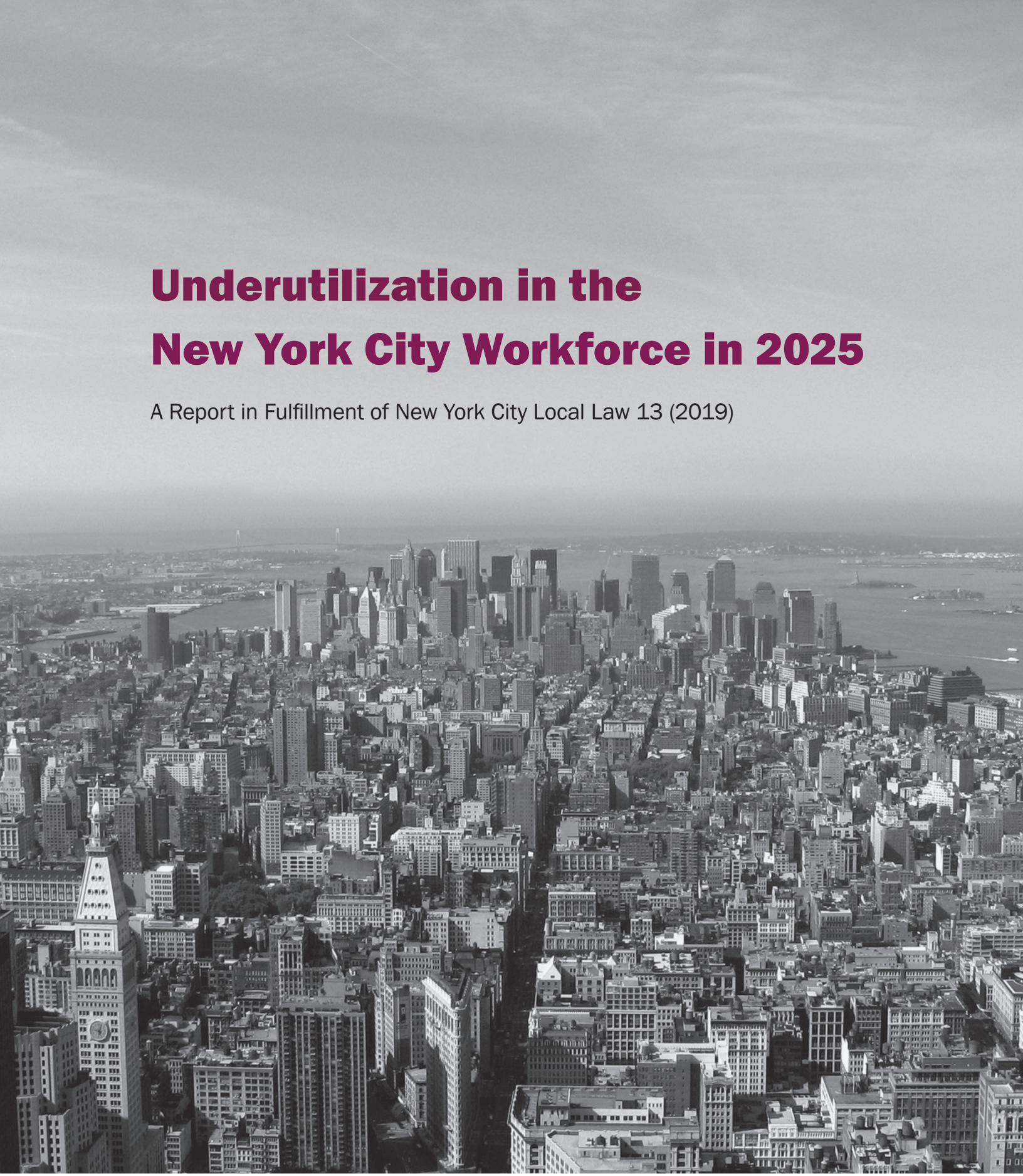
Underutilization in the New York City Workforce in 2025

A Report in Fulfillment of New York City Local Law 13 (2019)



NYC Equal Employment Practices Commission

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Prepared by

Grace Maruska, Research Analyst

Pratima Doodnauth, EEO Research Specialist

Adiba Gaffar, Research Analyst

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Executive Summary

Underutilization in New York City's government occurs when the government under-employs, under-promotes, or under-retains certain demographic groups, at least when compared to their expected availability in the labor market. As a result, the government's workforce fails to fully represent the diversity of its people.

New Yorkers who are available in the labor market for specific jobs already possess the education, training, and interest in specified careers. Therefore, the underutilization analysis in this report only covers part of the picture. Importantly, it does not include the upstream half of occupational segregation: those many societal, historical, and structural reasons that divert people of different demographic groups either into higher-paying or more-prestigious career paths or into lower-paying or less-prestigious ones.

The Equal Employment Practices Commission (EEPC) submits this report on underutilization in New York City's municipal workforce in accordance with New York City Local Law 13 (2019), which requires the EEPC to report annually for 10 years on the underutilization of racial and ethnic groups in the City's municipal workforce. This sixth annual report assesses underutilization of those who identify as Asian, Black, or Hispanic, and women, in the City's municipal workforce during Fiscal Year (FY) 2025.

However, the data used for these analyses is substantially out of date. The City's personnel agency (DCAS) manages the calculations of expected labor market availability; DCAS has not updated the estimates in over 10 years.

Thus, readers must understand that the analyses herein cannot accurately reflect today's underutilization. The EEPC has performed independent calculations with the available data, the same data City agencies use when evaluating their workforces. The analyses in this report compare today's employment levels to labor availability from a decade ago. Therefore, underutilization measured here will seem artificially stable, not because underutilization has not changed, but because the labor market availability data that DCAS provides for calculation has remained the exact same for the six years we have published this report.

Findings

As you read the highlighted findings below, keep in mind they reflect labor market availability for NYC that is over a decade out-of-date. Thus, workers in these groups may face better or worse underutilization than the headlines suggest.

In our years of oversight and partnership with City agencies, the EEPC has the impression that most, if not all, agencies and their leaders are genuine in their desires to advance equal opportunity. Nevertheless, the underutilization data shows that there is still considerable work to be done, despite agency efforts thus far.

In FY25, agency placements of Asian, Black, Hispanic, and women workers continued to be lower than the availability estimates, which may be understating some of the gaps because they are outdated.

Agencies, for the most part, will only repair underutilization if they hire, retain, and promote workers in underutilized groups at a rate higher than their labor market availability. In FY25, however, agencies hired, retained, or promoted from these groups at lower rates than the labor market availability, though slightly better than in FY24.

In FY25, agencies slightly reduced underutilization for Asian workers, although the outdated availability estimates may be understating the degree of their underutilization.

Agencies decreased the percentage of job groups that underutilized Asian workers and reduced their disparities in employment.

In FY25, agencies continued to underutilize Hispanic workers at the same rate, although the out-of-date availability estimates may be understating the degree of their underutilization.

The number and percentage of job groups with underutilization of Hispanic workers was consistent in FY24 and FY25. The shortfall between expected and actual Hispanic personnel remained virtually the same.

In FY25, agencies continued to see Black workers and women workers leave at a rate greater than their workforce presence.

Agencies will have difficulty repairing underutilization if they cannot retain workers from underutilized groups at rates similar to their presence in the workforce. As in recent years, Black workers and women workers continue to leave the municipal workforce at a higher rate than their current presence in the municipal workforce.

Recommendations

Update the availability estimates.

We cannot provide accurate estimates of underutilization because the City has not updated its availability estimates. In fact, we have concerns that these outdated labor market availability estimates will cause our mandated analyses to mislead readers and policymakers. The racial and ethnic composition of the City has changed since the estimates were last updated. This will be the top recommendation in this report series until DCAS does so.

Expand upon initiatives to waive civil service exam fees.

Local Law 57 (2025) enables DCAS to provide waivers for civil service examination fees to high school students and first-time applicants, beginning this year. Currently, the City has allowed several groups (e.g., veterans, and those receiving public assistance) to apply for fee waivers, using means-testing as a way to make municipal employment more accessible. We await DCAS's decision whether to add high school students and first-time applicants to that eligibility list.

The City should undertake broader efforts to make its civil service system more accessible. New York City likely requires exams and charges fees for far more civil service jobs than virtually every municipality in the United States. These fees cause greater burden for New Yorkers with fewer financial resources, disproportionately people of color and women. New Yorkers do not need to be on public assistance nor be a veteran to struggle to survive financially in New York City. Even many City workers find it difficult to make ends meet. When the City requires a fee for New Yorkers to take an exam for a job they may have to wait months or years for, or may never be offered, undoubtedly many decide not to participate. Means-testing waivers likely means many eligible test-takers will not seek a waiver because they are unaware of the benefit or because they judge that the administrative burden is not worth it. Means-tested benefits almost always require greater administrative costs than universal programs, lessening the budgetary savings that motivated the means-testing.

Of all states, only New York State and New Jersey charge civil service exam fees. New York State has waived its fees for the past several years as part of a pilot program to make civil service more accessible. New York City should undertake some version of that.

Develop procedures for analyzing exit survey data to improve retention of underutilized groups.

Local Law 130 (2023) requires City entities to offer exit surveys to employees who are leaving. For entities where separations outpace the presence of underutilized groups, the results from the survey can offer policy insights to help the entity improve its retention. The City should develop procedures for requiring entities that fail to retain women and people of color to analyze exit survey data and make informed changes to their employment practices.

Introduction

New York City Local Law 13 (2019) requires the Equal Employment Practices Commission (EEPC) to report annually for 10 years on underutilization of racial and ethnic groups in the City's municipal workforce and the non-faculty personnel at the City University of New York's (CUNY) community colleges. The law also mandates that the EEPC offers recommendations on how to address underutilization. The EEPC has formally requested the New York City Council amend Local Law 13 to include gender as part of this series. As such, this report includes analyses of women.

This report provides an overview of the City's municipal workforce and the underutilization of women and people of color in job groups and at City entities in Fiscal Year (FY) 2025. We illustrate underutilization for every job group and entity for which we have data. We also discuss trends in placements and separations.

The EEPC thanks the New York City Department of Citywide Administrative Services (DCAS) for providing us with the data needed to produce this report. We also thank the Mayor's Office and City Council for their support and funding to ensure we can continue to conduct our work. We look forward to continuing our work together. Additionally, the authors thank the EEPC's Board of Commissioners: Chair Aldrin Rafael Bonilla, Vice-Chair Elaine S. Reiss, Minosca Alcantara, Ngozi Okaro, and Nicole Yearwood. Executive Director, Jimmy Pan, Director of Research, Russell Ferri, and Director of Audits, Menelik Allsop, also provided feedback.

How we analyze underutilization

Underutilization is the employment of individuals who identify as Asian, Black, or Hispanic, and those who identify as women, at lower rates than their labor market availability, where the disparity meets a defined threshold. We assess underutilization for each job group within individual agencies. The City classifies job titles into larger job groups, combining those with similar tasks, responsibilities, and skills. The City calculates the labor market availability for racial and ethnic groups and by gender for each job group, using different weightings for each. Many availability estimates are derived from the combination of the demographic composition of relevant Civil Service lists and Census data for New York City.

The analyses in this report are primarily based on data from the fourth quarter of FY25. The data illustrates the composition of the City's municipal workforce on June 30, 2025, the last day of that quarter. To assess the extent to which underutilization changed, we compare trends with data from the last day of the fourth quarter of FY24. The data are housed by DCAS in the Citywide Equal Employment Database System (CEEDS). A more detailed explanation of the data, including CEEDS, can be found in Appendices E and F of the FY23 Local Law 13 report. We provide definitions for some key terms below.

Underutilization of which groups?

The City's Equal Employment Opportunity Policy protects personnel from employment discrimination based on race, ethnicity, and gender, among other characteristics. We assess underutilization for some of the groups who have historically faced discrimination in employment and whose presence in New York City is large enough to conduct statistical analyses: workers who identify as Asian, Black, or Hispanic, and women.

What methods are used to determine underutilization?

The City assesses underutilization for job groups with more than eight employees. For the most part, the City determines underutilization exists where there is a "statistically significant" disparity between the actual presence of a demographic group within an individual job group and the expected presence of the that demographic group within the same job group, given the availability estimate. Classifications of statistical significance are based on calculations that consider the magnitude of the disparity and the number of personnel in the job group. The larger the disparity, the more likely it is to be statistically significant. Disparities are also more likely to be statistically significant with more personnel in the job group.

Using the City's approach, we conducted independent calculations of statistical significance for this report. Some job groups have underutilization with the independent calculations, whereas the City's calculations show they did not. The primary reason for the difference is because the City does not flag underutilization within job groups if the disparity between the expected number of individuals from the demographic group and their actual number is less than or equal to five percent of the total personnel in the job group (the City refers to this as the "N-05 rule"). Appendix E in the FY23 Local Law 13 report includes more information on the methodological approach, including some hypothetical examples to illustrate the differences. Appendix F in the FY23 Local Law 13 report also describes other metrics the City uses to determine underutilization.

