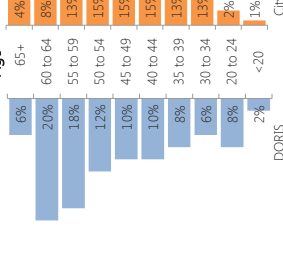
**Employee Type**



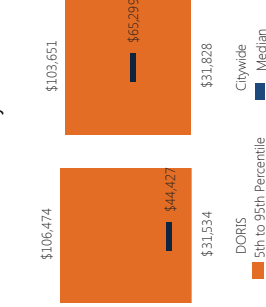
**Years of Service**



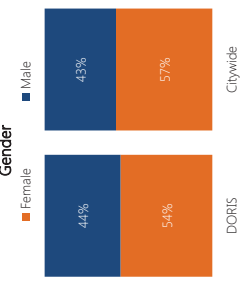
**Age**



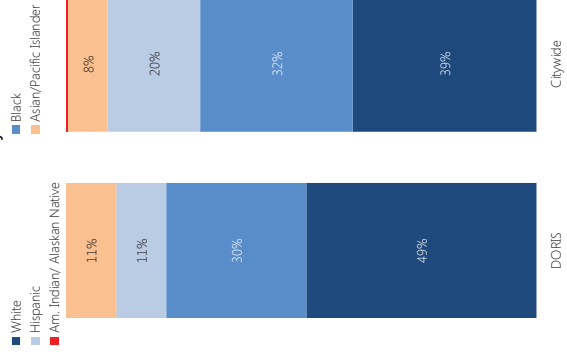
**Annual FT Salary**



**Gender**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Public Records Aide	7	13.7%	5.4%	42.0	5.3	42.9%	7.7%	0.0%
Clerical Associate	7	13.7%	0.2%	53.8	24.4	57.1%	0.0%	0.0%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	9	15.8%	27.2	0.3
Deceased	0	0.0%	N/A	N/A
Dismissals	0	0.0%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	3	5.3%	N/A	N/A
Retirement	0	0.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	50.0%	3.8%	14
Officials and Administrators	60.0%	20.0%	4
Paraprofessionals	50.0%	0.0%	2
Professionals	47.1%	5.9%	9
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	50.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

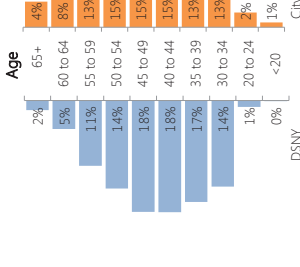
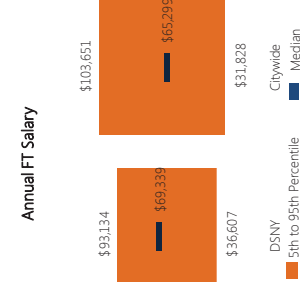
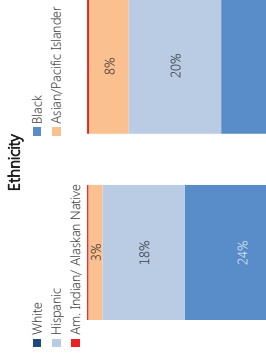
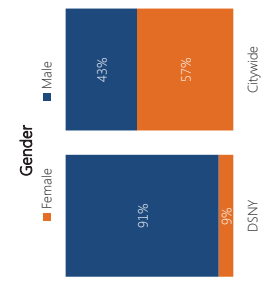
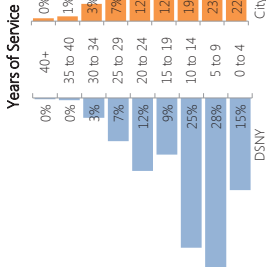
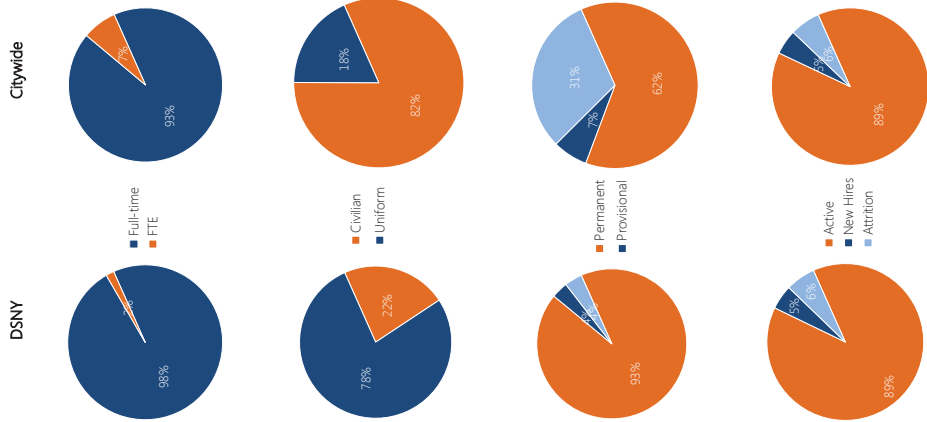


**Agency Overview:** The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates district garages and manages a fleet of rear-loading collection trucks, mechanical brooms and salt/sand spreaders. The Department clears litter, snow and ice from City streets and removes debris from vacant lots as well as abandoned vehicles.

**Demographics**

Indicator	DSNY	Citywide
Headcount (F / FTE)	8,845 / 153	304,066 / 237,277
Median Age / Years of Service	43.9 / 11.9	45.2 / 11.1
% Male / Female	91% / 9%	43% / 57%
% White / Minority	55% / 45%	39% / 61%
Median Annual FT Base Salary	\$69,339	\$65,299
% Attrition	6%	6%
% Eligible to Retire	24%	19%
% New Hires	5%	5%
% Union Represented	98%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Sanitation Worker	5,850	65.0%	100.0%	41.8	10.2	15.8%	3.7%	5.1%
Supervisor (Sanitation)	855	9.5%	100.0%	45.8	14.9	34.2%	7.2%	0.0%
Auto Mechanic	339	3.8%	46.0%	51.0	13.0	46.3%	7.2%	5.1%
Clerical Associate	235	2.6%	5.5%	50.4	15.0	37.0%	5.6%	0.4%
General Superintendent (Sanitation)	230	2.6%	100.0%	47.0	19.1	48.7%	12.2%	0.0%
Sanitation Enforcement Agent	152	1.7%	100.0%	37.1	4.5	9.2%	10.1%	7.1%
Auto Mechanic (Diesel)	97	1.1%	72.4%	46.2	6.6	19.6%	6.7%	1.9%
Supervisor of Mechanics (Mechanical Equipment)	64	0.7%	34.0%	55.5	27.6	76.6%	9.9%	0.0%
Administrative Staff Analyst	52	0.6%	2.2%	55.7	23.6	63.5%	5.4%	1.8%
Principal Administrative Associate	51	0.6%	1.2%	49.2	21.7	43.1%	3.8%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	479	5.0%	34.0	0.7
Deceased	18	0.2%	56.1	18.1
Dismissals	33	0.3%	38.7	3.9
Layoffs	7	0.1%	55.6	5.7
Resigned	149	1.6%	41.1	0.8
Retirement	368	3.9%	58.1	25.3
Separation of Temp. Workers	9	0.1%	42.7	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	37.8%	23.2%	221
Officials and Administrators	54.2%	15.0%	245
Paraprofessionals	27.3%	7.3%	38
Professionals	37.6%	15.7%	244
Protective Service Workers	100.0%	0.0%	3
Service Maintenance	18.2%	11.6%	2,050
Skilled Craft Workers	44.0%	17.9%	461
Teachers	N/A	N/A	N/A
Technicians	17.4%	26.1%	10

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

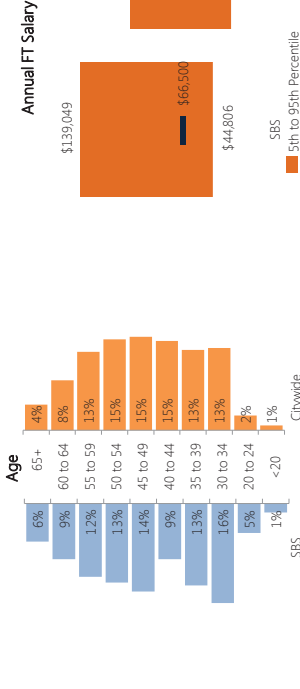
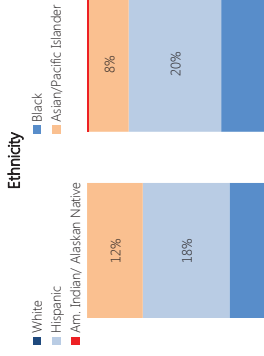
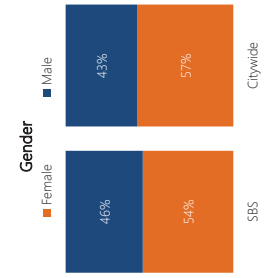
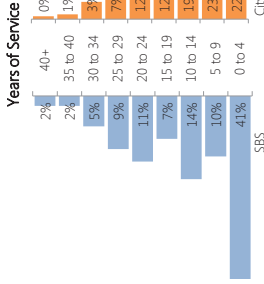
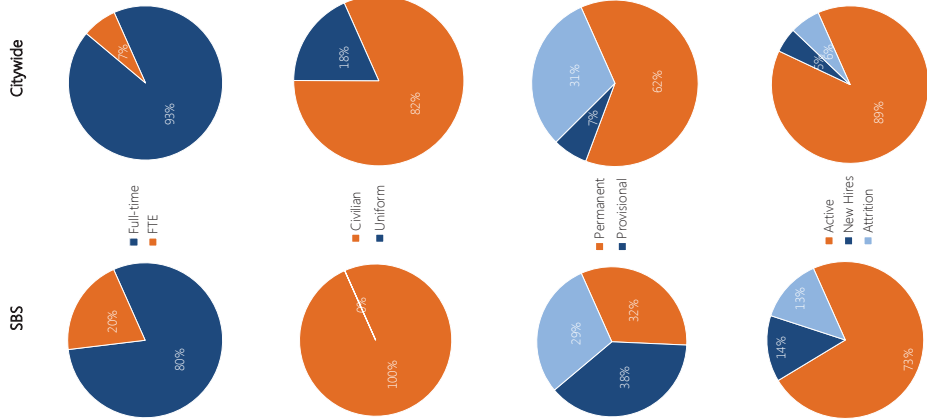
**Department of Small Business Services: FY12**

**Agency Overview:** The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Centers, and Workforce1 Career Centers, provides services to support the growth of local economic development organizations, and administers the Minority and Women-owned Business Enterprise Program.

