

FY Workforce 20 Profile 14 Report

NYC Government



ACKNOWLEDGEMENTS

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Office of Labor Relations

Office of Management and Budget

School Construction Authority

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ABOUT THIS REPORT

This report covers the employees of City agencies that report to the Mayor, as well as the New York City Housing Authority (NYCHA), the Department of Education (DOE), NYC Health and Hospitals (NYCHH), the School Construction Authority (SCA), and elective bodies including the offices of the District Attorneys and Borough Presidents, the City Council, the Public Advocate and the Public Administrators of each borough. Also included are several boards and commissions, such as the Civil Service Commission, the Equal Employment Practices Commission, and the Board of Correction.

The report draws on employee-level personnel data from fiscal years 2005 through 2014. The primary source for employee data was the New York City Automated Personnel System (NYCAPS), the City's human resources information system of record. Gender and ethnicity data for NYCAPS employees was provided by the Department of Citywide Administrative Services' (DCAS's) Office of Citywide Diversity and Equal Employment Opportunity. NYCHH and SCA furnished personnel and gender and ethnicity data for their respective agencies.

The Department of Citywide Administrative Services (DCAS) administers the civil service system for all New York City agencies, including the offices of elected officials in the City. This system includes agencies, such as the offices of District Attorneys, Public Administrators and pension systems, which are generally considered independent offices but are considered City agencies for the purposes of civil service administration.

Pursuant to either statute or case law, DCAS administers the civil service system for several outside entities, which are not agencies or offices of the City of New York: The New York City Transit Authority, Triborough Bridge and Tunnel Authority, NYCHA, Municipal Water Finance Authority, and the non-pedagogical employees of the DOE. Personnel administration of teachers and other pedagogical staff falls within the jurisdiction of the New York State Regents and Education Department rather than the City's, or State's, Civil Service Commission. NYCHH and SCA serve as their own, independent municipal civil service administrators.

Based on this FY 2014 report, several interesting observations can be made:

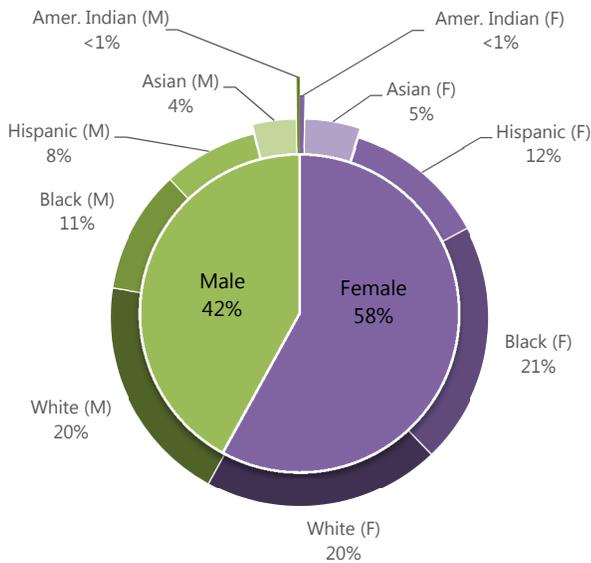
- One of the data points that immediately stands out is that 29% of City employees will become eligible to retire over the next five years, with 16% of City employees being eligible to retire now. However, only 22% of retirement eligible employees actually retired in FY 2014. The median years of service at retirement has increased by 21% in the last nine years, meaning employees are working longer before retiring, which gives the City an opportunity to prepare successors more effectively, given the longer timelines. The DCAS Office of Workforce Planning plans to create and implement a Succession Planning Guide to assist agencies in their succession planning efforts.
- At the other end of the career path, 43% of all separated employees in FY 2014 had fewer than ten years of service and more than half of all resignations were by employees 35 years old or younger. In October 2015, the Office of Workforce Planning released a citywide exit survey for managers voluntarily departing City service to better understand attrition in City government. In 2016, the Office of Workforce Planning intends to launch a citywide onboarding survey for all new hires and rehires arriving into City government, which will provide agencies with insight as to what attracted these individuals to City government. These two bookend tools will enable agencies to implement long-term employee retention strategies to ensure the City's workforce needs continue to be met.

WORKFORCE AT A GLANCE

In Fiscal 2014 the City of New York employed 354,120 people in professions including teachers, police officers and firefighters; analysts, engineers and inspectors of every description; caseworkers and nurses; administrative and clerical support staff; park workers and road repairers; the list goes on and on. This makes New York City Government one of the largest employers in the nation.

Summary Indicators, Fiscal 2014	
Total Workforce	354,120
Headcount (FT / PT)	317,685 / 36,435
Median Age	44
Median Years of Service	10
% Female / Male	58% / 42%
% Minority / White	60% / 40%
Median Annual Base Salary (FT)	\$66,307
% Hires	8%
% Separations	8%
% Eligible to Retire (All Employees)	16%
% Eligible to Retire in 5 Years (All Employees)	29%

Employees by Gender and Ethnicity

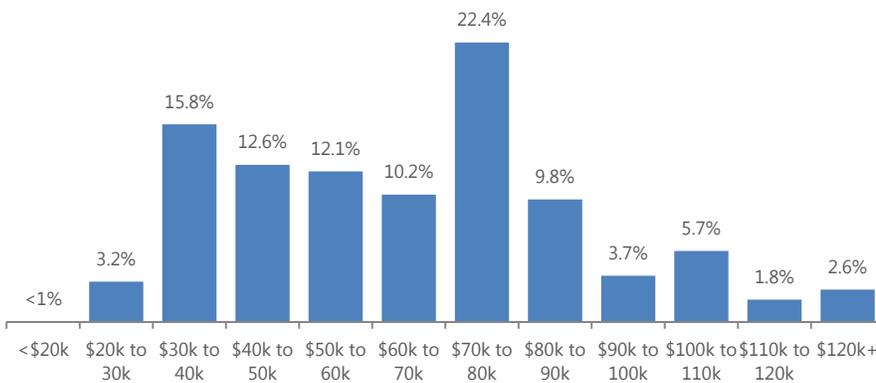


The City's workforce is majority minority: 60% is non-white.

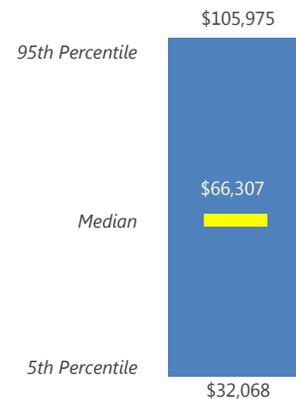
Females represent 58% of the total workforce.

More detailed information on the City workforce's composition can be found beginning on page 10.

Distribution of Full-Time Employee Annual Base Salary

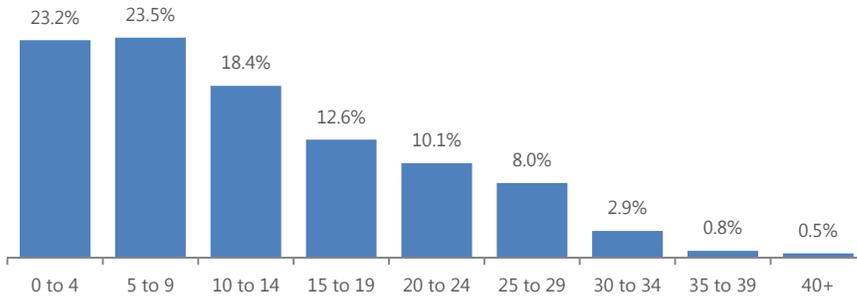


FT Annual Salary Range

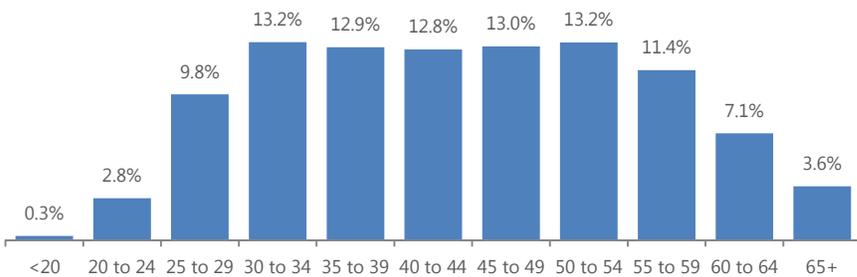


In this report salary is defined as a full-time employee's annual base rate, which does not include additions to gross earnings such as longevity increases, shift/pay differentials, or earned overtime. A detailed definition of employee salary can be found in Appendix I.

Distribution of Employees by Years of Service



Distribution of Employees by Age



Turnover

During Fiscal 2014:

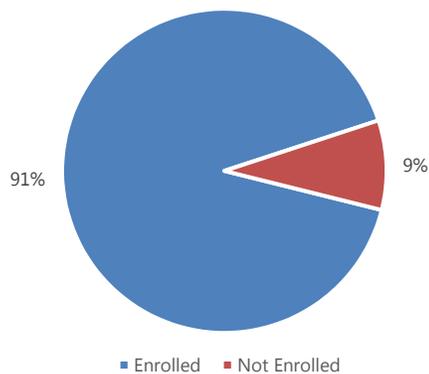
The City on-boarded 24,200 new hires, and 3,200 former employees were rehired.

26,700 employees separated from City service during the year.

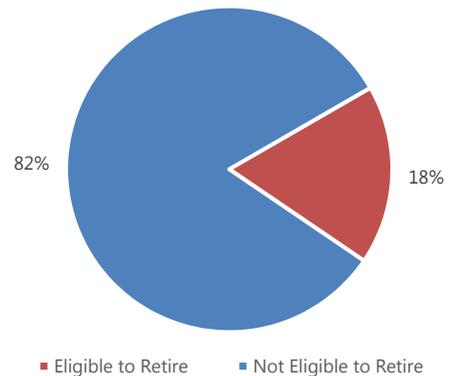
An additional 1,300 employees transferred from one city agency to another.

The City's Fiscal 2014 separation rate of nearly 8% is significantly lower than the overall turnover rate in the City's general employed population. More information on hiring and separations can be found beginning on page 15.

Pension Enrollment



Eligible to Retire in Fiscal 2014*



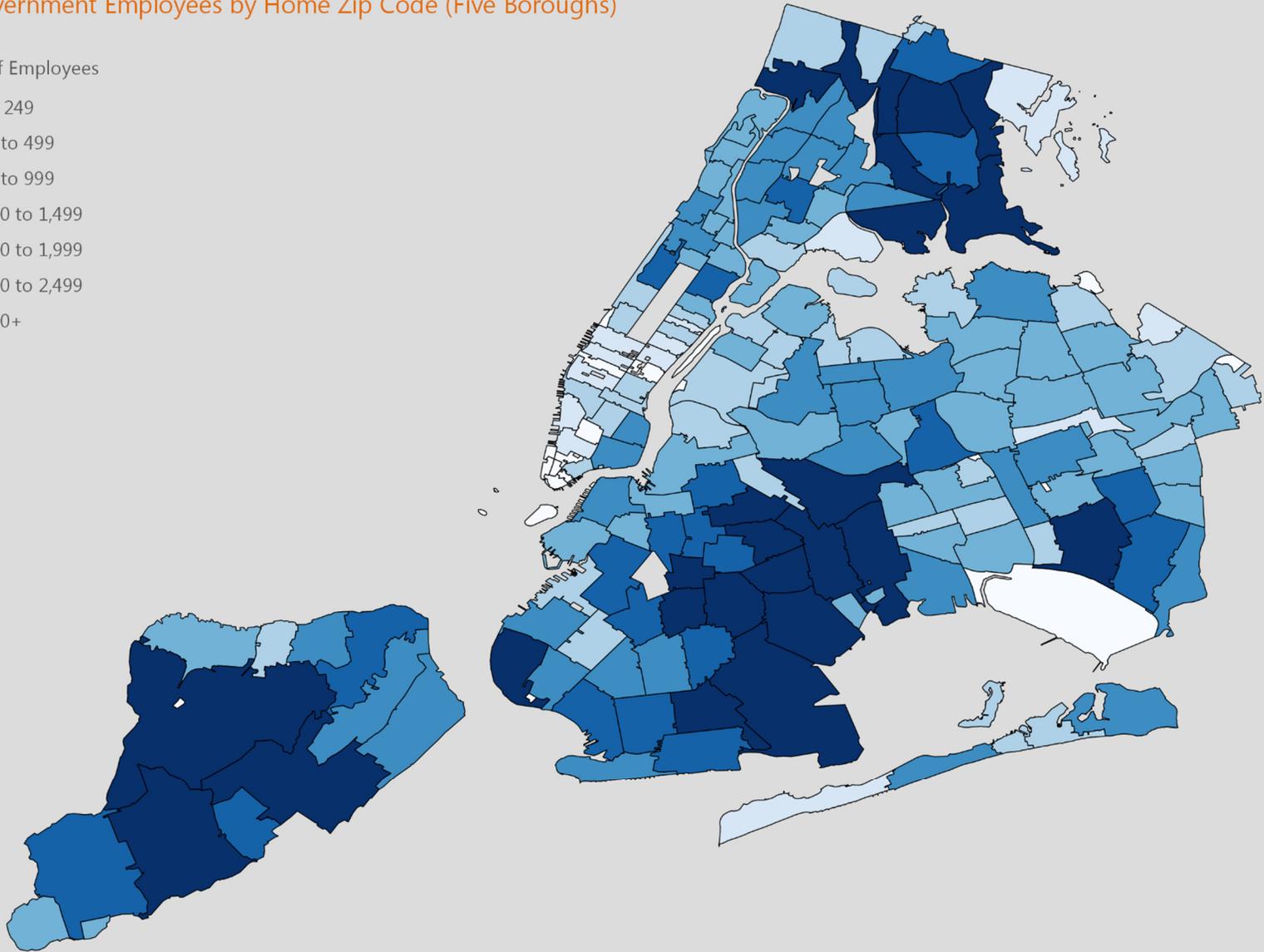
* Chart reflects percent of Pension Enrolled employees

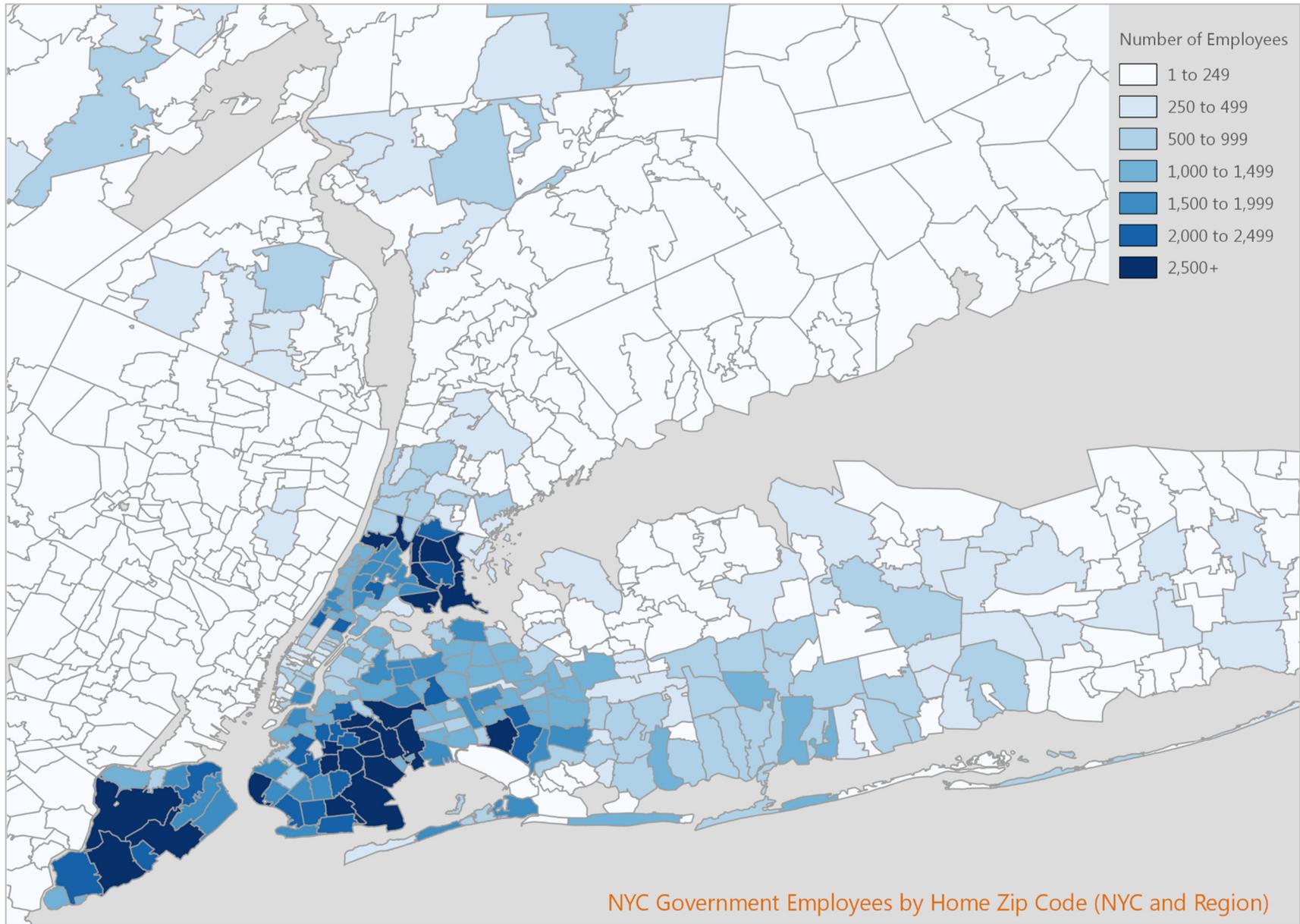
Retirement eligibility is determined by a combination of the age and service requirements of an employee's pension plan and pension tier, and the employee's date of birth and City Start Date (see Appendix I).

NYC GOVERNMENT EMPLOYEES BY HOME ZIP CODE

NYC Government Employees by Home Zip Code (Five Boroughs)

Number of Employees





While most New York City government employees live within the five boroughs, many employees commute from the surrounding area. The New York City residency law requires employees to establish City residence within 90 days of entering City service. After two years, employees are deemed in compliance with the law if they live in Nassau, Westchester, Suffolk, Orange, Rockland, or Putnam county. More information on the City's residency requirements can be found in Appendix I.

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EMPLOYEE TYPE

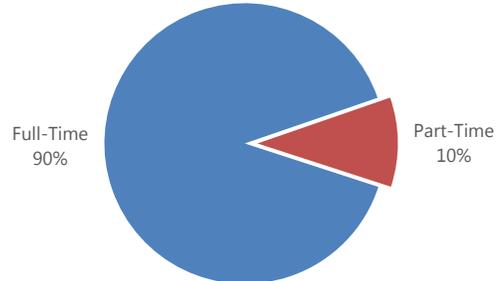
City employees can be subdivided into any number of distinct dimensions. Below are some of the broadest categories.

Full-time and Part-time

Full-time employees include those who work a standard work week in a full-time title with a regular annual work schedule. Generally, full-time employees work 35-40 hours per week, 261 days per year.

Part-time employees are those who work fewer than 35 hours per week or are in titles having no standard hours per week or days per year, or are seasonal employees such as lifeguards and many parks maintenance workers.

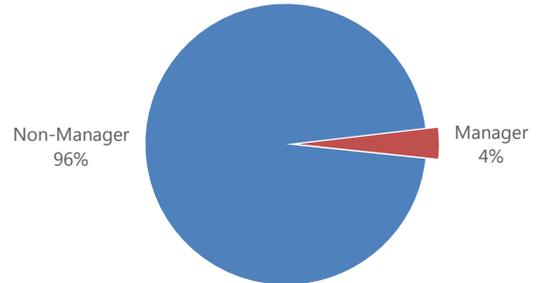
Fig 1: Fiscal 2014, Full-Time vs Part-Time Status



Managerial Service

Managers are those employees who formulate policy, assist directly in collective bargaining negotiations, or have a major role in the administration of collective bargaining agreements or in personnel administration.

Fig 2: Fiscal 2014, Managers vs Non-Managers

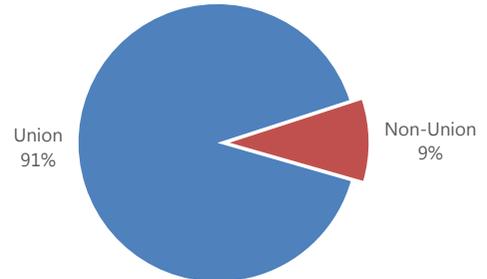


Union Representation

Most of the municipal workforce is represented by a labor union and covered by collective bargaining.

A subset of employees, 5% of the total workforce, are serving in titles which are neither managerial nor represented by a union.

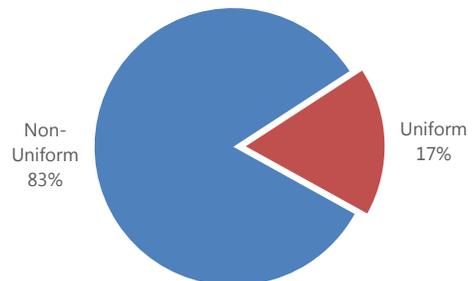
Fig 3: Fiscal 2014, Union vs Non-Union



Uniformed Services

The uniformed service is the Police, Fire, Correction and Sanitation Services and not including civilian positions in these agencies.

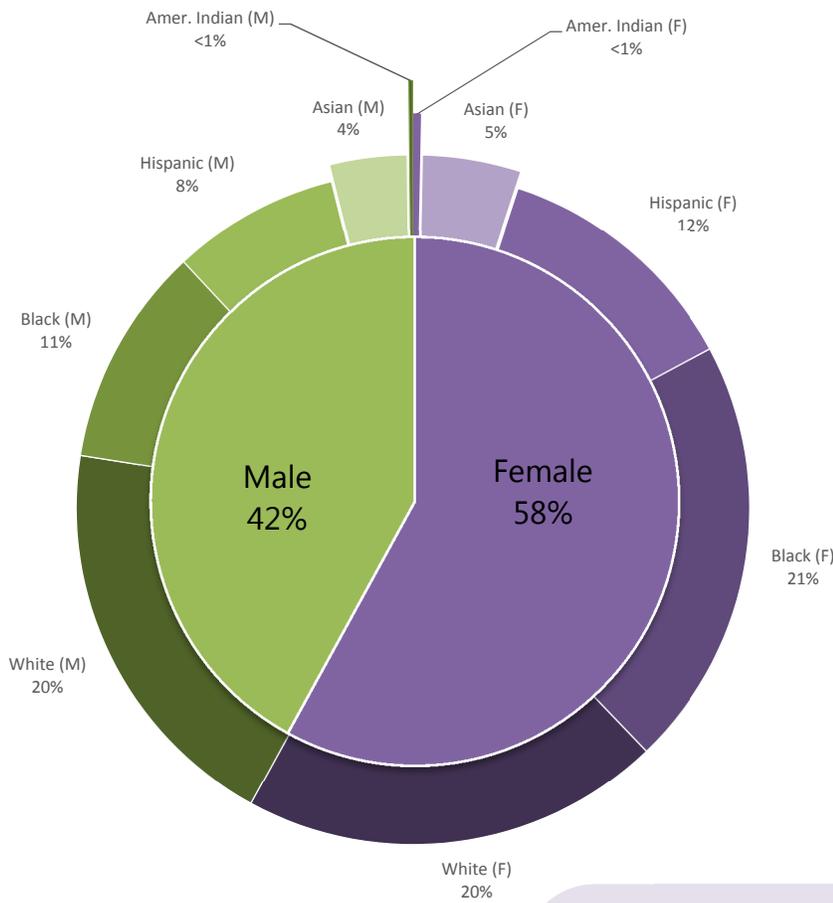
Fig 4: Fiscal 2014, Uniform vs Non-Uniform



GENDER AND ETHNICITY

NYC Government Workforce vs Total NYC Working Population

Fig 5: Fiscal 2014, NYC Government Workforce by Ethnicity and Gender

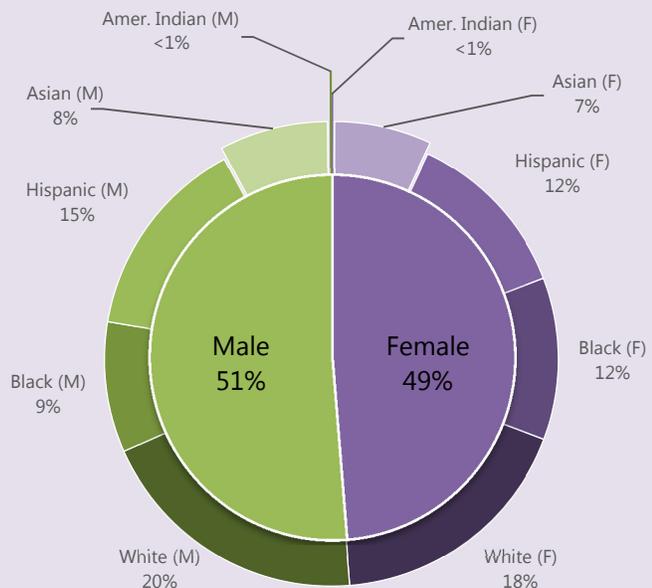


Compared to the total NYC Employed Workforce (see inset, right), the City's workforce has a comparable proportion of whites (40% vs 38%) but varies amongst minorities; Black (32% vs 21%), Hispanic (20% vs 27%), and Asian (9% vs 15%).