The job groups and entities we analyze

This report analyzes 78 mayoral and non-mayoral entities, departments, offices, and boards included in CEEDS.[1] CEEDS does not include data for numerous entities, including Health + Hospitals Corporation (H+HC), the Department of Education's (DOE) pedagogical employees (i.e., teachers), and the City's 59 community boards. Such exclusions mean that the number of personnel analyzed in this report is considerably lower than the total personnel in the City's municipal workforce.

Table 1 illustrates seven examples of job groups established by the City, how many of the entities included in the report have these job groups, and the number of personnel citywide. Because the City only determines whether underutilization exists for job groups with more than eight employees, we also indicate the number of job groups that meet that criterion and the number of employees in those job groups. Across all 78 entities included in this report, the number of job groups with more than eight employees increased by two since FY24, from 484 to 486 . A complete account of job groups established by the City can be found in Table 12 in Appendix A.

Table 1: Sample of Job Groups and Number of Personnel

Job Group	Job Groups	Personnel	Job Groups with More Than Eight Personnel	Personnel in Job Groups with More Than Eight Personnel
Police and Detectives	24	36,576	19	36,561
Paraprofessionals	75	14,539	60	14,489
Social Workers	19	12,427	12	12,410
Managers	73	12,079	63	12,037
Craft	20	9,852	15	9,844
Transportation	24	261	9	227
Operators	10	130	7	119
Total	**804**	**183,158**	**486**	**182,145**

1 The City recently established the Commission on Racial Equity (CORE), Criminal Justice Coordinator, and the Office of Racial Equity, raising the number of entities from 75 in FY24 to 78 in FY25.

This report includes analyses of 183,158 personnel.[2] The three largest job groups (Police and Detectives, Paraprofessionals, Social Workers) account for 63,542 employees — 35 percent of the workforce in our analyses. The three smallest job groups (Personal Services, Operators, Health Services) have 450 employees total, representing less than one percent of the workforce analyzed in this report. The Police and Detectives job group has the greatest number of personnel (36,576). This job group represents Police Officers, Correction Officers, Detectives, and other titles across numerous entities, including the New York City Police Department (NYPD), various District Attorney (DA) offices, and Department of Correction (DOC). The Operators job group has the fewest personnel (130).

Table 2 lists the five largest and five smallest entities based on the number of personnel. Seventy of the 78 entities (90 percent) analyzed in this report had at least one job group large enough to measure underutilization.

Table 2: Number of Personnel at Largest and Smallest Entities Analyzed

Entity	Job Groups	Personnel	Job Groups with More Than Eight Personnel	Personnel in Job Groups with More Than Eight Personnel
NYC Police Department	25	47,850	22	47,836
NYC Fire Department	19	17,569	16	17,560
Department of Education*	20	13,581	17	13,565
Department of Social Services (HRA+DHS)	21	12,478	19	12,468
NYC Housing Authority	22	12,034	19	12,021
Office of the New York County Public Administrator	4	12	0	0
Civil Service Commission	5	11	0	0
Office of the Bronx County Public Administrator	3	9	0	0
Office of the Queens County Public Administrator	3	7	0	0
Office of the Richmond County Public Administrator	3	5	0	0

*Data only includes non-pedagogical (i.e., non-teaching) personnel

The five largest entities accounted for 103,512 employees, representing 56 percent of the personnel included in this report. The NYPD had the largest number of personnel, almost three times as much as the New York City Fire Department (FDNY) or the non-pedagogical

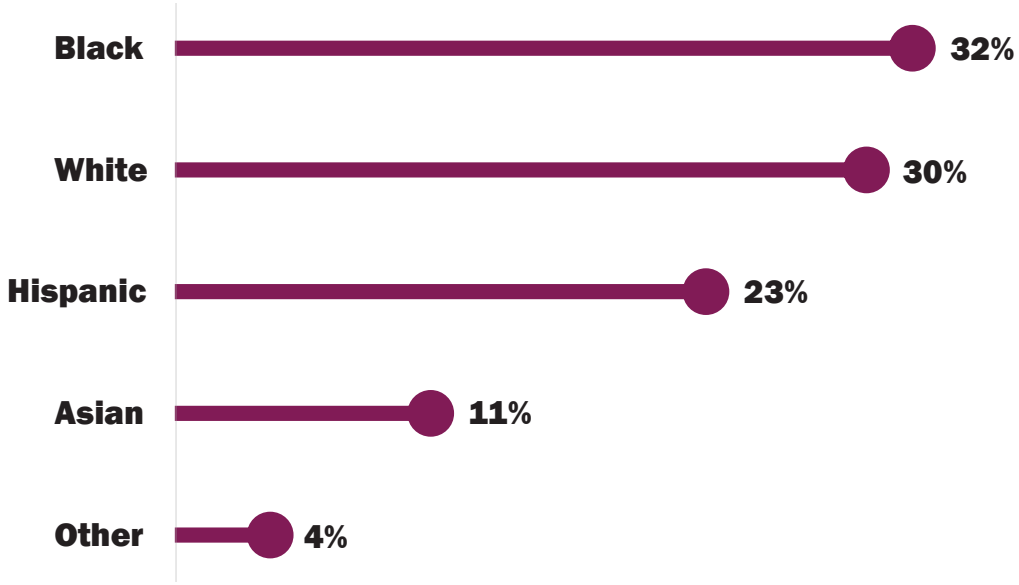
2 The FY24 NYC Government Workforce Profile report shows that there are 364,340 personnel in the City's workforce, as of June 30, 2024. To access the report, see: https://www.nyc.gov/assets/dcas/downloads/pdf/reports/nyc-government-workforce-profile-report-fy-2024.pdf. Table 12 in Appendix B of the FY23 Local Law 13 report provides the complete listing of City entities included in this report.

staff at the DOE — the second and third largest entities in terms of personnel. Four of the five Public Administrator's Offices had the fewest personnel. Eight City entities did not have at least one job group large enough to include in our analyses.[3]

Workforce Demographics

Figure 1 illustrates the racial and ethnic composition of the personnel analyzed in this report, and Figure 2 shows the gender composition. The gender composition here varies substantially from that reported in the DCAS NYC Government Workforce Profile series. The absence of various agencies, as previously stated, skews the gender composition presented here. For example, the bulk of personnel at H+HC and pedagogical employees at DOE are women.

Figure 1: Racial and Ethnic Composition of Personnel Included in this Report



Black workers account for most personnel (32 percent), followed by White workers (30 percent). Around one-fourth of workers are Hispanic, and 11 percent identify as Asian. The Other category (4 percent) includes Native American and Alaska Natives and those who did not indicate their race or ethnicity in the City's personnel system.[4]

3 Entities excluded from further analyses are the Board of Standards & Appeals, Criminal Justice Coordinator, Equal Employment Practices Commission, Office of Racial Equity, Office of the New York County Public Administrator, Office of the Bronx County Public Administrator, Office of the Queens County Public Administrator, and Office of the Richmond County Public Administrator.

4 There are marginal differences, but the racial and ethnic composition of the personnel analyzed in this report is similar to the entire City workforce, as reported in the FY2024 NYC Government Workforce Profile Report. Ibid, 2.

Figure 2: Gender Composition of Personnel Included in this Report

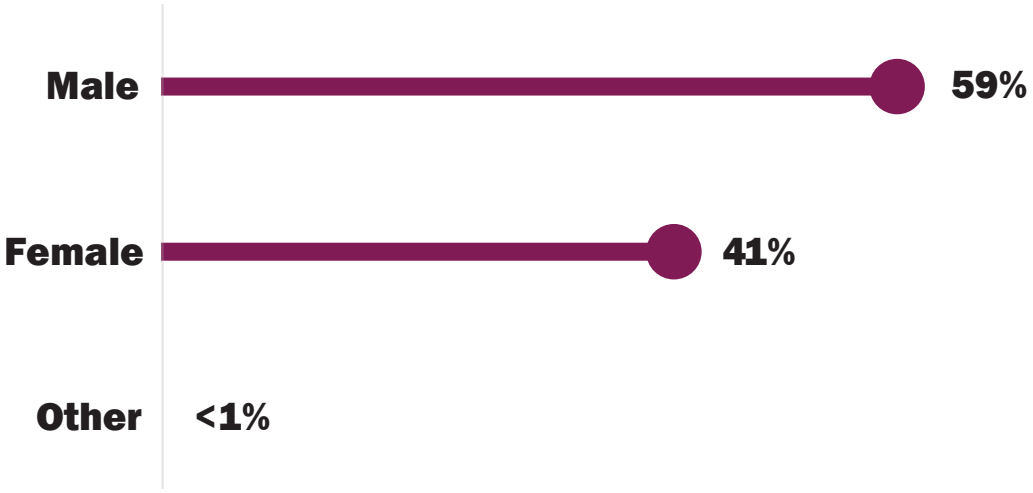


Figure 2 shows the gender composition of personnel included in this report. Men represented most of the personnel (59 percent). Less than one percent of personnel identified as non-binary or did not provide information on their gender in the City's personnel system.[5]

The extent of underutilization in New York City's municipal workforce

When analyzed using labor market availability data over ten years out-of-date, agencies slightly reduced the number of instances of underutilization of people of color and women, from 235 in FY24 to 215 in FY25.[6] The percentage of job groups with underutilization decreased or remained the same for Asian, Hispanic, and women workers. For Black workers, there was an increase. In FY25, Asian workers were underutilized in 6 percent of job groups (as compared to 8 percent in FY24), Black workers in 20 percent (as compared to 19 percent in FY24), Hispanic workers in 5 percent (as compared to 5 percent in FY24), and women workers in 14 percent (as compared to 14 percent in FY24).

Black workers continue to have the largest shortfall between expected and actual personnel in the City's municipal workforce, with the disparity increasing from 8,429 in FY24 to 8,526 in FY25. The shortfall decreased for all other demographic groups. For Asian workers, the disparities dropped from 1,533 to 1,317, Hispanic workers declined from 1,116 to 1,098, and women from 3,374 to 3,055.

5 According to the FY24 NYC Government Workforce Profile Report, 59 percent of the City's entire workforce (364,340) are women, and 41 percent are men. Ibid, 2.
6 We define an "instance" of underutilization as the unique combination of the demographic group, job group, and entity. For example, if an entity has underutilization of only Asian workers in its Paraprofessionals job group, it is counted as one instance; if an entity has underutilization of both Asian and women workers in its Paraprofessionals job group, it counts as two instances.

Underutilization in Job Groups

Table 3 and Table 4 illustrate the citywide prevalence of underutilization in select job groups, by race and ethnicity and then gender, respectively. Table 5 shows the citywide disparity by race and ethnicity, and Table 6 shows the same by gender. The disparity is the shortfall between the expected and actual workforce, only for statistically significant cases where more personnel in the demographic group would be expected, given the availability estimate. For the complete account of citywide underutilization by job group, see Appendix A.

Underutilization remains high for Black and women workers, although the outdated data may be exaggerating underutilization of Black personnel.

For Black workers, the percentage of job groups with underutilization increased from 19 to 20 percent. Disparities were also up from 8,429 to 8,526 in FY25. Black workers are the only demographic group where the number of job groups with underutilization and disparities increased from the year prior. For women workers, underutilization remained stable at 14 percent, but disparities decreased from 3,374 in FY24 to 3,055 in FY25.

Despite the increase in underutilization of Black workers citywide, there were notable decreases in the Managers, Management Specialists, and Paraprofessional job groups (19, 20, and 13 percent, respectively) compared to FY24. For the Police and Detectives job group, however, the percentage of job groups with underutilization of Black workers increased from 15 to 26 percent between FY24 and FY25. Hispanic workers were not underutilized in this job group, as was the case last year. Underutilization of Asian workers in the Police and Detectives job group was the same as Black workers in FY24 (15 percent) but declined significantly to 5 percent in FY25. Underutilization of women workers became worse in this job group, with the percentage of job groups with underutilization increasing from 20 to 26 percent.

Underutilization improved for Asian workers, although the outdated data may be exaggerating those improvements.

The percentage of job groups with underutilization of Asian workers decreased from 8 to 6 percent between FY24 and FY25. Disparities also dropped from 1,533 to 1,317. The Managers job group saw considerable improvement for Asian workers, with underutilization declining from 8 to 3 percent. The shortfall between expected and actual Asian personnel in the Managers job group was also cut in half, dropping from 58 to 25 in FY25. Underutilization for Hispanic workers, while stable at 5 percent in FY24 and FY25, had some interesting variations. Increases occurred in the Managers and Laborers job group for the first time in recent years.

The Paraprofessional job group — the second largest citywide — saw decreases in underutilization for all demographic groups as compared to last year. Hispanic and women workers had substantial decreases in FY25, as the percentage of job groups with underutilization dropped from 8 to 3 percent for Hispanic workers and 7 to 3 percent for women.

