

AGENDA

**Equal Employment
Opportunity
Committee**

Meeting Date

April 10, 2012

Time

10:00 A.M.

Location

Board Room (532)

CALL TO ORDER

Rev. Diane Lacey

ADOPTION OF MINUTES

Rev. Diane Lacey

JANUARY 10, 2012

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams

AMENDMENT TO EXECUTIVE ORDER 50
SUMMARY OF EEOC FISCAL YEAR 2011 REPORT
ON DISCRIMINATION COMPLAINTS

CONDITIONAL CONTRACTORS

Sharon Foxx

NOUVEAU ELEVATOR INDUSTRIES, INC.

2011 DISCRIMINATION COMPLAINTS REPORT

Gail Proto

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date
January 10, 2012

**BOARD OF
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the HHC Board of Directors was held on January 10, 2012 in the Board Room at 125 Worth Street, New York City with the Rev. Diane Lacey, Committee Chair, presiding.

COMMITTEE MEMBERS

Rev. Diane Lacey, Chairperson
Alan D. Aviles, President
Josephine Bolus, RN
Michael A. Stocker, MD

HHC STAFF

Joseph Alexander, HHC Health & Home Care
Danielle Barrett, Kings County Hospital Center
Edith Brown, Affirmative Action/EEO
Deborah Cates, Chairman's Office/Board Affairs
Nelson Conde, Professional Services & Affiliations
Nancy Doyle, Workforce Planning & Development
Martin O. Everette, Affirmative Action/EEO
Sharon Foxx, Affirmative Action/EEO
Veronika Hoka, Generations +/-Northern Manhattan Health Network
Norma E. Irizarry, Affirmative Action/EEO
William R. Jones, South Manhattan Healthcare Network/Coler/Goldwater Specialty
Hospital and Nursing Facility
John Kim, MetroPlus Health Plan
Patricia Lockhart, Chairman's Office
Antonio D. Martin, President's Office

Susan H. Morris, North Bronx Healthcare Network
Lena Mullings, Human Resources Services
Lois Penn, South Manhattan Healthcare Network/Bellevue Hospital Center
Jeanne Policastro, Sea View Hospital Rehabilitation Center & Home
Gail Proto, Affirmative Action/EEO
Rhonda Richardson, Queens Health Network
Salvatore J. Russo, Legal Affairs
Jodi Savage, Southern Brooklyn and Staten Island Healthcare
Network/Coney Island Hospital
Joe Schick, President's Office
Tania Spencer, MetroPlus Health Plan
Paola Torres, Affirmative Action/EEO
Manasses C. Williams, Affirmative Action/EEO

OTHER ATTENDEES

Maureen Currin, New York Blood Center
Noel Delgado, 3M Company
Gillian Gibson, New York Blood Center
William Lee, New York Blood Center
Laura Ronk, Agfa HealthCare Corporation
Klara Sussman, Agfa HealthCare Corporation
Kristie Torres, Allscripts Healthcare

AFFILIATE ATTENDEES

Guy R. Auguste, The Mount Sinai Hospital
Ken Feifer, Mt. Sinai School of Medicine at Queens Health Network
Doriane K. Gloria, Physician Affiliate Group of NY, P.C. (PAGNY)
Maria Ivanova, New York University School of Medicine at Bellevue Hospital Center
Linda Maneggio, Physician Affiliate Group of NY, P.C. at North Bronx Healthcare
Network
Luis R. Marcos, MD, New York University School of Medicine at Bellevue Hospital
Center
Reginald Odom, New York University School of Medicine at Bellevue Hospital Center
Wayne Webb, The Mount Sinai Hospital

CALL TO ORDER

The meeting was called to order at 8:05 a.m. by Rev. Diane Lacey, Committee Chairperson. The minutes of the October 13, 2011 EEO Committee were adopted as submitted.