The City's workforce also has a significantly higher proportion of women (58%) to men (42%).

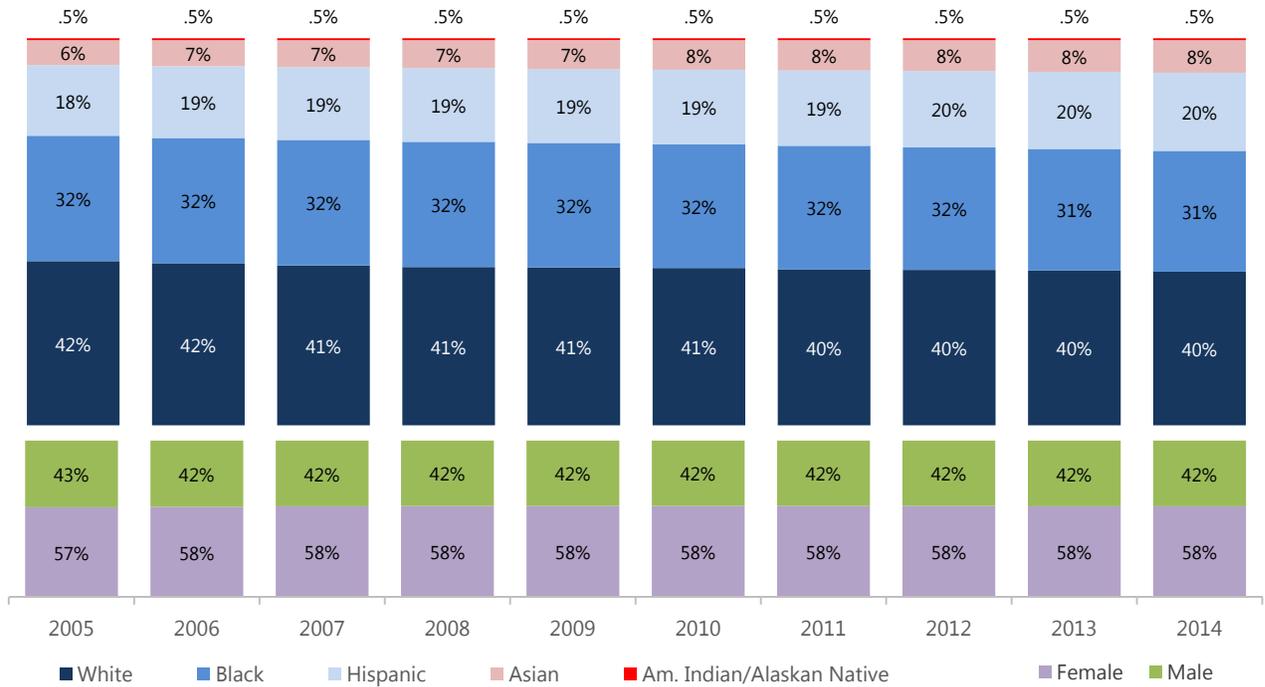
Source: United States Census Bureau: Calendar Year (CY) 2013 American Community Survey (ACS) Public Use Microdata Sample (PUMS).

Fig 6: CY 2013, NYC Total Employed Population by Ethnicity



Gender and Ethnicity Trends

Fig 7: Fiscal 2005-2014, Gender and Ethnicity



Over the last ten years, the City's workforce has become slightly more minority, and more female, but overall the demographic composition is remarkably stable.

GENDER AND ETHNICITY BY AGENCY

Fig 8: Fiscal 2014, Gender and Ethnicity by Agency

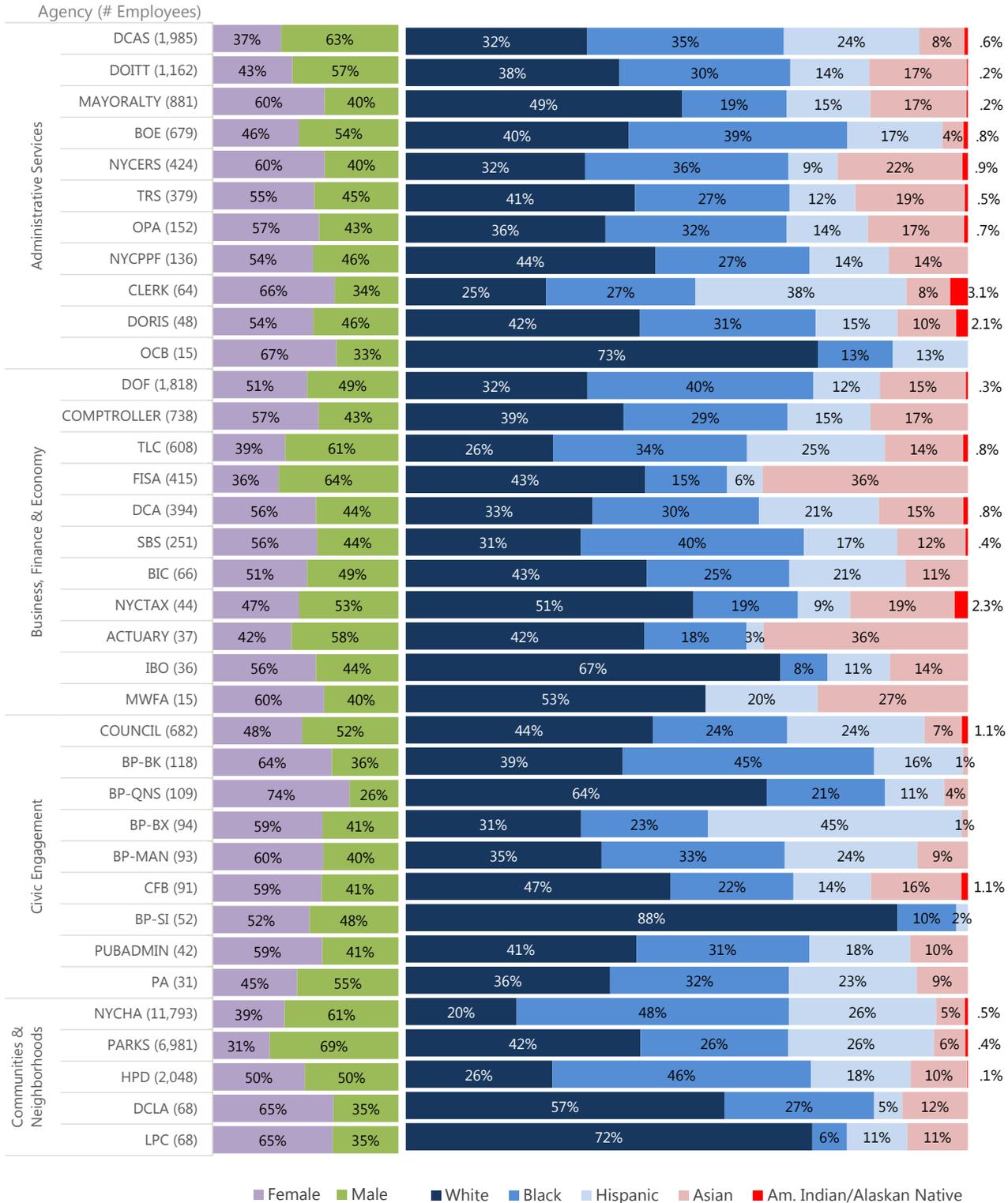
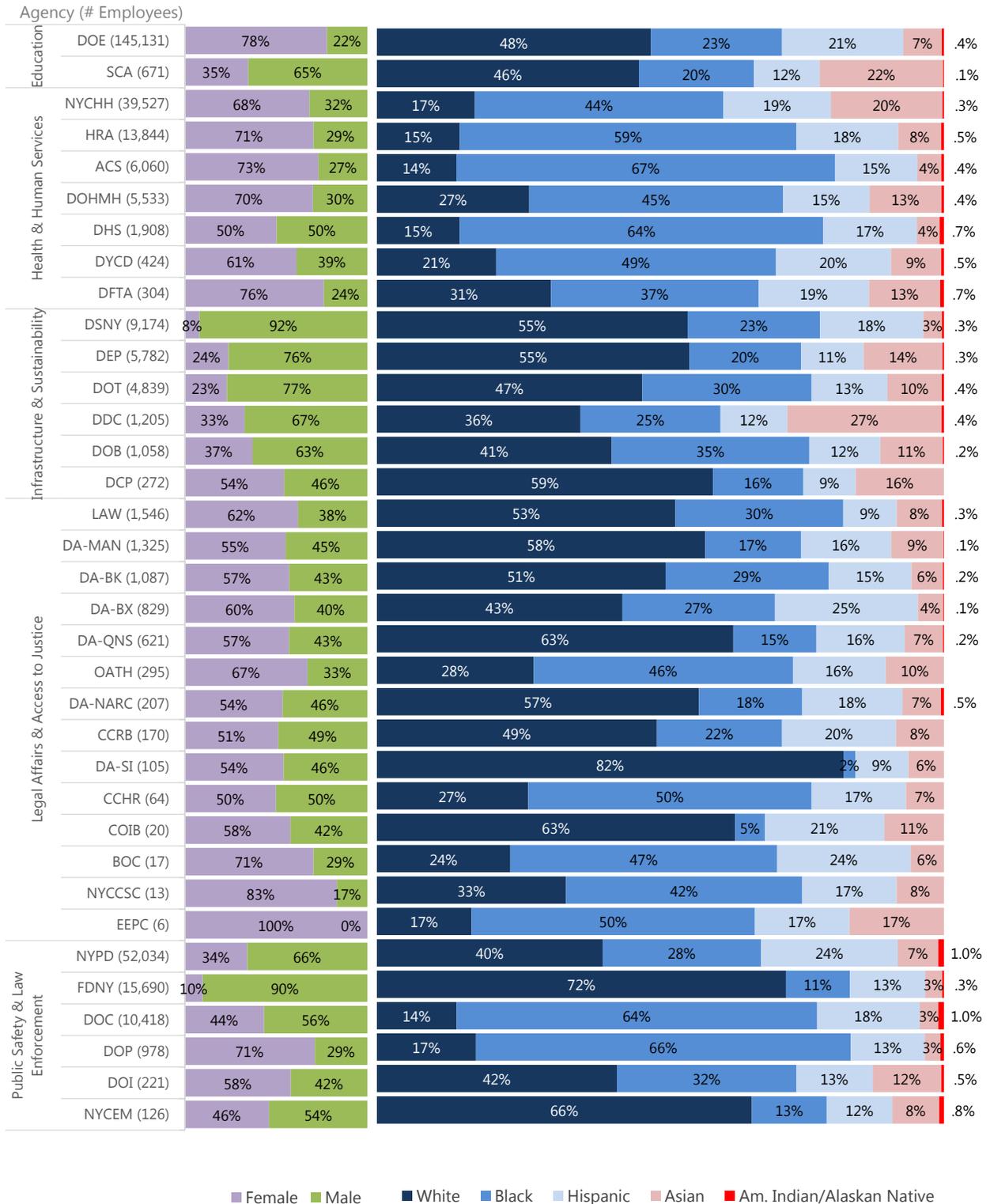


Fig 8: Fiscal 2014, Gender and Ethnicity by Agency (continued)



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HIRES

During Fiscal 2014 the City hired nearly 27,500 employees. Hiring falls into two different types: new hires and re-hires.

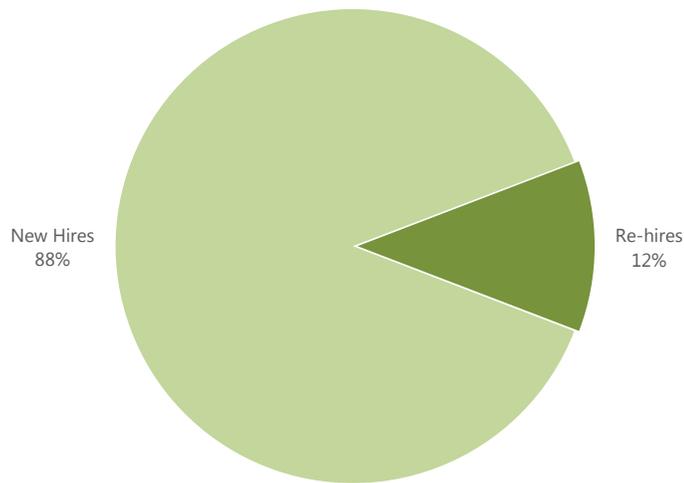
New Hires

Employees who were on-boarded during Fiscal 2014 and had no prior service in the agencies or titles covered in this report.

Re-hires

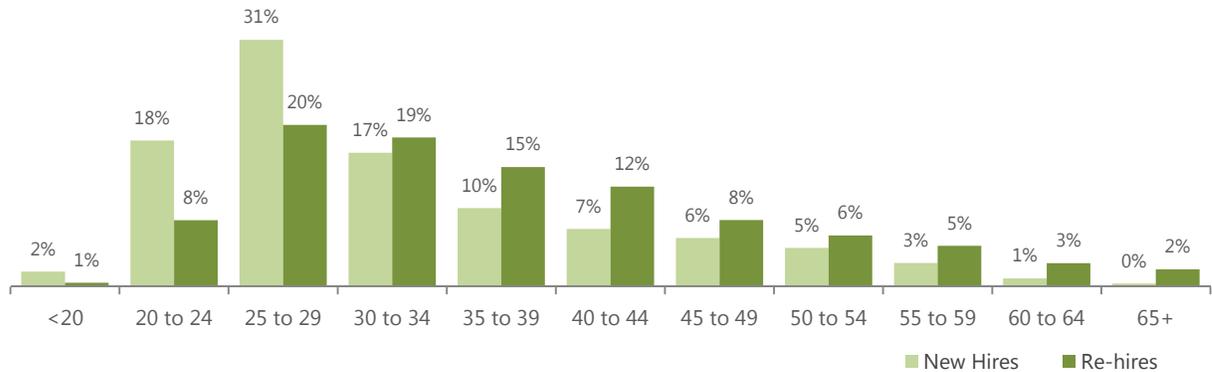
Employees, who were on-boarded during Fiscal 2014 and were found to have prior City service in the agencies and titles covered in this report.

Fig 9: Fiscal 2014, Hiring by Type



Age Distribution of Hires

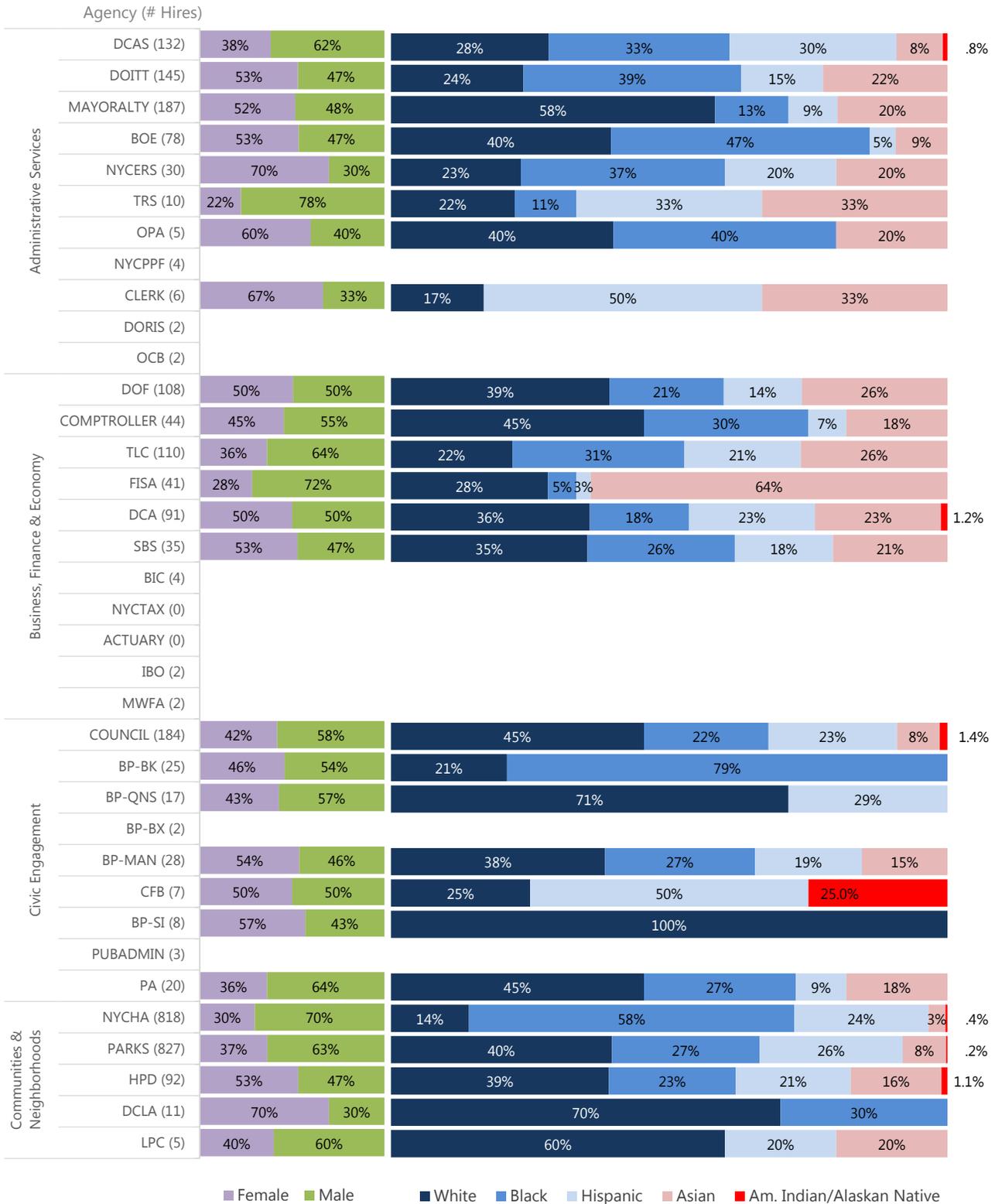
Fig 10: Fiscal 2014, Age Distribution of Hires by Type



Half of all new hires during Fiscal 2014 were under the age of 30.

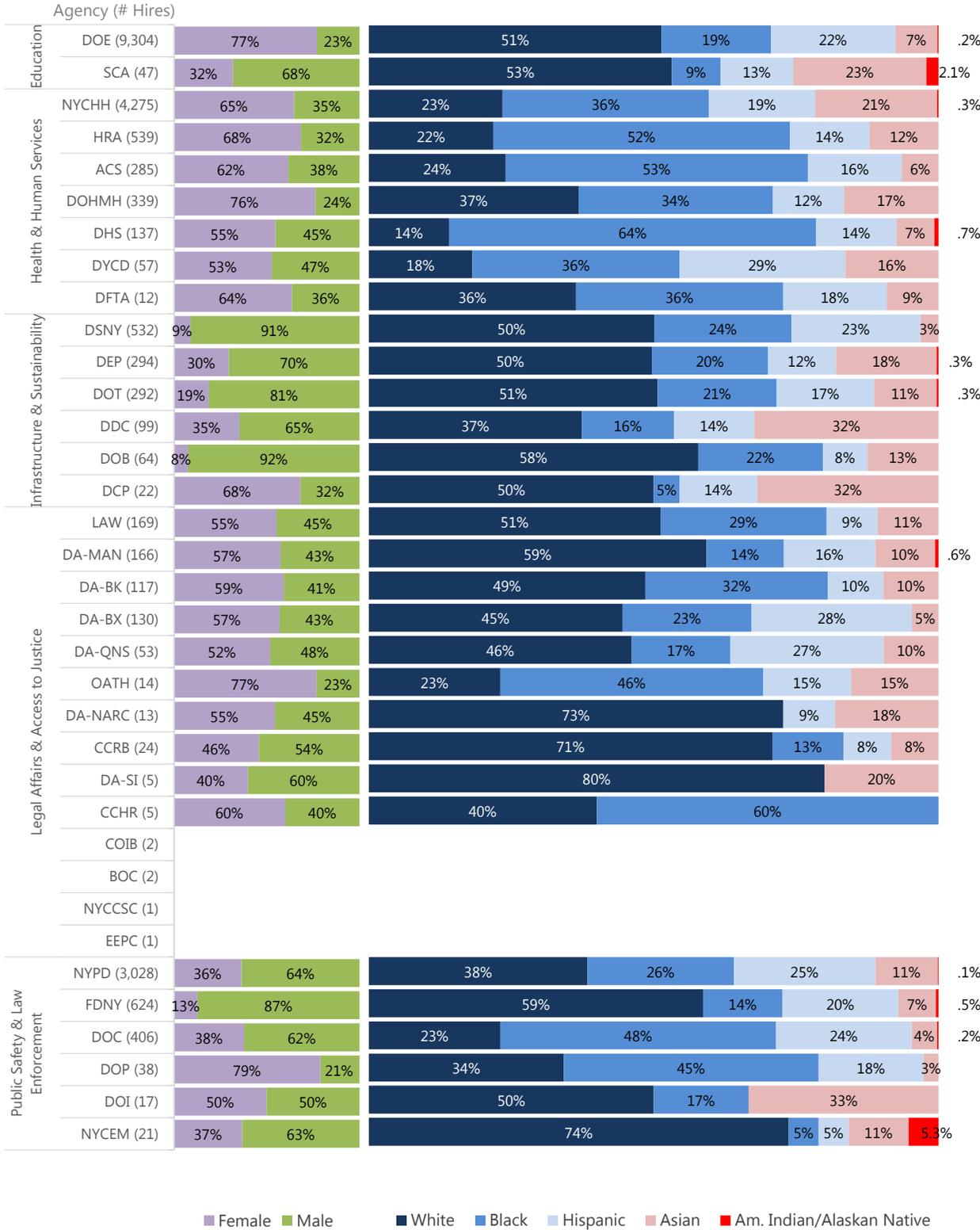
New Hires by Agency

Fig 11: Fiscal 2014, Gender and Ethnicity of New Hires by Agency



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Fig 11: Fiscal 2014, Gender and Ethnicity of New Hires by Agency (continued)



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Hiring Trends

Fig 12: Fiscal 2005-2014, Number of Hires by Type

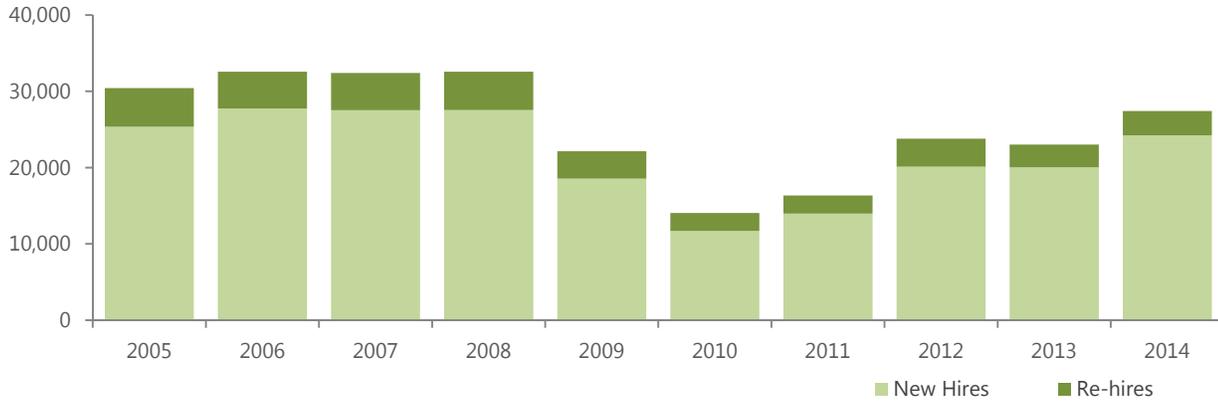
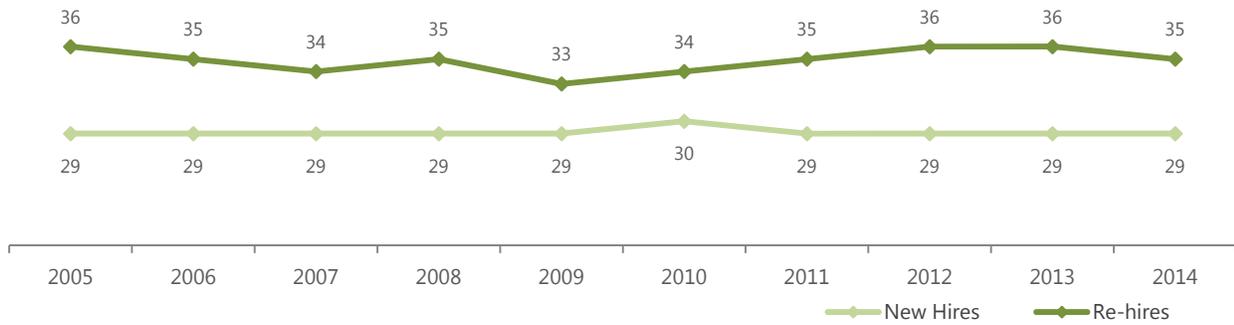
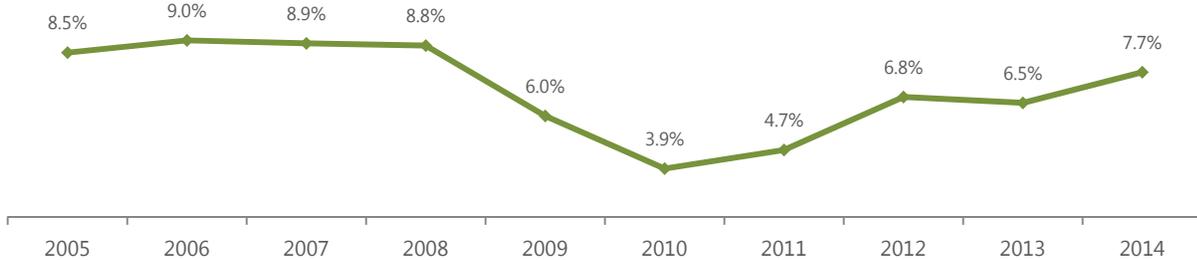