Table 3: Underutilization of Racial and Ethnic Groups in Select Job Groups, Citywide[7]

Job Group	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
		Asian Workers	Black Workers	Hispanic Workers
Managers	63 ↑	3.2% ↓ (2)	19.0% ↓ (12)	11.1% ↑ (7)
Management Specialists	49	2.0% (1)	20.4% ↓ (10)	2.0% (1)
Police Supervisors	4	0% (0)	25.0% (1)	0% (0)
Health Professionals	9	11.1% (1)	44.4% (4)	0% (0)
Social Workers	12	16.7% ↓ (2)	75.0% ↑ (9)	0% (0)
Police and Detectives	19 ↓	5.3% ↓ (1)	26.3% ↑ (5)	0% (0)
Craft	15	20.0% ↑ (3)	73.3% (11)	0% ↓ (0)
Laborers	13	38.5% (5)	7.7% (1)	15.4% ↑ (2)
Paraprofessionals	60 ↑	6.7% ↓ (4)	13.3% ↓ (8)	3.3% ↓ (2)
Total	**486**	**6.4% ↓ (31)**	**19.8% ↑ (96)**	**4.5% ↓ (22)**

Table 4: Underutilization of Women in Select Job Groups, Citywide

Job Group	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
		Women Workers
Managers	63 ↑	12.7% ↓ (8)
Management Specialists	49	6.1% (3)
Police Supervisors	4	0% (0)
Health Professionals	9	22.2% (2)
Social Workers	12	41.7% ↑ (5)
Police and Detectives	19 ↓	26.3% ↑ (5)
Craft	15	80.0% (12)
Laborers	13	76.9% (10)
Paraprofessionals	60 ↑	3.3% ↓ (2)
Total	**486**	**13.6% ↓ (66)**

7 The "Total" row includes all job groups, not only those listed in the rows above. The "Total" row shows there were 486 job groups with more than eight employees across entities. The "Job Groups with More Than Eight Personnel" column indicates the number of entities that have more than eight employees in that job group. The columns for Asian, Black, and Hispanic workers contain the percentage of job groups with underutilization, citywide. The number of entities with underutilization of that demographic group within the larger job group is in parentheses. Arrows indicate an increase or decrease from the previous year (FY24). Those without an arrow, except where previously noted, illustrate that the figure did not change. In the Managers job group, 19 percent of the 63 entities underutilized Black workers in FY25, followed by Asian and Hispanic workers at 3 and 11 percent, respectively. Underutilization increased for Asian workers since FY24, as indicated by the upward arrow.

Table 5: Disparity for Racial and Ethnic Groups in Select Job Groups, Citywide[8]

Job Group	Personnel	Disparity Between Expected and Actual Personnel		
		Asian Workers	Black Workers	Hispanic Workers
Managers	12,037	25	326	103
Health Professionals	4,959	7	775	-
Technicians	8,506	243	636	68
Firefighters	9,059	-	-	-
Police and Detectives	36,561	7	3,532	-
Craft	9,844	119	965	-
Laborers	4,880	253	37	118
Sanitation Workers	7,906	-	341	-
Paraprofessionals	14,489	176	227	17
Total	**182,145**	**1,317**	**8,526**	**1,098**

Table 6: Disparity for Women in Select Job Groups, Citywide

Job Group	Personnel	Disparity Between Expected and Actual Personnel
		Women Workers
Managers	12,037	344
Management Specialists	12,206	173
Science Professionals	8,015	115
Social Workers	12,410	135
Technicians	8,506	643
Firefighters	9,059	-
Police and Detectives	36,561	355
Craft	9,844	657
Laborers	4,880	260
Total	**182,145**	**3,055**

8 Tables 5 and 6 provide the aggregate disparity — or the shortfall between the expected and actual number of personnel within the demographic group and job group — for select job groups citywide. The "Total" includes all job groups, not just those listed. The "Job Groups with More Than Eight Personnel" column only includes those with at least eight employees. The columns for Asian, Black, Hispanic, and women workers indicate the disparity for job groups with underutilization. A dash signifies that the job group does not underutilize that demographic group and, therefore, does not have any shortfall in terms of expected compared to actual personnel. For example, the City has underutilization of Black workers in the Sanitation Workers job group. To achieve parity between the workforce ("actual personnel") and the City's availability estimate ("expected personnel"), the City would need to hire an additional 341 Black workers.

Underutilization at City Entities

In FY25, 67 percent of entities (47 of 70) underutilized at least one demographic group. Tables 7 and 8 illustrate the prevalence of underutilization at select entities, by race and ethnicity, and gender, respectively. For Tables 9 and 10, we show the disparities by entity. The "Total" row for each table provides the citywide totals for each column, not just of those entities listed. Tables 17 through 20 in Appendix A provide complete accounts for every entity.

The New York Police Department (NYPD) continues to have considerable underutilization of Black and women workers, even when using outdated labor market availability data.

The percentage of job groups with underutilization of Black and women workers was 27 and 22 percent, respectively. The disparity between expected and actual Black personnel at the NYPD was significant (3,730) and represented 8 percent of all personnel at the NYPD. Disparities for women were very small (375) in FY25. Asian workers were also underutilized at the NYPD, though at a smaller scale. Hispanic workers were not underutilized at all.

Underutilization improved for Asian and women workers at the Department of Social Services (DSS), although the outdated data may be exaggerating those gains.

The percentage of job groups with underutilization of Asian and women workers both dropped from 16 to 11 percent between FY24 and FY25. For Asian workers, the shortfall between expected and actual personnel declined from 61 to 46. The disparity for women was even smaller, decreasing from 25 to 15. Underutilization remained the same at 5 percent for Black and Hispanic workers.

The New York City Housing Authority (NYCHA) had substantial underutilization of Asian and women workers, though there were improvements compared to FY24, although the outdated data may be exaggerating those gains.

There was underutilization of Asian workers in a quarter of the job groups at NYCHA, compared to 33 percent in FY24. Underutilization of women workers also improved, decreasing from 22 to 16 percent from FY24 to FY25. Only 5 percent had underutilization of Black and Hispanic workers at NYCHA. Although underutilization was less common among Hispanic workers, there were considerable disparities (538) in the Building Services job group.

Underutilization improved for Hispanic and women workers but became worse for Black workers at the Department of Health and Mental Hygiene (DOHMH). The outdated data may be exaggerating gains made for Hispanic and women workers.

In FY25, there was underutilization in two of the 22 job groups for Black and women workers, and underutilization in one group for Hispanic workers at DOHMH. The percentage of job groups with underutilization increased for Black workers but decreased for Hispanic and women workers between FY24 and FY25. Disparities were relatively small for Black (18), Hispanic (33), and women (19) workers.

Table 7: Underutilization of Racial and Ethnic Groups at Select Entities[9]

Entity	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
		Asian Workers	Black Workers	Hispanic Workers
Office of the Mayor	5	0% (0)	20.0% (1)	0% (0)
NYC Police Department	22 ↓	4.5% ↑ (1)	27.3% ↑ (6)	0% (0)
Department of Health & Mental Hygiene	22 ↑	0% (0)	9.1% ↑ (2)	4.5% ↓ (1)
Department of Education	17 ↓	17.6% ↑ (3)	29.4% ↑ (5)	5.9% ↑ (1)
Department of Social Services (HRA+DHS)	19	10.5% ↓ (2)	5.3% (1)	5.3% (1)
Department of Sanitation	13 ↓	7.7% ↑ (1)	23.1% ↓ (3)	7.7% ↑ (1)
Department of Transportation	14	14.3% (2)	28.6% ↑ (4)	0% (0)
Department of Parks & Recreation	16	37.5% ↑ (6)	37.5% ↓ (6)	6.2% (1)
NYC Office of Technology and Innovation	8	12.5% (1)	12.5% (1)	12.5% ↑ (1)
Office of the Queens County District Attorney	8 ↑	0% (0)	50.0% ↓ (4)	0% (0)
NYC Housing Authority	19 ↑	26.3% ↓ (5)	5.3% ↓ (1)	5.3% ↓ (1)
Total	**486**	**6.4% ↓ (31)**	**19.8% ↑ (96)**	**4.5% ↓ (22)**

Table 8: Underutilization of Women at Select Entities

Entity	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
		Women Workers
NYC Police Department	22 ↓	22.7% ↑ (5)
Department of Health & Mental Hygiene	22 ↑	9.1% ↓ (2)
Department of Correction	20	20.0% (4)
Department of Education	17 ↓	17.6% ↓ (3)
Department of Social Services (HRA+DHS)	19	10.5% ↓ (2)
Department of Sanitation	13 ↓	23.1% ↑ (3)
Department of Transportation	14	35.7% ↓ (5)
Department of Parks & Recreation	16	25.0% (4)
NYC Office of Technology and Innovation	8	37.5% (3)
Department of Citywide Administrative Services	16 ↑	12.5% ↓ (2)
NYC Housing Authority	19 ↑	15.8% ↓ (3)
Total	**486**	**13.6% ↓ (66)**

9 How to read these tables: the Office of the Mayor has five job groups with more than eight employees. These job groups do not have any underutilization of Asian or Hispanic workers, but one underutilizes Black workers. To determine the entities we include in Tables 7 and 8, we add the shortfall between expected and actual personnel for each demographic group and divide by the total number of personnel in job groups with more than eight employees. In other words, some entities listed in Tables 7 and 8 have the highest rates of underutilization, measured as the percentage of personnel in eligible job groups. Tables 7 and 8 also include entities with lower rates of underutilization to provide additional perspective.

Table 9: Disparity in Personnel by Race and Ethnicity at Select Entities, Citywide

Entity	Personnel	Disparity Between Expected and Actual Personnel		
		Asian Workers	Black Workers	Hispanic Workers
Office of Management & Budget	457	-	58	-
NYC Police Department	47,836	7	3,730	-
NYC Fire Department	17,560	207	764	-
Office of the City Clerk	35	-	14	-
Department of Education	13,565	195	873	148
Department of Environmental Protection	5,820	17	558	39
Department of Parks & Recreation	8,859	279	470	104
Office of the New York County District Attorney	1,747	18	204	31
Office of the Queens County District Attorney	939	-	93	-
NYC Housing Authority	12,021	347	148	538
Total	**182,145**	**1,317**	**8,526**	**1,098**

Table 10: Disparity for Women at Select Entities, Citywide

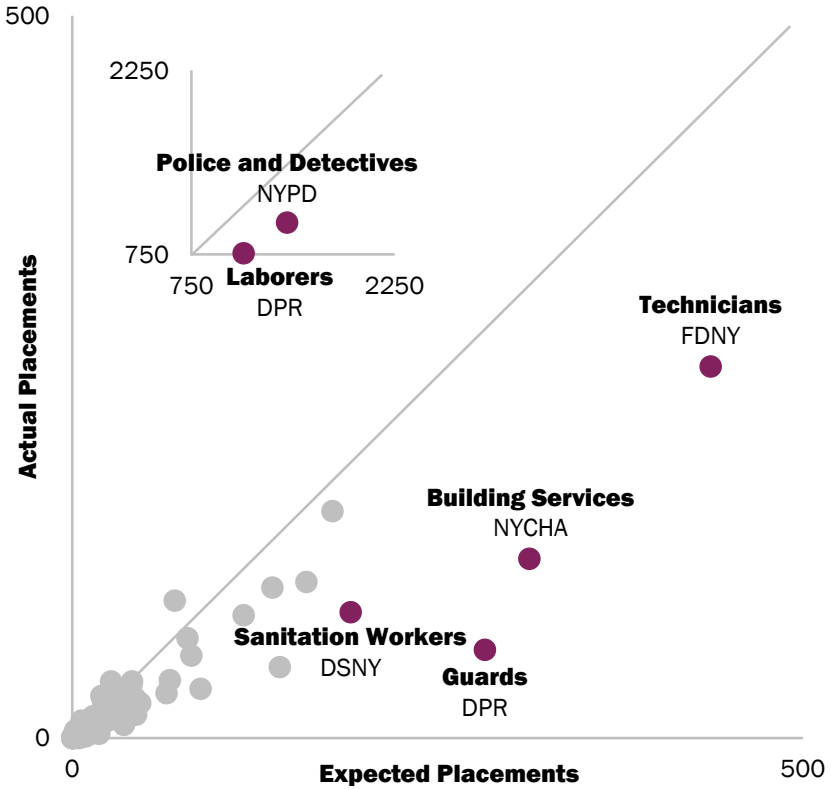
Entity	Number of Personnel	Disparity Between Expected and Actual Personnel
		Women Workers
NYC Police Department	47,836	375
NYC Fire Department	17,560	700
Department of Correction	7,200	56
NYC Taxi & Limousine Commission	444	20
NYC Housing Preservation & Development	2,397	74
Department of Buildings	1,600	122
Department of Environmental Protection	5,820	377
Department of Transportation	5,959	249
Department of Parks & Recreation	8,859	283
NYC Office of Technology and Innovation	1,524	107
Total	**182,145**	**3,055**

Placements often perpetuated underutilization

New hires or promotions (placements) typically exacerbated underutilization in 2025.[10] For job groups with underutilization in the previous year, there would have been 10,018 placements of Asian, Black, Hispanic, and women workers, if placements matched the availability estimates for each demographic group. Actual placements (7,237), however, were fewer than expected, contributing to underutilization.