**Demographics**

Indicator	SBS	Citywide
Headcount (FT / FTE)	193 / 49	304,066 / 237,277
Median Age / Years of Service	42.7 / 9.7	45.2 / 11.1
% Male / Female	46% / 54%	43% / 57%
% White / Minority	30% / 70%	39% / 61%
Median Annual FT Base Salary	\$66,500	\$65,299
% Attrition	13%	6%
% Eligible to Retire	28%	19%
% New Hires	14%	5%
% Union Represented	64%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Administrative Manager	27	11.2%	3.9%	36.3	4.0	22.2%	0.0%	21.9%
Administrative Business Promotion Coordinator	25	10.3%	75.8%	34.2	2.8	8.0%	32.4%	21.6%
Business Promotion Coordinator	18	7.4%	64.3%	38.3	10.1	11.1%	4.8%	0.0%
Administrative Staff Analyst	16	6.6%	0.7%	51.6	14.6	43.8%	11.1%	0.0%
Community Associate	13	5.4%	0.5%	37.2	3.9	0.0%	14.3%	9.5%
Community Coordinator	11	4.5%	1.0%	29.2	1.3	0.0%	13.3%	26.7%
Principal Administrative Associate	11	4.5%	0.2%	58.4	28.4	90.9%	12.5%	0.0%
Clerical Associate	9	3.7%	0.2%	51.1	25.2	66.7%	0.0%	0.0%
Assistant Commissioner	8	3.3%	100.0%	47.5	4.7	12.5%	11.1%	0.0%
Contract Reviewer	7	2.9%	100.0%	55.6	24.4	57.1%	5.9%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	38	13.7%	28.5	0.1
Deceased	1	0.4%	N/A	N/A
Dismissals	12	4.3%	25.0	0.2
Layoffs	0	0.0%	N/A	N/A
Resigned	24	8.6%	31.0	2.5
Retirement	0	0.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	60.7%	14.3%	21
Officials and Administrators	24.3%	11.4%	25
Paraprofessionals	2.2%	6.7%	4
Professionals	33.0%	13.4%	45
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	0.0%	0.0%	0

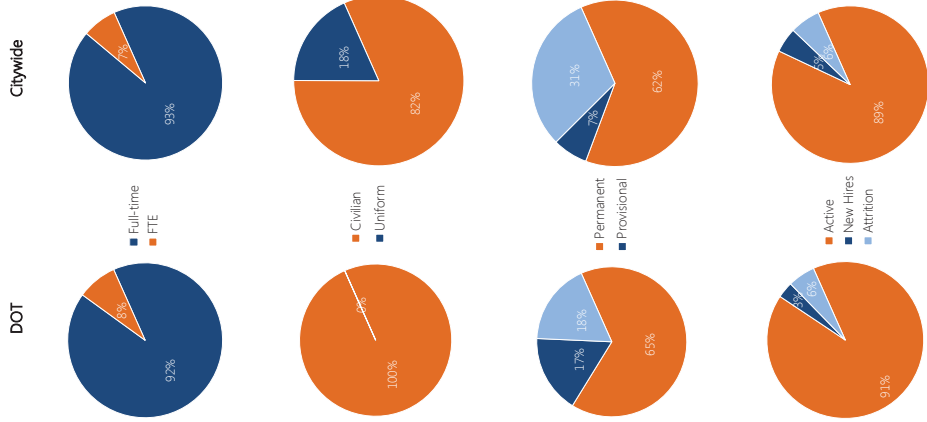
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Department of Transportation (DOT) is responsible for the condition and operation of streets, highways and public plazas, bridge structures, and the Staten Island Ferry program. DOT ensures safety through a variety of approaches including: continuous analysis of traffic operations in intersections and corridors; daily operation of traffic signals at signalized intersections and street lights; and enhancing conditions for pedestrians near schools and in communities with high concentrations of seniors.

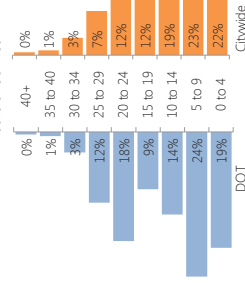
**Workforce Profile**

Indicator	DOT	Citywide
Headcount (FT / FTE)	4,405 / 402	304,066 / 237,727
Median Age / Years of Service	49.3 / 12.9	45.2 / 11.1
% Male / Female	77% / 23%	43% / 57%
% White / Minority	46% / 54%	39% / 61%
Median Annual FT Base Salary	\$54,323	\$65,299
% Attrition	6%	6%
% Eligible to Retire	34%	19%
% New Hires	3%	5%
% Union Represented	95%	93%

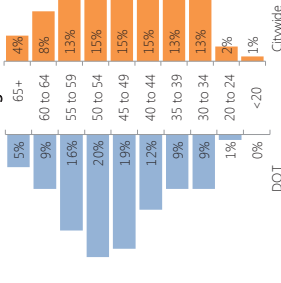
**Employee Type**



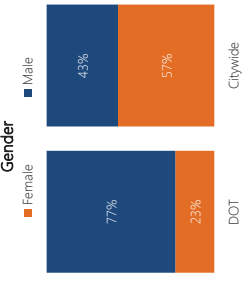
**Years of Service**



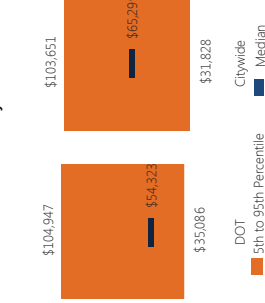
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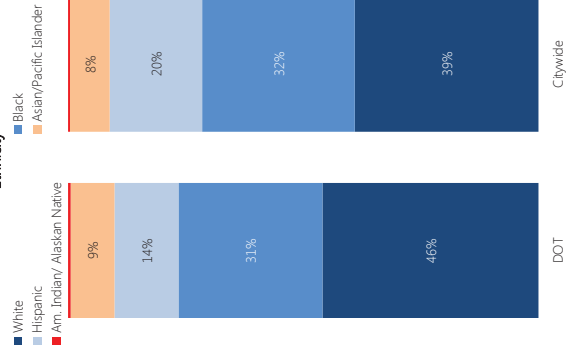
**Gender**



**Annual FT Salary**



**Ethnicity**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Highway Repairer	428	8.9%	100.0%	49.5	17.9	34.3%	6.1%	0.0%
Traffic Device Maintainer	260	5.4%	100.0%	48.9	11.2	31.9%	5.1%	13.1%
Deckhand	200	4.2%	100.0%	47.5	7.0	24.5%	11.5%	9.3%
Clerical Associate	182	3.8%	4.3%	47.3	8.2	28.6%	5.1%	0.4%
Assistant City Highway Repairer	168	3.5%	100.0%	40.4	6.2	8.9%	3.8%	0.0%
City Parking Equipment Service Worker	141	2.9%	100.0%	42.0	7.9	22.0%	5.3%	0.0%
Supervisor Highway Repairer	126	2.6%	100.0%	48.7	23.2	40.5%	3.1%	0.0%
Highway Transportation Specialist	125	2.6%	95.4%	49.2	19.4	36.8%	6.0%	3.8%
Principal Administrative Associate	117	2.4%	2.6%	49.6	20.1	47.0%	7.4%	0.7%
Assistant Civil Engineer	109	2.3%	37.2%	55.5	9.9	45.0%	3.5%	1.8%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	165	3.3%	34.9	0.3
Deceased	12	0.2%	55.7	11.9
Dismissals	62	1.3%	40.0	4.5
Layoffs	0	0.0%	N/A	N/A
Resigned	69	1.4%	36.6	3.5
Retirement	135	2.7%	62.4	24.9
Separation of Temp. Workers	1	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	35.5%	17.1%	228
Officials and Administrators	46.9%	30.3%	227
Paraprofessionals	19.6%	16.5%	35
Professionals	39.8%	22.1%	808
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	10.1%	15.8%	128
Skilled Craft Workers	34.1%	24.8%	1,160
Teachers	N/A	N/A	N/A
Technicians	18.3%	23.9%	30

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

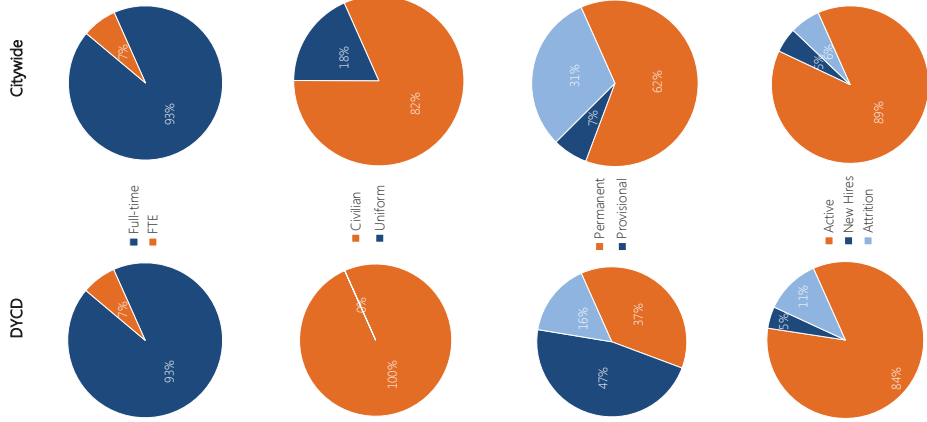
**Department of Youth and Community Development : FY12**

**Agency Overview:** The Department of Youth and Community Development (DYCD) supports youth and adults through 2,631 contracts with community-based organizations throughout New York City. These contracts and programs include the Out-of-School Time (OST) initiative, adult and youth literacy programs, Beacon community centers, youth workforce development programs, and the runaway and homeless youth programs.