Fig 13: Fiscal 2005-2014, Median Age of Hires by Type



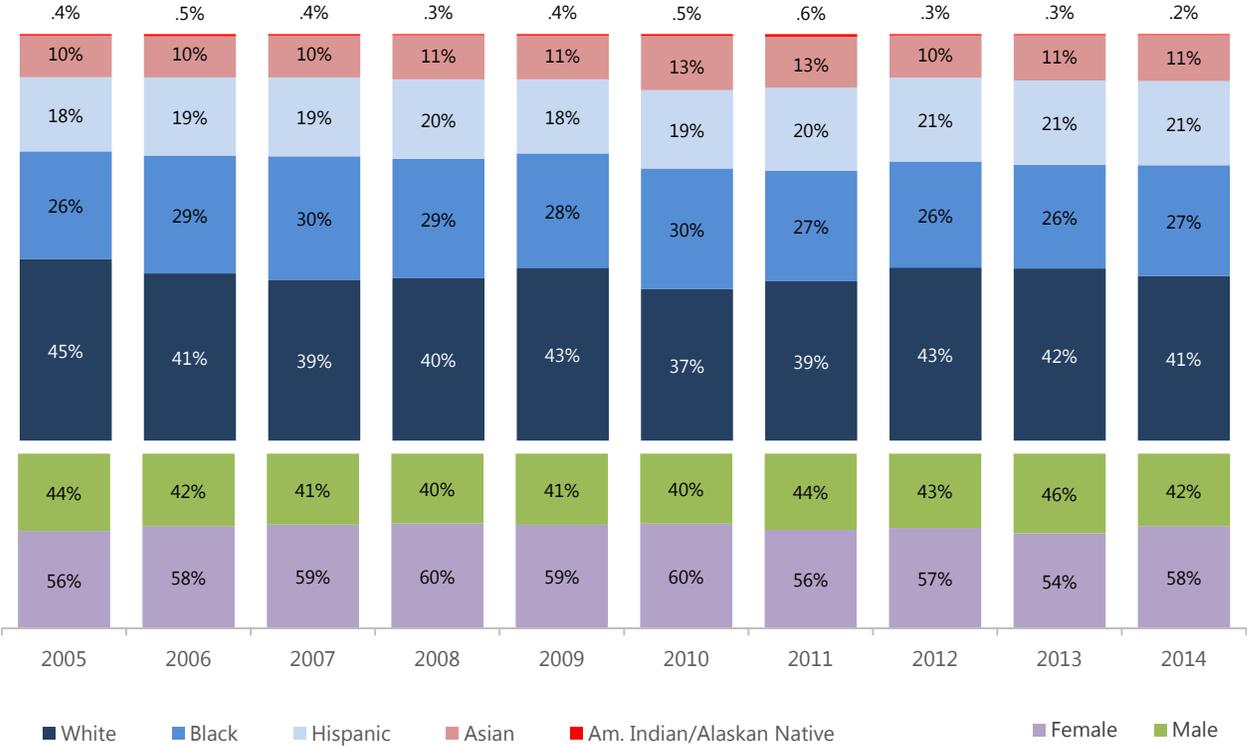
The median age of new hires has been remarkably stable, at 29 years old.

Fig 14: Fiscal 2005-2014, All Hires as a Percent of Total Headcount



The drop in hiring between Fiscal 2009 and 2011 is consistent with the hiring freeze instituted in 2009, which was not fully lifted until Fiscal 2011.

Fig 15: Fiscal 2005-2014, New Hires by Gender and Ethnicity



Minorities have become a larger proportion of new hires over the last decade, with the most significant gains seen in the Hispanic population.

SEPARATIONS

Separations for each year were determined by evaluating each active employee at the close of the prior fiscal year that was not active at the close of the current fiscal year.

Separation Reasons

In this report, separations are grouped under six different reasons.

Retirement

Voluntary separation of an employee from City service after applying to receive benefits under their pension plan.

Resignation

Voluntary separation of an employee for reasons other than retirement.

Dismissal

Involuntary separation of an employee not due to budgetary constraints or mandatory headcount reductions. This category includes reasons such as not passing probation or poor performance, and, not maintaining the required licenses or certifications for a particular position.

Layoff

Involuntary separation of an employee due to budgetary constraints or mandatory headcount reductions.

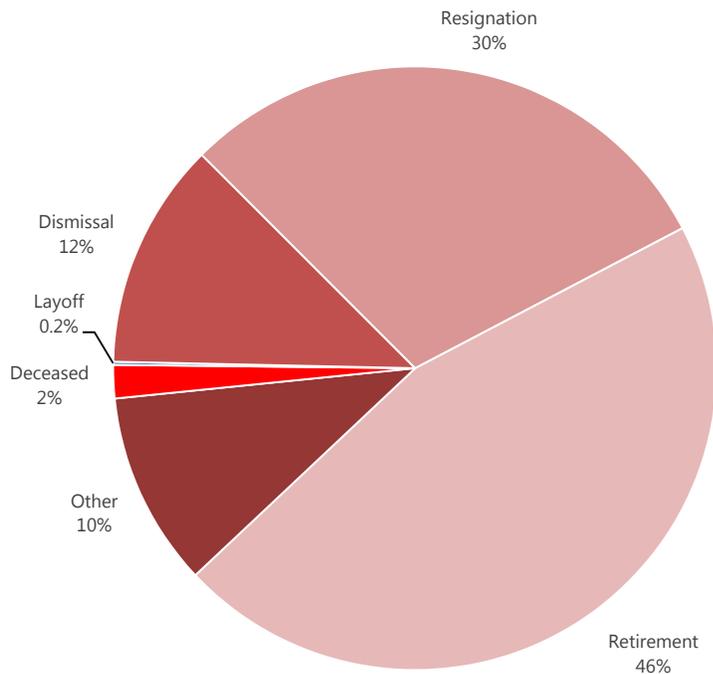
Deceased

Employees that died during the fiscal year.

Other

Separated employees whose reason for leaving is not covered by the categories above or data regarding their separation reason was not available.

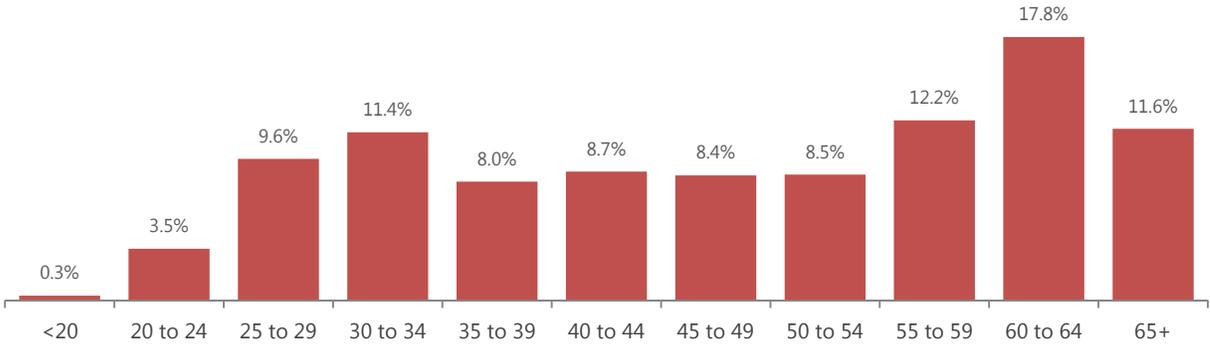
Fig 16: Fiscal 2014, Separations by Type



During Fiscal 2014 a substantially larger number of employees retired than in years past, accounting for nearly half of all separations.

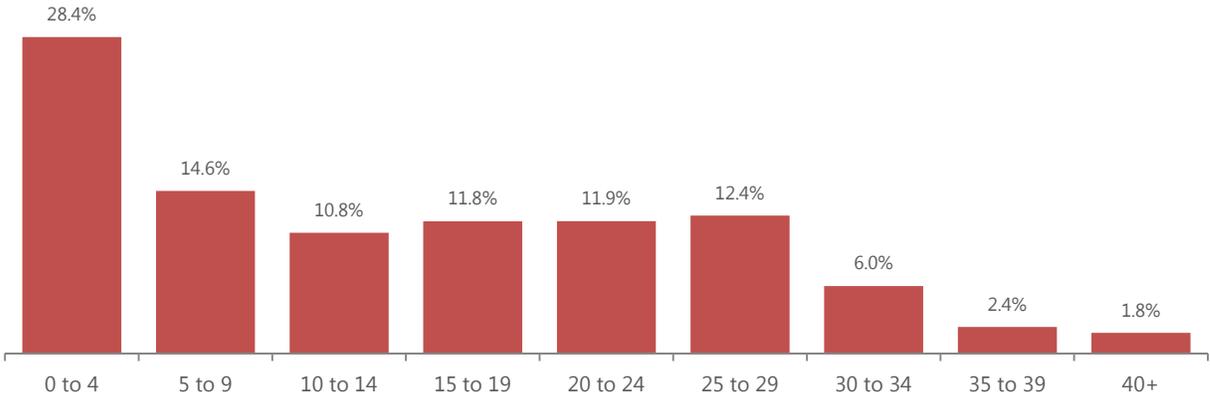
Distribution of Separations

Fig 17: Fiscal 2014, Distribution of All Separations by Age



One third of all separations were by employees under the age of 40 while nearly 30% of all separated employees were over 60 years old.

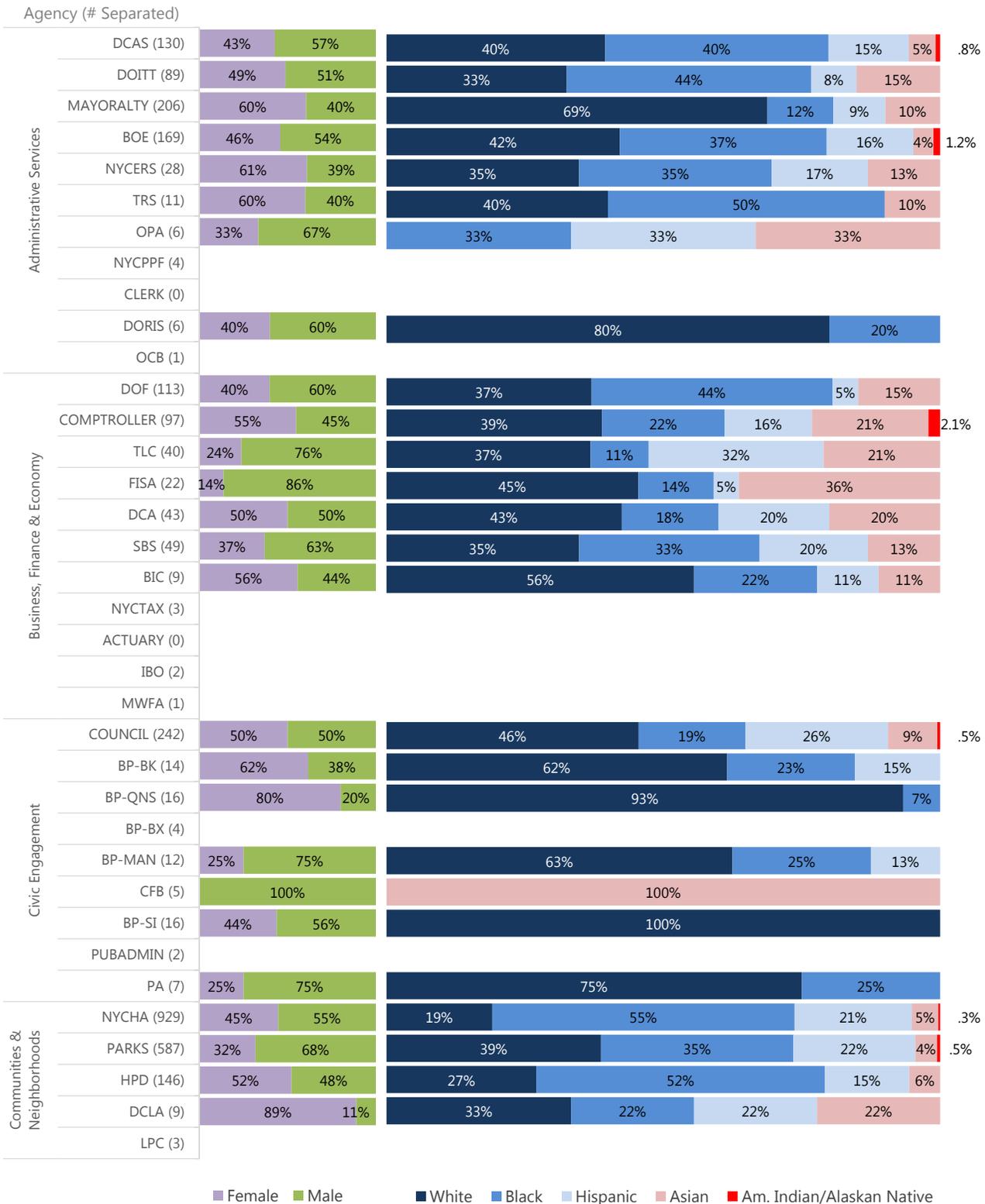
Fig 18: Fiscal 2014, Distribution of All Separations by Years of Service



Almost 43% of all separated employees had fewer than ten years of service, and approximately two-thirds had fewer than 20 years of service.

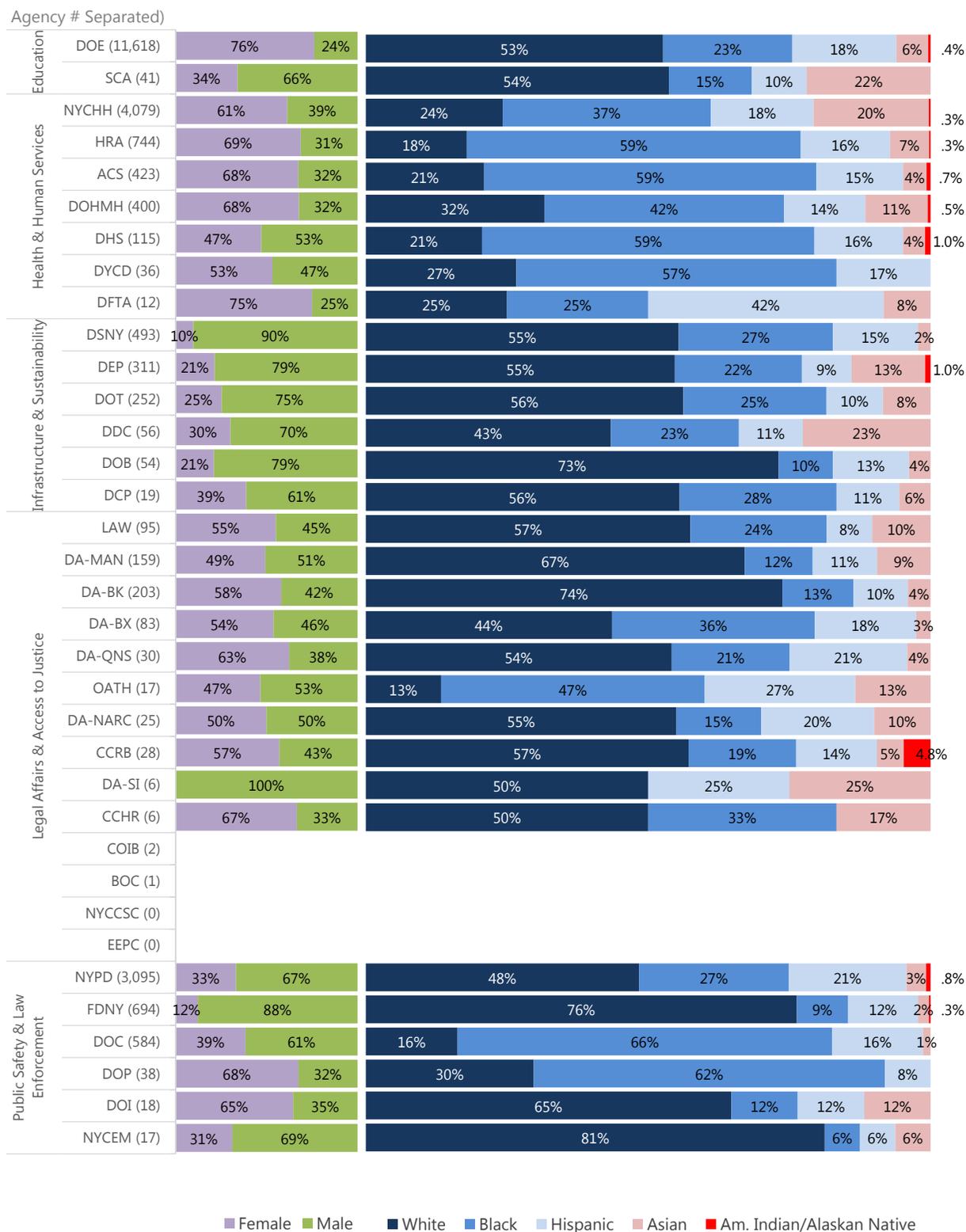
Separations by Agency

Fig 19: Fiscal 2014, Gender and Ethnicity of All Separations by Agency



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Fig 19: Fiscal 2014, Gender and Ethnicity of All Separations by Agency (continued)



Female Male White Black Hispanic Asian Am. Indian/Alaskan Native

Note: Gender and Ethnicity are only reported for groupings of five or more employees

Age and Years of Service for All Separations by Agency

Fig 20: Fiscal 2014, Age and Years of Service for All Separations by Agency

	Agency	Median Age	Average Age	Median YOS	Average YOS
Administrative Services	DCAS	57	53.0	15.5	16.7
	DOITT	38	42.0	2	6.3
	MAYORALTY	34	38.7	3	7.0
	BOE	40	41.8	2	4.1
	NYCERS	33.5	41.1	0	5.9
	TRS	60	55.1	8	12.7
	OPA	40.5	41.8	19	19.2
	NYCPPF	n/a	n/a	11	14.0
	CLERK	n/a	n/a	n/a	n/a
	DORIS	54	52.3	20.5	17.2
	OCB	n/a	n/a	26	26.0
Business, Finance & Economy	DOF	61	54.1	24	20.0
	COMPTROLLER	44	45.0	2	9.2
	TLC	34.5	38.9	2	8.3
	FISA	49.5	48.9	5.5	12.4
	DCA	34	40.4	3	7.7
	SBS	33	37.5	1	6.3
	BIC	38	39.7	9	11.0
	NYCTAX	n/a	n/a	31	26.7
	ACTUARY	n/a	n/a	n/a	n/a
	IBO	n/a	n/a	2.5	2.5
	MWFA	n/a	n/a	2	2.0
Civic Engagement	COUNCIL	33	38.2	3	5.9
	BP-BK	41	43.9	6	9.1
	BP-QNS	62	58.9	24.5	21.6
	BP-BX	n/a	n/a	4	6.0
	BP-MAN	28	32.8	2	4.5
	CFB	32	38.0	1	2.2
	BP-SI	57.5	51.4	12	15.4
	PUBADMIN	n/a	n/a	24.5	24.5
	PA	24	31.3	0	0.3
Communities & Neighborhoods	NYCHA	50	47.5	11	12.5
	PARKS	36	39.2	0	5.3
	HPD	59	54.3	24	18.9
	DCLA	32	36.0	4	4.1
	LPC	n/a	n/a	6	6.7

Note: Age metrics are only reported for groupings of five or more employees

Fig 20: Fiscal 2014, Age and Years of Service for All Separations by Agency (continued)

	Agency	Median Age	Average Age	Median YOS	Average YOS
Education	DOE	56	50.3	14	15.5
	SCA	64	60.1	14	14.8
Health & Human Services	NYCHH	43	45.8	5	10.6
	HRA	58	53.9	20	18.4
	ACS	46	45.7	7	12.2
	DOHMH	51	49.1	7	10.4
	DHS	53	49.8	12	14.9
	DYCD	38	40.5	3	7.8
	DFTA	56	54.3	12.5	12.1
Infrastructure & Sustainability	DSNY	52	51.5	21	20.2
	DEP	54	49.9	17	16.3
	DOT	56	53.8	20	17.3
	DDC	60	54.9	18	17.8
	DOB	53.5	52.2	7.5	11.6
	DCP	45	46.3	13	13.8
Legal Affairs & Access to Justice	LAW	42	46.0	7	10.8
	DA-MAN	28	32.5	2	5.0
	DA-BK	42	44.5	8	11.7
	DA-BX	34	36.9	5	7.7
	DA-QNS	35.5	41.1	5	10.3
	OATH	46	46.6	11	12.9
	DA-NARC	33	40.2	5	13.1
	CCRB	27	30.4	1	2.0
	DA-SI	32.5	35.8	5	7.7
	CCHR	55.5	50.5	11.5	12.2
	COIB	n/a	n/a	2.5	2.5
	BOC	n/a	n/a	25	25.0
	NYCCSC	n/a	n/a	n/a	n/a
EEPC	n/a	n/a	n/a	n/a	
Public Safety & Law Enforcement	NYPD	45	45.3	19	16.9
	FDNY	49	47.1	21	19.0
	DOC	48	46.3	21	15.7
	DOP	60	54.2	23	19.7
	DOI	33	39.7	5	10.7
	NYCEM	35	34.9	2	3.0

Note: Age metrics are only reported for groupings of five or more employees

Employee Separation Trends

Separations as a percent of the total City workforce have been relatively stable over the last ten years. The turnover rate for the total NYC labor market has been relatively stable over the same period. The overall separation rate is nearly double that of the City's. In stable jobs, that is, jobs held for more than one reporting period, the City and NYC as a whole show remarkable parity.

Fig 21: Fiscal 2005-2014, Separation Rate for NYC Government

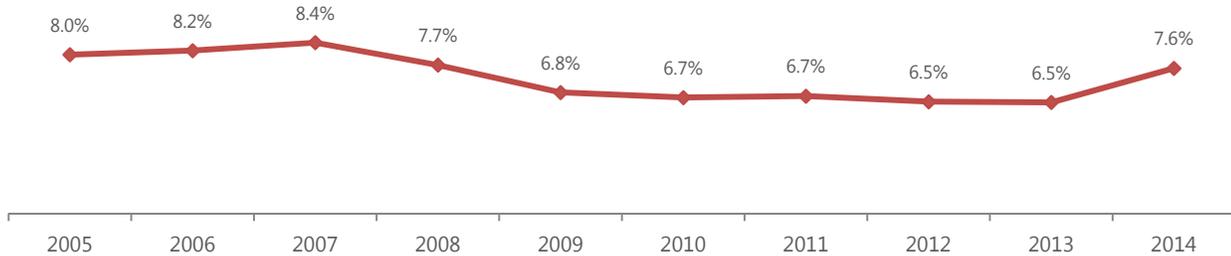
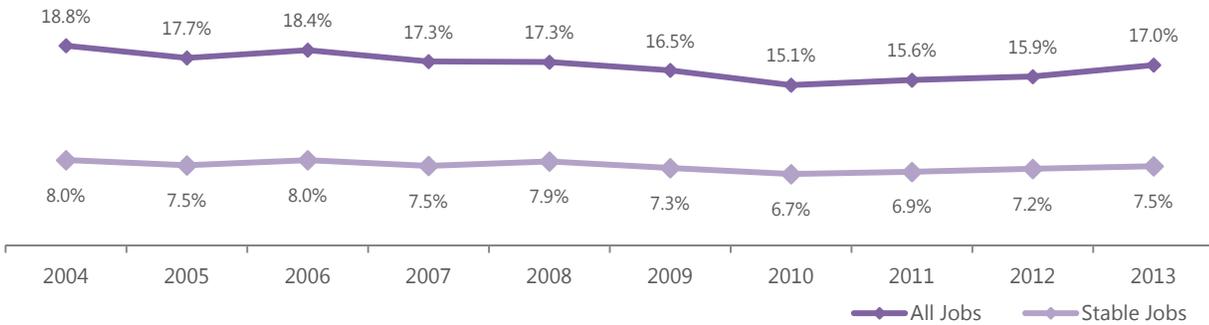


Fig 22: CY 2005-2014, Turnover Rate for NYC Total Employed Population

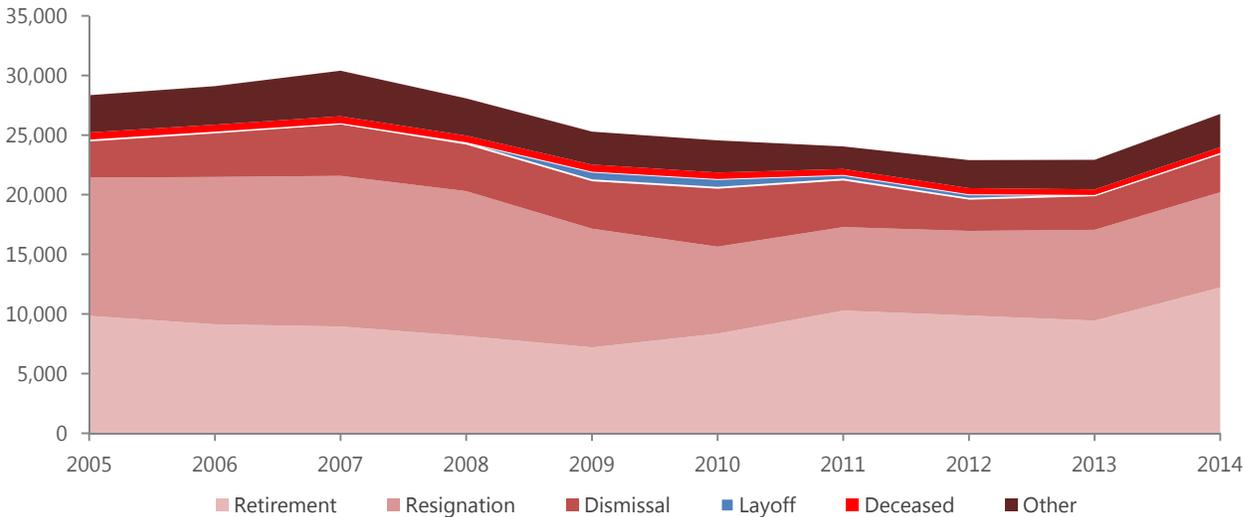


Source: US Census Quarterly Workforce Indicators for Calendar Years (CY) 2004 - 2013 (<http://lehd.ces.census.gov/data>). Data provided for New York City Counties. Figures based on quarterly averages for each year.