Figure 3 illustrates the actual and expected placements in 2025 for job groups where there was underutilization of one or more racial and ethnic groups in 2024. Points underneath the diagonal line indicate that actual placements were less than the expected placements, given the availability estimates for that demographic group.

Figure 3: Actual vs. Expected Placements for Underutilized Racial/Ethnic Groups, by Entity and Job Group



10 Available data on placements are imperfect. For example, CEEDS does not distinguish between promotions within the same job group, promotions from different job groups, or promotions between different agencies. In previous years, the EEPC only counted new hires. The FY24 report was the first in which we combined new hires and promotions to account for all placements.

Each point represents an individual job group at an entity. These job groups had underutilization of Asian, Black, and/or Hispanic workers in FY24. If more than one of these demographic groups had underutilization, we combined the disparities and availability estimates and represented them with one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

Note the data point labeled “Technicians - FDNY” towards the center of the y axis and toward the right of the x axis, below the diagonal line. This represents the Technicians job group at FDNY, which had underutilization of Asian and Black workers in FY24. If the placement rate of Asian and Black workers in the Technicians job group matched their availability, the FDNY would have placed 437 Asian and Black workers in FY25; instead, there were 257 placements of individuals from these demographic groups. In this example, the disparity helped exacerbate underutilization.

The diagonal line that bisects the plot marks all points at which the number of placements for underutilized groups matches their availability. Most points (86 percent) fall below the diagonal line, like the example for FDNY provided above, indicating placements of underutilized groups did not match their availability. This was down from 90 percent in FY24. Data points on or above the diagonal line represent job groups at entities where actual placements are equal to or greater than the expected placements (or availability).

Figure 4: Actual vs. Expected Placements for Underutilized Women, by Entity and Job Group

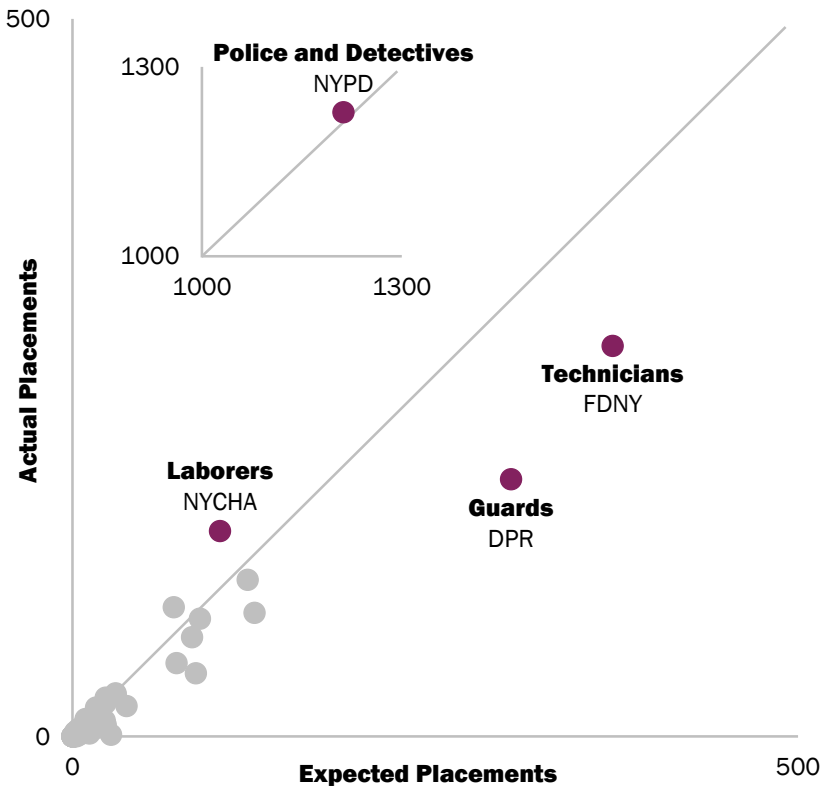


Figure 4 illustrates placements for women workers, in the same way as Figure 3. In FY25, 69 percent of placements were below the diagonal line, indicating that most entities did not hire or promote women workers at rates consistent with their availability. This was down from 72 percent in FY24. The shortfall between expected and actual placements of women workers was particularly high at DPR and FDNY. On the other hand, the actual placements of women workers exceeded the number expected at NYCHA and the NYPD.

Separations often perpetuated underutilization

Separation activity continued to impact underutilization in FY25. Figure 5 demonstrates, for example, that separations impacted the underutilization of Asian, Black, and Hispanic workers at lower rates compared to placements. Points below the diagonal line indicate job groups in which individuals from the underutilized group(s) separated at rates higher than the presence of that group at the beginning of the year.

Figure 5: Actual vs. Expected Separations for Underutilized Racial/Ethnic Groups, by Entity and Job Group



Each point represents an individual job group at an entity. These job groups had underutilization of Asian, Black, and/or Hispanic workers by the end of FY24. We combined those with underutilization of more than one demographic group, representing just one data point on the plot. Entities may appear more than once if they have more than one job group with underutilization.

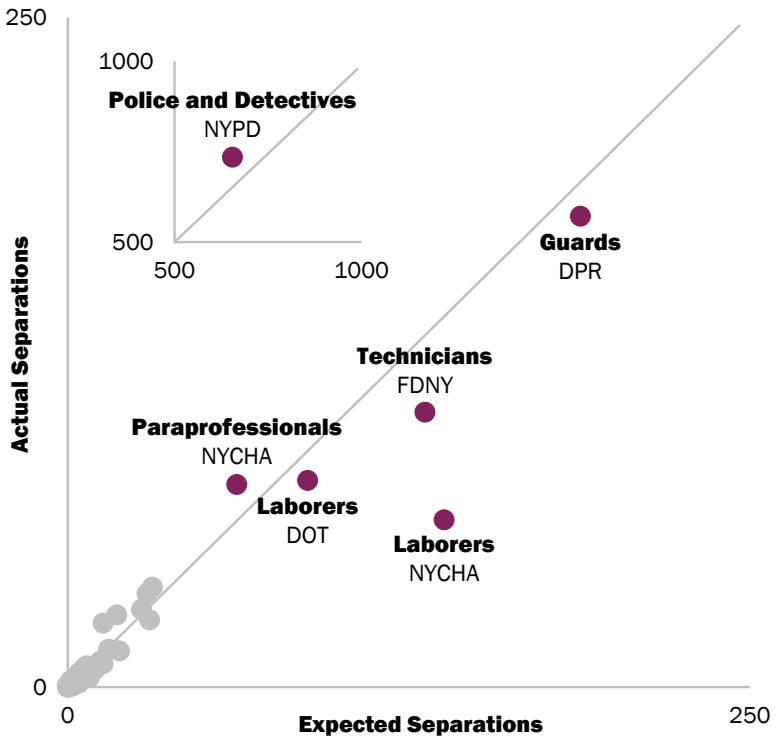
Note the " Sanitation Workers - DSNY" point toward the center of the main graph, but below the diagonal line. This data point represents the Sanitation Workers job group at the Department of Sanitation. In FY24, the Sanitation Workers job group had underutilization of Black

workers. The actual separations of Black workers (120), which determines the position of the job group on the vertical (or y) axis, exceeded the separations there would have been if it matched their availability (113), representing the position of the job group on the horizontal (or x) axis. In this example, City personnel from underutilized groups separated from their jobs at rates higher than expected, worsening underutilization.

The diagonal line that bisects the plot marks all the points at which the number of separations of underutilized groups exactly matches their presence in the job group. Around 52 percent of the points were above the diagonal line, indicating that separations helped remediate underutilization to some extent. Five percent of the data points showed no activity, suggesting that separations among Asian, Black, and Hispanic workers equaled what was expected, thus having no impact on underutilization.

Figure 6 illustrates the same data as Figure 5, but for women workers.

Figure 6: Actual vs. Expected Separations for Underutilized Women, by Entity and Job Group

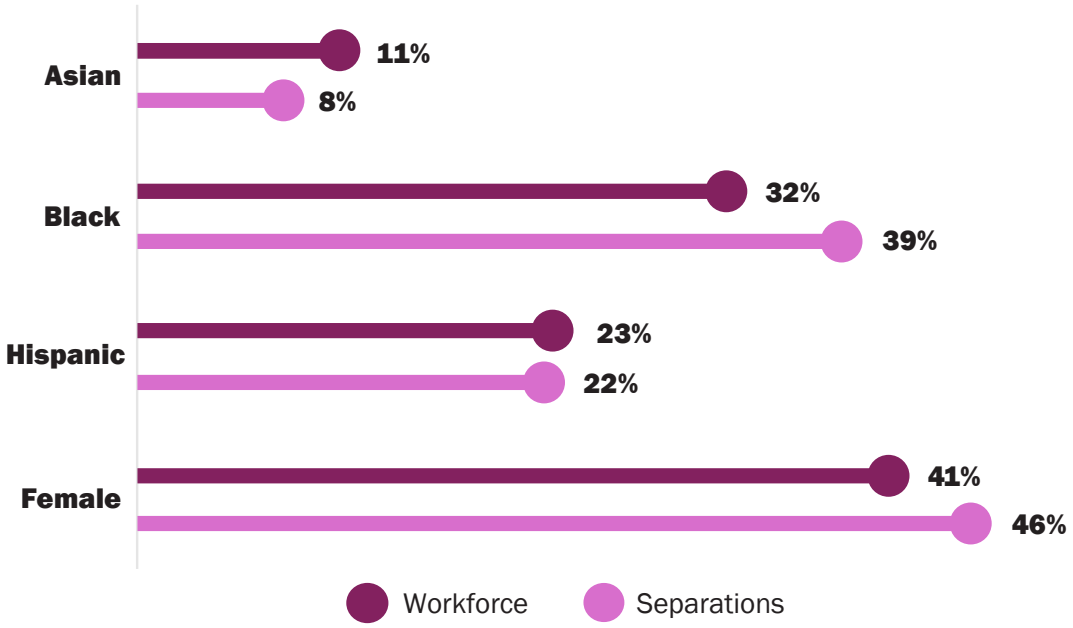


Separations had mixed impact on the underutilization of women workers. More job groups and entities had fewer separations of women workers than expected. In FY25, 46 percent of job groups had fewer separations of women workers than expected (up from 36 percent in FY24), as represented by the points above the diagonal line, which helped remediate

underutilization across the City's municipal workforce. The expected and actual separations were the same and had no impact on the underutilization of women workers for 13 percent of job groups with underutilization in the year prior.

Figure 7 illustrates the separation rate and workforce composition for each demographic group in FY25.

Figure 7: Share of Workforce Representation and Separations, Citywide



Separations for Black and women workers surpassed their presence in the City's municipal workforce. Women workers accounted for 46 percent of separations in FY25 but represent 41 percent of personnel included in this report; Black workers represent 32 percent of the City's municipal workforce, yet accounted for 39 percent of separations in FY25. Conversely, Asian and Hispanic workers both separated at rates less than their representation in the workforce.

How we help entities combat underutilization

Auditing the employment practices and procedures of City entities, particularly to determine if they are complying with applicable laws and policies, is one of the primary responsibilities of the EEPC. Founded upon federal, state, and local laws, the EEPC has established standards on employment practices. Many of these standards are intended to help institutions address underutilization by improving opportunities for historically underrepresented groups who have faced discrimination and barriers to employment.

From 2022-2025 the EEPC conducted its *Employment Practices Audit with a Focus on Underutilization* (EPA (UU)). The audit was completed a few months prior to the publication of this report. The goal of the EPA (UU) is to evaluate components of an entity's EEO program. It also includes assessments of an entity's workforce data, as well as their recruitment and selection processes, to ensure the entity is taking action to address underutilization of women and people of color in the City's municipal workforce. A determination of compliance indicates an entity has successfully established and implemented measures to ensure it is providing equal employment opportunities. The EEPC issues "Corrective Actions" for each standard the entity has not demonstrated compliance. For example, the EPA (UU) audit requires entities to:

- Review recruitment sources to ensure they include those specific to the underutilized demographic group and add sources as necessary; for example, adding recruitment sources like *Society of Women Engineers* when recruiting for engineering positions or Hispanic-serving institutions when recruiting for positions in job groups with underutilization of Hispanic workers.
- Annually review workforce statistics and EEO complaints to identify trends and the agency's employment practices, policies and programs to ensure they are up to date.
- Assess selection criteria being used to determine whether it is job-related and required by business necessity. For example, is a physical test truly necessary to measure one's ability to do the job? When filling a vacancy, what is the most appropriate job title and Civil Service class?
- Use an applicant tracking system to enable an entity's EEO professionals (e.g., the EEO Officer) to gather and review pertinent applicant data such as demographics, applicant stage, dispositions, and selection decisions.