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams, Assistant Vice President, Affirmative Action/EEO, commenced his report by reporting to the Committee on an amendment to the New York

City Human Rights Law (NYCHRL) with respect to Religious accommodations. He stated that the amendment imposed a higher burden on employers that assert that accommodating an employee's or prospective employee's religious observance or practice would constitute "undue hardship." Rev. Lacey asked Mr. Williams if this is the law that states that religious groups cannot use public accommodations for services. Mr. Williams explained that this pertains to employees asking for days off for religious observances. Rev. Lacey asked if HHC has ever had the situation where there are religious groups that use the auditoriums or the facilities for worship. Mr. Aviles stated that HHC tries to make accommodations for employees and that most recently many of our Muslim employees have asked to be accommodated for a space within their facility to worship on Fridays. He further stated that to his knowledge all the facilities have made that accommodation. Mrs. Bolus asked if we also accommodate them for the prayers that they do on a daily basis. Mr. Aviles stated that some of our facilities have designated rooms for their employees to worship during their scheduled break.

Mr. Williams' next item involved answering an inquiry by Mrs. Bolus at the last Committee meeting regarding contracts that were reviewed by his office, and were not presented to the Committee. He stated that there are three types of approved contracts that are not submitted to the Committee. He explained that the contracts that are presented to the Committee are contracts that are over three million dollars and the contractor has more than 150 employees and are subject to a workforce analysis and underutilizations are found. He further explained that contractors with contracts between \$25,000 and \$50,000 are subject to the State review requirements under Executive Law 15A and given a full approval. He also stated that the reason these contracts are not reported to the Committee is because of the dollar value and under the State law they are not subjected to a workforce analysis, but are required to provide quarterly workforce activity reports. Mr. Williams then stated the second type of approval issued by his office but not presented to the EEO Committee are contractors that are administratively approved by his office. He stated that administrative approved contracts are contracts approved by the Office of Federal Contract Compliance Programs (OFCCP) or by the City's Department of Small Business Services/Office of Labor Services and given either a Certificate of Compliance or a Conditional Certificate of Compliance. He explained that the reason his office administratively approved these contractors is because the review processes are similar. He further stated that when a contractor is given an administrative approval, they must also submit quarterly reports on their employment activity. Mr. Williams continued by stating that the third type of approved contractors not submitted to the EEO Committee are contractors with contracts over \$3 million dollars who employ more than 150 employees but following a workforce analysis did not have any underutilization. These contracts he stated are given a full approval and are required to submit quarterly reports on their employment activities. Rev. Lacey stated that one of her concerns is that she wants to be certain that none of the contracts that are reviewed by the Affirmative Action/EEO office has any outstanding problems. She also stated that it appears that when the Board of Directors members views a contract that has been approved by the Affirmative Action/EEO office, the assumption is made that it has been reviewed by the EEO Committee. She suggested that it would be ideal to note on the contract memorandum that when contracts go to the board, there should be an indication that states the contract has not been reviewed by the EEO Committee.