All Jobs: Estimated number of workers whose job with a given employer ended in the specified data period.

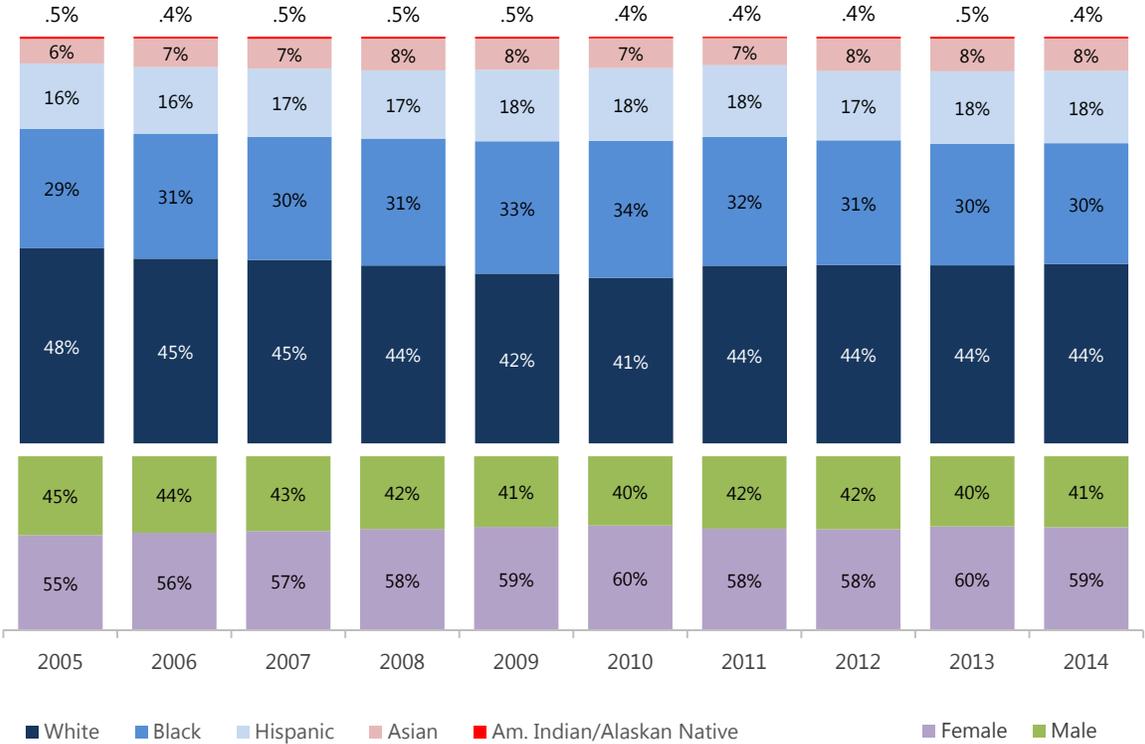
Stable Jobs: Estimated number of workers who had a job for at least a full quarter and then the job ended. Jobs are counted as a stable separation in the last quarter of employment.

Fig 23: Fiscal 2005-2014, All Separations by Type



The total number of separations has varied by 29% over the last ten years, with the highest number occurring in Fiscal 2007, and the lowest number occurring in Fiscal 2012.

Fig 24: Fiscal 2005-2014, All Separations by Gender and Ethnicity



Women, as a percent of all separations, grew by four percentage points over the decade, during which time white employees declined by four percentage points.

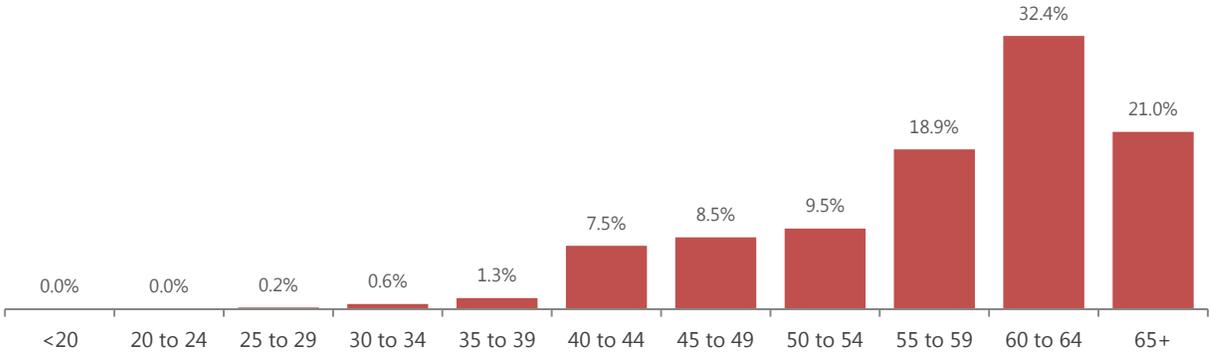
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Retirement

More than 12,000 employees retired from City service during Fiscal 2014, representing 3% of the total headcount. Retirements include voluntary service retirements with full pension benefits and disability retirements.

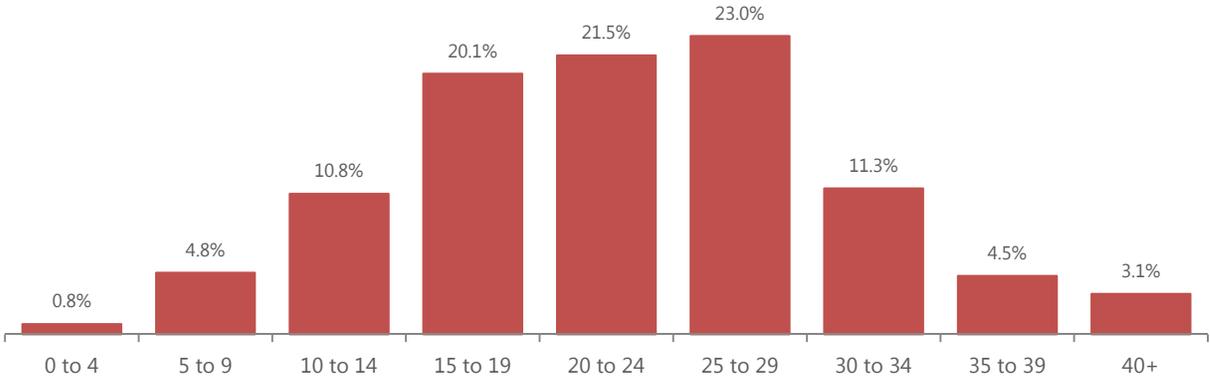
Distribution of Retirees

Fig 25: Fiscal 2014, Distribution of Retirees by Age



More than half of retirees were over the age of 60, and an additional 28% were between 50 and 60 years old.

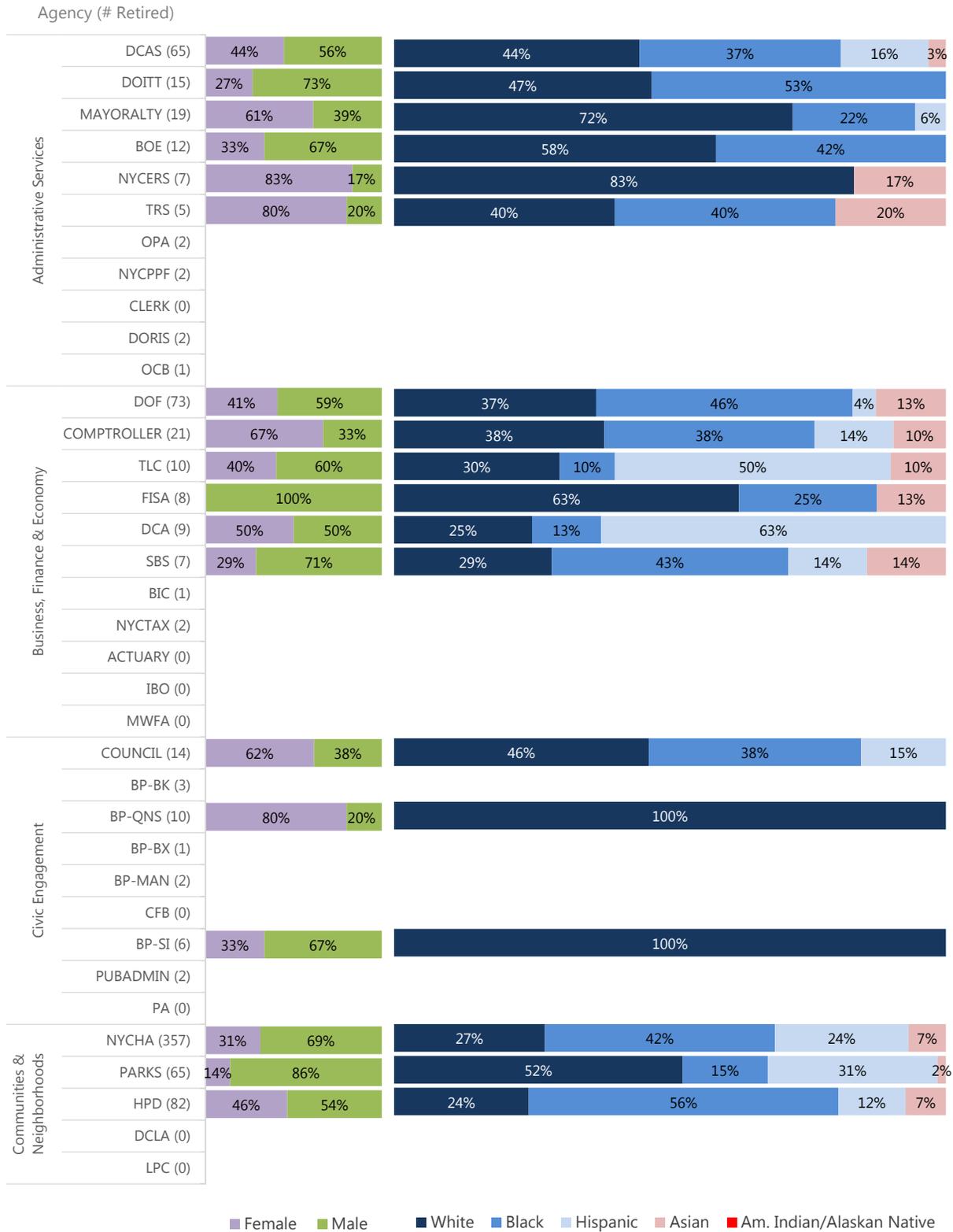
Fig 26: Fiscal 2014, Distribution of Retirees by Years of Service



Nearly 42% of retirees had more than 25 years of service, while an equal percent of retirees had between 15 and 24 years of service.

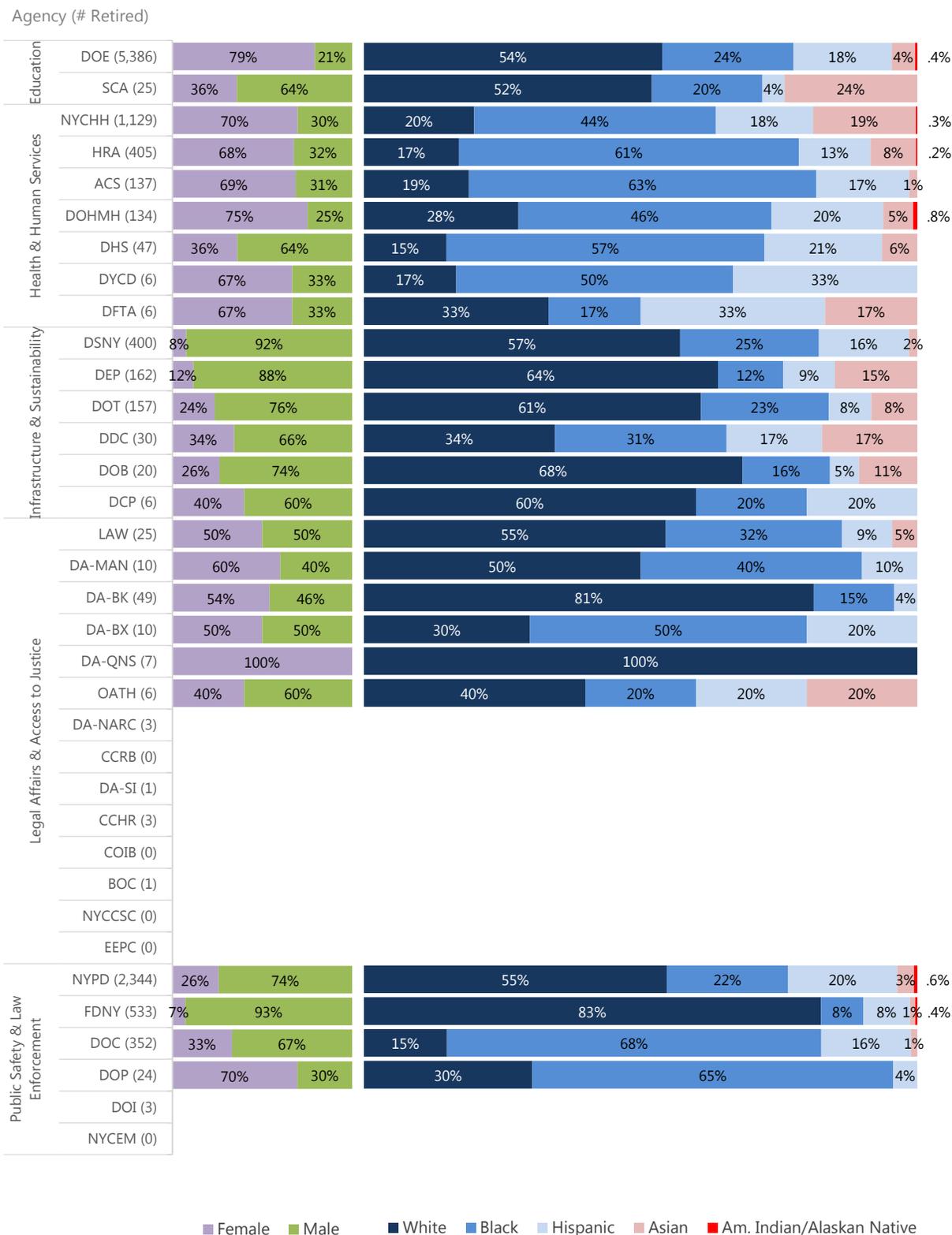
Retirees by Gender and Ethnicity by Agency

Fig 27: Fiscal 2014, Gender and Ethnicity of Retirees by Agency



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Fig 27: Fiscal 2014, Gender and Ethnicity of Retirees by Agency (continued)



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Age and Years of Service for Retirees by Agency

Fig 28: Fiscal 2014, Age and Years of Service for Retirees by Agency

	Agency	Median Age	Average Age	Median YOS	Average YOS
Administrative Services	DCAS	62	62.4	27	24.7
	DOITT	63	61.7	28	25.5
	MAYORALTY	62	64.8	29	29.5
	BOE	70	67.3	14	17.1
	NYCERS	62	60.6	25	21.0
	TRS	64	64.0	29	23.6
	OPA	n/a	n/a	37.5	37.5
	NYCPPF	n/a	n/a	26.5	26.5
	CLERK	n/a	n/a	n/a	n/a
	DORIS	n/a	n/a	29	29.0
	OCB	n/a	n/a	26	26.0
Business, Finance & Economy	DOF	62	62.1	26	27.3
	COMPTROLLER	64	63.5	29	27.9
	TLC	59	59.1	25.5	26.8
	FISA	63	64.8	27.5	28.1
	DCA	62	63.6	16	20.4
	SBS	62	61.0	28	29.3
	BIC	n/a	n/a	24	24.0
	NYCTAX	n/a	n/a	23.5	23.5
	ACTUARY	n/a	n/a	n/a	n/a
	IBO	n/a	n/a	n/a	n/a
	MWFA	n/a	n/a	n/a	n/a
	COUNCIL	64.5	63.3	12.5	16.5
Civic Engagement	BP-BK	n/a	n/a	13	19.3
	BP-QNS	63	63.9	25	24.1
	BP-BX	n/a	n/a	16	16.0
	BP-MAN	n/a	n/a	19	19.0
	CFB	n/a	n/a	n/a	n/a
	BP-SI	62.5	66.3	27.5	26.8
	PUBADMIN	n/a	n/a	24.5	24.5
	PA	n/a	n/a	n/a	n/a
	Communities & Neighborhoods	NYCHA	61	60.1	24
PARKS		61	61.6	26	24.2
HPD		61	61.8	27	26.3
DCLA		n/a	n/a	n/a	n/a
LPC		n/a	n/a	n/a	n/a

Note: Age metrics are only reported for groupings of five or more employees

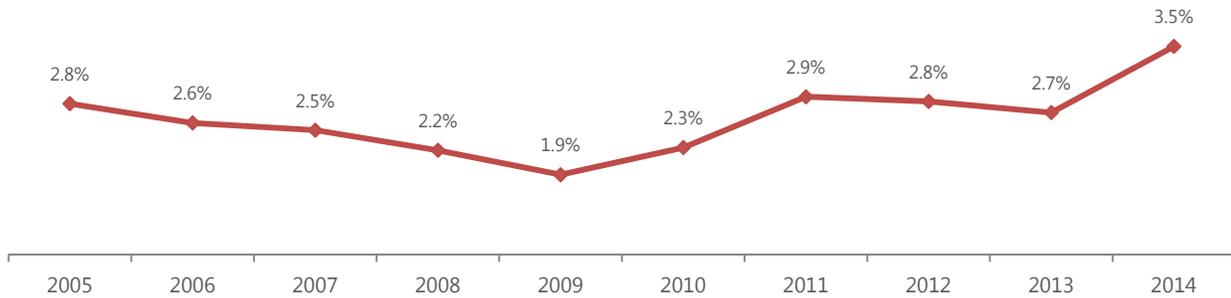
Fig 28: Fiscal 2014, Age and Years of Service for Retirees by Agency (continued)

	Agency	Median Age	Average Age	Median YOS	Average YOS
Education	DOE	61	61.5	24	23.1
	SCA	68	68.8	21	21.2
Health & Human Services	NYCHH	63	63.7	25	24.4
	HRA	63	63.1	26	26.3
	ACS	62	61.9	25	24.5
	DOHMH	63	63.2	20	20.2
	DHS	62	61.1	25	23.9
	DYCD	64.5	64.3	17.5	23.5
	DFTA	65	66.0	15	14.5
Infrastructure & Sustainability	DSNY	54	54.1	23	23.3
	DEP	61	60.0	25	24.3
	DOT	61	61.6	25	23.4
	DDC	62.5	61.9	26	26.5
	DOB	64	64.4	18	20.1
	DCP	68	65.2	30	27.8
Legal Affairs & Access to Justice	LAW	65	66.2	28	25.3
	DA-MAN	64	64.2	26.5	26.6
	DA-BK	60	59.9	23	22.2
	DA-BX	63	63.3	27.5	26.4
	DA-QNS	56	58.3	29	26.4
	OATH	61.5	63.2	27	25.0
	DA-NARC	n/a	n/a	36	31.0
	CCRB	n/a	n/a	n/a	n/a
	DA-SI	n/a	n/a	26	26.0
	CCHR	n/a	n/a	20	21.3
	COIB	n/a	n/a	n/a	n/a
	BOC	n/a	n/a	25	25.0
	NYCCSC	n/a	n/a	n/a	n/a
EEPC	n/a	n/a	n/a	n/a	
Public Safety & Law Enforcement	NYPD	46	47.6	19	20.1
	FDNY	51	50.7	24	22.6
	DOC	51	52.2	24	22.4
	DOP	61.5	62.4	27	25.5
	DOI	n/a	n/a	33	31.3
	NYCEM	n/a	n/a	n/a	n/a

Note: Age metrics are only reported for groupings of five or more employees

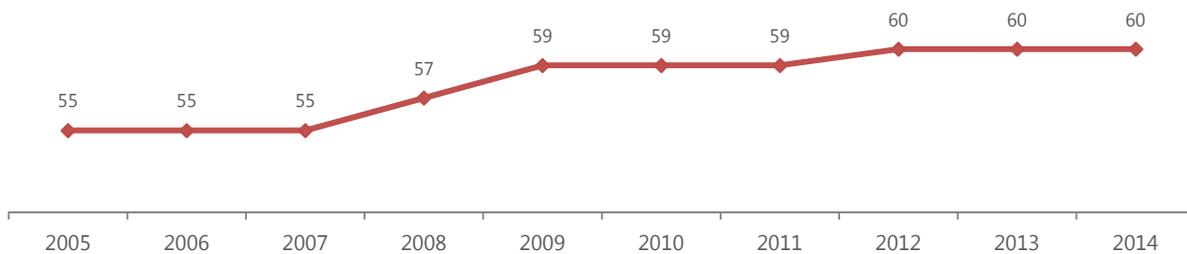
Retirement Trends

Fig 29: Fiscal 2005-2014, Retirements as a Percent of Total Headcount (Previous Fiscal Year)



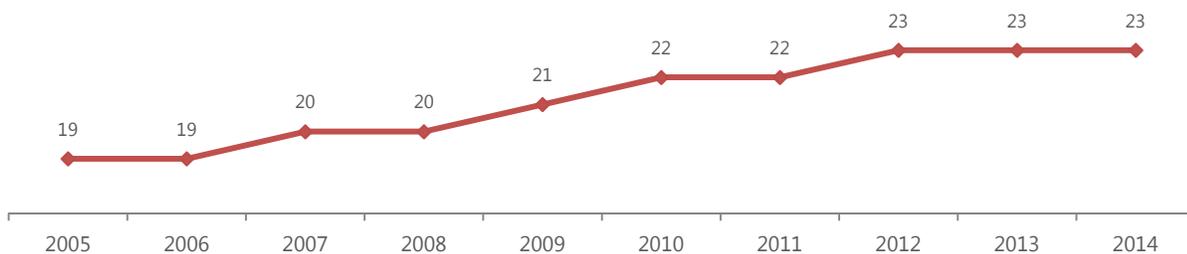
The percent of City employees retiring each year show a noticeable decrease between Fiscal 2007 and Fiscal 2009, a trend which seems to have reversed itself in subsequent years. There was a large increase in the number of retirements in Fiscal 2014.