The EPA (UU) contains 20 standards, divided into eight sections (see Table 11).

Table 11: EPA (UU) Audit Sections

Section	Standards
EEO policy issuance, distribution, and posting	2
Complaint investigation procedures	1
Annual EEO plan	1
Entity training	4
Employees and applicants with disabilities	3
Workforce review and analysis	2
Recruitment	3
Selection (hiring and promotion)	4
Total	**20**

The Compliance-Monitoring phase

As of December 31, FY25, the EEPC initiated eighty-four entity audits between 2022 and FY25. All eighty-four entities reached the Final Determination and Compliance-Monitoring phase by the end of FY25. The EEPC assigned 466 Correction Actions (CAs), as illustrated in Table 22 in Appendix C. All audit standards had one or more CAs issued.

Efforts to reduce underutilization — in the best-case scenario — have an immediate impact. It is more typical, however, that efforts have slower, inconsistent effects on underutilization across the City's municipal workforce. There are myriad hurdles to overcome to address underutilization, and, despite the City's targeted recruitment efforts, it has been difficult to recruit individuals from certain demographic groups into certain jobs (e.g., women who are Sewage Treatment Workers and Watershed Maintainers). When entities hire from the Civil Service lists, they must abide by the legally mandated one-in-three rule when filling vacancies and, therefore, have limited flexibility in who they hire.[11]

11 The One-in-Three Rule pertains to "competitive" Civil Service titles. Most of the City's municipal workforce falls under such classification.

External factors impacting underutilization

As was the case last year, the City's Two-for-One hiring freeze, which was originally announced on February 21, 2024, is still in place, meaning entities are only allowed to hire one new person for every two vacancies, with carve-outs for specific sectors.[12] In FY25, the City had a net gain of 457 personnel, despite the hiring freeze.

Understanding what drives separations is crucial for addressing underutilization. Recent reports in the Local Law 13 series documented that Black and women workers have high separation rates compared to their presence in the City's municipal workforce (as shown in Figure 7). It is possible, however, that the City's exodus of Black residents and families may partly explain the decline in Black personnel and women. In addition, the return-to-work mandates and the reduction in flexibility extended during the pandemic have been mentioned as factors contributing to women leaving the workforce.

New York City has begun and continued numerous initiatives to improve employment opportunities for all. In alignment with Local Laws 75 and 76 of 2024, DCAS provided City agencies with a new career counseling program and strengthened data collection and analysis efforts to address underutilization and separations of people of color and women in the City.

Local Law 75 of 2024 requires City agencies to offer career counseling services to help employees identify professional development pathways, navigate civil service opportunities, and advance within City government. DCAS has also provided multiple trainings for agency career counselors and crafted a number of informational tools designed to help employees better navigate their career journey and created a central hub for Career Counselors to access information and share best practices. Through DCAS's efforts, employees now have direct counseling services designed to help them grow in their careers.

Local Law 76 of 2024 mandates that DCAS administer a citywide workplace culture survey (Citywide Employee Viewpoint Survey) to capture employees' perspectives on key areas such as workplace culture, management practices, promotional opportunities, and diversity and equity within their agency. This citywide survey will provide the City with insight into potential new policies that could ensure greater participation from women and people of color to improve retention across City agencies.

Additionally, Local Law 130 of 2023 requires City agencies to conduct exit surveys and interviews with separating employees to better understand the factors influencing their decision to leave City service. As part of the survey process, a summary and analysis of information obtained from exit surveys and interviews administered to resigning employees and retiring employees in the prior calendar year will provide potential policy initiatives designed to address the reasons for resignation or retirement given by surveyed and interviewed employees.

The City believes these initiatives establish a comprehensive framework for examining work-

12 The City has exceptions for vacancies at entities that generate revenue and those related to public health or public safety.

place experiences, potential barriers to advancement, and patterns of attrition. Leaders hope the resulting analysis will inform targeted strategies to strengthen retention, improve representation at all levels, and promote equitable access to career growth and mobility across the municipal workforce.

Conclusion

The data highlight several important outcomes in FY25. As you read the highlighted findings below, keep in mind they reflect labor market availability for NYC that is over a decade out-of-date. Thus, workers in these groups may face better or worse underutilization than the headlines suggest.

In our years of oversight and partnership with City agencies, the EEPC has the impression that most, if not all, agencies and their leaders are genuine in their desires to advance equal opportunity. Nevertheless, the underutilization data shows that there is still considerable work to be done, despite agency efforts thus far.

Findings

In FY25, agency placements of Asian, Black, Hispanic, and women workers continued to be lower than the availability estimates, which may be understating some of the gaps because they are outdated.

Agencies, for the most part, will only repair underutilization if they hire, retain, and promote workers in underutilized groups at a rate higher than their labor market availability. In FY25, however, agencies hired and promoted from these groups at lower rates than the labor market availability, though slightly better than in FY24.

In FY25, agencies slightly reduced underutilization for Asian workers, although the outdated availability estimates may be understating the degree of their underutilization.

Agencies decreased the percentage of job groups that underutilized Asian workers and reduced their disparities in employment.

In FY25, agencies continued to underutilize Hispanic workers at the same rate, although the out-of-date availability estimates may be understating the degree of their underutilization.

The number and percentage of job groups with underutilization of Hispanic workers was consistent in FY24 and FY25. The shortfall between expected and actual Hispanic personnel remained virtually the same.

In FY25, agencies continued to see Black workers and women workers leave at a rate greater than their workforce presence.

Agencies will have difficulty repairing underutilization if they cannot retain workers from underutilized groups at rates similar to their presence in the workforce. As in recent years, Black workers and women workers continue to leave the municipal workforce at a higher rate than their current presence in the municipal workforce.

Recommendations

In recent years the City has launched several initiatives to better understand its workforce and improve its experience, including establishing career counseling across all agencies, streamlining the City's training systems, and requiring exit interviews. We offer several recommendations for other things the City can do to address underutilization.

Update the availability estimates.

It is crucial that the City update its availability estimates. This will be the top recommendation in this report series until DCAS does so, because you cannot address a problem if you do not understand its nature and scope. The racial and ethnic composition of the City has changed since the estimates were last updated. The FY23 Local Law 13 report includes a discussion of some of the things DCAS should consider when updating the availability estimates.

Work is underway to address system limitations to calculate availability estimates. DCAS has informed the EEPC the system enhancements are expected to be completed in the near future but did not provide a specific timeline.

Expand upon initiatives to waive civil service exam fees.

Local Law 57 (2025) enables DCAS to provide waivers for civil service examination fees to high school students and first-time applicants, beginning this year. Currently, the City has allowed several groups (e.g., veterans, and those receiving public assistance) to apply for fee waivers, using means-testing as a way to make municipal employment more accessible. We await DCAS's decision whether to add high school students and first-time applicants to that eligibility list.

The City should undertake broader efforts to make its civil service system more accessible. New York City likely requires exams and charges fees for far more civil service jobs than virtually every municipality in the United States.[13] These fees cause greater burden for New

13 Comprehensive data that measure administrative requirements and fees related to civil service systems at the city and county level does not exist, to our knowledge. To put New York City's civil service requirements in perspective, the EEPC explored requirements for various municipal jobs for eight large cities from across the United States. Fees were virtually nonexistent, and exams were usually only required after applying for a position. To the extent municipalities charge fees, it seems they do so most often for physical tests for certain positions (e.g., to become a police officer). In short, there is a good chance New York City's system is the most burdensome in the country for prospective employees, when it comes to requiring exams and charging fees. At a minimum, we can say with high confidence it is far more burdensome than the typical city. A more comprehensive review of other city and county governments would be required before making a definitive assessment.

Yorkers with fewer financial resources, who are disproportionately people of color and women. New Yorkers do not need to be on public assistance nor be a veteran to struggle to survive financially in New York City. Even many City workers find it difficult to make ends meet. When the City requires a fee for New Yorkers to take an exam for a job they may have to wait months or years for, or may never be offered, undoubtedly many decide not to participate. Means-testing waivers means many eligible test-takers will not seek a waiver because they are unaware of the benefit or because they judge that the administrative burden is not worth it. Means-tested benefits almost always require greater administrative costs than universal programs, lessening the budgetary savings that motivated the means-testing.[14]

Of all states, only New York State and New Jersey charge civil service exam fees.[15] New York State has waived its fees for the past several years as part of a pilot program to make civil service more accessible. New York City should undertake some version of that.

Develop procedures for analyzing exit survey data to improve retention of underutilized groups.

Local Law 130 (2023) requires City entities to offer exit surveys to employees who are leaving. For entities where separations outpace the presence of underutilized groups, the results from the survey can offer policy insights to help the entity improve its retention. The City should develop procedures for requiring entities that fail to retain women and people of color to analyze exit survey data and make informed changes to their employment practices.

14 See Ashley Fox et al. (2022). The Effect of Administrative Burden on State Safety-Net Participation: Evidence from Food Assistance, Cash Assistance, and Medicaid. Public Administration Review 83(2), pp. 367-84.
15 See Laura Schultz et al. (June 2023). New York State's Civil Service Examination Process and Its Impact on Diversity in the Public Sector. Available at https://www.researchgate.net/publication/379831950_New_York_State's_Civil_Service_Examination_Process_and_Its_Impact_on_Diversity_in_the_Public_Sector.

Appendix A: Underutilization

Table 12 illustrates the job groups established by the City, how many of the entities included in this report have them, and the number of personnel.

Table 12: Number of Employees, by Job Group

Job Group	Job Groups	Personnel	Job Groups with More than Eight Personnel	Personnel in Job Groups
Administrators	68	459	10	243
Managers	73	12,079	63	12,037
Management Specialists	68	12,260	49	12,206
Science Professionals	57	8,083	37	8,015
Health Professionals	10	4,960	9	4,959
Social Scientists	27	986	13	945
Social Workers	19	12,427	12	12,410
Lawyers	52	2,181	23	2,099
Public Relations	34	276	8	202
Technicians	44	8,560	29	8,506
Clerical Supervisors	53	4,641	34	4,588
Clerical	63	7,102	36	7,020
Police Supervisors	9	7,377	4	7,358
Fire Supervisors	1	2,361	1	2,361
Firefighters	2	9,062	1	9,059
Police and Detectives	24	36,576	19	36,561
Guards	5	5,873	5	5,873
Food Preparation	4	1,524	2	1,515
Health Services	6	121	3	114
Building Services	16	4,813	11	4,798
Personal Services	7	199	4	191
Farming	5	2,895	4	2,889
Craft	20	9,852	15	9,844
Operators	10	130	7	119
Transportation	24	261	9	227
Laborers	20	4,911	13	4,880
Sanitation Workers	2	7,907	1	7,906
Teachers	6	743	4	731
Paraprofessionals	75	14,539	60	14,489
Total	**804**	**183,158**	**486**	**182,145**

Table 13 illustrates job groups with underutilization based on race and ethnicity.

Table 13: Underutilization of Racial and Ethnic Groups, by Job Group, Citywide

Job Group	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
Administrators	243	10 ↓	0% (0)	0% (0)	0% (0)
Managers	12,037	63 ↑	3.2% ↓ (2)	19.0% ↓ (12)	11.1% ↑ (7)
Management Specialists	12,206	49	2.0% (1)	20.4% ↓ (10)	2.0% (1)
Science Professionals	8,015	37 ↑	2.7% ↓ (1)	24.3% ↓ (9)	0% (0)
Health Professionals	4,959	9	11.1% (1)	44.4% (4)	0% (0)
Social Scientists	945	13 ↑	0% (0)	23.1% ↓ (3)	0% (0)
Social Workers	12,410	12	16.7% ↓ (2)	75.0% ↑ (9)	0% (0)
Lawyers	2,099	23 ↓	0% (0)	0% (0)	8.7% ↑ (2)
Public Relations	202	8	0% (0)	0% (0)	0% (0)
Technicians	8,506	29 ↓	10.3% ↑ (3)	20.7% ↑ (6)	10.3% ↑ (3)
Clerical Supervisors	4,588	34 ↑	0% (0)	17.6% ↑ (6)	0% (0)
Clerical	7,020	36 ↓	2.8% ↓ (1)	25.0% ↓ (9)	0% (0)
Police Supervisors	7,358	4	0% (0)	25.0% (1)	0% (0)
Fire Supervisors	2,361	1	0% (0)	0% (0)	0% (0)
Firefighters	9,059	1	0% (0)	0% (0)	0% (0)
Police and Detectives	36,561	19 ↓	5.3% ↓ (1)	26.3% ↑ (5)	0% (0)
Guards	5,873	5	0% (0)	20.0% (1)	0% (0)
Food Preparation	1,515	2 ↓	100.0% ↑ (2)	0% (0)	100.0% (2)
Health Services	114	3	0% (0)	0% (0)	33.3% (1)

Job Group	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
Building Services	4,798	11	18.2% (2)	0% (0)	18.2% (2)
Personal Services	191	4 ↑	25.0% ↑ (1)	0% (0)	0% (0)
Farming	2,889	4	50.0% (2)	0% (0)	0% (0)
Craft	9,844	15	20.0% ↑ (3)	73.3% (11)	0% ↓ (0)
Operators	119	7 ↑	0% (0)	0% (0)	0% (0)
Transportation	227	9 ↓	0% (0)	0% (0)	0% (0)
Laborers	4,880	13	38.5% (5)	7.7% (1)	15.4% ↑ (2)
Sanitation Workers	7,906	1	0% (0)	100.0% (1)	0% (0)
Teachers	731	4	0% (0)	0% (0)	0% (0)
Paraprofessionals	14,489	60 ↑	6.7% ↓ (4)	13.3% ↓ (8)	3.3% ↓ (2)
Total	**182,145**	**486**	**6.4% ↓ (31)**	**19.8% ↑ (96)**	**4.5% ↓ (22)**

Table 14 illustrates jobs groups with underutilization of women.

