



NYPD Civilianization Efforts

What questions did the audit look at?

- ▶ Did the New York City Police Department advance its civilianization initiative—identifying and converting appropriate uniform-officer tasks to civilian roles—effectively?
- ▶ Did NYPD achieve its internal goals in a timely and systematic way, with necessary recordkeeping and data transparency?

Why does it matter for New Yorkers?

In recent years, the NYPD has made efforts to identify positions in the agency that do not need to be performed by uniformed personnel and replace them with civilian employees. This process is known as “civilianization.”

Every uniformed police officer in New York City costs more than a civilian employee; when officers are assigned to administrative, support, or non-patrol duties that could be handled by civilians, there is a cost in terms of community policing, patrol capacity, and public safety resources.

In Fiscal Year 2016, NYPD set a goal to civilianize over 400 positions by the end of FY2017. However, the audit found that this benchmark was only achieved two years past the target date, by March 31, 2019. Although NYPD reportedly identified as many as 368 additional positions by May 2019, the agency acknowledged that as of April 2021, it had not yet actually civilianized any of those positions.

The audit also found that NYPD lacked consistent, reliable data and recordkeeping regarding its civilianization efforts. Key supporting documentation was missing, reported figures were inconsistent, and the department refused to provide requested information (such as pay scales), which the auditors required in order to assess savings or progress.

Without robust documentation and transparency, the City, oversight bodies, and the public cannot reliably evaluate whether civilianization is working. That lack of accountability can result in inefficient use of taxpayer dollars.

What changes did the agency commit to make following the audit?

- ▶ NYPD agreed to develop, disseminate, and implement written management policies to identify duties and positions that are assigned to uniformed officers that could be civilianized.
- ▶ NYPD agreed to develop methods for implementing and documenting civilian conversions in a reasonable timeframe.

AUDIT FINDINGS



NYPD's civilianization efforts have been delayed and are unsystematic.



NYPD's civilianization recordkeeping and data are inaccurate.

Audit Recommendations		Agency Response
1	Ensure that it captures and maintains verifiable supporting evidence of its activities, determinations, and results, pertaining to: (a) the identification of civilianizable duties and positions; and (b) its progress in converting them.	AGREED ¹
2	Ensure that when it identifies duties performed and/or positions occupied by uniformed personnel that are appropriate for civilian personnel, it converts those duties and positions to civilian jobs in a timely manner, within reasonable time frames.	DISAGREED
3	Develop, disseminate, and implement written management policies and procedures for a comprehensive, continuous, and documented process of identifying duties and positions assigned to uniformed personnel that can be civilianized, as well as methods for implementing and documenting those conversions in a reasonable time frame.	AGREED
4	Ensure it has the capacity to produce and appropriately share the data and other records it maintains related to personnel and the civilianization process to enable it and the public to determine if it is meeting the objectives of its civilianization mandate.	DID NOT ADDRESS

¹ NYPD stated that it was already in compliance with this recommendation. However, that assertion is belied by the audit's findings.