Fig 30: Fiscal 2005-2014, Median Age of Retirees



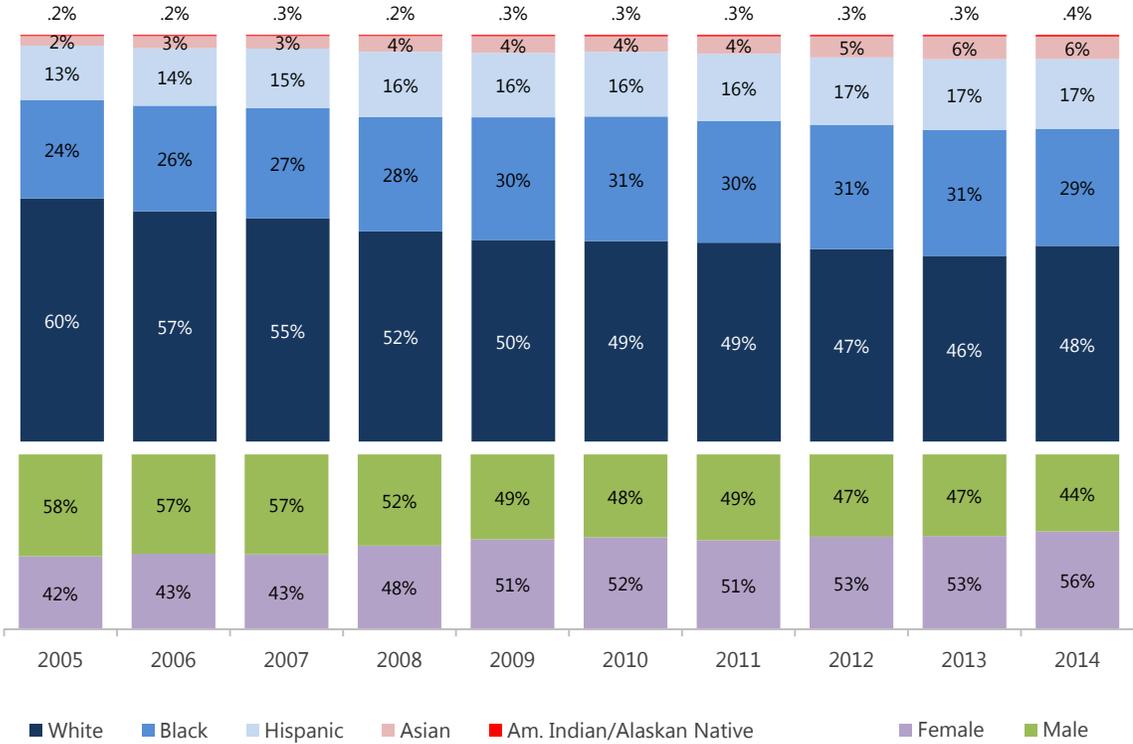
The median age of retirees has steadily increased between Fiscal 2005 and Fiscal 2014.

Fig 31: Fiscal 2005-2014, Median Years of Service of Retirees



Between Fiscal 2005 and Fiscal 2014 the median years of service at retirement increased 21%.

Fig 32: Fiscal 2005-2014, Retirees by Gender and Ethnicity



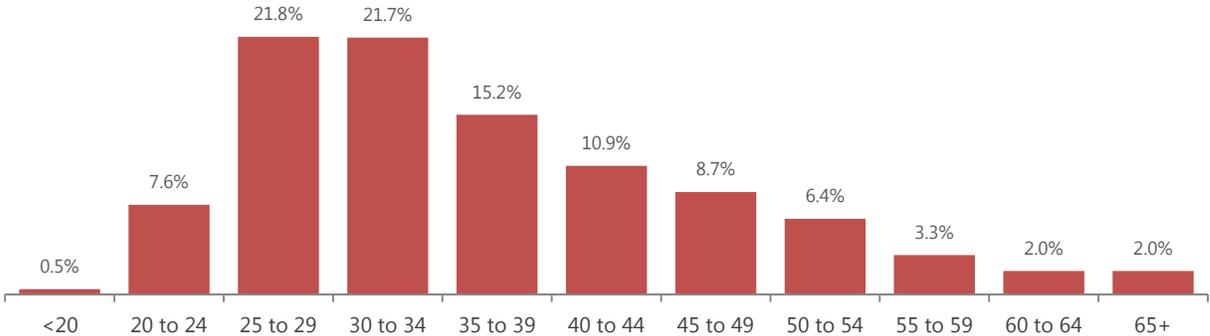
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Resignations

Nearly 8,000 employees resigned from City service during Fiscal 2014.

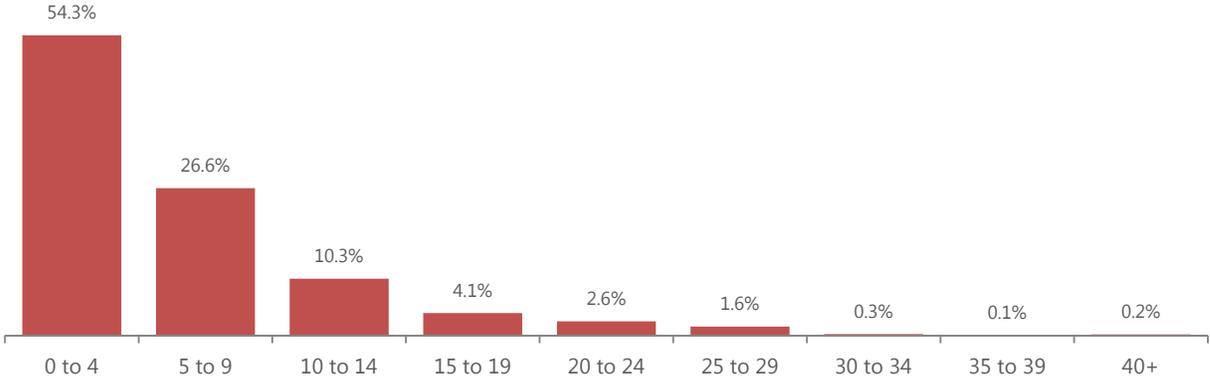
Distribution of Resignations

Fig 33: Fiscal 2014, Distribution of Resignations by Age



More than half of all resignations were by employees under 35 years of age, and an additional 35% resigned before the age of 50.

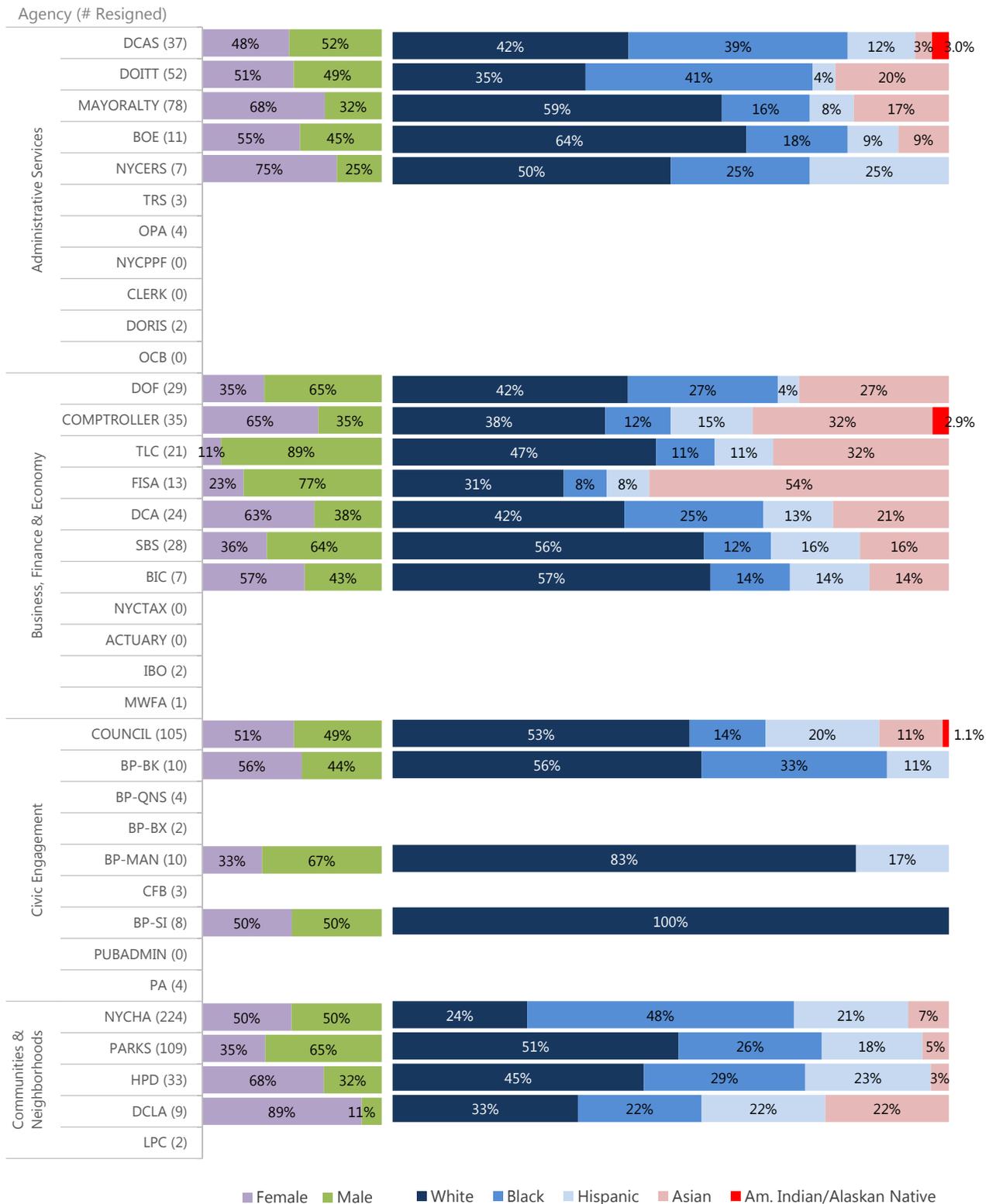
Fig 34: Fiscal 2014, Distribution of Resignations by Years of Service



More than 80% of all resignations were employees with fewer than ten years of service; 54% were employees with fewer than five years of service.

Resignations by Gender and Ethnicity by Agency

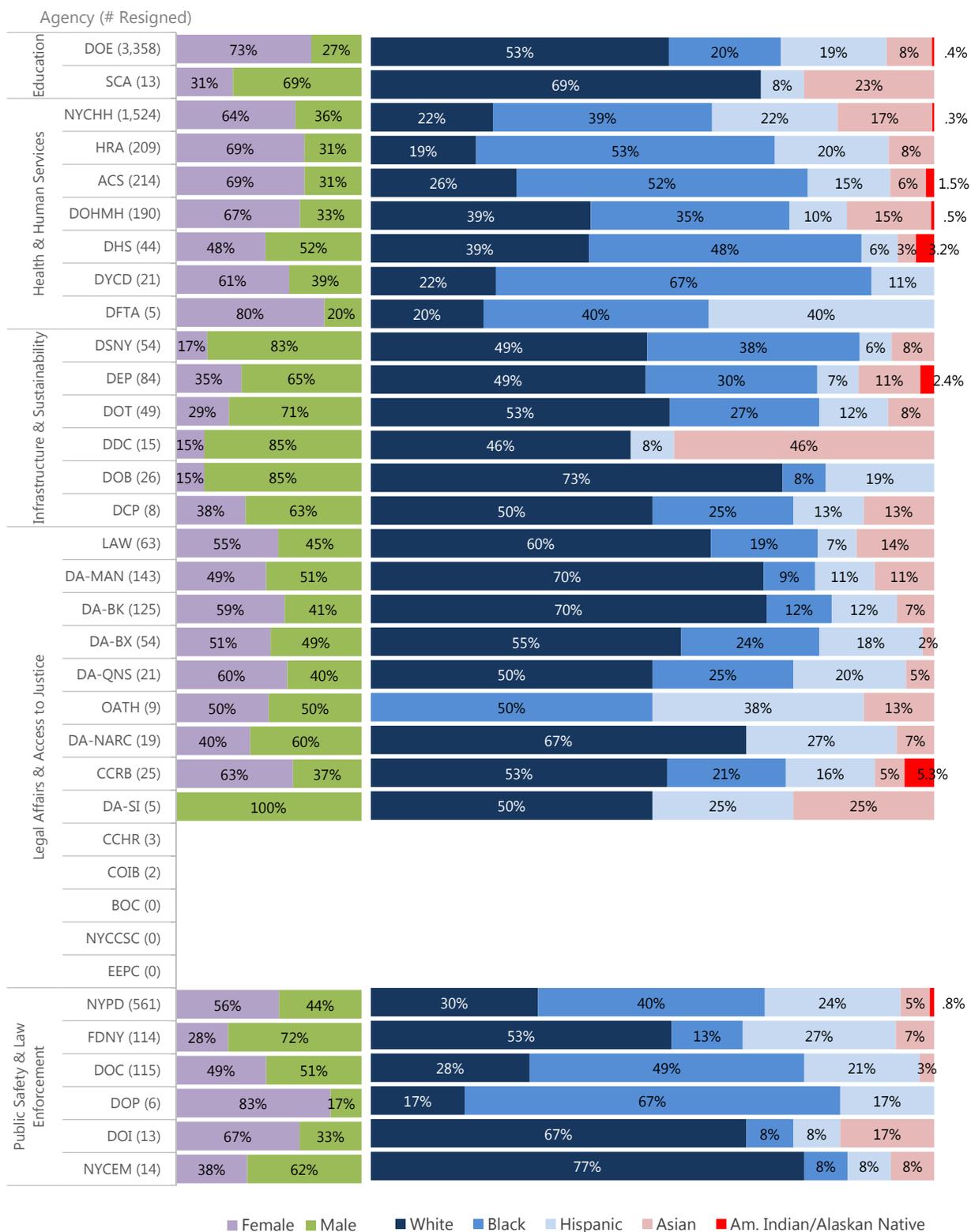
Fig 35: Fiscal 2014, Gender and Ethnicity of Resignations by Agency



Female Male White Black Hispanic Asian Am. Indian/Alaskan Native

Note: Gender and Ethnicity are only reported for groupings of five or more employees

Fig 35: Fiscal 2014, Gender and Ethnicity of Resignations by Agency (continued)



■ Female ■ Male ■ White ■ Black ■ Hispanic ■ Asian ■ Am. Indian/Alaskan Native

Note: Gender and Ethnicity are only reported for groupings of five or more employees

Age and Years of Service for Resignations by Agency

Fig 36: Fiscal 2014, Age and Years of Service of Resignations by Agency

	Agency	Median Age	Average Age	Median YOS	Average YOS
Administrative Services	DCAS	37	40.3	6	8.2
	DOITT	37	37.2	2	3.3
	MAYORALTY	31	34.2	2	3.5
	BOE	51	52.5	6	7.5
	NYCERS	32	31.4	1	1.9
	TRS	n/a	n/a	1	2.0
	OPA	n/a	n/a	6.5	10.0
	NYCPPF	n/a	n/a	n/a	n/a
	CLERK	n/a	n/a	n/a	n/a
	DORIS	n/a	n/a	6.5	6.5
	OCB	n/a	n/a	n/a	n/a
Business, Finance & Economy	DOF	34	36.8	3	6.6
	COMPTROLLER	33	36.7	1	2.7
	TLC	30	31.0	1	1.3
	FISA	37	39.1	2	2.6
	DCA	31.5	34.4	2	4.4
	SBS	33	33.3	1	2.5
	BIC	31	36.0	5	8.6
	NYCTAX	n/a	n/a	n/a	n/a
	ACTUARY	n/a	n/a	n/a	n/a
	IBO	n/a	n/a	2.5	2.5
	MWFA	n/a	n/a	2	2.0
Civic Engagement	COUNCIL	28	30.0	1	2.9
	BP-BK	33.5	35.8	5	5.9
	BP-QNS	n/a	n/a	14	14.0
	BP-BX	n/a	n/a	2	2.0
	BP-MAN	27.5	27.1	0.5	1.6
	CFB	n/a	n/a	1	2.7
	BP-SI	50	46.0	7	8.4
	PUBADMIN	n/a	n/a	n/a	n/a
	PA	n/a	n/a	0.5	0.5
Communities & Neighborhoods	NYCHA	38	39.5	2	5.9
	PARKS	32	33.8	1	4.3
	HPD	35	37.6	5	5.3
	DCLA	32	36.0	4	4.1
	LPC	n/a	n/a	4.5	4.5

Note: Age metrics are only reported for groupings of five or more employees

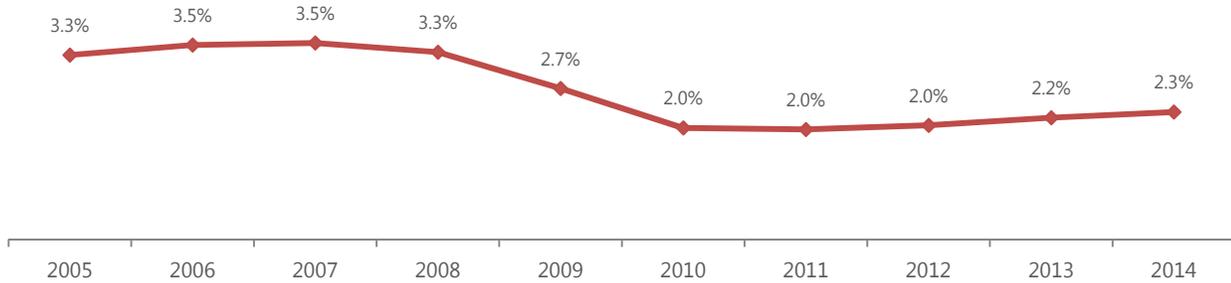
Fig 36: Fiscal 2014, Age and Years of Service of Resignations by Agency (continued)

	Agency	Median Age	Average Age	Median YOS	Average YOS
Education	DOE	33	36.0	5	6.2
	SCA	46	46.4	5	5.7
Health & Human Services	NYCHH	37	39.4	4	5.6
	HRA	36	38.3	4	6.2
	ACS	33.5	36.2	4	5.2
	DOHMH	36	39.5	3	3.9
	DHS	37	38.0	5	6.0
	DYCD	32	31.7	1	2.5
	DFTA	43	43.2	12	10.6
Infrastructure & Sustainability	DSNY	38	37.2	5	6.2
	DEP	31.5	34.6	3	4.9
	DOT	33	37.1	5	5.0
	DDC	38	42.5	1	5.9
	DOB	41.5	42.2	5	5.7
	DCP	35.5	37.0	5.5	8.0
Legal Affairs & Access to Justice	LAW	35	38.8	4	5.7
	DA-MAN	26	30.1	2	3.4
	DA-BK	33	37.5	4	7.4
	DA-BX	33.5	33.5	5	5.4
	DA-QNS	30	34.3	4	5.1
	OATH	34	35.4	3	5.8
	DA-NARC	31	36.5	4	9.4
	CCRB	27	29.3	1	1.8
	DA-SI	31	30.6	2	4.0
	CCHR	n/a	n/a	2	3.0
	COIB	n/a	n/a	2.5	2.5
	BOC	n/a	n/a	n/a	n/a
	NYCCSC	n/a	n/a	n/a	n/a
EEPC	n/a	n/a	n/a	n/a	
Public Safety & Law Enforcement	NYPD	33	35.9	4	5.2
	FDNY	31	33.6	3.5	5.7
	DOC	31	34.5	1	2.7
	DOP	35.5	36.0	8	9.5
	DOI	30	32.2	3	3.8
	NYCEM	35	34.7	3	3.4

Note: Age metrics are only reported for groupings of five or more employees

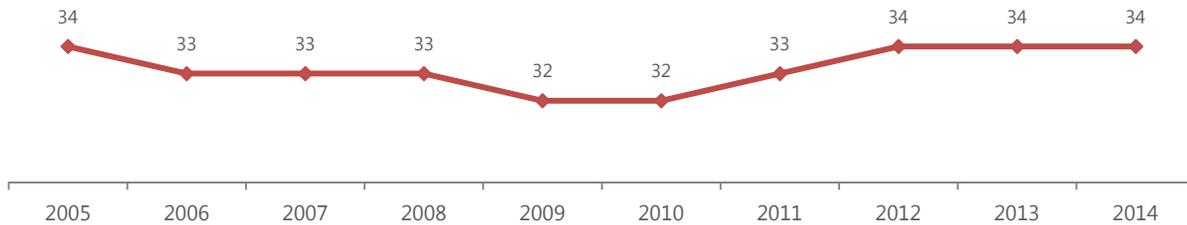
Resignation Trends

Fig 37: Fiscal 2005-2014, Resignations as a Percent of Total Headcount (Previous Fiscal Year)



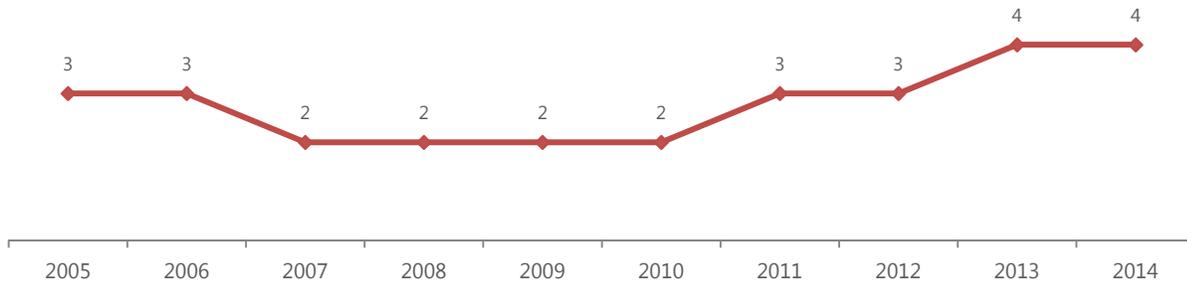
Between Fiscal 2006 and Fiscal 2012 the percent of employees who resigned dropped by nearly two thirds, before leveling off between 2.2% and 2.3% in Fiscal Years 2013 and 2014.

Fig 38: Fiscal 2005-2014, Median Age of Resignations



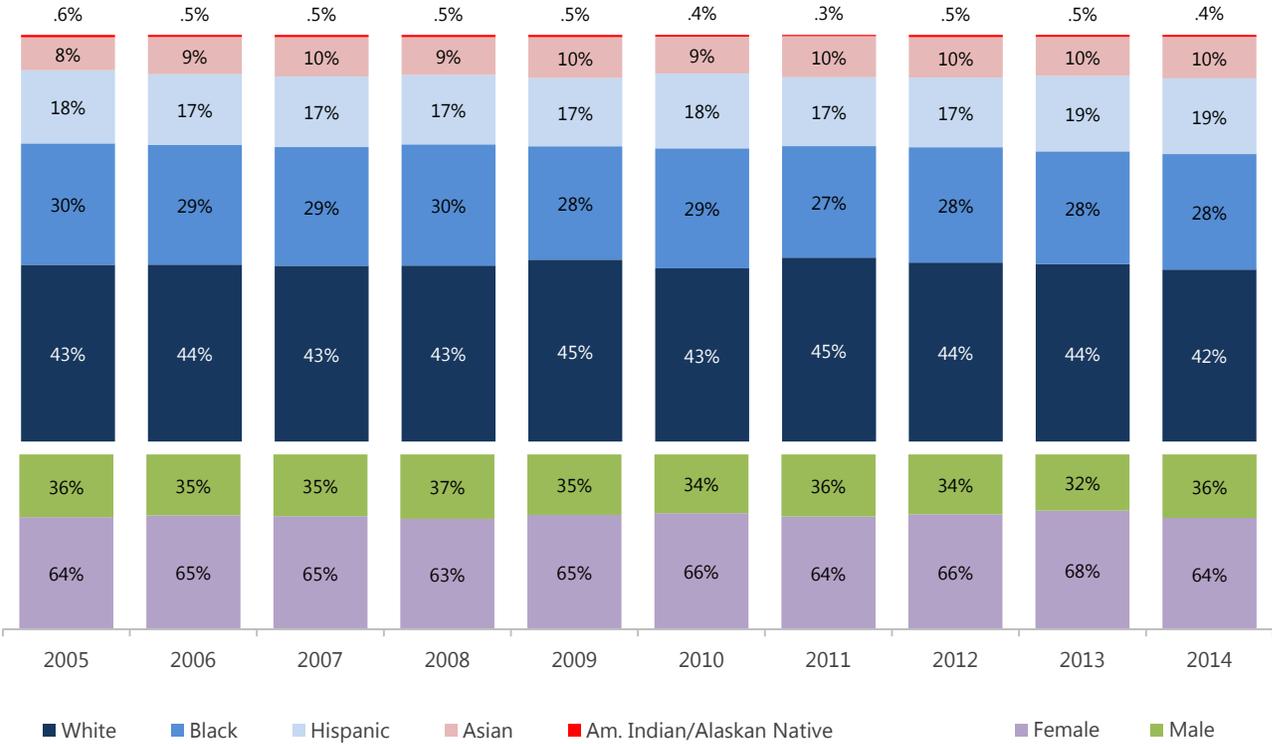
The median age of resigning employees has been relatively stable, and ten years younger than the Citywide median age of 44.

Fig 39: Fiscal 2005-2014, Median Years of Service of Resignations



The median years of service for employees who resigned is below the Citywide median of 10 years of service. The last four years show an increase which could be indicative of higher retention rates.