Table 14: Underutilization of Women by Job Group, Citywide

Job Group	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
Administrators	243	10 ↓	0% (0)
Managers	12,037	63 ↑	12.7% ↓ (8)
Management Specialists	12,206	49	6.1% (3)
Science Professionals	8,015	37 ↑	5.4% ↓ (2)
Health Professionals	4,959	9	22.2% (2)
Social Scientists	945	13 ↑	7.7% ↓ (1)
Social Workers	12,410	12	41.7% ↑ (5)
Lawyers	2,099	23 ↓	0% (0)
Public Relations	202	8	0% (0)
Technicians	8,506	29 ↓	17.2% ↑ (5)
Clerical Supervisors	4,588	34 ↑	0% (0)
Clerical	7,020	36 ↓	5.6% ↑ (2)
Police Supervisors	7,358	4	0% (0)
Fire Supervisors	2,361	1	0% (0)
Firefighters	9,059	1	0% (0)
Police and Detectives	36,561	19 ↓	26.3% ↑ (5)
Guards	5,873	5	20.0% (1)
Food Preparation	1,515	2 ↓	0% (0)
Health Services	114	3	66.7% (2)
Building Services	4,798	11	36.4% ↓ (4)

Job Group	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
Personal Services	191	4 ↑	25.0% ↓ (1)
Farming	2,889	4	25.0% (1)
Craft	9,844	15	80.0% (12)
Operators	119	7 ↑	0% (0)
Transportation	227	9 ↓	0% (0)
Laborers	4,880	13	76.9% (10)
Sanitation Workers	7,906	1	0% (0)
Teachers	731	4	0% (0)
Paraprofessionals	14,489	60 ↑	3.3% ↓ (2)
Total	**182,145**	**486**	**13.6% ↓ (66)**

Table 15 illustrates the disparity between expected and actual personnel by race and ethnicity for each job group.

Table 15: Disparity for Racial and Ethnic Groups, by Job Group

Job Group	Personnel	Job Groups with More than Eight Personnal	Disparity Between Expected and Actual Personnel		
			Asian Workers	Black Workers	Hispanic Workers
Administrators	243	10	-	-	-
Managers	12,037	63	25	326	103
Management Specialists	12,206	49	4	246	24
Science Professionals	8,015	37	19	198	-
Health Professionals	4,959	9	7	775	-
Social Scientists	945	13	-	31	-
Social Workers	12,410	12	50	546	-
Lawyers	2,099	23	-	-	31
Public Relations	202	8	-	-	-
Technicians	8,506	29	243	636	68
Clerical Supervisors	4,588	34	-	110	-
Clerical	7,020	36	10	189	-
Police Supervisors	7,358	4	-	128	-
Fire Supervisors	2,361	1	-	-	-
Firefighters	9,059	1	-	-	-
Police and Detectives	36,561	19	7	3,532	-
Guards	5,873	5	-	239	-
Food Preparation	1,515	2	86	-	178
Health Services	114	3	-	-	4
Building Services	4,798	11	226	-	556
Personal Services	191	4	8	-	-
Farming	2,889	4	82	-	-
Craft	9,844	15	119	965	-
Operators	119	7	-	-	-
Transportation	227	9	-	-	-
Laborers	4,880	13	253	37	118
Sanitation Workers	7,906	1	-	341	-
Teachers	731	4	-	-	-
Paraprofessionals	14,489	60	176	227	17
Total	**182,145**	**486**	**1,317**	**8,526**	**1,098**

Table 16 illustrates disparities by gender for each job group.

Table 16: Disparity for Women, by Job Group

Job Group	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel
			Women Workers
Administrators	243	10	-
Managers	12,037	63	344
Management Specialists	12,206	49	173
Science Professionals	8,015	37	115
Health Professionals	4,959	9	34
Social Scientists	945	13	15
Social Workers	12,410	12	135
Lawyers	2,099	23	-
Public Relations	202	8	-
Technicians	8,506	29	643
Clerical Supervisors	4,588	34	-
Clerical	7,020	36	93
Police Supervisors	7,358	4	-
Fire Supervisors	2,361	1	-
Firefighters	9,059	1	-
Police and Detectives	36,561	19	355
Guards	5,873	5	144
Food Preparation	1,515	2	-
Health Services	114	3	20
Building Services	4,798	11	27
Personal Services	191	4	6
Farming	2,889	4	13
Craft	9,844	15	657
Operators	119	7	-
Transportation	227	9	-
Laborers	4,880	13	260
Sanitation Workers	7,906	1	-
Teachers	731	4	-
Paraprofessionals	14,489	60	21
Total	**182,145**	**486**	**3,055**

Table 17 illustrates underutilization of Asian, Black, and Hispanic workers at each entity analyzed in this report.

Table 17: Underutilization of Racial and Ethnic Groups, by Entity

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
Office of the Mayor	385	5	0% (0)	20.0% (1)	0% (0)
Campaign Finance Board	176	4 ↑	0% (0)	25.0% ↓ (1)	0% (0)
NYC Office of the Actuary	33	2	0% (0)	50.0% (1)	0% (0)
NYC Employees' Retirement System	495	7	0% (0)	14.3% (1)	14.3% (1)
Office of the Manhattan Borough President	42	2	0% (0)	0% (0)	0% (0)
Office of the Bronx Borough President	54	2	0% (0)	0% (0)	0% (0)
Office of the Brooklyn Borough President	52	2	0% (0)	0% (0)	0% (0)
Office of the Queens Borough President	42	2	0% (0)	0% (0)	0% (0)
Office of the Richmond Borough President	28	1	0% (0)	0% (0)	0% (0)
Office of the NYC Comptroller	726	9	0% (0)	22.2% (2)	0% (0)
Department of Emergency Management	220	3 ↑	0% (0)	33.3% ↓ (1)	33.3% ↑ (1)
Office of Management & Budget	457	3	0% (0)	33.3% ↓ (1)	0% ↓ (0)
Office of Administrative Tax Appeals	20	1	0% (0)	0% (0)	0% (0)
NYC Law Department	1,526	9 ↑	0% (0)	0% (0)	22.2% ↓ (2)
Department of City Planning	315	6	0% (0)	50.0% (3)	0% ↓ (0)
Department of Investigation	251	6	0% (0)	16.7% (1)	0% (0)
Teacher's Retirement System	397	7	0% (0)	0% (0)	0% (0)
Civilian Complaint Review Board	227	5	0% (0)	20.0% (1)	0% (0)
NYC Police Department	47,836	22 ↓	4.5% ↑ (1)	27.3% ↑ (6)	0% (0)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
NYC Fire Department	17,560	16 ↑	6.2% ↓ (1)	43.8% ↑ (7)	0% (0)
Board of Standards & Appeals	-	0	-	-	-
Department of Veterans' Services	27	2	0% (0)	0% (0)	0% (0)
Administration for Children's Services	6,476	15 ↓	13.3% ↓ (2)	0% (0)	0% ↓ (0)
Department of Social Services (HRA+DHS)	12,468	19	10.5% ↓ (2)	5.3% (1)	5.3% (1)
Department of Correction	7,200	20	5.0% ↓ (1)	5.0% (1)	10.0% (2)
Board of Correction	18	2 ↑	0% (0)	0% (0)	0% (0)
Mayor's Office of Contract Services	184	2 ↓	0% (0)	0% ↓ (0)	0% (0)
Office of the Public Advocate	47	2 ↓	0% (0)	0% (0)	0% (0)
NYC Council	872	6	0% (0)	16.7% (1)	0% (0)
Office of the City Clerk	35	1	0% (0)	100.0% (1)	0% (0)
Department for the Aging	321	6 ↓	0% (0)	16.7% ↑ (1)	0% (0)
Department of Cultural Affairs	64	3	0% (0)	0% (0)	0% (0)
Office of Payroll Administration (FISA+OPA)	521	6	0% (0)	16.7% (1)	16.7% (1)
Criminal Justice Coordinator	90	2 ↑	0% (0)	0% (0)	0% (0)
NYC Independent Budget Office	66	3 ↑	0% (0)	66.7% ↑ (2)	0% (0)
Equal Employment Practices Commission	-	0	-	-	-
Civil Service Commission	-	0	-	-	-
Landmarks Preservation Commission	56	2	0% (0)	50.0% (1)	0% (0)
NYC Taxi & Limousine Commission	444	8	0% (0)	0% (0)	0% (0)
Office of Racial Equity	27	1 ↑	0% (0)	0% (0)	0% (0)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
Office of Labor Relations	144	5	0% (0)	0% (0)	0% (0)
Commission on Racial Equity	10	1 ↑	0% (0)	0% (0)	0% (0)
NYC Commission on Human Rights	89	4	0% (0)	25.0% (1)	0% (0)
NYC Police Pension Fund	144	7 ↑	0% (0)	28.6% ↑ (2)	0% (0)
NYC Fire Pension Fund	24	2	0% (0)	0% (0)	0% (0)
Department of Youth & Community Development	635	6 ↓	0% (0)	16.7% ↑ (1)	0% (0)
Conflicts of Interest Board	-	0	-	-	-
Office of Collective Bargaining	12	1	0% (0)	0% (0)	0% (0)
Department of Education	13,565	17 ↓	17.6% ↑ (3)	29.4% ↑ (5)	5.9% ↑ (1)
Department of Probation	843	7	0% ↓ (0)	0% (0)	0% (0)
Department of Small Business Services	292	4	0% (0)	0% (0)	0% (0)
NYC Housing Preservation & Development	2,397	9 ↓	0% (0)	11.1% ↑ (1)	0% (0)
Department of Buildings	1,600	8	0% (0)	12.5% (1)	0% (0)
Department of Health & Mental Hygiene	6,454	22 ↑	0% (0)	9.1% ↑ (2)	4.5% ↓ (1)
Office of Administrative Trials & Hearings	733	7 ↓	0% (0)	0% (0)	14.3% ↑ (1)
Department of Environmental Protection	5,820	15	6.7% (1)	53.3% (8)	13.3% ↓ (2)
Department of Sanitation	9,962	13 ↓	7.7% ↑ (1)	23.1% ↓ (3)	7.7% ↑ (1)
Business Integrity Commission	54	3	0% (0)	0% (0)	0% (0)
Department of Finance	1,799	10	0% (0)	10.0% ↑ (1)	20.0% ↓ (2)
Department of Transportation	5,959	14	14.3% (2)	28.6% ↑ (4)	0% (0)
Department of Parks & Recreation	8,859	16	37.5% ↑ (6)	37.5% ↓ (6)	6.2% (1)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization		
			Asian Workers	Black Workers	Hispanic Workers
Department of Design & Construction	1,129	7 ↓	0% (0)	14.3% ↑ (1)	0% (0)
NYC Office of Technology and Innovation	1,524	8	12.5% (1)	12.5% (1)	12.5% ↑ (1)
Department of Records & Information Services	36	2	0% (0)	50.0% (1)	50.0% (1)
Department of Consumer & Worker Protection	408	7	0% (0)	57.1% ↓ (4)	0% (0)
Department of Citywide Administrative Services	2,121	16 ↑	6.2% ↓ (1)	6.2% ↓ (1)	0% (0)
Office of the New York County District Attorney	1,747	9	11.1% (1)	55.6% (5)	11.1% (1)
Office of the Bronx County District Attorney	1,267	8	25.0% ↓ (2)	37.5% (3)	0% (0)
Office of the Kings County District Attorney	1,372	9	0% (0)	22.2% (2)	0% (0)
Office of the Queens County District Attorney	939	8 ↑	0% (0)	50.0% ↓ (4)	0% (0)
Office of the Richmond County District Attorney	222	3	33.3% (1)	100.0% ↑ (3)	33.3% ↑ (1)
Office of Special Narcotics Prosecutor	195	4	0% (0)	0% ↓ (0)	0% (0)
Office of the New York County Public Administrator	-	0	-	-	-
Office of the Bronx County Public Administrator	-	0	-	-	-
Office of the Kings County Public Administrator	11	1	0% (0)	0% (0)	0% (0)
Office of the Queens County Public Administrator	-	0	-	-	-
Office of the Richmond County Public Administrator	-	0	-	-	-
NYC Housing Authority	12,021	19 ↑	26.3% ↓ (5)	5.3% ↓ (1)	5.3% ↓ (1)
Total	**182,145**	**486**	**6.4% ↓ (31)**	**19.8% ↑ (96)**	**4.5% ↓ (22)**

Table 18 illustrates underutilization of women at each entity analyzed in this report.