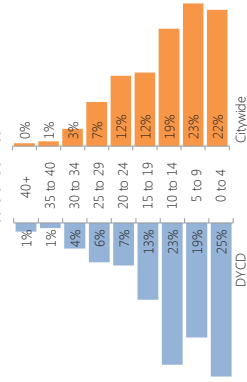
**Demographics**

Indicator	DYCD	Citywide
Headcount (FT / FTE)	360 / 28	304,066 / 237,277
Median Age / Years of Service	46.8 / 11.3	45.2 / 11.1
% Male / Female	39% / 60%	43% / 57%
% White / Minority	22% / 78%	39% / 61%
Median Annual FT Base Salary	\$61,193	\$65,299
% Attrition	11%	6%
% Eligible to Retire	29%	19%
% New Hires	4%	5%
% Union Represented	71%	93%

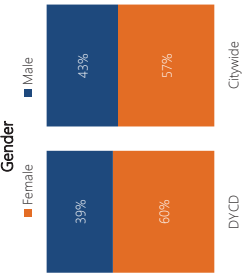
**Employee Type**



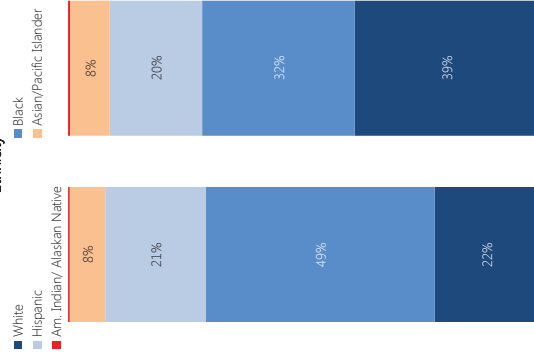
**Years of Service**



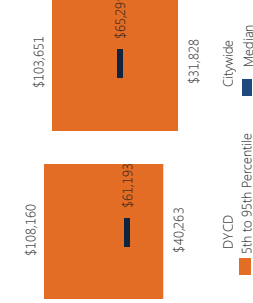
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Associate Contract Specialist	53	13.7%	80.3%	43.6	11.1	28.3%	8.0%	3.4%
Contract Specialist	49	12.6%	80.3%	49.9	12.8	30.6%	9.3%	1.9%
Administrative Contract Specialist	40	10.3%	51.3%	43.1	11.5	20.0%	2.4%	7.1%
Administrative Staff Analyst	37	9.5%	1.6%	52.1	10.2	37.8%	11.4%	4.5%
Administrative Manager	24	6.2%	3.5%	42.0	17.1	29.2%	0.0%	0.0%
Principal Administrative Associate	18	4.6%	0.4%	47.6	21.0	33.3%	18.2%	0.0%
Computer Specialist (Software)	16	4.1%	1.5%	52.9	10.8	31.3%	0.0%	0.0%
Community Coordinator	13	3.4%	1.2%	48.3	11.7	23.1%	7.1%	0.0%
Associate Staff Analyst	12	3.1%	1.0%	53.2	22.6	50.0%	7.7%	0.0%
Community Associate	11	2.8%	0.5%	45.9	11.2	27.3%	8.3%	8.3%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	18	4.5%	31.3	0.3
Deceased	0	0.0%	N/A	N/A
Dismissals	6	1.5%	40.5	7.9
Layoffs	3	0.7%	N/A	N/A
Resigned	30	7.5%	32.1	3.4
Retirement	7	1.7%	64.3	36.7
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	42.4%	18.2%	20
Officials and Administrators	29.0%	15.1%	41
Paraprofessionals	24.1%	6.9%	9
Professionals	28.3%	13.6%	83
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	33.3%	33.3%	2
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

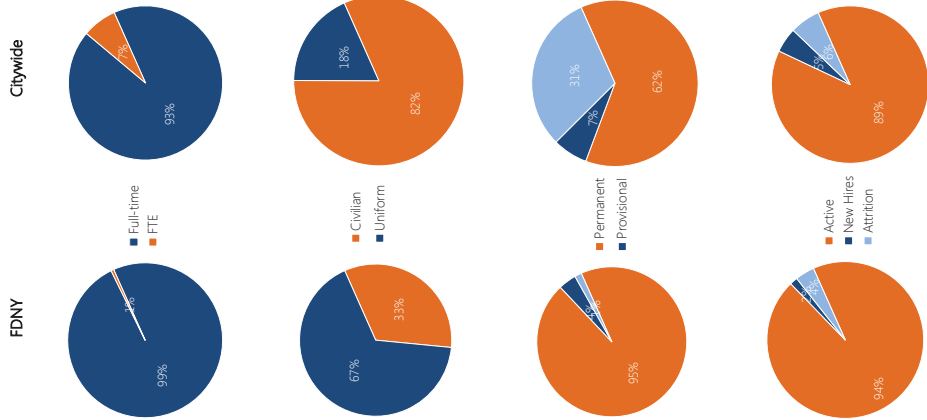
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts.

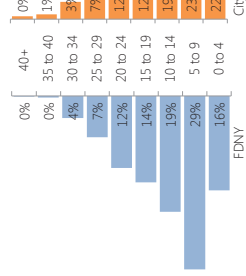
**Demographics**

Indicator	FDNY	Citywide
Headcount (FT / FTE)	15,315 / 89	304,066 / 237,277
Median Age / Years of Service	40.2 / 11.2	45.2 / 11.1
% Male / Female	91% / 9%	43% / 57%
% White / Minority	76% / 24%	39% / 61%
Median Annual FT Base Salary	\$76,488	\$65,299
% Attrition	4%	6%
% Eligible to Retire	21%	19%
% New Hires	2%	5%
% Union Represented	99%	93%

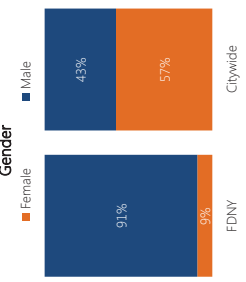
**Employee Type**



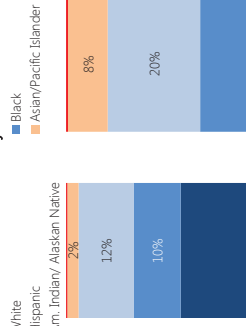
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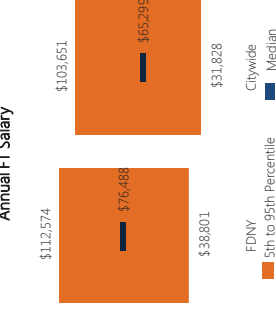
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Firefighter	7,650	49.7%	100.0%	37.6	9.9	12.1%	3.3%	0.0%
Emergency Medical Specialist - EMT	2,127	13.8%	100.0%	31.9	5.3	6.2%	5.1%	7.3%
Lieutenant (Fire)	1,408	9.1%	100.0%	45.5	18.0	37.5%	4.8%	0.0%
Emergency Medical Specialist - Paramedic	825	5.4%	100.0%	35.6	8.0	5.9%	3.5%	4.7%
Captain (Fire)	547	3.6%	100.0%	47.8	21.7	58.1%	4.4%	0.0%
Supervising Emergency Medical Service Specialist	492	3.2%	100.0%	46.8	21.2	26.8%	4.3%	0.0%
Battalion Chief	339	2.2%	100.0%	52.2	27.7	90.3%	4.0%	0.0%
Associate Fire Protection Inspector	160	1.0%	100.0%	53.5	15.9	44.4%	4.2%	0.0%
Fire Alarm Dispatcher	154	1.0%	100.0%	39.6	8.4	14.3%	6.7%	5.5%
Fire Protection Inspector	153	1.0%	100.0%	46.6	3.1	19.0%	3.8%	10.1%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	257	1.6%	27.8	0.4
Deceased	17	0.1%	53.7	17.5
Dismissals	60	0.4%	38.2	4.3
Layoffs	0	0.0%	N/A	N/A
Resigned	94	0.6%	30.6	4.3
Retirement	461	2.9%	50.9	22.5
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	32.6%	16.3%	225
Officials and Administrators	52.1%	26.3%	1,997
Paraprofessionals	27.3%	36.4%	21
Professionals	37.2%	21.0%	205
Protective Service Workers	13.3%	12.6%	2,093
Service Maintenance	41.9%	18.6%	26
Skilled Craft Workers	43.1%	28.3%	207
Teachers	N/A	N/A	N/A
Technicians	9.2%	14.4%	818

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

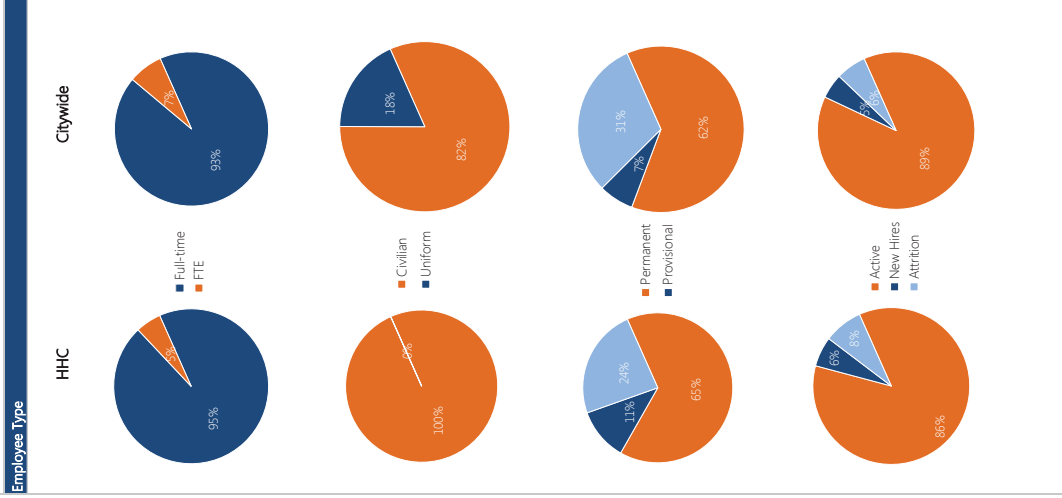
**Health and Hospitals Corporation: FY12**

**Agency Overview:** The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$7 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 70 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. One in every six New Yorkers receives health services at an HHC facility.

**Demographics**

Indicator	HHC	Citywide
Headcount (FT / FTE)	36,335 / 2,052	304,066 / 237,727
Median Age / Years of Service	49.2 / 9.7	45.2 / 11.1
% Male / Female	31% / 69%	43% / 57%
% White / Minority	17% / 83%	39% / 61%
Median Annual FT Base Salary	\$49,754	\$65,299
% Attrition	8%	6%
% Eligible to Retire	19%	19%
% New Hires	6%	5%
% Union Represented	100%	93%

**Workforce Profile**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Staff Nurse	6,511	17.0%	92.1%	48.3	8.2	13.6%	4.9%	5.2%
Clerical Associate (HHC)	3,574	9.3%	100.0%	48.8	11.4	21.6%	5.6%	3.0%
Patient Care Associate	1,623	4.2%	100.0%	47.4	9.4	11.6%	4.1%	3.5%
Service Aide	1,071	2.8%	100.0%	48.9	9.9	12.6%	4.7%	0.9%
Licensed Practical Nurse	1,006	2.6%	100.0%	49.8	10.0	17.1%	5.8%	2.0%
Patient Care Technician	975	2.5%	100.0%	50.4	7.8	11.0%	5.0%	0.7%
Nurse's Aide	857	2.2%	100.0%	54.3	11.7	24.0%	5.1%	0.8%
Head Nurse	706	1.8%	100.0%	54.6	21.6	41.5%	6.9%	1.6%
Coordinating Manager A	655	1.7%	100.0%	51.1	12.6	26.7%	4.2%	2.0%
Assistant Coordinating Manager	644	1.7%	100.0%	48.6	13.6	22.7%	2.4%	2.5%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	2,655	6.2%	32.8	0.7
Deceased	63	0.1%	58.2	15.0
Dismissals	367	0.9%	48.8	6.7
Layoffs	964	2.2%	33.4	4.0
Resigned	1,204	2.8%	36.7	4.4
Retirement	850	2.0%	64.2	25.8
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	22.0%	15.6%	2,577
Officials and Administrators	23.3%	19.6%	1,614
Paraprofessionals	17.6%	19.7%	1,551
Professionals	17.2%	17.3%	5,135
Protective Service Workers	12.7%	16.1%	238
Service Maintenance	20.7%	18.9%	1,290
Skilled Craft Workers	25.5%	24.4%	397
Teachers	N/A	N/A	N/A
Technicians	16.7%	19.4%	1,751