Fig 40: Fiscal 2005-2014, Resignations by Gender and Ethnicity

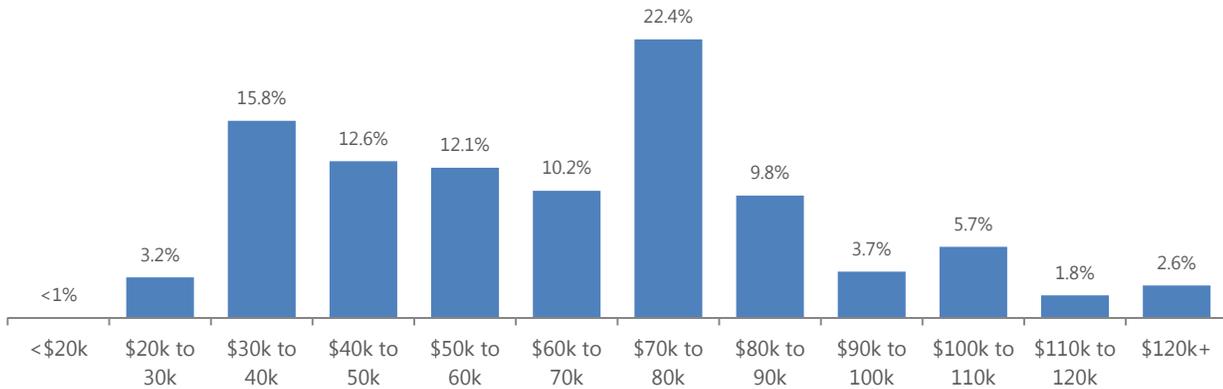


SALARY

This section examines the annual base salary of Full-Time employees. Annual base salary does not include such items as longevity increases, pay differentials or overtime, nor does it include pension, or other fringe benefits. The salary range for most City positions is set by collective bargaining agreement. The salaries for managerial positions and other positions not covered by collective bargaining agreements are set by the Mayor. There are a handful of positions, especially the Mayor, City Council Members, and other elected positions, where salary is set by legislation.

Salary Distribution

Fig 41: Fiscal 2014, Distribution of NYC Government Full-Time Annual Base Salary



Full-time annual salaries do not show a normal distribution around the median of \$66,307. The more than 150,000 Teachers, Police Officers, Firefighters, Sanitation Workers and Correction Officers, create a salary bubble in the \$70-80,000 salary range. While more than 71,000 full-time employees are in this salary band 80% are in just these five titles.

Fig 42: CY 2013, Distribution of Full-Time Salary for NYC Total Employed Population



Source: United States Census Bureau Calendar Year (CY) 2013 American Community Survey (ACS) Integrated Public Use Microdata Series 1-year estimates.

While less than 20% of the NYC Government workforce earns less than \$40,000 per year, more than 42% of the general employed population earn less than \$40,000 per year, with 16% earning less than \$20,000.

More than 70% of City employees earn between \$40,000 and \$100,000, with 10% earning more. In the general employed population 16% of full-time workers earn more than \$100,000 per year.

TITLES AND JOB CATEGORIES

All City employees are appointed to a civil service title. Fifty-two of the nearly 2,000 titles in this report had more than one thousand employees in Fiscal 2014. 264,385 (75%) of employees included in this report are serving in these titles.

Fig 43: Fiscal 2014, Key Indicators for Civil Service Titles with More than 1,000 Employees

Civil Service Titles	Headcount	% Full-Time	Median Salary	Median Age	Median YOS	% Elig Retire (2014)	% Elig Retire (2019)	% Sep	% Hires
TEACHER	75,809	99.8%	\$75,092	39	10	4.4%	12.1%	8.9%	6.3%
POLICE OFFICER	27,264	100.0%	\$78,026	35	9	12.8%	24.1%	6.1%	5.6%
EDUCATION PARAPROFESSIONAL	25,846	81.0%	\$31,715	45	8	7.2%	17.8%	6.5%	10.9%
CLERICAL ASSOCIATE	8,310	91.8%	\$36,741	50	13	28.9%	44.5%	6.5%	4.7%
CORRECTION OFFICER	7,985	100.0%	\$76,488	41	9	15.6%	32.6%	5.4%	4.1%
FIREFIGHTER	7,543	100.0%	\$76,488	37	11	12.2%	26.0%	3.7%	3.1%
STAFF NURSE	7,411	96.7%	\$73,302	48	8	26.5%	42.4%	7.1%	10.5%
SCHOOL AIDE	7,143	0.0%	n/a	53	14	15.2%	34.0%	6.7%	4.7%
SANITATION WORKER	6,071	100.0%	\$71,439	41	9	12.8%	24.4%	4.8%	6.4%
SCHOOL SAFETY AGENT	5,208	100.0%	\$36,393	41	8	10.1%	19.8%	4.1%	6.8%
SERGEANT (POLICE)	4,724	100.0%	\$101,044	40	14	24.7%	46.7%	6.1%	0.0%
PRINCIPAL ADMINISTRATIVE ASSOCIATE	4,648	99.1%	\$53,004	53	23	36.7%	58.2%	5.8%	0.4%
COMMUNITY ASSOCIATE	4,290	94.9%	\$40,240	44	7	14.8%	26.0%	9.7%	11.7%
SCHOOL LUNCH HELPER	3,834	0.0%	n/a	54	9	16.5%	35.7%	8.7%	6.3%
ASSISTANT PRINCIPAL	3,612	97.9%	\$105,975	45	13	5.4%	15.3%	4.7%	0.1%
CARETAKER (HOUSING AUTHORITY)	3,195	100.0%	\$40,201	42	7	10.7%	22.6%	8.0%	11.5%
ADMINISTRATIVE STAFF ANALYST	2,905	99.2%	\$87,576	49	14	28.1%	45.1%	8.0%	7.5%
GUIDANCE COUNSELOR	2,905	94.9%	\$84,200	43	11	6.3%	14.8%	7.2%	2.6%
SCHOOL SECRETARY	2,855	95.8%	\$52,535	55	16	18.8%	42.3%	10.1%	1.0%
TRAFFIC ENFORCEMENT AGENT	2,699	100.0%	\$36,210	41	6	10.9%	22.6%	5.8%	13.3%
ELIGIBILITY SPECIALIST	2,641	97.8%	\$37,711	46	6	18.8%	34.6%	4.6%	6.7%
SCHOOL CROSSING GUARD	2,255	0.0%	n/a	51	8	17.0%	29.8%	8.2%	8.6%
EMERGENCY MEDICAL SPECIALIST-EMT	2,239	100.0%	\$39,764	31	4	6.5%	13.2%	5.3%	12.5%
LIFEGUARD	2,227	0.0%	n/a	22	3	0.0%	0.2%	1.2%	11.4%
SENIOR SCHOOL LUNCH HELPER	2,220	0.0%	n/a	50	9	11.4%	25.6%	10.6%	6.7%
RESIDENT	1,946	100.0%	\$61,068	31	1	0.0%	0.1%	36.3%	37.9%
CHILD PROTECTIVE SPECIALIST	1,864	100.0%	\$51,064	36	7	6.8%	13.4%	7.8%	4.5%
ASSISTANT DISTRICT ATTORNEY	1,816	98.3%	\$73,500	35	6	10.8%	17.3%	12.1%	11.0%
COMMUNITY COORDINATOR	1,800	97.6%	\$56,980	44	10	17.8%	30.2%	8.3%	8.1%
CASEWORKER	1,795	100.0%	\$41,442	53	14	36.9%	57.2%	6.6%	1.8%
SERVICE AIDE	1,752	59.6%	\$33,954	48	7	24.3%	40.2%	6.8%	10.2%
PATIENT CARE ASSOCIATE	1,750	92.3%	\$37,255	47	9	23.0%	38.1%	4.8%	8.5%
LIEUTENANT (POLICE)	1,749	100.0%	\$115,985	43	20	51.4%	76.2%	8.9%	0.0%
PRINCIPAL	1,727	99.3%	\$136,959	49	14	7.8%	19.6%	6.0%	0.0%
FAMILY PARAPROFESSIONAL	1,627	0.0%	n/a	51	16	13.2%	31.6%	6.1%	4.2%
LIEUTENANT (FIRE)	1,542	100.0%	\$101,044	44	17	33.7%	59.5%	4.0%	0.0%
JOB OPPORTUNITY SPECIALIST	1,450	100.0%	\$42,346	49	7	23.5%	41.4%	6.2%	5.3%
POLICE ADMINISTRATIVE AIDE	1,390	100.0%	\$36,354	50	11	28.7%	46.0%	4.7%	5.0%
SCHOOL SOCIAL WORKER	1,332	96.7%	\$84,879	49	10.5	10.2%	24.8%	10.4%	3.3%
SCHOOL PSYCHOLOGIST	1,315	94.7%	\$83,594	42	9	8.7%	18.6%	7.7%	4.6%
COMPUTER SPECIALIST (SOFTWARE)	1,302	99.6%	\$92,102	53	14	37.4%	54.8%	4.1%	6.3%
COMMUNITY ASSISTANT	1,257	89.8%	\$32,489	44	7	17.5%	29.4%	10.1%	7.3%
POLICE COMMUNICATIONS TECHNICIAN	1,246	100.0%	\$46,259	38	8	10.5%	21.1%	5.3%	19.3%
MAINTENANCE WORKER	1,229	99.3%	\$56,230	50	16	24.7%	44.0%	5.2%	8.7%
ADMINISTRATIVE MANAGER	1,170	98.5%	\$67,427	49	19	25.1%	42.1%	6.9%	7.0%
SECRETARY	1,142	98.7%	\$36,499	53	20	36.1%	55.5%	5.7%	0.1%
SENIOR OCCUPATIONAL THERAPIST (DOE)	1,135	94.5%	\$63,040	40	6	5.2%	12.2%	3.8%	4.8%
ASSOCIATE STAFF ANALYST	1,128	98.8%	\$71,619	54	22	42.0%	62.1%	5.4%	1.9%
COMPUTER SYSTEMS MANAGER	1,106	99.9%	\$113,333	49	6	18.6%	35.1%	5.2%	8.0%
SPECIAL OFFICER	1,103	99.8%	\$42,332	40	6	10.9%	19.9%	10.5%	11.8%
PATIENT CARE TECHNICIAN	1,057	78.0%	\$34,409	50	8	29.0%	47.8%	6.6%	7.5%

Twenty-three of these titles, comprising 64,000 employees, will have more than one-third of pension enrollees eligible to retire by Fiscal 2019. These titles include Police and Fire Lieutenants (76%, 60% respectively), Associate Staff Analysts (62%), Principal Administrative Associates (58%) and Caseworkers (57%).

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Job Categories

One way of analyzing the thousands of civil service titles in use today is to group them into broad categories representing types of work performed and also operational areas within and across city agencies. Looking at title groupings in broader categories can give better insight into areas such as separation rates and retirement eligibility, which might not be obvious if the numbers are considered at the macro (citywide) or micro (civil service title) level.

Detailed descriptions of the job categories and how they were derived can be found in Appendix I.

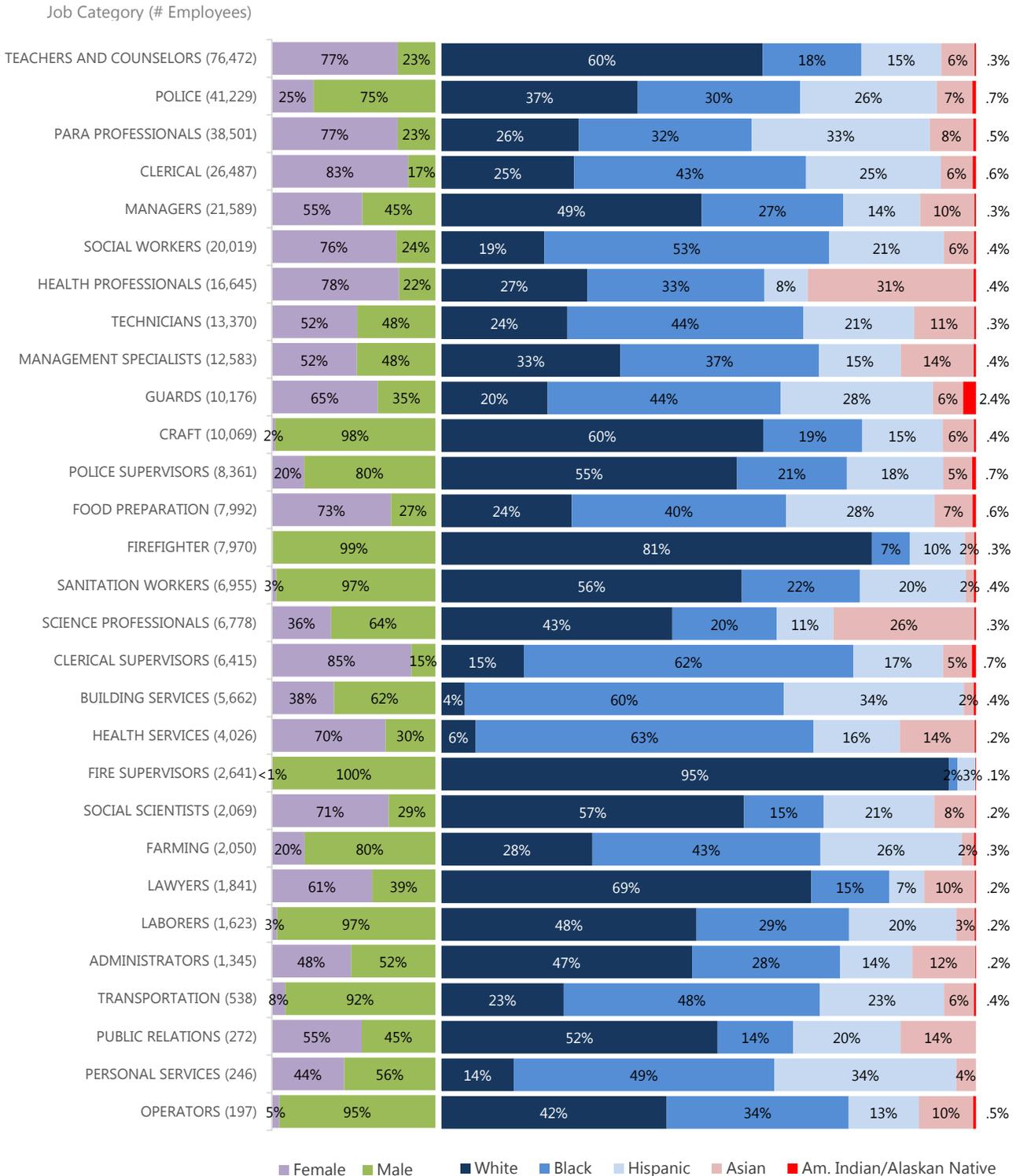
Fig 44: Fiscal 2014, Key Indicators for Job Categories

Job Category	Headcount	% Full-Time	Median Salary	Median Age	Median YOS	% Elig Retire (2014)	% Elig Retire (2019)	% Sep	% Hires
TEACHERS AND COUNSELORS	76,472	99.8%	\$75,092	40	10	4.6%	12.3%	8.9%	6.3%
POLICE	41,229	99.6%	\$76,488	37	8	13.4%	25.8%	6.1%	6.3%
PARA PROFESSIONALS	38,501	77.6%	\$34,175	45	8	10.1%	21.4%	7.8%	10.8%
CLERICAL	26,487	65.5%	\$39,038	51	13	21.5%	38.1%	7.7%	5.8%
MANAGERS	21,589	97.7%	\$104,437	48	12	20.1%	34.8%	8.7%	5.7%
SOCIAL WORKERS	20,019	96.6%	\$51,088	48	12	21.5%	37.0%	7.1%	4.9%
HEALTH PROFESSIONALS	16,645	88.8%	\$71,024	46	7	23.1%	35.7%	10.9%	13.1%
TECHNICIANS	13,370	96.2%	\$45,000	44	10	20.7%	33.8%	6.4%	7.1%
MANAGEMENT SPECIALISTS	12,583	96.6%	\$65,762	50	14	30.2%	47.2%	6.7%	6.6%
GUARDS	10,176	52.8%	\$36,393	39	7	9.9%	18.6%	4.8%	8.1%
CRAFT	10,069	98.5%	\$78,551	51	15	26.3%	46.3%	6.1%	6.0%
POLICE SUPERVISORS	8,361	100.0%	\$101,044	42	16	34.6%	58.1%	6.7%	0.0%
FOOD PREPARATION	7,992	9.9%	\$44,322	53	10	15.6%	32.7%	8.7%	5.5%
FIREFIGHTER	7,970	100.0%	\$76,488	38	11	13.5%	27.6%	3.8%	3.2%
SANITATION WORKERS	6,955	100.0%	\$71,439	42	10	14.6%	26.3%	5.1%	5.6%
SCIENCE PROFESSIONALS	6,778	98.4%	\$73,695	49	10	29.0%	43.1%	5.0%	8.0%
CLERICAL SUPERVISORS	6,415	98.9%	\$49,025	52	21	35.3%	55.9%	5.6%	1.5%
BUILDING SERVICES	5,662	95.7%	\$40,201	46	10	19.6%	33.5%	7.4%	9.1%
HEALTH SERVICES	4,026	79.1%	\$34,468	52	10	32.9%	50.6%	7.9%	7.4%
FIRE SUPERVISORS	2,641	100.0%	\$101,044	47	20	50.3%	73.4%	4.0%	0.0%
SOCIAL SCIENTISTS	2,069	94.3%	\$81,977	42	9	15.2%	25.2%	9.5%	7.4%
FARMING	2,050	82.8%	\$45,386	49	8	23.2%	38.3%	14.3%	8.6%
LAWYERS	1,841	97.2%	\$79,349	37	6	14.6%	22.1%	8.1%	11.3%
LABORERS	1,623	87.7%	\$66,046	46	8	14.3%	28.5%	4.4%	9.4%
ADMINISTRATORS	1,345	96.3%	\$131,000	52	9	29.1%	48.4%	15.2%	13.4%
TRANSPORTATION	538	94.2%	\$43,370	51	11.5	30.7%	47.8%	8.0%	5.8%
PUBLIC RELATIONS	272	85.7%	\$54,571	43	6	12.9%	23.5%	7.7%	15.1%
PERSONAL SERVICES	246	54.5%	\$32,458	40	5.5	13.8%	19.9%	15.9%	24.8%
OPERATORS	197	98.0%	\$65,459	54	12	38.6%	57.9%	10.2%	5.1%

More than a third of the pension enrolled workforce will be eligible to retire over the next five years in 17 of the 29 job categories, covering 159,000 employees. These include some of the largest categories, such as Managers (35%); Social Workers (37%); Management Specialists (47%) and, Craft workers (46%), each of which comprise more than 10,000 employees.

Gender and Ethnicity

Fig 45: Fiscal 2014, Gender and Ethnicity by Job Category



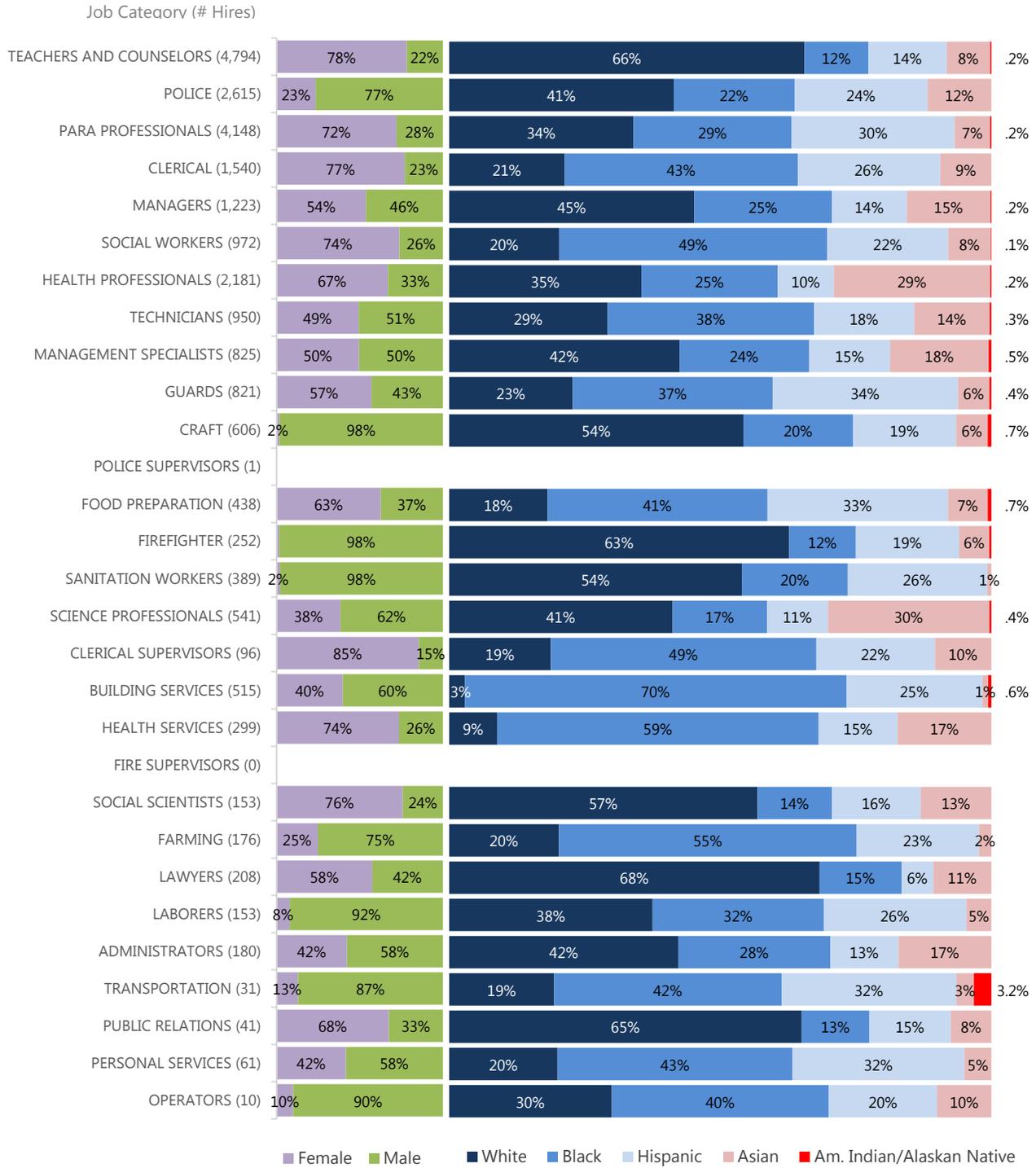
Age and Years of Service

Fig 46: Fiscal 2014, Age and Years of Service by Job Category

Job Category	Median Age	Average Age	Median YOS	Average YOS
TEACHERS AND COUNSELORS	40	41.3	10	11.5
POLICE	37	37.7	8	10.0
PARA PROFESSIONALS	45	43.9	8	10.3
CLERICAL	51	49.1	13	13.7
MANAGERS	48	47.6	12	14.3
SOCIAL WORKERS	48	46.9	12	13.2
HEALTH PROFESSIONALS	46	45.2	7	10.0
TECHNICIANS	44	44.1	10	11.7
MANAGEMENT SPECIALISTS	50	48.4	14	15.2
GUARDS	39	39.8	7	9.1
CRAFT	51	49.6	15	15.3
POLICE SUPERVISORS	42	42.0	16	16.7
FOOD PREPARATION	53	51.4	10	11.2
FIREFIGHTER	38	39.1	11	11.9
SANITATION WORKERS	42	42.2	10	11.3
SCIENCE PROFESSIONALS	49	48.1	10	13.1
CLERICAL SUPERVISORS	52	50.9	21	20.4
BUILDING SERVICES	46	44.7	10	11.4
HEALTH SERVICES	52	49.9	10	12.9
FIRE SUPERVISORS	47	46.4	20	20.3
SOCIAL SCIENTISTS	42	44.3	9	11.9
FARMING	49	46.9	8	11.9
LAWYERS	37	41.0	6	9.0
LABORERS	46	44.9	8	11.2
ADMINISTRATORS	52	51.2	9	12.0
TRANSPORTATION	51	50.7	11.5	12.9
PUBLIC RELATIONS	43	43.5	6	8.4
PERSONAL SERVICES	40	40.0	5.5	7.1
OPERATORS	54	51.5	12	14.8