Table 18: Underutilization of Women, by Entity

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
Office of the Mayor	385	5	20.0% ↑ (1)
Campaign Finance Board	176	4 ↑	0% (0)
NYC Office of the Actuary	33	2	0% (0)
NYC Employees' Retirement System	495	7	0% (0)
Office of the Manhattan Borough President	42	2	0% (0)
Office of the Bronx Borough President	54	2	0% (0)
Office of the Brooklyn Borough President	52	2	0% (0)
Office of the Queens Borough President	42	2	0% (0)
Office of the Richmond Borough President	28	1	0% (0)
Office of the NYC Comptroller	726	9	0% (0)
Department of Emergency Management	220	3 ↑	0% (0)
Office of Management & Budget	457	3	0% (0)
Office of Administrative Tax Appeals	20	1	0% (0)
NYC Law Department	1,526	9 ↑	11.1% ↓ (1)
Department of City Planning	315	6	0% ↓ (0)
Department of Investigation	251	6	0% (0)
Teacher's Retirement System	397	7	0% (0)
Civilian Complaint Review Board	227	5	0% (0)
NYC Police Department	47,836	22 ↓	22.7% ↑ (5)
NYC Fire Department	17,560	16 ↑	37.5% ↑ (6)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
Board of Standards & Appeals	-	0	-
Department of Veterans' Services	27	2	0% (0)
Administration for Children's Services	6,476	15 ↓	6.7% ↑ (1)
Department of Social Services (HRA+DHS)	12,468	19	10.5% ↓ (2)
Department of Correction	7,200	20	20.0% (4)
Board of Correction	18	2 ↑	0% (0)
Mayor's Office of Contract Services	184	2 ↓	0% (0)
Office of the Public Advocate	47	2 ↓	0% (0)
NYC Council	872	6	0% (0)
Office of the City Clerk	35	1	0% (0)
Department for the Aging	321	6 ↓	0% (0)
Department of Cultural Affairs	64	3	0% ↓ (0)
Office of Payroll Administration (FISA+OPA)	521	6	33.3% (2)
Criminal Justice Coordinator	90	2 ↑	0% (0)
NYC Independent Budget Office	66	3 ↑	0% (0)
Equal Employment Practices Commission	-	0	-
Civil Service Commission	-	0	-
Landmarks Preservation Commission	56	2	0% (0)
NYC Taxi & Limousine Commission	444	8	12.5% (1)
Office of Racial Equity	27	1 ↑	0% (0)
Office of Labor Relations	144	5	0% (0)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
Commission on Racial Equity	10	1 ↑	0% (0)
NYC Commission on Human Rights	89	4	0% (0)
NYC Police Pension Fund	144	7 ↑	0% (0)
NYC Fire Pension Fund	24	2	0% (0)
Department of Youth & Community Development	635	6 ↓	16.7% ↑ (1)
Conflicts of Interest Board	-	0	-
Office of Collective Bargaining	12	1	0% (0)
Department of Education	13,565	17 ↓	17.6% ↓ (3)
Department of Probation	843	7	0% (0)
Department of Small Business Services	292	4	0% (0)
NYC Housing Preservation & Development	2,397	9 ↓	22.2% ↑ (2)
Department of Buildings	1,600	8	12.5% (1)
Department of Health & Mental Hygiene	6,454	22 ↑	9.1% ↓ (2)
Office of Administrative Trials & Hearings	733	7 ↓	0% (0)
Department of Environmental Protection	5,820	15	53.3% (8)
Department of Sanitation	9,962	13 ↓	23.1% ↑ (3)
Business Integrity Commission	54	3	0% (0)
Department of Finance	1,799	10	20.0% ↑ (2)
Department of Transportation	5,959	14	35.7% ↓ (5)
Department of Parks & Recreation	8,859	16	25.0% (4)
Department of Design & Construction	1,129	7 ↓	14.3% ↓ (1)

Entity	Personnel	Job Groups with More Than Eight Personnel	Percentage of Job Groups with Underutilization
			Women Workers
NYC Office of Technology and Innovation	1,524	8	37.5% (3)
Department of Records & Information Services	36	2	0% (0)
Department of Consumer & Worker Protection	408	7	14.3% (1)
Department of Citywide Administrative Services	2,121	16 ↑	12.5% ↓ (2)
Office of the New York County District Attorney	1,747	9	11.1% ↑ (1)
Office of the Bronx County District Attorney	1,267	8	0% (0)
Office of the Kings County District Attorney	1,372	9	0% (0)
Office of the Queens County District Attorney	939	8 ↑	0% (0)
Office of the Richmond County District Attorney	222	3	33.3% (1)
Office of Special Narcotics Prosecutor	195	4	0% (0)
Office of the New York County Public Administrator	-	0	-
Office of the Bronx County Public Administrator	-	0	-
Office of the Kings County Public Administrator	11	1	0% (0)
Office of the Queens County Public Administrator	-	0	-
Office of the Richmond County Public Administrator	-	0	-
NYC Housing Authority	12,021	19 ↑	15.8% ↓ (3)
Total	**182,145**	**486**	**13.6% ↓ (66)**

Table 19 illustrates the disparity between expected and actual personnel by race and ethnicity at each entity included in this report.

Table 19: Disparity for Racial and Ethnic Groups, by Entity

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel		
			Asian Workers	Black Workers	Hispanic Workers
Office of the Mayor	385	5	-	12	-
Campaign Finance Board	176	4	-	16	-
NYC Office of the Actuary	33	2	-	3	-
NYC Employees' Retirement System	495	7	-	19	16
Office of the Manhattan Borough President	42	2	-	-	-
Office of the Bronx Borough President	54	2	-	-	-
Office of the Brooklyn Borough President	52	2	-	-	-
Office of the Queens Borough President	42	2	-	-	-
Office of the Richmond Borough President	28	1	-	-	-
Office of the NYC Comptroller	726	9	-	19	-
Department of Emergency Management	220	3	-	17	6
Office of Management & Budget	457	3	-	58	-
Office of Administrative Tax Appeals	20	1	-	-	-
NYC Law Department	1,526	9	-	-	24
Department of City Planning	315	6	-	28	-
Department of Investigation	251	6	-	18	-
Teacher's Retirement System	397	7	-	-	-
Civilian Complaint Review Board	227	5	-	14	-
NYC Police Department	47,836	22	7	3,730	-
NYC Fire Department	17,560	16	207	764	-
Board of Standards & Appeals	-	0	-	-	-
Department of Veterans' Services	27	2	-	-	-
Administration for Children's Services	6,476	15	46	-	-
Department of Social Services (HRA+DHS)	12,468	19	46	232	18
Department of Correction	7,200	20	11	27	34
Board of Correction	18	2	-	-	-
Mayor's Office of Contract Services	184	2	-	-	-

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel		
			Asian Workers	Black Workers	Hispanic Workers
Office of the Public Advocate	47	2	-	-	-
NYC Council	872	6	-	32	-
Office of the City Clerk	35	1	-	14	-
Department for the Aging	321	6	-	5	-
Department of Cultural Affairs	64	3	-	-	-
Office of Payroll Administration (FISA+OPA)	521	6	-	28	20
Criminal Justice Coordinator	90	2	-	-	-
NYC Independent Budget Office	66	3	-	12	-
Equal Employment Practices Commission	-	0	-	-	-
Civil Service Commission	-	0	-	-	-
Landmarks Preservation Commission	56	2	-	5	-
NYC Taxi & Limousine Commission	444	8	-	-	-
Office of Racial Equity	27	1	-	-	-
Office of Labor Relations	144	5	-	-	-
Commission on Racial Equity	10	1	-	-	-
NYC Commission on Human Rights	89	4	-	13	-
NYC Police Pension Fund	144	7	-	10	-
NYC Fire Pension Fund	24	2	-	-	-
Department of Youth & Community Development	635	6	-	7	-
Conflicts of Interest Board	-	0	-	-	-
Office of Collective Bargaining	12	1	-	-	-
Department of Education	13,565	17	195	873	148
Department of Probation	843	7	-	-	-
Department of Small Business Services	292	4	-	-	-
NYC Housing Preservation & Development	2,397	9	-	11	-
Department of Buildings	1,600	8	-	19	-
Department of Health & Mental Hygiene	6,454	22	-	18	33
Office of Administrative Trials & Hearings	733	7	-	-	14
Department of Environmental Protection	5,820	15	17	558	39
Department of Sanitation	9,962	13	9	510	14

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel		
			Asian Workers	Black Workers	Hispanic Workers
Business Integrity Commission	54	3	-	-	-
Department of Finance	1,799	10	-	13	34
Department of Transportation	5,959	14	74	243	-
Department of Parks & Recreation	8,859	16	279	470	104
Department of Design & Construction	1,129	7	-	35	-
NYC Office of Technology and Innovation	1,524	8	10	17	14
Department of Records & Information Services	36	2	-	6	3
Department of Consumer & Worker Protection	408	7	-	49	-
Department of Citywide Administrative Services	2,121	16	16	53	-
Office of the New York County District Attorney	1,747	9	18	204	31
Office of the Bronx County District Attorney	1,267	8	27	51	-
Office of the Kings County District Attorney	1,372	9	-	35	-
Office of the Queens County District Attorney	939	8	-	93	-
Office of the Richmond County District Attorney	222	3	8	36	7
Office of Special Narcotics Prosecutor	195	4	-	-	-
Office of the New York County Public Administrator	-	0	-	-	-
Office of the Bronx County Public Administrator	-	0	-	-	-
Office of the Kings County Public Administrator	11	1	-	-	-
Office of the Queens County Public Administrator	-	0	-	-	-
Office of the Richmond County Public Administrator	-	0	-	-	-
NYC Housing Authority	12,021	19	347	148	538
Total	**182,145**	**486**	**1,317**	**8,526**	**1,098**

Table 20 illustrates the disparity between expected and actual personnel who are women at each entity included in this report.

Table 20: Disparity for Women, by Entity

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel
			Women Workers
Office of the Mayor	385	5	7
Campaign Finance Board	176	4	-
NYC Office of the Actuary	33	2	-
NYC Employees' Retirement System	495	7	-
Office of the Manhattan Borough President	42	2	-
Office of the Bronx Borough President	54	2	-
Office of the Brooklyn Borough President	52	2	-
Office of the Queens Borough President	42	2	-
Office of the Richmond Borough President	28	1	-
Office of the NYC Comptroller	726	9	-
Department of Emergency Management	220	3	-
Office of Management & Budget	457	3	-
Office of Administrative Tax Appeals	20	1	-
NYC Law Department	1,526	9	3
Department of City Planning	315	6	-
Department of Investigation	251	6	-
Teacher's Retirement System	397	7	-
Civilian Complaint Review Board	227	5	-
NYC Police Department	47,836	22	375
NYC Fire Department	17,560	16	700
Board of Standards & Appeals	-	0	-
Department of Veterans' Services	27	2	-
Administration for Children's Services	6,476	15	12
Department of Social Services (HRA+DHS)	12,468	19	15
Department of Correction	7,200	20	56
Board of Correction	18	2	-
Mayor's Office of Contract Services	184	2	-

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel
			Women Workers
Office of the Public Advocate	47	2	-
NYC Council	872	6	-
Office of the City Clerk	35	1	-
Department for the Aging	321	6	-
Department of Cultural Affairs	64	3	-
Office of Payroll Administration (FISA+OPA)	521	6	23
Criminal Justice Coordinator	90	2	-
NYC Independent Budget Office	66	3	-
Equal Employment Practices Commission	-	0	-
Civil Service Commission	-	0	-
Landmarks Preservation Commission	56	2	-
NYC Taxi & Limousine Commission	444	8	20
Office of Racial Equity	27	1	-
Office of Labor Relations	144	5	-
Commission on Racial Equity	10	1	-
NYC Commission on Human Rights	89	4	-
NYC Police Pension Fund	144	7	-
NYC Fire Pension Fund	24	2	-
Department of Youth & Community Development	635	6	10
Conflicts of Interest Board	-	0	-
Office of Collective Bargaining	12	1	-
Department of Education	13,565	17	79
Department of Probation	843	7	-
Department of Small Business Services	292	4	-
NYC Housing Preservation & Development	2,397	9	74
Department of Buildings	1,600	8	122
Department of Health & Mental Hygiene	6,454	22	19
Office of Administrative Trials & Hearings	733	7	-
Department of Environmental Protection	5,820	15	377
Department of Sanitation	9,962	13	178

Entity	Personnel	Job Groups with More Than Eight Personnel	Disparity Between Expected and Actual Personnel
			Women Workers
Business Integrity Commission	54	3	-
Department of Finance	1,799	10	18
Department of Transportation	5,959	14	249
Department of Parks & Recreation	8,859	16	283
Department of Design & Construction	1,129	7	26
NYC Office of Technology and Innovation	1,524	8	107
Department of Records & Information Services	36	2	-
Department of Consumer & Worker Protection	408	7	12
Department of Citywide Administrative Services	2,121	16	28
Office of the New York County District Attorney	1,747	9	4
Office of the Bronx County District Attorney	1,267	8	-
Office of the Kings County District Attorney	1,372	9	-
Office of the Queens County District Attorney	939	8	-
Office of the Richmond County District Attorney	222	3	4
Office of Special Narcotics Prosecutor	195	4	-
Office of the New York County Public Administrator	-	0	-
Office of the Bronx County Public Administrator	-	0	-
Office of the Kings County Public Administrator	11	1	-
Office of the Queens County Public Administrator	-	0	-
Office of the Richmond County Public Administrator	-	0	-
NYC Housing Authority	12,021	19	253
Total	**182,145**	**486**	**3,055**

Appendix B: Methodology

Determining Underutilization

The City uses an established database — the Citywide Equal Employment Database System (CEEDS) — to analyze its workforce and assess underutilization. CEEDS contains the necessary data and calculations to measure underutilization and uses definitions and standards established by the City to flag instances where it occurs. For more detailed information about CEEDS, see Appendix F in the FY23 Local Law 13 report.