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

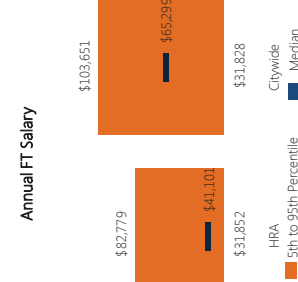
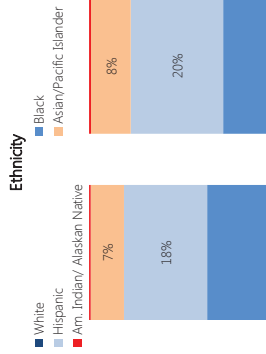
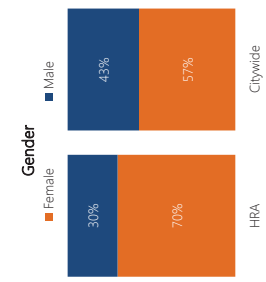
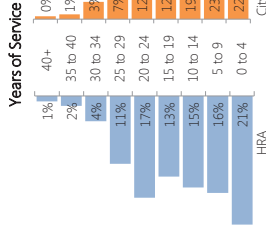
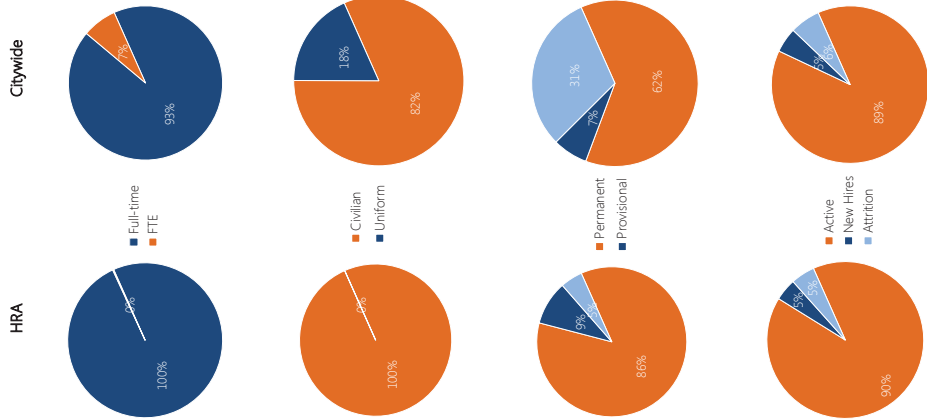
**Human Resources Administration: FY12**

**Agency Overview:** The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers, the Family Services Call Center and its satellites, and the Special Project Center. HRA provides HASA support services to medically eligible individuals at 12 centers (nine are Model Offices) and adult protective services through six HRA borough offices and six contracted programs.

**Demographics**

Indicator	HRA	Citywide
Headcount (FT / FTE)	13,918 / 30	304,066 / 237,277
Median Age / Years of Service	50.5 / 14	45.2 / 11.1
% Male / Female	30% / 70%	43% / 57%
% White / Minority	15% / 85%	39% / 61%
Median Annual FT Base Salary	\$41,101	\$65,299
% Attrition	5%	6%
% Eligible to Retire	36%	19%
% New Hires	5%	5%
% Union Represented	95%	93%

**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Eligibility Specialist	2,433	17.4%	99.8%	47.4	8.0	23.1%	4.4%	7.7%
Caseworker	1,635	11.7%	91.2%	52.6	14.5	39.6%	4.8%	2.6%
Job Opportunity Specialist	1,449	10.4%	100.0%	48.5	6.9	26.6%	4.7%	11.0%
Principal Administrative Associate	1,407	10.1%	31.8%	51.9	21.5	47.1%	5.1%	0.1%
Clerical Associate	1,214	8.7%	28.4%	49.5	11.8	34.8%	5.0%	2.9%
Associate Job Opportunity Specialist	845	6.1%	100.0%	52.5	21.8	46.6%	3.4%	0.1%
Fraud Investigator	693	5.0%	84.8%	46.2	12.7	26.8%	4.9%	11.0%
Supervisor I (Social Services)	482	3.5%	87.5%	52.1	20.0	43.8%	4.4%	0.0%
Administrative Staff Analyst	347	2.5%	14.7%	53.8	22.7	54.8%	5.7%	4.1%
Computer Specialist (Software)	324	2.3%	31.1%	54.0	13.6	52.5%	5.3%	2.3%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	656	4.6%	35.9	0.3
Deceased	33	0.2%	58.4	19.9
Dismissals	118	0.8%	48.1	7.6
Layoffs	0	0.0%	N/A	N/A
Resigned	144	1.0%	39.5	3.6
Retirement	418	2.9%	63.2	25.6
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	41.4%	20.5%	1,836
Officials and Administrators	50.4%	21.6%	490
Paraprofessionals	31.1%	18.6%	91
Professionals	34.7%	22.4%	4,872
Protective Service Workers	10.3%	5.6%	17
Service Maintenance	49.6%	22.6%	99
Skilled Craft Workers	51.5%	22.7%	49
Teachers	N/A	N/A	N/A
Technicians	28.6%	15.9%	450

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

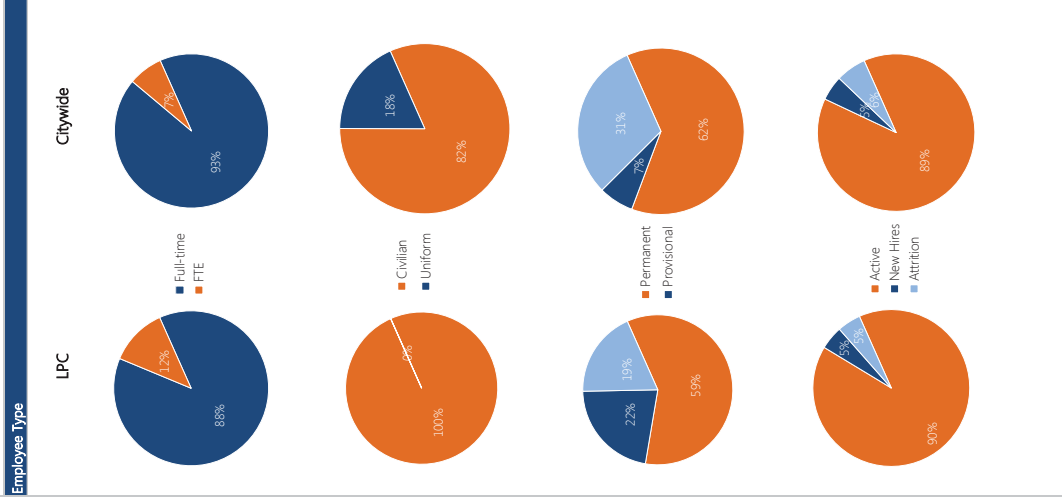
**Landmarks Preservation Commission: FY12**

**Agency Overview:** The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,316 individual landmarks and more than 30,000 properties in 108 historic districts and 18 extensions to existing historic districts. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

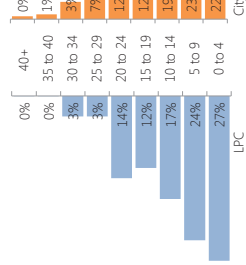
**Demographics**

Indicator	LPC	Citywide
Headcount (FT / FTE)	51 / 7	304,066 / 237,727
Median Age / Years of Service	48.4 / 9.8	45.2 / 11.1
% Male / Female	36% / 63%	43% / 57%
% White / Minority	72% / 28%	39% / 61%
Median Annual FT Base Salary	\$55,905	\$65,299
% Attrition	5%	6%
% Eligible to Retire	27%	19%
% New Hires	5%	5%
% Union Represented	78%	93%

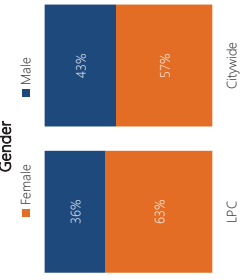
**Workforce Profile**



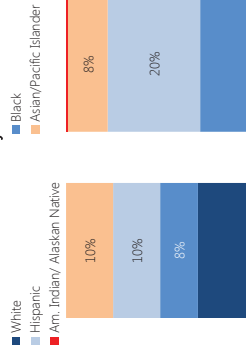
**Years of Service**



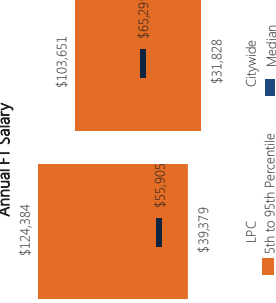
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Landmarks Preservationist	23	39.7%	88.5%	41.6	5.8	26.1%	6.3%	3.1%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	3	4.8%	N/A	N/A
Deceased	0	0.0%	N/A	N/A
Dismissals	0	0.0%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	3	4.8%	N/A	N/A
Retirement	0	0.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	40.0%	20.0%	3
Officials and Administrators	25.0%	33.3%	7
Paraprofessionals	0.0%	0.0%	0
Professionals	29.7%	18.9%	18
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

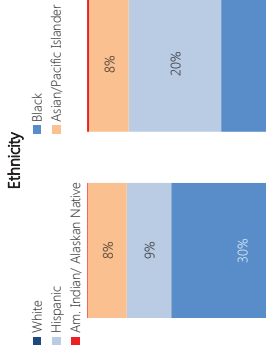
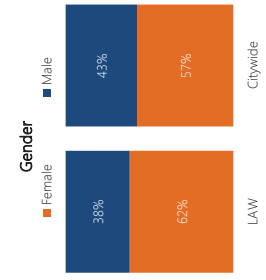
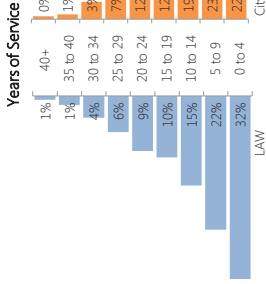