Hiring

Fig 47: Fiscal 2014, Gender and Ethnicity of New Hires by Job Category



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Separations

Fig 48: Fiscal 2014, All Separations by Type by Job Category

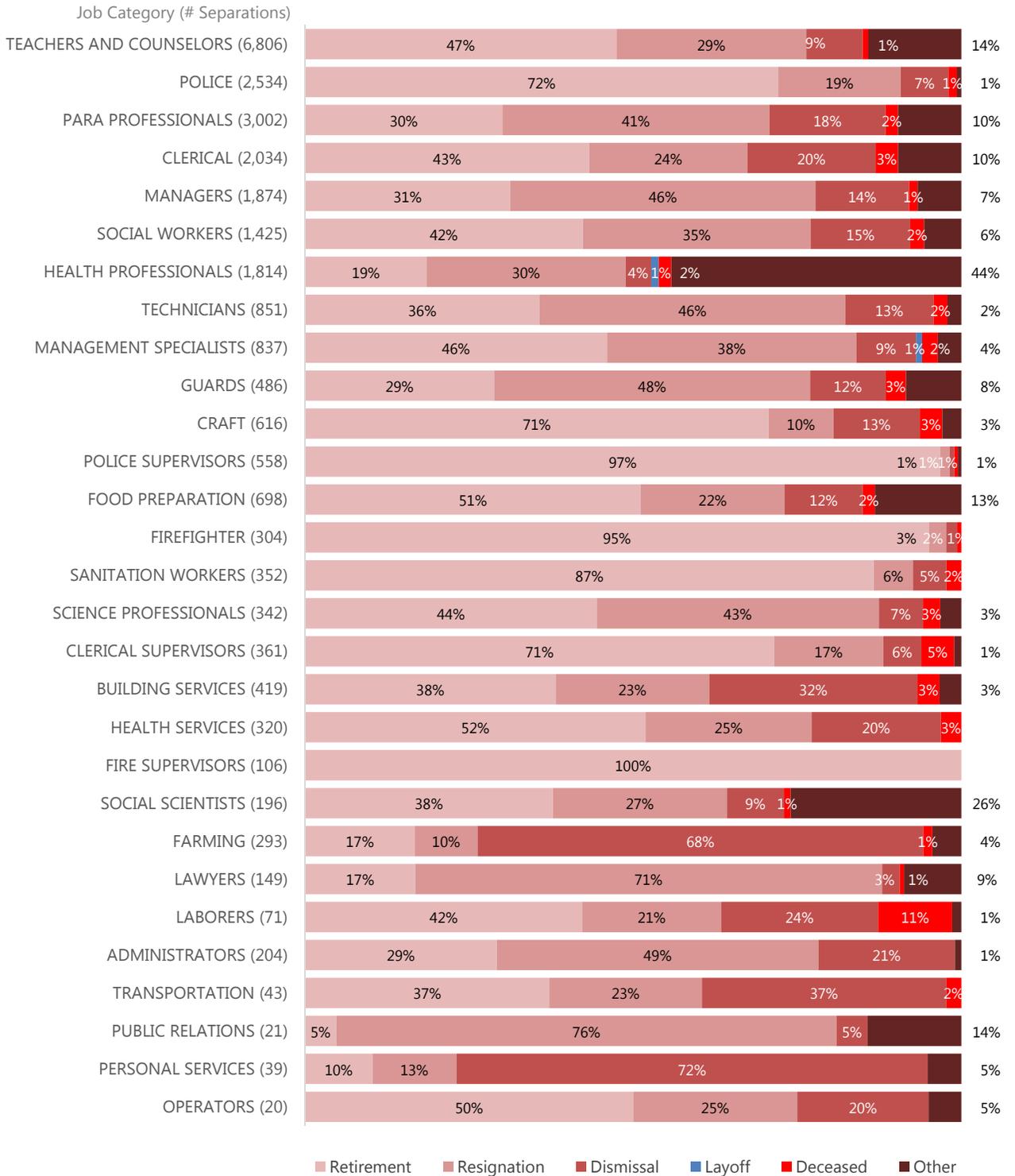


Fig 49: Fiscal 2014, Gender and Ethnicity of All Separations by Job Category

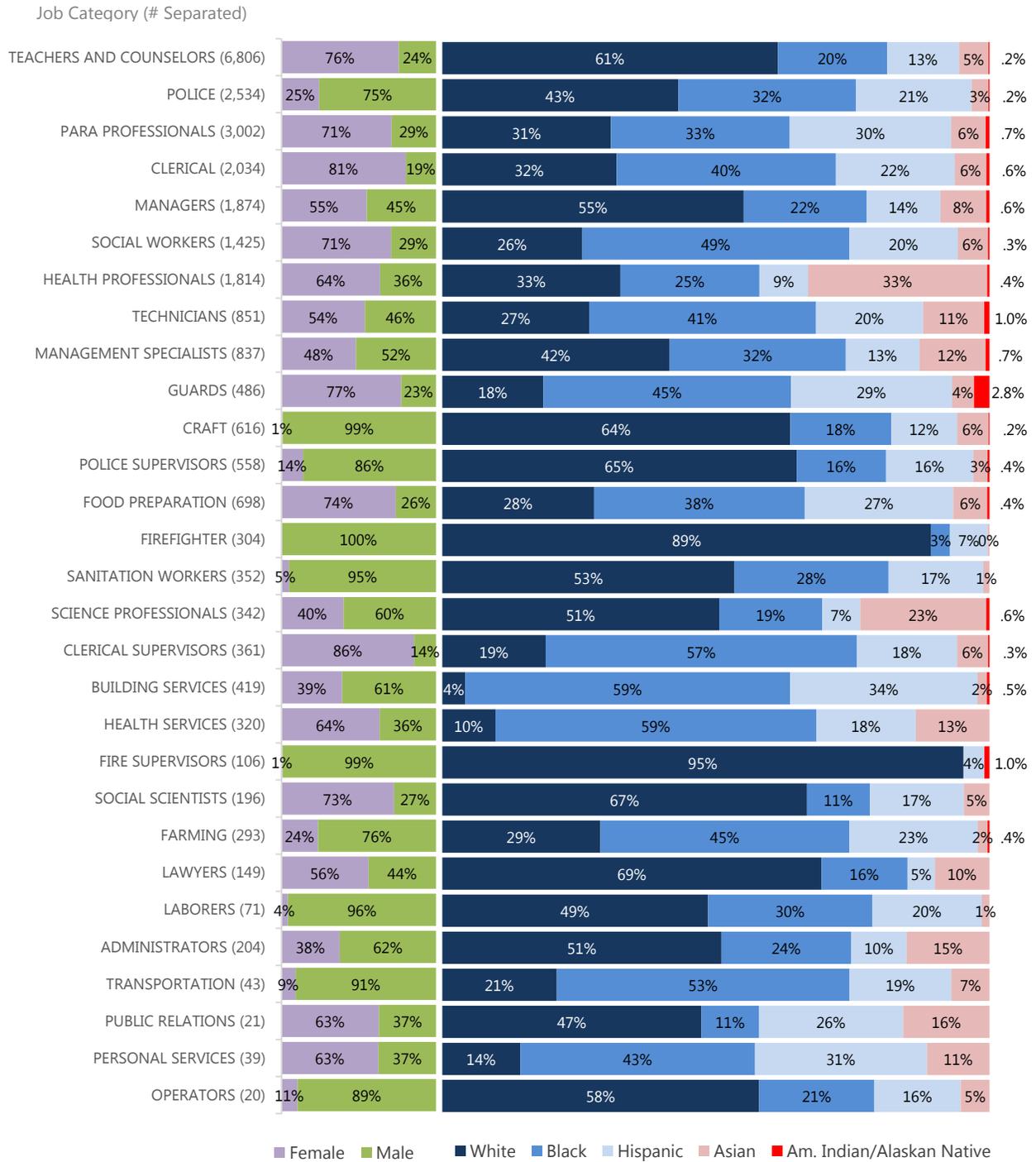
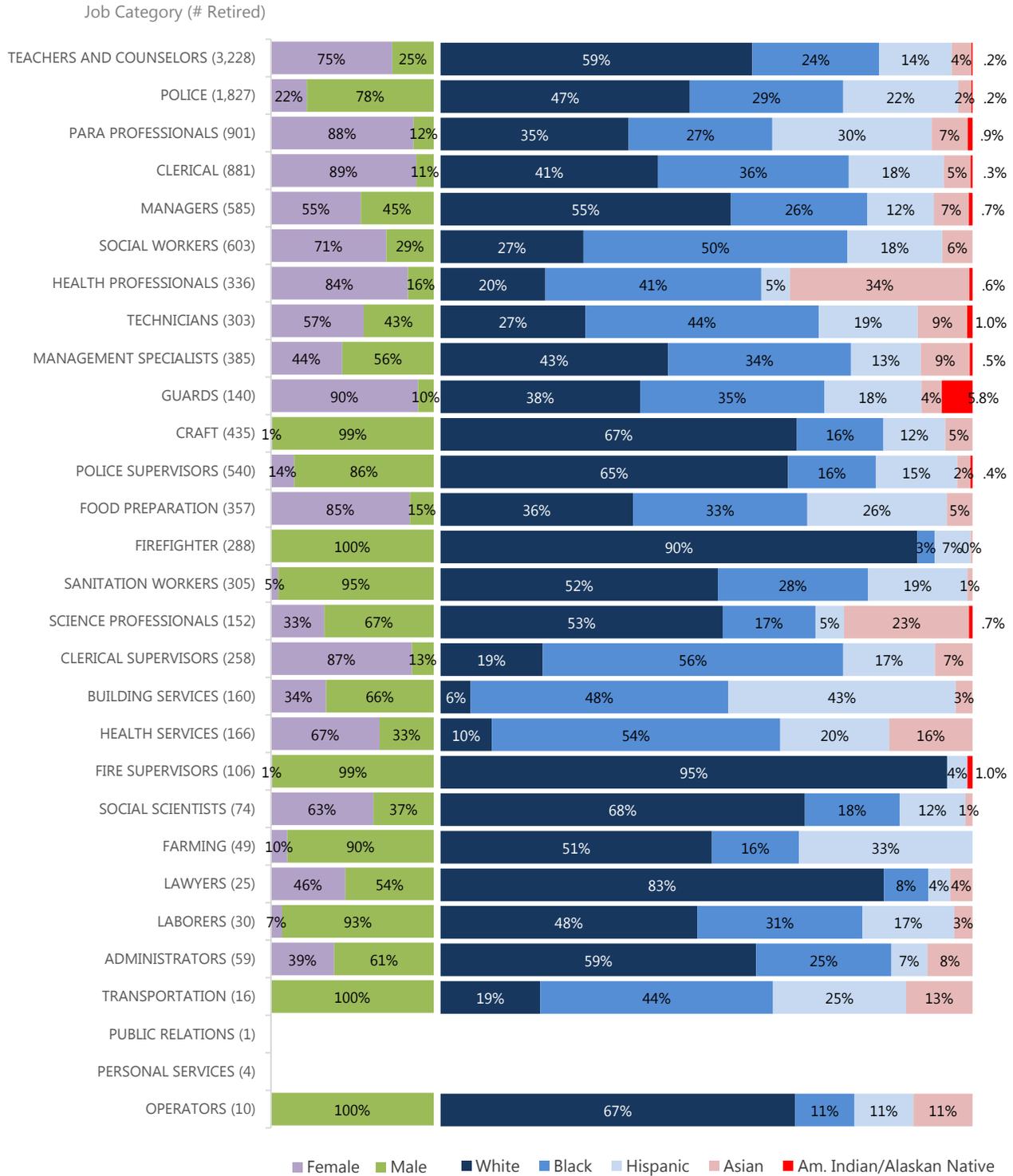


Fig 50: Fiscal 2014, Age and Years of Service for All Separations by Job Category

Job Category	Median Age	Average Age	Median YOS	Average YOS
TEACHERS AND COUNSELORS	55	49.4	15	16.4
POLICE	44	43.0	19	15.5
PARA PROFESSIONALS	43	44.6	7	10.3
CLERICAL	57	51.5	14	14.7
MANAGERS	48	48.4	9	13.2
SOCIAL WORKERS	54	50.0	11	13.9
HEALTH PROFESSIONALS	36	41.9	3	7.4
TECHNICIANS	47	46.4	9	12.8
MANAGEMENT SPECIALISTS	55	49.5	13	15.0
GUARDS	47	47.1	7	10.7
CRAFT	57	55.2	24	19.6
POLICE SUPERVISORS	46	46.9	20	21.9
FOOD PREPARATION	60	55.4	13	13.5
FIREFIGHTER	49	47.4	19	19.3
SANITATION WORKERS	51	50.9	20	20.4
SCIENCE PROFESSIONALS	52	49.4	10	13.9
CLERICAL SUPERVISORS	61	57.3	26	25.0
BUILDING SERVICES	52	48.8	11	12.1
HEALTH SERVICES	60	54.9	17	17.4
FIRE SUPERVISORS	52	51.9	26.5	26.1
SOCIAL SCIENTISTS	52.5	48.1	8	13.5
FARMING	46	43.8	0	6.4
LAWYERS	35	41.5	5	7.9
LABORERS	50	49.4	17	15.4
ADMINISTRATORS	53	52.9	8	10.7
TRANSPORTATION	47	47.3	8	9.9
PUBLIC RELATIONS	29	34.0	2	3.0
PERSONAL SERVICES	26.5	31.1	0	4.1
OPERATORS	53	51.2	13	16.2

Retirement

Fig 51: Fiscal 2014, Gender and Ethnicity of Retirees by Job Category



Note: Gender and Ethnicity are only reported for groupings of five or more employees

Fig 52: Fiscal 2014, Age and Years of Service for All Retirements by Job Category

Job Category	Median Age	Average Age	Median YOS	Average YOS
TEACHERS AND COUNSELORS	61	60.5	25	24.4
POLICE	46	46.1	19	19.4
PARA PROFESSIONALS	63	63.4	21	21.2
CLERICAL	62	63.0	23	23.1
MANAGERS	62	61.6	25	23.9
SOCIAL WORKERS	62	62.1	24	22.4
HEALTH PROFESSIONALS	63	63.2	23	23.4
TECHNICIANS	62	60.8	25	24.0
MANAGEMENT SPECIALISTS	62	62.9	27	26.0
GUARDS	62	62.4	22.5	21.6
CRAFT	60	59.1	25	24.5
POLICE SUPERVISORS	46	46.9	20	21.9
FOOD PREPARATION	63	63.8	19	19.4
FIREFIGHTER	49	47.9	19	20.0
SANITATION WORKERS	52	52.5	22	22.2
SCIENCE PROFESSIONALS	63	64.0	25	24.6
CLERICAL SUPERVISORS	62	62.0	29	29.1
BUILDING SERVICES	62	62.5	20	20.9
HEALTH SERVICES	64	64.0	25	24.2
FIRE SUPERVISORS	52	51.9	26.5	26.1
SOCIAL SCIENTISTS	61	61.9	25	23.8
FARMING	61	60.6	28	26.5
LAWYERS	65	66.0	23	22.1
LABORERS	61	57.3	24	22.2
ADMINISTRATORS	64	64.4	16	19.6
TRANSPORTATION	62	59.4	18.5	19.8
PUBLIC RELATIONS	n/a	n/a	19	19.0
PERSONAL SERVICES	n/a	n/a	28.5	27.3
OPERATORS	65	64.0	24	24.8

Note: Age metrics are only reported for groupings of five or more employees

Resignations

Fig 53: Fiscal 2014, Gender and Ethnicity of Resignations by Job Category

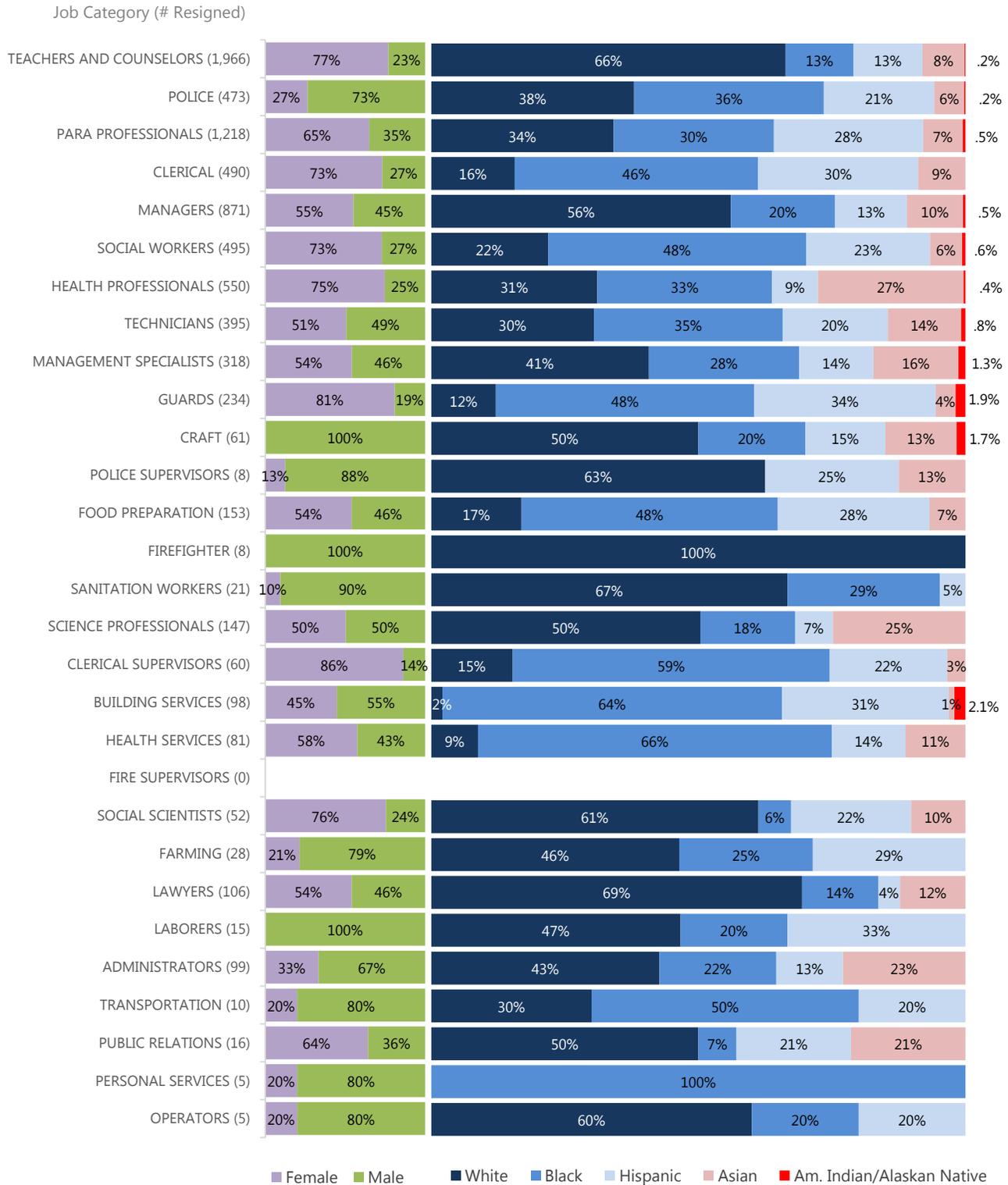


Fig 54: Fiscal 2014, Age and Years of Service of Resignations by Job Category

Job Category	Median Age	Average Age	Median YOS	Average YOS
TEACHERS AND COUNSELORS	32	34.2	5	6.1
POLICE	30	33.0	2	3.9
PARA PROFESSIONALS	31	34.8	2	5.0
CLERICAL	36	38.8	5	7.1
MANAGERS	37	39.4	5	6.2
SOCIAL WORKERS	35	37.5	4	5.6
HEALTH PROFESSIONALS	37	40.1	3	4.7
TECHNICIANS	33	36.4	4	5.4
MANAGEMENT SPECIALISTS	32	34.7	2	3.7
GUARDS	39	40.8	5	5.4
CRAFT	44	41.5	1	4.6
POLICE SUPERVISORS	45.5	48.1	17	24.1
FOOD PREPARATION	46	45.9	4	6.2
FIREFIGHTER	34.5	34.8	4	4.3
SANITATION WORKERS	39	38.7	11	9.9
SCIENCE PROFESSIONALS	33	34.9	3	4.2
CLERICAL SUPERVISORS	41.5	42.0	11	12.7
BUILDING SERVICES	37.5	38.0	4	6.3
HEALTH SERVICES	37	40.4	6	8.9
FIRE SUPERVISORS	n/a	n/a	n/a	n/a
SOCIAL SCIENTISTS	33	35.5	2	3.3
FARMING	41.5	38.4	0	5.0
LAWYERS	33.5	36.6	4	4.8
LABORERS	39	39.3	5	7.1
ADMINISTRATORS	47	46.4	4	5.9
TRANSPORTATION	39	37.8	1	4.0
PUBLIC RELATIONS	28.5	32.3	1	1.8
PERSONAL SERVICES	31	32.2	4	5.2
OPERATORS	30	32.2	4	5.0

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NEXT STEPS IN WORKFORCE PLANNING

DCAS Bureau of Strategic Planning

The Bureau of Strategic Planning works in partnership with Citywide Human Capital and City agencies to align the City's efforts to provide effective, efficient, administrative support for the largest municipal workforce in the country.

Within the Bureau, the Office of Workforce Planning (OWP) was created to ensure that agency heads, senior leadership, and Agency Personnel Officers (APOs) have the information, tools, and technical support needed to conduct strategic workforce analyses. In the coming year, the OWP will work with agencies to increase capacity to engage in strategic workforce planning through mentoring and development workshops, the creation of online tools such as retirement trend analyses and exit surveys for managers, strengthening civil service controls and reporting, and the collection and dissemination of internal and external best practices research and techniques.

OWP will act as the Subject Matter Expert in regard to all things workforce planning; especially as it relates to succession planning and how to manage workforce risk. Supporting the APOs' understanding of how to identify, calculate and minimize their at-risk titles will be paramount to our collective success. APOs will also be shown how to identify critical roles and build the core competencies those roles require, both now and in the future. Working groups will also focus on creating risk indices, that are based on attrition and hiring, so the user has the ability to contextualize risks through benchmarking against agency-level and citywide average risk levels.

Additional working groups will be led by OWP to provide hands-on support in a variety of topics, as identified in the initial survey results. Workforce planning support will be provided in all the individual areas of need; both for the APO development of the core competencies and also for their application of skills within their agency. OWP will also support the APOs' engagement strategies, in part by our newly created Onboarding Survey. Sharing results from the survey to create onboarding and new hire orientation best practices will play a critical role in maintaining and strengthening retention of the City's workforce. Each agency's needs will be addressed individually with APOs, as agency needs will vary based on size, mission, and operational structure. OWP will also support APOs with online tools; posting relevant information and e-learning opportunities on the APO Portal.

In conjunction with the Office of Recruitment and the Office of Citywide Diversity and Equal Employment Opportunity, increasing diversity and inclusion generally, and especially in job categories where women and minorities have been historically under-represented, will be woven into the fabric of recruitment, hiring, and retention plans that support current and projected business needs and priorities.

OWP has also forged a partnership with Corporate Leadership Council, a part of the Corporate Executive Board, which lends itself and its online tools to better serve our internal clients. *Departure View*, the exit survey provided through this partnership, gives the City beneficial information about why managers leave, and more importantly, what measures could prevent avoidable turnover, through informed, data-driven, and transparent decisions about our workforce.

DCAS Office of Citywide Recruitment

The mission of the Office of Citywide Recruitment is to create a workforce pipeline for the City of New York. Recruitment is key to fulfilling this mission. The 2013 Workforce Profile Report indicated that the City stands to lose approximately one-third of its workforce in the next three to five years as a result of retirement eligibility. Taking a reactive approach is no longer sufficient for maintaining a thriving and competitive workforce, and data provided in this workforce report will allow the Office of Citywide Recruitment to effectively match recruiting efforts to the long term needs and mission of the City's workforce. Working in collaboration with the Bureau of Strategic Planning, we will take a practical approach to recruitment by examining the latest workforce trends and attrition rates to gauge staffing needs in particular titles.

A large part of the work of the Office of Citywide Recruitment is to educate the public about careers within City government, civil service examinations and the hiring process. The Office provides extensive outreach and communication to underserved and underrepresented communities that will benefit from greater knowledge of the opportunities within City government. In addition, Citywide Recruitment will incorporate diversity into its mission. Gender distribution, ethnic composition and attrition rates of the current workforce will guide recruitment efforts and ensure a diverse workforce that is representative of the City that we serve.

DCAS Office of Citywide Diversity and Equal Employment Opportunity

The mission of the Office of Citywide Diversity and EEO (CDEEO) is to value all our employees, as they are the City's greatest asset. Our work focuses on the inclusive development, engagement, and advancement of talent. CDEEO established three strategic plans for enhancing diversity and inclusion (D&I) strategies grounded in workforce, workplace, and community.

D&I is a broadly conceived set of goals, actions and policy initiatives that go beyond enforcement of the City's EEO policies. Agencies establish their own strategies through the charter-mandated annual diversity & EEO plans that set forth objectives and best practices to promote equitable workforce practices, engaging and respectful workplace environments, and inclusive outreach to all the communities served by the City.

Our Managing Diversity Leadership Initiative represents an innovative approach to leadership that tracks 15 D&I best practices and measures progress of agency initiatives to implement these practices. These best practices range from D&I commitment statements from Commissioners, the identification of high potential talent through mentoring, reviewing workplace morale and engagement, and measuring inclusive selection practices for discretionary positions.

CDEEO assists agencies with review of key workforce performance indicators, such as the demographic composition and trends among new hires, promotions and separations, and an analysis of underutilization by job groups. CDEEO created a centralized database for tracking EEO complaints. Reports generated from this database help agencies craft remedial and preventive initiatives.

A cornerstone of our work is training which serves to both enhance the professional skills of EEO and HR staff and to educate city employees about their EEO rights and obligations. CDEEO developed and implemented the City's flagship diversity and inclusion training program, *Everybody Matters*, available in both classroom and computer-based format.

APPENDIX I: DEFINITIONS AND DESCRIPTIONS

Workforce

The numbers in this report reflect all employees in the included agencies, who were not terminated as of the last day of the fiscal year, June 30th, 2014, and includes all full-time (FT) and part-time (PT) employees.

This report does not include data on contractors, consultants, interns, per-session employees, or volunteers. Positions having a limited duration or special conditions for the term of employment, such as City Seasonal Aides (six-month duration) and College Aides (conditional upon full-time enrollment in a degree granting program), are also excluded from this report.