CONDITIONAL CONTRACTS

Sharon Foxx, Senior Management Consultant, Affirmative Action/EEO, reported to the Committee on four conditionally approved contractors. She stated that three are yearly conditional updates and the other is new. She further stated that the first contractor, New York Blood Center, is located in New York City and has a total workforce of 667 employees, an increase of 37 from last year. She also stated that in 2011, New York Blood Center, eliminated the two underutilizations from 2010, but gained three new underutilizations. Rev. Lacey stated that although there has been improvement, she remembered that last year, one of the points in question was the difficulty of recruiting women drivers. William Lee, Director, Human Resources, New York Blood Center, stated that last year, they had hired a female veteran, of the Iraq war, but that she had resigned due to the ever changing and conflicting schedule. Gillian Gibson, Senior Human Resources Manager, New York Blood Center, stated that they are currently linked with several veteran organizations to recruit veterans as they return to the States and to the New York area. She also stated that they have a 24/7 operation and that schedules have to be intensely flexible and this continues to be a challenge for recruits. In addition, every week, new schedules are established for their drivers and that makes continuity very difficult. She further stated that the Driver position is a Local 111 contractual bargaining unit position and schedule assignments are based on seniority. She also acknowledged that the scheduling constraint continues to be a difficult aspect of the job and that they will continue to work diligently to remedy the situation. William Lee, Director, Human Resources, New York Blood Center, interjected that they will endeavor to close the gap, but is very proud of the number of females and minorities in their organization. He stated that currently 58% of their employees are females and or minorities and that 66% of their supervisors and managers are females and that 38% are minorities. Rev. Lacey asked what are their plans for the New Year in terms of reducing their underutilization. Maureen Currlin, Human Resources Manager, New York Blood Center, stated that female operatives have historically posed challenges for them since it entails driving a truck full of equipment necessary to run a blood drive as well as unloading and setting up their equipment. She further stated that the work is done around the clock on all shifts and that although they make a strong attempt to hire females into the Driver position, they have been unable to attract applicants in any significant numbers. She also stated that they regularly place advertisements which state that females are encouraged to apply. She further stated that they currently utilize websites such as ladytruckdrivers.com to recruit. Mrs. Bolus stated that this year, for the first time, they have underutilizations in their Managers job group. Gillian Gibson, Senior Human Resources Manager, New York Blood Center, stated that this year, they have hired a Hispanic in order to meet their continuing responsibility to meet the goals. Rev. Lacey asked if they have experienced any serious budgetary realignments like the private and public sectors. Ollie Cheatham, Senior Vice President, Human Resources, New York Blood Center, stated that they have had some reductions, but that he does not believe the reductions have posed a problem in closing the gap.

Ms. Foxx then presented Allscripts which is located in Raleigh, North Carolina. She stated that their current total workforce is 1,163 employees an increase of 31 from 2010. She stated that they have acquired another company and that the merger resulted in the elimination of two minority Senior Manager underutilizations yet generated a few additional underutilizations. Kristie Torres, Director, Acquisition Programs, represented Allscripts. Ms. Torres stated that Allscripts is committed to actively recruit and increase career opportunity awareness for minorities and females as well as ensuring that minorities and females are not disproportionately impacted by employment decisions. Rev. Lacey asked Ms. Torres to explain to the Committee the reason for their underutilizations and what has been the major change since the last time they presented. Ms. Torres stated that the biggest change has been the merger between companies, Eclipsys and Allscripts which occurred in September 2010. She further stated that the employee population has doubled in size due to the merger. She also stated that there was a great deal of work to be done with inconsistencies across the board on their recruitment platform. Rev. Lacey asked what is the make up of their current workforce. She stated that 45% of their employees are women and they are actively trying to increase their numbers for minorities and women. Rev. Lacey asked Ms. Torres what is her position at Allscripts. She stated that when the companies merged she was given the role to manage all the recruitment programs. She also stated that she is working with other recruitment sources and participating in veteran career fairs and currently has a veteran career fair scheduled for February 23, 2012. She further stated that they have several military veteran recruiters that are actively helping them hire veteran candidates. In addition, she stated that approximately 19% of their hires come from employee referrals. She also stated that this year, they will be initiating an Employee Referral rebranding campaign in order to increase the number of referral hires as well as promote their culture as a diverse and inclusive workforce. She further stated that they offer a reasonable referral bonus to employees as an incentive for referring their contacts for consideration. She also stated that on occasion and with the approval of the hiring manager and the Finance department, they roll-out special hot job campaigns for positions that need to be filled immediately in which they double the standard referral bonus. Rev. Lacey asked how she is making her current employees aware of her mission of ensuring that her staff is diversified. She stated that they are attracting and engaging with a diverse talent pool. Mrs. Bolus asked Ms. Torres how many employees they have in New York. She stated that they have 300 to 400 employees which represent 5% of the North America staff.