**Law Department - FY12**

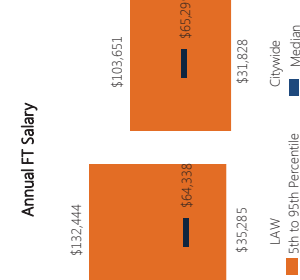
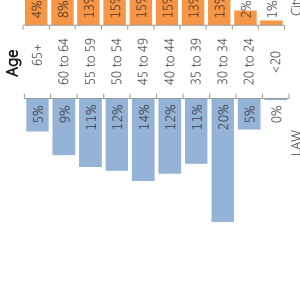
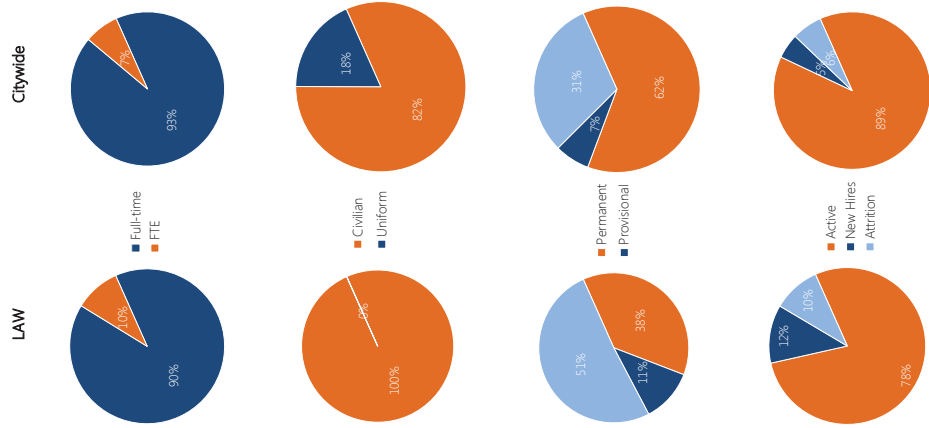
**Agency Overview:** The Law Department is the attorney for the City, City agencies and certain non-City agencies and pension boards, and manages litigation and other legal matters involving the City and its interests. The Law Department is responsible for more than 80,000 matters, and provides legal advice to all City agencies.

**Demographics**

Indicator	LAW	Citywide
Headcount (FT / FTE)	1,265 / 134	304,066 / 237,277
Median Age / Years of Service	42.8 / 8.7	45.2 / 11.1
% Male / Female	38% / 62%	43% / 57%
% White / Minority	52% / 48%	39% / 61%
Median Annual FT Base Salary	\$64,338	\$65,299
% Attrition	10%	6%
% Eligible to Retire	24%	19%
% New Hires	12%	5%
% Union Represented	91%	93%



**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Assistant Corporation Counsel	641	45.8%	100.0%	39.5	6.9	21.1%	6.6%	12.7%
Paralegal Aide	230	16.4%	84.9%	40.6	8.3	13.0%	6.0%	12.8%
Clerical Associate	117	8.4%	2.7%	48.0	15.6	38.5%	4.2%	0.0%
Workers' Compensation Benefits Examiner	42	3.0%	84.0%	47.4	9.7	31.0%	1.8%	3.5%
Claim Specialist	32	2.3%	86.5%	57.7	17.1	62.5%	12.2%	0.0%
Legal Secretarial Assistant	29	2.1%	90.6%	54.2	21.7	69.0%	16.7%	8.3%
Principal Administrative Associate	20	1.4%	0.5%	58.3	23.0	70.0%	4.5%	0.0%
Associate Staff Analyst	13	0.9%	1.1%	52.4	19.8	46.2%	6.7%	0.0%
Staff Analyst	9	0.6%	1.4%	51.2	16.9	33.3%	0.0%	0.0%
Public Records Aide	9	0.6%	7.0%	42.9	9.9	11.1%	0.0%	0.0%

**Activity Status**

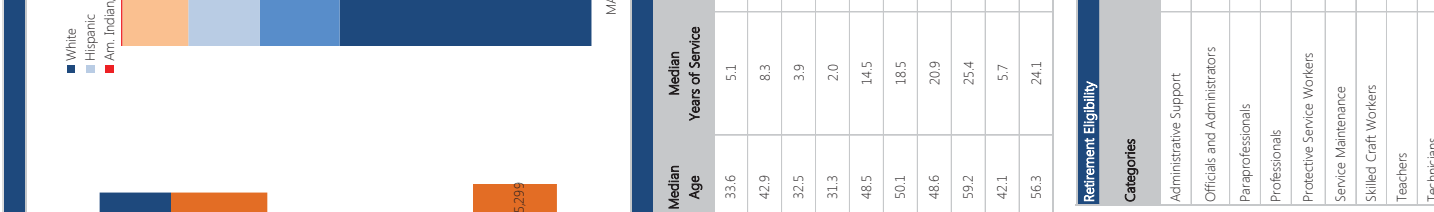
Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	191	12.0%	28.9	0.7
Deceased	5	0.3%	N/A	N/A
Dismissals	17	1.1%	42.2	4.2
Layoffs	0	0.0%	N/A	N/A
Resigned	118	7.4%	29.3	3.0
Retirement	16	1.0%	63.9	23.5
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	37.6%	12.9%	137
Officials and Administrators	34.8%	13.0%	11
Paraprofessionals	0.0%	0.0%	0
Professionals	23.0%	11.9%	250
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	18.2%	27.3%	5
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	20.8%	10.0%	108

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

Indicator	MAYORALTY	Citywide
Headcount (F / FTE)	864 / 11	304,066 / 237,727
Median Age / Years of Service	40.6 / 7.5	45.2 / 11.1
% Male / Female	40% / 60%	43% / 57%
% White / Minority	54% / 46%	39% / 61%
Median Annual FT Base Salary	\$66,661	\$65,299
% Attrition	10%	6%
% Eligible to Retire	25%	19%
% New Hires	8%	5%
% Union Represented	10%	93%

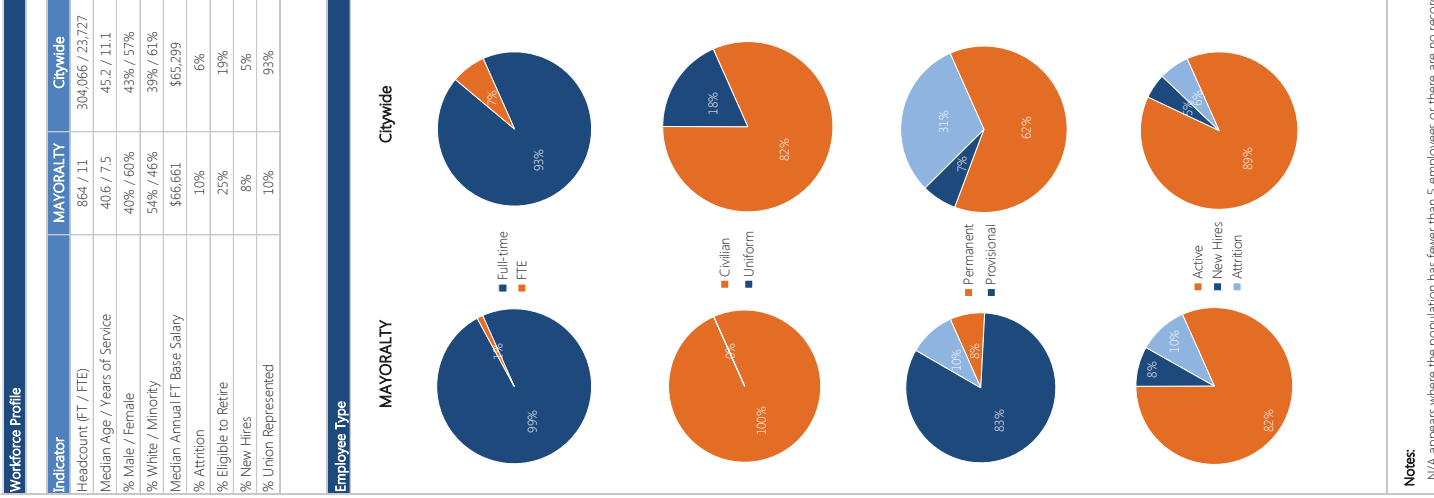


Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Budget Analyst (OMB)	247	28.2%	100.0%	33.6	5.1	15.8%	6.7%	10.0%
Mayorial Office Assistant	88	10.1%	100.0%	42.9	8.3	19.3%	12.7%	6.9%
Special Assistant	71	8.1%	100.0%	32.5	3.9	1.4%	18.4%	10.3%
Research Projects Coordinator	63	7.2%	100.0%	31.3	2.0	4.8%	13.7%	23.3%
Administrative Staff Analyst	62	7.1%	2.6%	48.5	14.5	37.1%	8.7%	0.0%
Administrative Manager	23	2.6%	3.4%	50.1	18.5	43.5%	8.0%	0.0%
Mayorial Program Coordinator	21	2.4%	100.0%	48.6	20.9	47.6%	4.5%	0.0%
Statistical Secretary (OMB)	19	2.2%	100.0%	59.2	25.4	84.2%	5.0%	0.0%
Executive Agency Counsel	16	1.8%	5.3%	42.1	5.7	12.5%	5.9%	11.8%
Principal Administrative Associate	15	1.7%	0.3%	56.3	24.1	53.3%	0.0%	0.0%

Activity Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	77	8.2%	27.5	0.6
Deceased	2	0.2%	N/A	N/A
Dismissals	1	0.1%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	83	8.9%	31.2	2.9
Retirement	9	1.0%	62.9	32.3
Separation of Temp. Workers	0	0.0%	N/A	N/A

Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	35.8%	13.3%	81
Officials and Administrators	22.5%	10.4%	82
Paraprofessionals	19.6%	9.3%	28
Professionals	22.8%	8.0%	100
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	25.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

**Top 10 Most Populous Full-Time Titles**

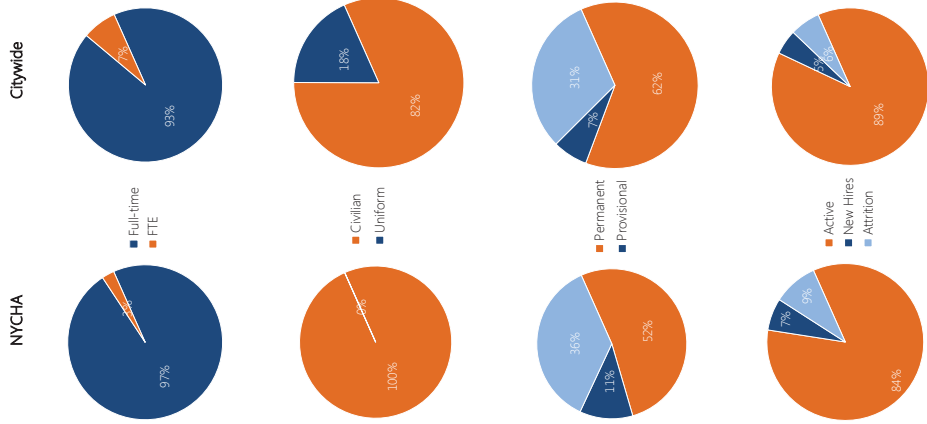


**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

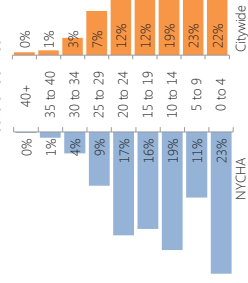
Demographics

Indicator	NYCHA	Citywide
Headcount (FT / FTE)	11,293 / 302	304,066 / 237,277
Median Age / Years of Service	48.3 / 14.2	45.2 / 11.1
% Male / Female	60% / 38%	43% / 57%
% White / Minority	21% / 79%	39% / 61%
Median Annual FT Base Salary	\$40,624	\$65,299
% Attrition	9%	6%
% Eligible to Retire	29%	19%
% New Hires	7%	5%
% Union Represented	92%	93%