Part-time employees are counted individually in this report, and are not converted to full-time-equivalencies (FTE) based on the number of hours worked in a given fiscal year.

Residency Requirements

The New York City residency law, codified in Sections 12-119 through 12-121 of the New York City Administrative Code, as amended, requires employees, other than those excepted or exempt from municipal residence requirements who enter City service on or after September 1, 1986 to establish city residence within 90 days of entering City service and thereafter maintain city residence as a condition of employment.

Employees who have completed two years of continuous City service shall be deemed in compliance with the residence requirements if they are residents of Nassau, Westchester, Suffolk, Orange, Rockland or Putnam county, provided that the Mayor may require certain senior-level staff to complete more than two years of City residency to remain in compliance with the residence requirements.

Pursuant to Mayoral Executive Order No. 131 of 2010, persons serving in positions covered by the order must establish city residency within 90 days of assuming such position and maintain city residency for the duration of his/her employment.

Pedagogues in the Department of Education, employees of New York City Health and Hospitals, the School Construction Authority, the New York City Housing Authority, and the District Attorneys' Offices are among those exempt from residency requirements.

For more information, see:

- [Personnel Services Bulletin 100-8: Residence Requirements](#);
- [Administrative Code, Sections 12-119, 12-120, and 12-121](#) (as amended by Local Law 48 of 2009); and
- [Executive Order 131 of 2010](#)

City Agencies

The report includes all Mayoral Agencies, elected officials, pension systems, and board and commissions, as well as, the Department of Education (DOE), NYC Health and Hospitals (NYCHH), and the School Construction Authority (SCA).

The community boards of each borough, were rolled into their respective Borough President. As reported here, the Mayorality includes The Office of Management and Budget and the Office of Labor Relations. The Public Administrators of each borough are rolled into a single entity.

The Department of Juvenile Justice (DJJ) was incorporated into the Administration for Children's Services (ACS) in 2011; all DJJ employees are counted under ACS in all years.

Employee Type

Full-Time Employees: include those who work a standard work week in a full-time, per annum title with an annual work schedule. In general, full-time employees work between 35 and 40 hours per week and 261 days per year.

Part-Time Employees: fall into two different categories: (a) employees in titles established as non-per-annum jobs with no standard number of hours per week or days per year; and (b) employees hired on a part-time basis in a full-time per-annum title who do not work the standard number of hours per week or days in a year.

Managerial Service: managers are those employees who formulate policy, assist directly in collective bargaining negotiations, or have a major role in the administration of collective bargaining agreements or in personnel administration.

Union Representation: includes all employees covered by a collective bargaining agreement.

Uniformed Services: the Police, Fire, Correction and Sanitation Services and not including civilian positions in these agencies.

Gender and Ethnicity

Gender and Ethnicity values in this report are based on the Federal EEO-4 reporting requirements. All employees are categorized as either male or female, and either White, Black, Hispanic, Asian, or American Indian/Alaskan Native.

Gender and Ethnicity percentages are reported wherever available. Employees with unknown, unreported, or missing values are not included in the percentages shown in the tables and graphs.

Age and Years of Service

Employee age is determined in each fiscal year by calculating the elapsed time between the employees Date of Birth and the last day of each fiscal year.

City Start Date is used to determine the number of years of service of each employee in each fiscal year.

Hires, Separations, and Transfers

Hires are divided into two groups, new hires and re-hires.

New Hires: are employees who were on-boarded during the fiscal year and had no prior service in the agencies or titles covered in this report.

Re-hires: are employees who were on-boarded during the fiscal year and, by looking at City Start Date and Agency Start Date, were found to have prior City service in the reported agencies and titles.

Separations: were determined by an employee having been active or on some form of paid or unpaid leave, at the conclusion of the preceding fiscal year and being terminated from employment at some time during the current fiscal year.

Transfers: were determined by an employee being active or on some form of paid or unpaid leave at the conclusion of the preceding fiscal year and being active or on some form of paid or unpaid leave at the conclusion of the current fiscal year but serving in a different City agency.

Pension Eligibility and Retirement Readiness

Pension plan data was provided by the various pension systems, including the Board of Education Retirement System (BERS), the Teachers Retirement System (TRS), and the New York City Employees Retirement System (NYCERS).

Retirement eligibility was determined by first calculating the minimum age and years of service requirements of an individual employee's pension plan. The second step was to calculate the employee's age, based on Date of Birth, and length of service, based on City Start Date, as of the end of the fiscal year. To arrive at the year an employee will be considered retirement ready, the calculation looks at the larger of, the number of years of service needed to satisfy the requirement and the number of years before an employee will meet the age requirement, and adds that to the current fiscal year.

Salary

All representations of employee salaries in this report reflect only full-time employees, and are, except where specifically noted, adjusted for inflation to June 2014 dollars.

In the time between the data extraction for this report and its publication, the majority of city employees covered by collective bargaining and the Pay Plan for Management Employees have had increases to their base salary resulting from new collective bargaining agreements and executive orders. Those increases were implemented over several months and are not uniformly reflected in this report.

Full-time employee salaries: are either annual, hourly, or per diem. Non-annual salaries were annualized based on the number of hours worked per year (hourly) or days worked per year (per diem). For most employees the conversion rates are 1,827 hours per year and 261 days per year.

Part-time employee salaries: Part-time salaries are not converted to annual salaries in this report, nor are they included in any of the figures or charts.

Inflation

Except where noted, all dollar amounts reported are expressed in current (June 2014) dollars. Inflation adjustments were based on the Consumer Price Index (CPI) for all Urban Consumers in the New York-Northern New Jersey-Long Island Area, re-indexed to June 2014. <http://data.bls.gov/cgi-bin/surveymost?cu> (New York All Items).

Job Categories

The Office of Citywide Diversity and Equal Employment Opportunity (CDEEO) is responsible for ensuring that City agencies comply with the City's EEO Policy, and the City Charter provisions and laws concerning equal employment opportunity, as well as prepares the City of New York's federally mandated Biennial EEO-4 report to the Equal Employment Opportunity Commission (EEOC).

As part of their reporting, CDEEO is responsible for mapping civil service titles to their appropriate EEO-4 categories. The job categories included in this report are a more specific grouping of titles, and all map to one of the EEO-4 categories. DCAS worked closely with agencies not covered by the City's EEO-4 reporting, including NYC Health and Hospitals, the Department of Education, and the School Construction Authority, to ensure that their titles were mapped to appropriate job categories.

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

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

APPENDIX I: DEFINITIONS AND DESCRIPTIONS

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

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

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

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

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

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

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

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

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

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

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This category includes: Health technicians (clinical laboratory, dental hygienists, health records, radiologic and licensed practical nurses), electrical and electronic technicians, engineering technicians (electrical, electronic, industrial, and mechanical), drafting occupations, surveying and mapping technicians, science technicians, airline pilots and navigators, air traffic controllers, broadcast equipment operators, computer programmers, legal assistants, investigators and kindred workers.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX II: DATA SOURCES

New York City Automated Personnel System (NYCAPS) data for City agencies, elective offices and the New York City Housing Authority was provided by DCAS Human Capital; NYCAPS data for the Board of Education pedagogical population was provided by the Financial Information Services Agency (FISA). Personnel data for NYC Health and Hospitals was provided by NYCHH. Personnel data for the School Construction Authority was provided by SCA.

Gender and ethnicity data for City agencies from the Citywide Equal Employment Database System (CEEDS) was furnished by the DCAS Office of Citywide Diversity and Equal Employment Opportunity (CDEEO).

Gender and ethnicity data for the Board of Education pedagogical population was provided by FISA.

NYC Health and Hospitals and the School Construction Authority was furnished gender and ethnicity data for their employees.

Supplemental salary and payroll information was extracted from the Payroll Management System (PMS).

Pension information was provided by New York City Employees Retirement System (NYCERS), Board of Education Retirement System (BERS), and Teachers' Retirement System (TRS).

Demographic, employment, and salary data for the City of New York Employed Population was pulled from American Community Survey (ACS), Integrated Public Use Microdata Series (IPUMS), and was compiled by the Department of City Planning and the Office of Management and Budget.

Inflation calculations were based on Consumer Price Index data published by the federal Bureau of Labor Statistics.

APPENDIX III: CITY AGENCIES

The 71 agencies in this report were grouped around their mandate and the services they provide. The groupings are an amalgam of the categorizations used in the Mayor's Management Report and the Citywide Performance Reporting system.

Administrative Services

Includes operations that support other City agencies by providing the resources needed for service delivery, including facilities, information systems, vehicles, and personnel. These agencies also administer pension plans, negotiate labor contracts, and maintain the City's archives.

Agency	Total Headcount	% Full-time
DEPARTMENT OF CITYWIDE ADMIN SVCS (DCAS)	1,985	96%
DEPARTMENT OF INFO TECH & TELECOMM (DOITT)	1,162	98%
MAYORALTY (MAYORALTY)	881	98%
BOARD OF ELECTION (BOE)	679	56%
NYC EMPLOYEES RETIREMENT SYSTEM (NYCERS)	424	92%
TEACHERS RETIREMENT SYSTEM (TRS)	379	100%
OFFICE OF PAYROLL ADMINISTRATION (OPA)	152	99%
NEW YORK CITY POLICE PENSION FUND (NYCPPF)	136	99%
OFFICE OF THE CITY CLERK (CLERK)	64	100%
DEPARTMENT OF RECORDS & INFO SERVICE (DORIS)	48	79%
OFFICE OF COLLECTIVE BARGAINING (OCB)	15	100%
	5,925	

Business, Finance & Economy

The government services intended to increase the City's economic strength, make it easier to do business here, and ensure that business is conducted legally and fairly. This group includes fiscal planning and management for City government and the administrative functions of collecting taxes and fines.

Agency	Total Headcount	% Full-time
DEPARTMENT OF FINANCE (DOF)	1,818	100%
OFFICE OF THE COMPTROLLER (COMPTROLLER)	738	98%
TAXI & LIMOUSINE COMMISSION (TLC)	608	89%
FINANCIAL INFORMATION SERVICES AGENCY (FISA)	415	99%
DEPARTMENT OF CONSUMER AFFAIRS (DCA)	394	90%
DEPARTMENT OF SMALL BUSINESS SERVICES (SBS)	251	86%
BUSINESS INTEGRITY COMMISSION (BIC)	66	100%
NEW YORK CITY TAX COMMISSION (NYCTAX)	44	84%
OFFICE OF THE ACTUARY (ACTUARY)	37	100%
INDEPENDENT BUDGET OFFICE (IBO)	36	97%
MUNICIPAL WATER FIN AUTHORITY (MWFA)	15	100%
	4,422	

Civic Engagement

Those agencies that represent the public directly in legislative, community, and public policy issues.

Agency	Total Headcount	% Full-time
NEW YORK CITY COUNCIL (COUNCIL)	682	41%
BOROUGH PRESIDENT-BROOKLYN (BP-BK)	118	92%
BOROUGH PRESIDENT-QUEENS (BP-QNS)	109	85%
BOROUGH PRESIDENT-BRONX (BP-BX)	94	89%
BOROUGH PRESIDENT-MANHATTAN (BP-MAN)	93	98%
CAMPAIGN FINANCE BOARD (CFB)	91	93%
BOROUGH PRESIDENT-STATEN IS (BP-SI)	52	85%
OFFICES OF THE PUBLIC ADMINISTRATORS (PUBADMIN)	42	100%
OFFICE OF THE PUBLIC ADVOCATE (PA)	31	87%
	1,312	

Communities & Neighborhoods

Programs that communities depend on for their quality of life. These include maintenance of parks and public spaces, libraries and cultural facilities, enforcement activities aimed at preserving a healthy urban environment, and operation of public housing developments.

Agency	Total Headcount	% Full-time
NYC HOUSING AUTHORITY (NYCHA)	11,793	98%
DEPARTMENT OF PARKS & RECREATION (PARKS)	6,981	54%
HOUSING PRESERVATION & DEVELOPMENT (HPD)	2,048	98%
DEPARTMENT OF CULTURAL AFFAIRS (DCLA)	68	76%
LANDMARKS PRESERVATION COMMISSION (LPC)	68	91%
	20,958	

Education

Education includes administration of the City's public schools, including the educational curriculum as well as physical management, construction, and renewal of school facilities and resources.

Agency	Total Headcount	% Full-time
DEPARTMENT OF EDUCATION (DOE)	145,131	84%
SCHOOL CONSTRUCTION AUTHORITY (SCA)	671	100%
	145,802	

Health & Human Services

Social Services include action against public health problems and diseases, homelessness, child abuse and neglect, and domestic violence; administration of government benefits for the needy, as well as for youth and seniors.

Agency	Total Headcount	% Full-time
NYC HEALTH AND HOSPITALS (NYCHH)	39,527	90%
HUMAN RESOURCES ADMINISTRATION (HRA)	13,844	99%
ADMINISTRATION FOR CHILDREN'S SERVICES (ACS)	6,060	100%
DEPARTMENT OF HEALTH/MENTAL HYGIENE (DOHMH)	5,533	79%
DEPARTMENT OF HOMELESS SERVICES (DHS)	1,908	100%
DEPT OF YOUTH & COMMUNITY DEVELOPMENT (DYCD)	424	90%
DEPARTMENT FOR THE AGING (DFTA)	304	92%
	67,600	

Infrastructure & Sustainability

Agencies focused on the safety and adequacy of the physical framework that provide New Yorkers with basic needs such as housing, transportation, and water. Infrastructure agencies plan, contract for and oversee the City's program of new construction and maintenance, and coordinate preservation and construction programs.

Agency	Total Headcount	% Full-time
DEPARTMENT OF SANITATION (DSNY)	9,174	100%
DEPARTMENT OF ENVIRONMENT PROTECTION (DEP)	5,782	98%
DEPARTMENT OF TRANSPORTATION (DOT)	4,839	93%
DEPARTMENT OF DESIGN & CONSTRUCTION (DDC)	1,205	100%
DEPARTMENT OF BUILDINGS (DOB)	1,058	100%
DEPARTMENT OF CITY PLANNING (DCP)	272	90%
	22,330	

Legal Affairs & Access to Justice

Agencies that represent City government in legal matters that ensure government's compliance with the law and with standards of integrity, and that provide citizens with mechanisms for seeking redress where individual rights may have been violated.

Agency	Total Headcount	% Full-time
LAW DEPARTMENT (LAW)	1,546	90%
DISTRICT ATTORNEY - MANHATTAN (DA-MAN)	1,325	99%
DISTRICT ATTORNEY - KINGS COUNTY (DA-BK)	1,087	95%
DISTRICT ATTORNEY - BRONX COUNTY (DA-BX)	829	100%
DISTRICT ATTORNEY - QUEENS COUNTY (DA-QNS)	621	99%
OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS (OATH)	295	81%
DISTRICT ATTORNEY - SPECIAL NARCOTICS (DA-NARC)	207	99%
CIVILIAN COMPLAINT REVIEW BOARD (CCRB)	170	91%
DISTRICT ATTORNEY - RICHMOND COUNTY (DA-SI)	105	95%
CITY COMMISSION ON HUMAN RIGHTS (CCHR)	64	98%
CONFLICTS OF INTEREST BOARD (COIB)	20	100%
BOARD OF CORRECTIONS (BOC)	17	100%
NYC CIVIL SERVICE COMMISSION (NYCCSC)	13	77%
EQUAL EMPLOYMENT PRACTICES COMMISSION (EPEC)	6	100%
	6,305	

Public Safety & Law Enforcement

Public Safety covers the government services devoted to reducing crime, maintaining a safe and secure public environment, responding to all emergencies that threaten life and property, protecting New York City from terrorism, improving the City's emergency preparedness and response capabilities, and administering criminal justice, including City jails and probation.

Agency	Total Headcount	% Full-time
POLICE DEPARTMENT (NYPD)	52,034	95%
FIRE DEPARTMENT (FDNY)	15,690	99%
DEPARTMENT OF CORRECTION (DOC)	10,418	100%
DEPARTMENT OF PROBATION (DOP)	978	99%
DEPARTMENT OF INVESTIGATION (DOI)	221	99%
NYC EMERGENCY MANAGEMENT (NYCEM)	126	97%
	79,467	

Additional Notes on the Agencies:

The Mayoralty combines three separate agencies: The Office of the Mayor, the Office of Management and Budget, and the Office of Labor Relations.

The community boards of each borough are grouped together with their respective Borough President's office.

The Offices of the Public Administrator agency in this report is the conglomeration of the public administrator offices of each borough.

APPENDIX IV: CIVIL SERVICE AND JURISDICTIONAL CLASSIFICATION

Jurisdictional Classification

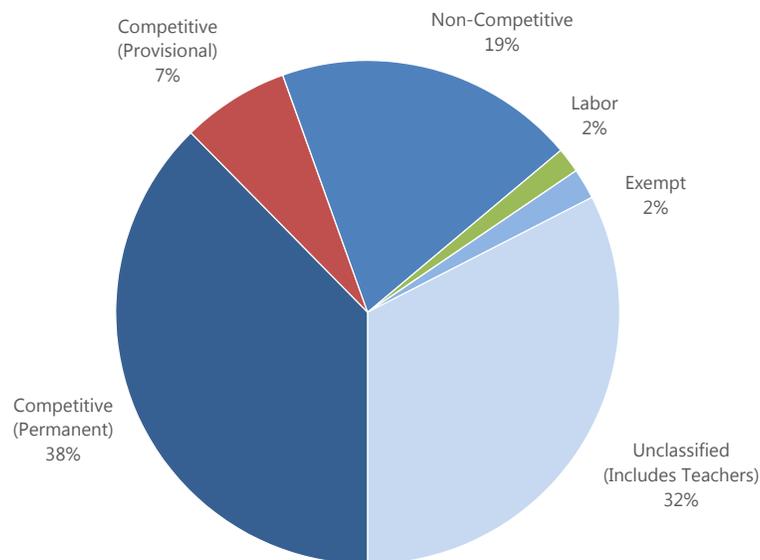
All employees of New York City government are appointed to one of several thousand civil service titles. Civil service titles are grouped into four different Jurisdictional Classes. Some titles, such as Teachers, are part of the Unclassified Service.

The civil service system is administered according to the Personnel Rules and Regulations of the City of New York, available online (http://www.nyc.gov/html/dcas/html/employees/personnelrules_regs.shtml).

The system is designed to ensure that, wherever practicable, public sector jobs are awarded based on merit and fitness as determined by competitive examination.

In order to classify positions outside of the competitive class, the City is required to hold a public hearing and submit a formal request to the New York State Civil Service Commission (SCSC) listing the description, requirements, responsibilities, and justification for its exclusion from the requirement for competitive examination.

Fig 55: Fiscal 2014, Employees by Jurisdiction and Civil Service



Civil service jurisdictions are defined in the New York Civil Service Law, Article III, Title A and Title B, which can be found online (<http://codes.findlaw.com/ny/civil-service-law/>), and in the pages that follow.

Article III. Title A: Unclassified Service

§ 35. Unclassified service. The civil service of the state and each of its civil divisions shall be divided into the classified and unclassified service. The unclassified service shall comprise the following:

- (a) all elective offices;
- (b) all offices filled by election or appointment by the legislature on joint ballot;
- (c) all officers and employees of the state legislature, and all officers and employees of any other legislative body whose principal functions and duties are directly related to the performance of the legislative functions of such body;
- (d) all offices filled by appointment by the governor, either upon or without confirmation by the senate, except officers and employees in the executive department who are not heads of divisions therein;
- (e) the head or heads of any department of the government who are vested with authority, direction and control over a department, and who have power and authority to appoint and remove officers and employees therein;
- (f) all members, officers and employees of boards of elections;
- (g) all persons employed by any title whatsoever as members of the teaching and supervisory staff of a school district, board of cooperative educational services or county vocational education and extension board, as certified to the state commission by the commissioner of education. The commissioner of education shall prescribe qualifications for appointment for all classes of positions so certified by him, and shall establish specifications setting forth the qualifications for and the nature and scope of the duties and responsibility of such positions. The commissioner of education shall file such qualifications for appointment and such specifications with the civil service commission;
- (h) all positions in the state university in the professional service as defined in subdivision three of section three hundred fifty-five-a of the education law, which positions shall be determined by the chancellor of the state university and certified by him to the civil service commission; provided, however, that any state university position in the classified service which the chancellor seeks to designate as unclassified must be approved by the civil service commission before such change in designation;
- (i) all positions in community colleges in the professional service as defined in subdivision two of section six thousand three hundred six of the education law, which shall include all positions on the instructional staffs of the fashion institute of technology, the New York city community college of applied arts and sciences, and of the community colleges sponsored by the board of higher education in the city of New York as respectively defined in sections two thousand five hundred eighty-seven, six thousand two hundred six-a, and six thousand two hundred six-b of the education law. Such positions in community colleges other than the fashion institute of technology, the New York city community college of applied arts and sciences, and community colleges sponsored by the board of higher education of the city of New York shall be determined by the board of trustees of such colleges with the approval of the chancellor of state university, and certified by each such board to the commission or officer which administers the civil service law for the local sponsor of the community college administered by such board. Each such board of trustees shall prescribe qualifications for appointment for all classes of positions so certified by it, and shall establish specifications setting forth the qualifications for and the nature and scope of the duties and responsibilities of such positions. Each such board of trustees shall file such qualifications for appointment and such specifications with the civil service commission and with the commission or officer to which the certification is made;
- (j) all persons, other than persons covered under paragraph (g) or paragraph (h) or paragraph (i) of this section, whose principal functions are teaching or the supervision of teaching in a public school, academy or college.
- (k) all positions in the professional service in the New York State School for the Blind and the New York State School for the Deaf, requiring the performance of educational functions, which positions shall be determined by the commissioner of education and certified by him to the civil service commission.

Article III. Title B: Classified Service

§ 40. Classified service; classes of positions. The classified service shall comprise all offices and positions not included in the unclassified service. The offices and positions in the classified service of the state and of its civil divisions shall be divided into four classes, to be designated as the exempt class, the non-competitive class, the labor class, and the competitive class.

§ 41. Exempt class. 1. The following offices and positions shall be in the exempt class:

- (a) one secretary of each state department or division, temporary state commission or other state officer authorized by law to appoint a secretary;
- (b) the deputies of principal executive officers authorized by law to act generally for and in place of their principals;
- (c) one secretary of each municipal board or commission authorized by law to appoint a secretary;
- (d) one clerk and one deputy clerk if authorized by law, of each court, and one clerk of each elective judicial officer, and also one deputy clerk, if authorized by law, of any justice of the supreme court;

(e) all other subordinate offices or positions for the filling of which competitive or non-competitive examination may be found to be not practicable. Not more than one appointment shall be made to or under the title of any office or position placed in the exempt class pursuant to the provisions of this paragraph, unless a different number is specifically prescribed in the rules.

2. No office or position shall be deemed to be in the exempt class unless it is specifically named in such class in the rules. Upon the occurrence of a vacancy in any position in the exempt class, the state or municipal civil service commission having jurisdiction shall study and evaluate such position and, within four months after the occurrence of such vacancy, shall determine whether such position, as then constituted, is properly classified in the exempt class. Pending such determination, said position shall not be filled, except on a temporary basis.

§ 42. Non-competitive class. 1. The non-competitive class shall include all positions that are not in the exempt class or the labor class and for which it is found by the commission having jurisdiction to be not practicable to ascertain the merit and fitness of applicants by competitive examination. Appointments to positions in the non-competitive class shall be made after such non-competitive examination as is prescribed by the state civil service department or municipal commission having jurisdiction. No position shall be deemed to be in the non-competitive class unless it is specifically named in such class in the rules. Not more than one appointment shall be made to or under the title of any office or position placed in the non-competitive class pursuant to the provisions of this section, unless a different or an unlimited number is specifically prescribed in the rules.

2. With respect to civil divisions of the state whose populations, according to the latest federal decennial census or latest federal special population census, are less than five thousand and, with respect to those civil divisions whose populations are not determined as such by the federal bureau of the census, whose populations are estimated by their respective governing bodies to be less than five thousand, the state commission shall, on or before July first, nineteen hundred sixty-one, promulgate standards for determining the practicality of examination, which it may from time to time thereafter amend, and shall also provide information and advice to municipal commissions, to enable such commissions to utilize the provisions of this section, when appropriate, in order to enable such civil subdivisions to recruit and retain in their employ competent and qualified persons.

2-a. The state or municipal civil service commission by appropriate amendments to its rules shall designate among positions in the non-competitive class in its jurisdiction those positions which are confidential or require the performance of functions influencing policy.

§ 43. Labor class. 1. The labor class shall comprise all unskilled laborers in the service of the state and each of its civil divisions except those whose positions can be examined for competitively.

The state or municipal commission may require applicants for employment in the labor class to qualify in such examinations of their fitness for employment as may be deemed practicable.

§ 44. Competitive class. The competitive class shall include all positions for which it is practicable to determine the merit and fitness of applicants by competitive examination, and shall include all positions now existing or hereafter created, of whatever functions, designations or compensation, in each and every branch of the classified service, except such positions as are in the exempt class, the non-competitive class or the labor class.

City of New York

Bill de Blasio, Mayor

Anthony E. Shorris, First Deputy Mayor

Lisette Camilo, Commissioner

Department of Citywide Administrative Services