Ms. Foxx reported that 3M Company is located in Murray, Utah. She stated that this year, their total workforce is 492 an increase of 76 from last year. She also stated that they have eliminated the three minority underutilizations they have had for the past three years. Noel Delgado, Director of Affirmative Action/Diversity & Inclusion represented 3M Company. He stated that after the last EEO Committee meeting 3M attended in January 2011, he visited their headquarters in Salt Lake City, Utah to impress upon them the need to bridge the gap for their underutilizations. He stated that at last year's meeting, his department was very new and had been in existence for six months and that they had just begun to lay the foundation for Corporate Diversity & Inclusion strategies. He further stated that on February 2, 2011, they began to make their senior leaders and managers more accountable for the hiring and promotion of women,

minorities, veterans and disabled persons. He also stated that they have made great strides in the job groups where underutilizations were apparent and is aware of the current underutilization in Sales Job Group 1 for minorities. Rev. Lacey congratulated Mr. Delgado on their major improvement and asked him what is the plan for eliminating their current underutilization. He stated that they are actually taking a look at their recruiting resources and are actively pursuing women and minority employees. He further stated that 3M Company is committed to hiring a diverse and talented workforce and is making good faith efforts in recruiting and hiring females and minorities.

Ms. Foxx reported on one new conditionally approved contractor. The contractor Agfa HealthCare Corporation has two locations, one in Carlstadt, New Jersey and one in Greenville, North Carolina. She stated that in Carlstadt, New Jersey there are 306 employees with three female and two minority underutilizations and in Greenville, North Carolina they have 261 employees with four female underutilizations. Laura Ronk, Senior Human Resources Manager and Klara Sussman, Human Resources Manager, Agfa HealthCare Corporation were the representatives at the meeting. Ms. Ronk commenced her report by stating that they are a health care company with many challenges in trying to recruit females in a heavy male dominant industry and that they are proactive with their recruitment strategies. She stated that they are pleased to announce that they have hired a female in Texas that reports to their Greenville, North Carolina site. She stated that since the position requires intensive traveling, it becomes difficult to hire females. Klara Sussman stated that she has recently taken over the compliance area and that it is her first opportunity to be working with EEO related issues. Mrs. Bolus stated that there should be many IT employees looking for work since there are many hospitals that are closing. She also asked how many Professional employees they have in New Jersey. She stated 30 to 50 employees and further explained that in the Professionals category the position has a 90% travel for deploying their equipment. Ms. Ronk stated that they have a wonderful in-house training program and that in the summer of last year, they instituted an internship program that had several young female students fly from Texas and train at the Greenville, North Carolina facility. She further stated that once the students graduate, they will be potential candidates for hire. Rev. Lacey stated they should continue focusing on their recruitment commitment. Ms. Sussman stated that their action plans to resolve their shortfalls are to grow their internship program to encourage growth in their organization for females and minorities. She also stated that they have been proactive in reaching out to institutions that can connect them with females for their technological positions. She further stated that they anticipate their IT positions will improve over the next couple of years.

2011 AFFILIATE AFFIRMATIVE ACTION PLAN UPDATE

Manasses C. Williams, Assistant Vice President, Affirmative Action/EEO reported on the Equal Employment Opportunity status of the four affiliates. The report showed that three affiliate facilities (Mount Sinai School of Medicine, New York University School of Medicine and the State University of New York (SUNY) Health Science Center at Brooklyn had no underutilizations in any of their job groups. He also stated that one affiliate Physician Affiliate Group of New York, P.C., (PAGNY) is new for 2011 and was not reviewed. He further stated that next year, there would only be

three affiliates since the SUNY affiliate will become part of Physician Affiliate Group of New York, P.C. He then stated that since there has been some realignment of the affiliates, a comparison between last year and this year could not be made. He stated that overall there weren't any underutilizations within any of the affiliates. He then stated that Physician Affiliate Group of New York, P.C., New York University School of Medicine and Mount Sinai School of Medicine are consolidated entities in that their workforce is shared. He also stated that Mount Sinai School of Medicine opted to be reviewed in terms of the two facilities Queens Hospital Center and Elmhurst Hospital Center, but that when consolidated it did not make a difference with respect to the outcome.