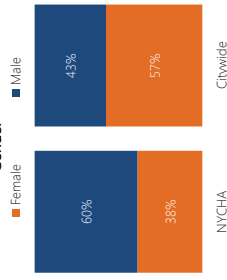
Employee Type



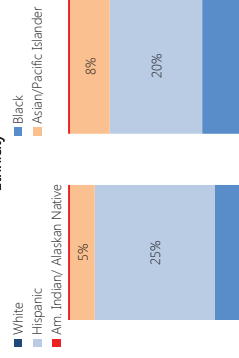
Years of Service



Gender



Ethnicity



Annual FT Salary



Top 10 Most Populous Full-Time Titles

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Caretaker (Housing Authority)	3,111	26.8%	100.0%	43.2	9.7	15.2%	7.3%	9.8%
Maintenance Worker	858	7.4%	83.5%	50.7	18.8	39.6%	6.3%	10.7%
Housing Assistant	854	7.4%	100.0%	51.0	17.0	36.7%	6.5%	3.0%
Secretary	622	5.4%	54.8%	48.7	13.9	30.1%	6.2%	0.0%
Heating Plant Technician (Housing Authority)	350	3.0%	100.0%	45.9	16.0	24.6%	4.6%	0.0%
Carpenter	212	1.8%	48.4%	50.2	11.7	26.9%	14.9%	3.2%
Administrative Staff Analyst	212	1.8%	9.0%	50.8	17.7	34.4%	7.4%	8.3%
Plasterer	206	1.8%	92.0%	51.5	18.8	40.8%	5.9%	2.7%
Assistant Resident Buildings Superintendent	195	1.7%	100.0%	47.0	22.1	34.9%	4.9%	0.0%
Elevator Mechanic	194	1.7%	86.2%	49.1	16.5	25.3%	8.1%	0.0%

Activity Status

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	845	6.6%	31.0	0.2
Deceased	29	0.2%	56.9	17.1
Dismissals	411	3.2%	43.4	2.0
Layoffs	0	0.0%	N/A	N/A
Resigned	211	1.7%	40.3	2.2
Retirement	360	2.8%	62.6	24.5
Separation of Temp. Workers	169	1.3%	22.5	N/A

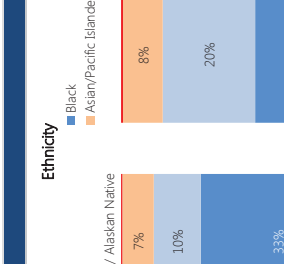
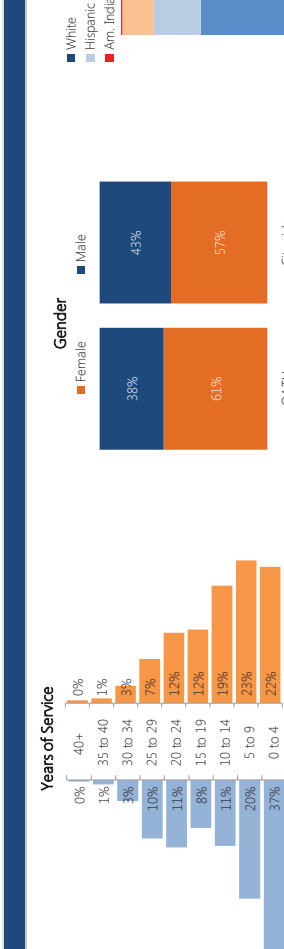
Retirement Eligibility

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	33.2%	20.8%	597
Officials and Administrators	44.0%	28.1%	809
Paraprofessionals	18.4%	15.2%	203
Professionals	43.1%	23.9%	1,279
Protective Service Workers	1.5%	17.6%	13
Service Maintenance	17.3%	18.1%	1,495
Skilled Craft Workers	36.6%	26.7%	1,339
Teachers	N/A	N/A	N/A
Technicians	23.7%	23.7%	204

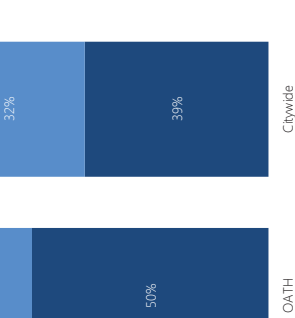
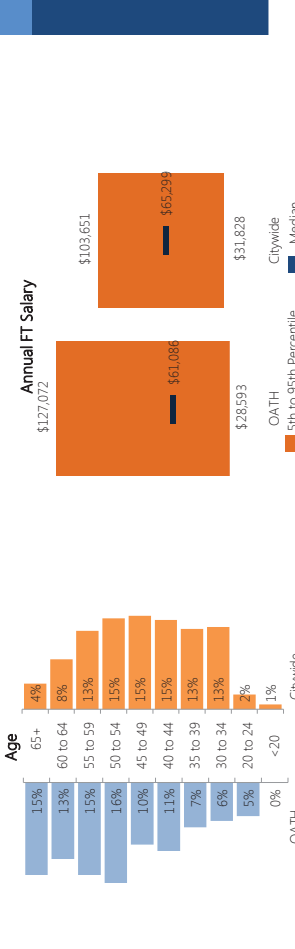
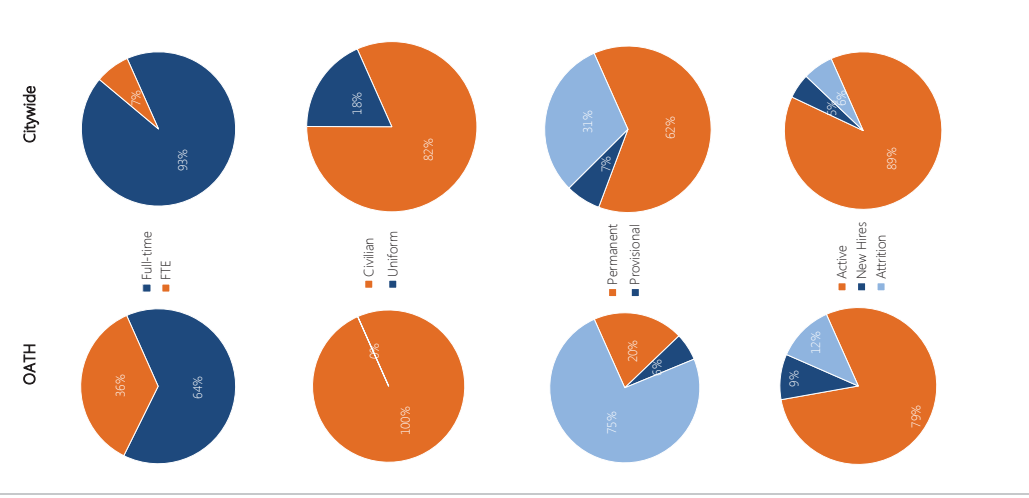
Notes: N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

Demographics

Indicator	OATH	Citywide
Headcount (F / FIE)	238 / 134	304,066 / 237,277
Median Age / Years of Service	51.6 / 7.7	45.2 / 11.1
% Male / Female	38% / 61%	43% / 57%
% White / Minority	50% / 50%	39% / 61%
Median Annual FT Base Salary	\$61,086	\$65,299
% Attrition	12%	6%
% Eligible to Retire	29%	19%
% New Hires	9%	5%
% Union Represented	88%	93%



Employee Type



Top 10 Most Populous Full-Time Titles

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Clerical Associate	28	7.5%	0.7%	42.5	7.9	21.4%	7.3%	0.0%
Agency Attorney	22	5.9%	3.5%	52.3	6.0	22.7%	4.3%	0.0%
Principal Administrative Associate	13	3.5%	0.3%	50.9	24.3	53.8%	7.1%	0.0%
Community Associate	11	3.0%	0.5%	46.2	15.3	45.5%	7.1%	0.0%
Administrative Law Judge	10	2.7%	100.0%	53.5	14.6	40.0%	0.0%	0.0%
Administrative Manager	9	2.4%	1.3%	51.7	24.4	55.6%	0.0%	0.0%
Executive Agency Counsel	8	2.2%	2.6%	51.5	8.2	50.0%	11.1%	0.0%
Community Coordinator	7	1.9%	0.6%	52.2	17.1	57.1%	0.0%	0.0%
Attorney At Law	6	1.6%	5.2%	65.1	25.9	100.0%	40.0%	0.0%
Community Assistant	6	1.6%	0.8%	41.7	11.1	0.0%	14.3%	0.0%

Activity Status

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	43	9.4%	36.6	0.4
Deceased	1	0.2%	N/A	N/A
Dismissals	10	2.2%	39.7	4.2
Layoffs	0	0.0%	N/A	N/A
Resigned	33	7.2%	41.4	2.5
Retirement	10	2.2%	65.0	16.2
Separation of Temp. Workers	0	0.0%	N/A	N/A