The EEPC conducts additional analyses of the data, rather than rely solely on the calculations and assessments in CEEDS, which results in different counts of underutilization (see Table 21).

Table 21: EEPC and CEEDS Findings of Underutilization

Determinations of Underutilization	Job Groups with Underutilization
CEEDS and the EEPC determine underutilization exists.	176
The shortfall between the expected and actual personnel is less than five percent of the workforce; CEEDS does not count this as underutilization, but the EEPC does.	29
The EEPC combines data for entities that have merged operations, but CEEDS still counts them separately.	10
Total	**215**

Although the overlap between the determinations in CEEDS compared to the EEPC is greater than the disparities, we conducted our independent analyses to address two issues. First, CEEDS does not flag underutilization if the size of the disparity, as measured by the number of personnel, is considered “low” (i.e., less than five percent of the workforce). Second, CEEDS does not combine data for entities that — in practice — have collated their operations. For more information about the different approaches, see Appendix E of the FY23 Local Law 13 report.

Appendix C:
Corrective Actions Issued, 2022–2025

Table 22 illustrates the number of times each Corrective Action (CA) was issued to an entity for remediation in the Compliance-Monitoring phase of an audit, through December 31, 2025.

Table 22: Corrective Actions for the EPA (UU) Audit, 2022 – 2025

Audit Standard		Corrective Actions Issued
1	Annual distribution of an EEO policy statement	19
2	Annual distribution of an EEO Policy	13
3	Establish and utilize a complaint tracking system	12
4	Submit annual EEO plans and quarterly reports	26
5	Establish and implement an EEO training plan	35
6	Appoint a principal EEO Professional	24
7	Appoint support EEO professionals	34
8	Training for personnel involved in recruiting/hiring	48
9	Designate a Disability Rights or ADA Coordinator	25
10	Distribute reasonable accommodation process	24
11	Utilize the Section 55-a Program	1
12	Annual workforce data review	38
13	Use and maintain an applicant/candidate log	34
14	Diversity in entity-produced content	2
15	Designate staff to assess recruitment efforts for discretionary titles	9
16	Assess recruitment efforts for discretionary titles	11
17	Designate Career Counselor	46
18	Designate a principal HR professional to provide agency-wide job information	29
19	Assess selection methods for discretionary titles	15
20	Assess selection methods for Civil Service titles	21

Appendix D: Local Laws Related to the City's Municipal Workforce

Recent Local Laws regarding the City's municipal workforce help advance equal employment opportunity. Many of these laws stipulate additional reporting without the allocation of additional funds. Those passed in 2025 tend to be for specific entities.

We provide brief summaries of each law below, with reporting requirements and funding provisions. Such piecemeal accounting of these laws does not seem to account for the totality of the work required, nor the capacity of the units within entities responsible for the additional mandates. As such, the unfunded mandates will likely further strain the affected entities. To ensure the success of its legislation, the New York City Council should evaluate the totality of these laws and allocate appropriate funding for additional personnel and resources where needed.

General Employment Practices Laws Pertaining to the City's Municipal Workforce

Local Law 23 (2025) requires the Department of Correction (DOC) to report on sexual assault and sexual harassment of correctional staff and provide staff access to mental health treatment resources. Starting on February 15, 2026, DOC must submit one report every six months to the Office of the Mayor, the New York City Council, and the Board of Correction. The reports must contain information on alleged incidents of sexual assault and sexual harassment of staff that occurred during the proceeding reporting period. In addition, DOC will provide staff with access to mental health resources related to reducing stress and other adverse mental health impacts, particularly for those working in correctional facilities. DOC is expected to use existing resources to fulfill the requirements.

Local Law 57 (2025) enables the Department of Citywide Administrative Services (DCAS) to offer Civil Service examination waivers to high school students and first-time applicants. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 28 (2024) requires each agency to designate an employee as the agency's mental health coordinator. The mental health coordinator assists the agency in ensuring compliance with regulations concerning accessibility and support for city employees with mental health needs, providing such employees with information about mental health support and services. Agencies are expected to use existing resources to fulfill the requirements.

Local Law 75 (2024) requires each mayoral agency to appoint a career counselor. The counselor will provide information to eligible employees on opportunities for promotion, and

opportunities at other agencies. DCAS is required to provide training to career counselors and develop written materials about the promotional examination application process. Agencies are required, every two years, to provide data on personnel utilization of career counselor services. DCAS is required to submit biennial reports to the Mayor and Speaker of the City Council regarding these activities by December 31, 2025, and every subsequent two years. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 76 (2024) requires DCAS to administer workplace culture surveys. The surveys will be designed to address employees' views of their workplace culture, management practices, perceived barriers to promotion, diversity and equity within their agency, workplace culture or equity-related concerns that may cause the employee to consider leaving their agency, and ideas on how to improve their workplace culture. DCAS is required to submit a report regarding these activities to the Mayor, Speaker of the City Council, each agency head, and the Equal Employment Practices Commission (EEPC), by January 1, 2026, and every subsequent two years. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 77 (2024) requires DCAS to report, every two years, on the administration of promotion exams. The report will contain data on the demographics of employees eligible for the promotion exam, the impact of expanding eligibility of promotion, and information on vacancies that could have been filled with a promotional exam but instead an open competitive exam was used. DCAS is required to post conspicuously on its webpage and to submit to the Mayor and the Speaker of the Council a report that contains information in relation to its administration of promotion examinations pursuant to sections 51 and 52 of the civil service law. Each such report shall be posted no later than January 31, 2026, and January 31 of each even-numbered year thereafter, and shall contain the information for the previous 2-year period. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 2 (2023) requires DCAS to provide education and outreach citywide, through City programs, to populations that could benefit from information regarding the benefits of joining the Civil Service, and the process of taking Civil Service examinations. Target populations include those served by high schools, colleges, universities, trade schools, mental health programs, social work programs, juvenile justice facilities, foster care programs, shelters, and drop-in centers that are funded, operated, or contracted by the City. At least one event in each borough quarterly is required, and no less than 40 outreach initiatives are required annually. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding these activities. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 4 (2023) requires DCAS to administer a public service corps program pursuant to which undergraduate and graduate students may participate in internships at City agencies. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding its administration of the public service corps program. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 27 (2023) requires DCAS to contract for equity pay analyses, and for City agencies to include, in their annual employment plans, compensation analyses and measures to address pay disparities and occupational segregation. The legislation specifies timelines and stipulations for the DCAS pay equity analysis reports, as well as the contents of the agency annual employment plans. DCAS's contractor is to prepare and submit three reports to the Mayor, the Speaker of the City Council, and the relevant collective bargaining units. DCAS's contractor is estimated to cost $250,000 annually. No expenditures were provided to DCAS or other agencies to comply with the additional analyses and discussion in their annual employment plans mandated by the law.

Local Law 28 (2023) requires DCAS to annually collect, analyze, and report on applicants for Civil Service examinations and admission and graduation statistics from agency training programs. This law also requires DCAS to train City agencies to develop job postings and recruitment materials that promote diverse recruitment. City agencies are required to provide DCAS with information related to their recruitment efforts, including related expenditures, events, and development of examination preparatory materials. DCAS is required to submit an annual report to the Mayor and Speaker of the City Council regarding these activities. No expenditures were provided to DCAS or other City agencies to comply with the additional data collection, analyses, and trainings mandated by the law.

Local Law 29 (2023) amends the existing Pay Equity Law (Local Law 18 (2019)), by requiring the DCAS to collect and provide additional employment data to the City Council, through the Mayor's Office of Data Analytics (MODA), for the purpose of identifying pay disparity in the municipal workforce. This bill eliminates time limitations on the City Council's access to such data. DCAS is expected to use existing resources to fulfill the requirements.

Local Law 113 (2023) requires the Commissioners of DCAS and the Department of Correction (DOC) to collaborate to administer Civil Service examinations for individuals incarcerated for a period of 10 days or longer in Borough-Based Jails. Requires DCAS, DOC, and the Mayor's Office of Criminal Justice (MOCJ), to coordinate in administering informational programming about the Civil Service examination system to justice-involved individuals (arrested, prosecuted, or incarcerated). DCAS, DOC, and MOCJ are required to annually report on the program activities to the Mayor and the Speaker of the City Council. No expenditures were provided to DCAS, DOC, or MOCJ to comply with the informational programming, Civil Service exam administration,[16] or reporting requirements.

Local Law 130 (2 023) requires DCAS to create a comprehensive exit survey and interview protocol designed to gather feedback from resigning and retiring municipal employees. City agencies would be required to offer resigning and retiring employees for voluntary completion, an electronic exit survey and an in-person exit interview. DCAS is required to submit a

16 The Fiscal Impact Statement for Local Law 113 (2023) estimates an average cost of $192 for the City to administer a Civil Service exam, and that the total cost to administer exams would range from $50,000-$350,000 for the first year. The total annual cost is anticipated to decrease in subsequent years, as the size of the incarcerated population in the City is anticipated to decline. See the Fiscal Impact Statement for Proposed Intro. No. 645-B (2023), (July 12, 2023), available at https://legistar.council.nyc.gov/View.ashx?M=F&ID=12157472&GUID=6C9854A1-E5E1-446B-BF1C-090E30E80D72.

report to the EEPC and the Speaker of the City Council summarizing the responses received in exit surveys and interviews. No expenditures were provided to DCAS or other City agencies to create, administer, analyze, or report on the exit interviews and surveys.

FDNY Focused Employment Practices Laws

Local Law 116 (2022) requires the FDNY, in consultation with DCAS, to develop and implement a plan regarding the recruitment and retention of individuals from populations that are underrepresented within the rank of Firefighter. FDNY is required to post on its website an annual report of its activities and efforts to implement the prior year's plan, and include an overview of its recruitment and retention efforts, including reference to all related budgetary expenditures for such efforts, and the projected change in the percentage of firefighters from populations that are underrepresented within the rank of Firefighter. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 117 (2022) requires the FDNY to survey each firehouse to determine the permanent facility upgrades necessary to establish a working environment that facilitates use by a mixed gender workforce. FDNY is required to submit a report of its survey findings to the Mayor and the Speaker of the City Council. The report is to detail permanent facility upgrades necessary at each firehouse, the feasibility of implementing such upgrades, and any construction plans to make such upgrades. Where practicable, FDNY is required to implement interim measures to accommodate a mixed gender workforce until permanent upgrades are made. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 118 (2022) requires the FDNY to submit to the Mayor and the Speaker of the City Council, and post on its website, an annual report on the number of employees assigned to each firehouse or special operations unit, disaggregated by gender and race or ethnicity, as well as the number of individuals who reside within the immediate service area of each fire company, disaggregated by gender and race or ethnicity. FDNY is expected to use existing resources to fulfill the requirements.

Local Law 49 (2015) requires the FDNY to report on the gender and racial demographics of the applicant pool at every step of the multiple phases of testing and evaluation process for firefighter Civil Service examinations, and admission and graduation statistics from the probationary firefighter school. FDNY is required to report the statistics for its most recent application period, and for each application period going forward on a yearly basis. FDNY is also required to report on its recruiting activities for the firefighter position, including its recruiting expenditures, a list of the recruiting events it attended, and a list of the preparatory materials it creates to assist firefighter applicants. FDNY is expected to use existing resources to fulfill the requirements.

Equal Employment Practices Commission

Equal Employment Practices Commission
253 Broadway, Suite 602
New York, NY 10007

Phone: (212) 615-8939
Fax: (212) 676-2724
www.nyc.gov./site/eepc/index.page