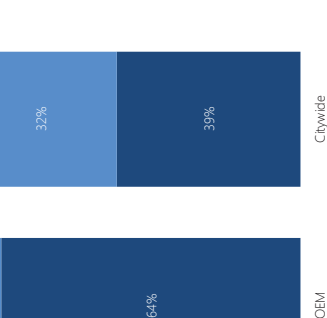
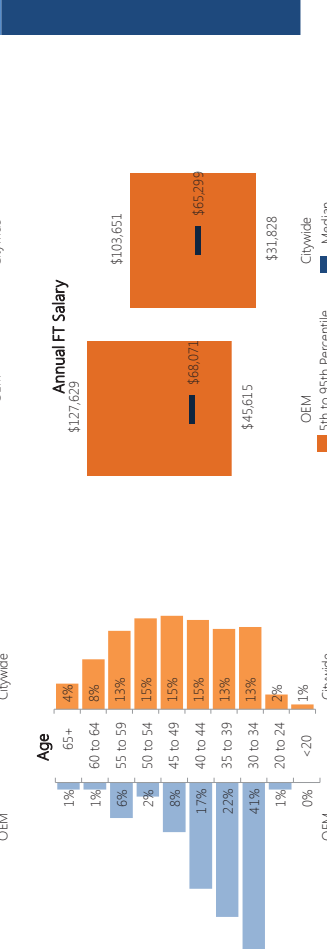
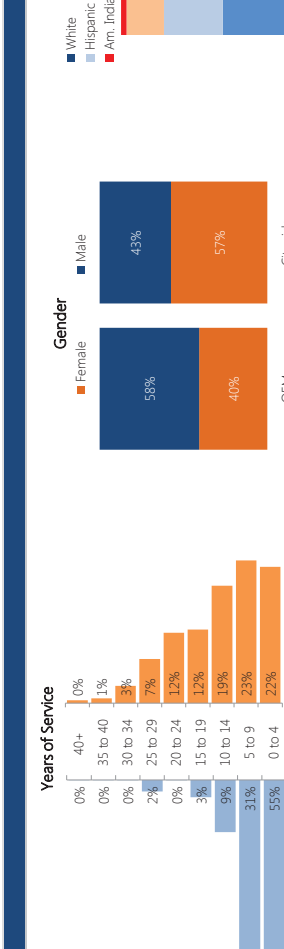
Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	25.9%	17.2%	25
Officials and Administrators	28.0%	8.0%	9
Paraprofessionals	15.8%	10.5%	15
Professionals	32.7%	20.0%	137
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	50.0%	0.0%	1
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	0.0%	33.3%	1

Notes: N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

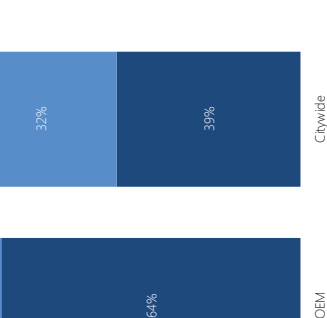
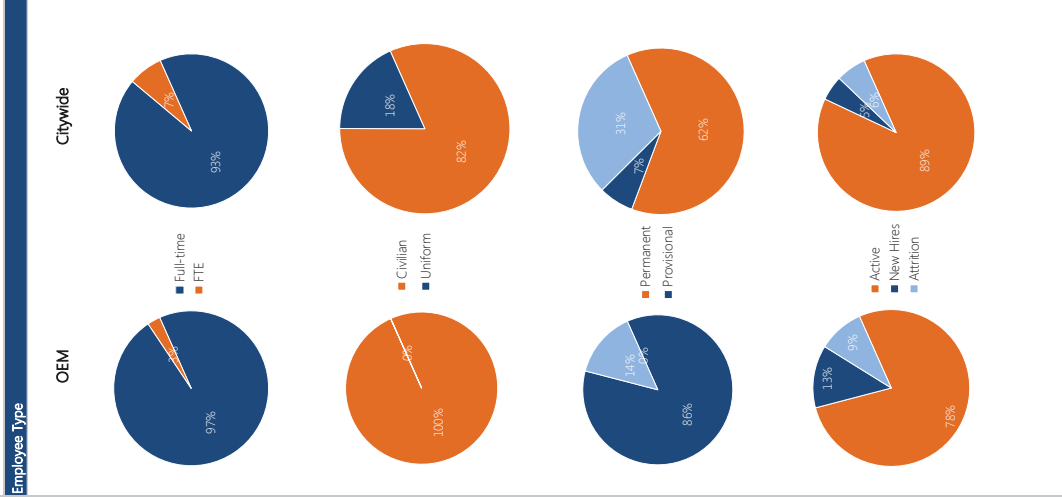
**Agency Overview:** The Office of Emergency Management (OEM) coordinates and supports multiagency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism.

**Demographics**

Indicator	OEM	Citywide
Headcount (FT / FTE)	108 / 3	304,066 / 237,727
Median Age / Years of Service	34.8 / 4.3	45.2 / 11.1
% Male / Female	58% / 40%	43% / 57%
% White / Minority	64% / 36%	39% / 61%
Median Annual FT Base Salary	\$68,071	\$65,299
% Attrition	9%	6%
% Eligible to Retire	6%	19%
% New Hires	13%	5%
% Union Represented	20%	93%



**Employee Type**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Emergency Preparedness Specialist (OEM)	47	42.3%	100.0%	34.0	3.6	0.0%	7.5%	15.1%
Emergency Preparedness Manager (OEM)	21	18.9%	100.0%	38.1	5.4	9.5%	12.5%	4.2%
Administrative Staff Analyst	9	8.1%	0.4%	44.7	9.9	11.1%	10.0%	0.0%
Community Coordinator	6	5.4%	0.5%	30.2	2.8	16.7%	0.0%	28.6%
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	15	12.9%	28.3	0.7
Deceased	0	0.0%	N/A	N/A
Dismissals	0	0.0%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	11	9.5%	35.4	4.1
Retirement	0	0.0%	N/A	N/A
Separation of Temp. Workers	0	0.0%	N/A	N/A

Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	100.0%	0.0%	1
Officials and Administrators	11.4%	5.7%	6
Paraprofessionals	9.1%	0.0%	1
Professionals	0.0%	0.0%	0
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	N/A	N/A	N/A

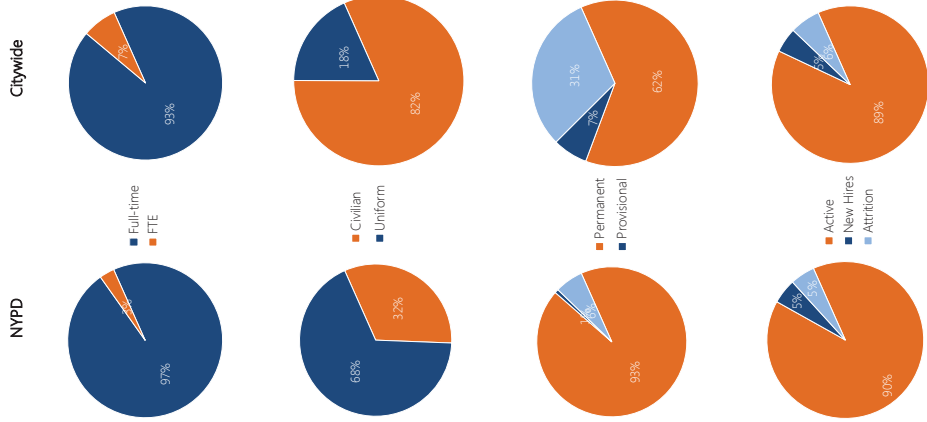
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Agency Overview:** The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law.

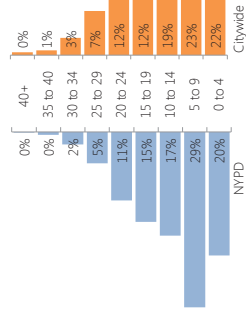
**Workforce Profile**

Indicator	NYPD	Citywide
Headcount (FT / FTE)	48,748 / 1,577	304,066 / 23,727
Median Age / Years of Service	40 / 10.6	45.2 / 11.1
% Male / Female	66% / 34%	43% / 57%
% White / Minority	41% / 59%	39% / 61%
Median Annual FT Base Salary	\$76,488	\$65,299
% Attrition	5%	6%
% Eligible to Retire	20%	19%
% New Hires	5%	5%
% Union Represented	99%	93%

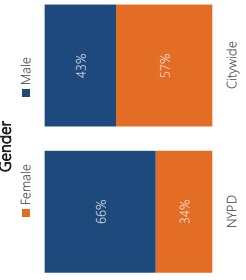
**Employee Type**



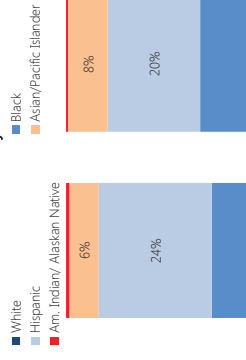
**Years of Service**



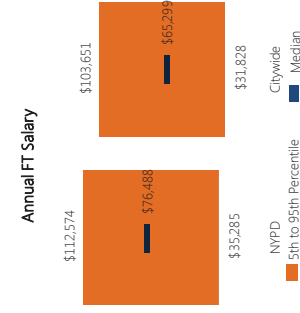
**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Police Officer	21,996	43.7%	100.0%	34.0	7.5	7.3%	3.9%	8.6%
Detective	5,035	10.0%	100.0%	42.6	18.3	35.4%	7.7%	0.0%
School Safety Agent	4,785	9.5%	100.0%	41.6	8.1	15.2%	4.1%	6.7%
Sergeant (Police)	4,635	9.2%	100.0%	40.7	14.6	23.9%	5.3%	0.0%
Traffic Enforcement Agent	2,384	4.7%	100.0%	41.6	5.7	14.6%	4.5%	6.0%
Lieutenant (Police)	1,746	3.5%	100.0%	43.2	19.0	48.2%	8.2%	0.0%
Police Administrative Aide	1,444	2.9%	100.0%	50.9	12.9	36.5%	5.5%	0.0%
Police Communications Technician	1,047	2.1%	100.0%	41.4	9.8	13.1%	5.9%	3.6%
Senior Police Administrative Aide	846	1.7%	100.0%	52.7	21.9	49.9%	3.6%	0.0%
Captain (Police)	759	1.5%	100.0%	46.3	24.0	73.5%	6.1%	0.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	2,730	5.1%	26.8	0.8
Deceased	55	0.1%	53.3	15.6
Dismissals	126	0.2%	43.1	8.3
Layoffs	0	0.0%	N/A	N/A
Resigned	627	1.2%	31.2	2.6
Retirement	1,903	3.6%	47.4	22.0
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	35.5%	20.7%	2,282
Officials and Administrators	36.0%	26.8%	4,690
Paraprofessionals	20.3%	3.1%	15
Professionals	39.2%	18.0%	448
Protective Service Workers	14.4%	15.2%	10,974
Service Maintenance	37.2%	18.0%	218
Skilled Craft Workers	38.0%	25.7%	320
Teachers	N/A	N/A	N/A
Technicians	46.6%	20.5%	108

**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

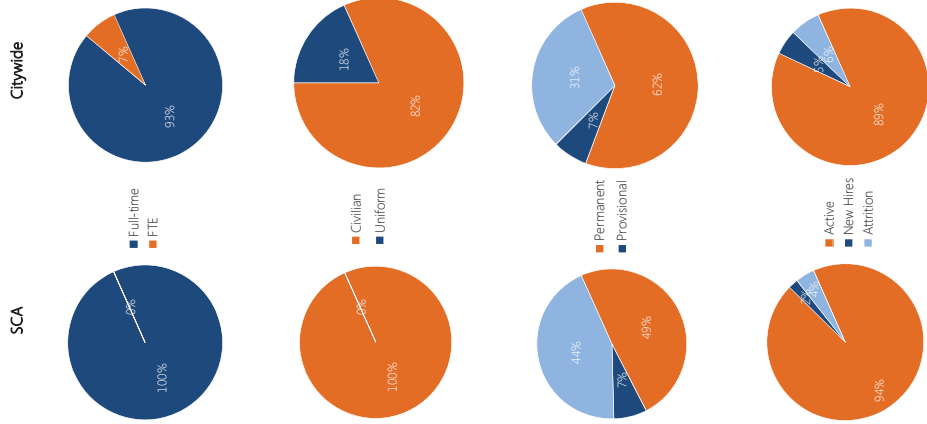
**School Construction Authority: FY12**

**Agency Overview:** The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to older schools. SCA is responsible for all capital planning, budgeting, design and operations. SCA coordinates the development of the Department of Education's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

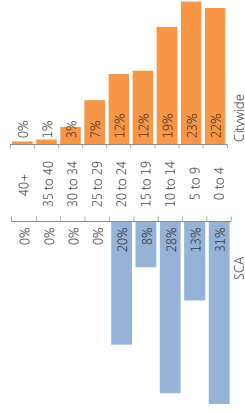
**Demographics**

Indicator	SCA	Citywide
Headcount (FT / FTE)	660 / 0	304,066 / 23,727
Median Age / Years of Service	52.4 / 11.4	45.2 / 11.1
% Male / Female	65% / 35%	43% / 57%
% White / Minority	47% / 53%	39% / 61%
Median Annual FT Base Salary	\$100,400	\$65,299
% Attrition	4%	6%
% Eligible to Retire	14%	19%
% New Hires	2%	5%
% Union Represented	44%	93%

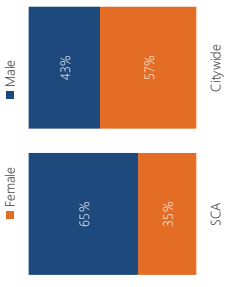
**Employee Type**



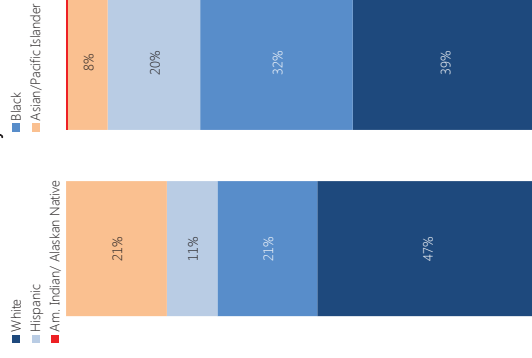
**Years of Service**



**Gender**



**Ethnicity**



**Annual FT Salary**



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Project Officer	108	16.4%	100.0%	55.4	11.0	24.1%	6.1%	0.9%
Technical Inspector	40	6.1%	100.0%	54.0	13.3	12.5%	2.4%	0.0%
Manager Operations	40	6.1%	100.0%	50.9	14.5	7.5%	2.4%	0.0%
Engineer	31	4.7%	100.0%	56.4	21.6	19.4%	8.8%	2.9%
Director Operations	24	3.6%	100.0%	52.9	13.0	8.3%	0.0%	0.0%
Senior Project Officer	23	3.5%	100.0%	53.3	13.1	17.4%	4.2%	0.0%
Associate Engineer	22	3.3%	100.0%	35.7	4.5	13.6%	0.0%	0.0%
Architect	22	3.3%	20.6%	51.8	4.8	18.2%	0.0%	0.0%
Senior Construction Assessment Specialist - A	19	2.9%	100.0%	52.0	4.5	0.0%	13.6%	4.5%
Administrative Assistant	17	2.6%	100.0%	45.2	7.1	0.0%	5.6%	5.6%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	14	2.0%	42.8	0.5
Deceased	0	0.0%	N/A	N/A
Dismissals	5	0.7%	N/A	N/A
Layoffs	0	0.0%	N/A	N/A
Resigned	11	1.6%	47.8	4.1
Retirement	11	1.6%	70.8	16.1
Separation of Temp. Workers	0	0.0%	N/A	N/A

**Retirement Eligibility**

Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2013 - 2017)
Administrative Support	10.0%	10.0%	12
Officials and Administrators	9.7%	48.4%	36
Paraprofessionals	2.1%	29.8%	15
Professionals	17.8%	30.2%	181
Protective Service Workers	N/A	N/A	N/A
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	N/A	N/A	N/A
Teachers	N/A	N/A	N/A
Technicians	12.3%	29.8%	94

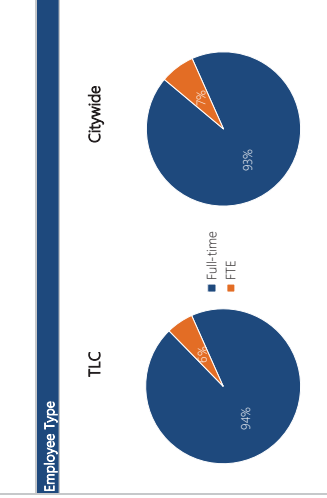
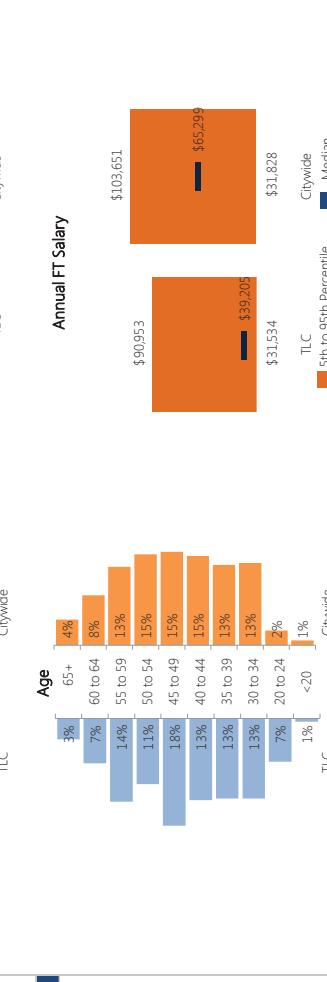
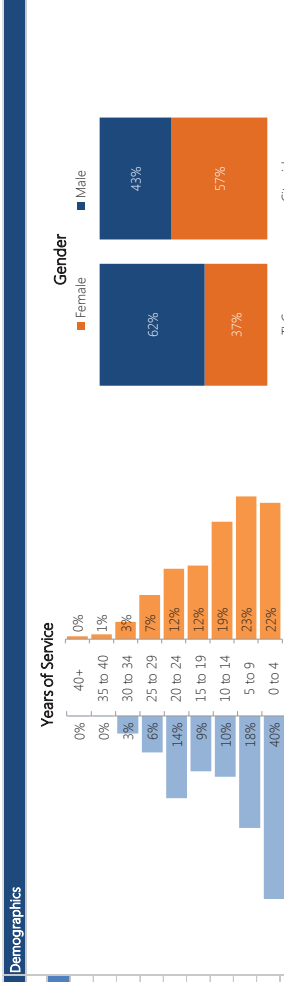
**Notes:** N/A appears where the population has fewer than 5 employees or there are no records available, and therefore, no calculations were made.

**Taxi and Limousine Commission: FY12**

**Agency Overview:** The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire service and ensures public safety. TLC licenses and regulates all aspects of New York City's medallion (yellow) taxicabs, for-hire vehicles (community-based liveries and black cars), commuter vans, paratransit vehicles (ambulettes) and certain luxury limousines.

**Demographics**

Indicator	TLC	Citywide
Headcount (FT / FTE)	435 / 26	304,066 / 237,277
Median Age / Years of Service	42.3 / 7	45.2 / 11.1
% Male / Female	62% / 37%	43% / 57%
% White / Minority	29% / 71%	39% / 61%
Median Annual FT Base Salary	\$39,205	\$65,299
% Attrition	8%	6%
% Eligible to Retire	23%	19%
% New Hires	20%	5%
% Union Represented	90%	93%



**Top 10 Most Populous Full-Time Titles**

Full-Time Employee Title	# in Agency	% of Agency	% of Citywide	Median Age	Median Years of Service	% Retirement Eligible	% Attrition Rate	% New Hires
Taxi and Limousine Inspector	145	31.5%	100.0%	39.8	4.6	14.5%	7.6%	22.3%
Associate Taxi and Limousine Inspector	57	12.4%	100.0%	48.9	19.5	31.6%	3.4%	0.0%
Community Associate	33	7.2%	1.4%	33.2	4.7	12.1%	0.0%	21.1%
Clerical Associate	33	7.2%	0.8%	52.1	21.7	45.5%	7.5%	0.0%
Principal Administrative Associate	19	4.1%	0.4%	53.0	24.9	57.9%	17.4%	4.3%
Community Assistant	18	3.9%	2.3%	37.0	3.9	16.7%	0.0%	21.4%
Administrative Staff Analyst	16	3.5%	0.7%	41.9	9.7	25.0%	11.1%	5.6%
Computer Specialist (Software)	8	1.7%	0.8%	51.2	24.6	62.5%	11.1%	33.3%
Clerical Aide	8	1.7%	6.0%	38.8	0.3	0.0%	40.0%	40.0%
Cashier	7	1.5%	14.6%	45.4	5.9	28.6%	10.0%	10.0%

**Activity Status**

Status	# in Agency	% of Agency	Median Age	Median Years of Service
New Hires	97	19.7%	29.2	0.4
Deceased	1	0.2%	N/A	N/A
Dismissals	7	1.4%	37.7	4.0
Layoffs	0	0.0%	N/A	N/A
Resigned	16	3.3%	36.1	3.0
Retirement	17	3.5%	63.7	22.3
Separation of Temp. Workers	0	0.0%	N/A	N/A

Retirement Eligibility Categories	% Eligible (2012)	% Eligible (2013 - 2017)	# Elig. (2012 - 2017)
Administrative Support	41.4%	14.9%	49
Officials and Administrators	25.0%	25.0%	16
Paraprofessionals	12.0%	2.2%	13
Professionals	27.6%	6.9%	10
Protective Service Workers	19.3%	14.9%	69
Service Maintenance	N/A	N/A	N/A
Skilled Craft Workers	100.0%	0.0%	1
Teachers	N/A	N/A	N/A
Technicians	0.0%	12.5%	1

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**City of New York**  
Michael R. Bloomberg, Mayor

**Caswell F. Holloway, Deputy Mayor**  
Deputy Mayor for Operations

**Liz Weinstein, Director**  
Mayor's Office of Operations

**Edna Wells Handy, Commissioner**  
Department of Citywide Administration services