Doriane K. Gloria, Vice President, Human Resources and Linda Maneggio, Director, Human Resources, were the representatives for Physician Affiliate Group of New York, P.C. (PAGNY) at North Bronx Healthcare Network. Rev. Lacey asked what are their Affirmative Action/EEO commitments. Ms. Gloria stated that they have a very strong record of their prior affiliations to build on since they never had any underutilization, except for one isolated incident at Coney Island Hospital last year. She also stated that they are a fairly new entity and will maintain their good track record by continuing to focus on building their recruitment functions. She further stated that soon they will be going live with an online applicant portal which will make it easier for applicants to apply. She further stated that they are also building their brand and will be kicking off a new look and a new campaign over the next couple of months. She also stated that the challenges for them are to get the employee applicant pool to understand that they can work at great hospitals such as Metropolitan, Harlem or Jacobi.

Luis R. Marcos, MD, Medical Director, Maria Ivanova, Affiliations Administrator and Reginald Odom, Senior Vice President and Administrator, represented New York University School of Medicine at Bellevue Hospital Center. Dr. Marcos stated that he feels proud they no longer have underrepresentation of women or minorities. He also extended appreciation and encouragement to the Committee and the Chairperson. He further stated that they are committed to keeping their good track record. Rev. Lacey stated that it has been a long journey and that she is pleased with the numbers and to see that Dr. Marcos continued working firmly to accomplish his goal on reducing their underutilizations. Reginald Odom acknowledged that New York University School of Medicine at Bellevue Hospital Center had struggled with reducing their underutilizations, but noted that their improvement is very positive and will continue their efforts to further improve opportunities for women and minorities.

The Mount Sinai Hospital was represented by Ken Feifer, Associate Dean, Guy R. Auguste, EEO & Diversity Administrator and Wayne Webb, Director Human Resources. Mr. Feifer stated that in the last year, they have instituted an applicant portal which is a remarkable way to track and speed the process for hiring employees. He further stated that good efforts will be continued in trying to recruit diverse candidates and in keeping their good track record.

There being no further business, the meeting was adjourned at 8:55 a.m.

AMENDMENT TO EXECUTIVE ORDER 50

On December 28, 2011, Mayor Michael R. Bloomberg signed Executive Order 159, amending Executive Order 50 of 1980. Specifically, the mayor amended subdivision (A) of Section 6, which now read as follows:

- (a) **Submission Requirements:** No contracting agency shall enter into a contract with any contractor unless such contractor's employment report is first submitted to the Bureau for its review. Unless otherwise required by law, an employment report shall not be required for the following:
 - (i) a construction contract in the amount of less than \$1 million; a construction subcontract in the amount of less than \$750,000; or a supply and service contract in the amount of \$50,000 or less or of more than \$50,000 in which the contractor employs fewer than 50 employees at the facility or facilities involved in the contract;
 - (ii) an emergency contract or other exempt contract except as the Bureau may direct by regulation;
 - (iii) a contract with a contractor who has received a certificate of compliance with the equal employment opportunity requirements of applicable law from the Bureau within the preceding thirty-six months, or an appropriate agency of the State of New York or of the United States within the preceding thirty-six months, except as the Bureau may direct by regulation; and
 - (iv) a contract for client services, as defined in section three above; except that nothing in this section shall prevent the Director in the Director's sole discretion from requiring an employment report from a client services agency that has contracted with the City if the Director believes that the client services agency is in violation of the equal employment requirements of City, State or Federal law.

The mayor also amended the rules governing the Division of Labor Services and Equal Employment Opportunity Compliance to conform the rules to the changes to Executive Order 50 by:

1. Extending the period of time for which an equal employment opportunity certificate of compliance remains valid to thirty-six months; and
2. Exempting contractors entering into emergency contracts or contracts for client services with the City from the Employment Report submission requirement.

In addition, for ease of reference, Executive Order No. 50 is incorporated as an Appendix into the Rules governing the Division of Labor Services and Equal Employment Opportunity Compliance.

MCW:nei

EEOC REPORT ON DISCRIMINATION CASES

FISCAL YEAR 2011 (October 2010 – September 2011)

The EEOC reported that for Fiscal Year 2011, charges of Discrimination on the job increased by 0.03%. In Fiscal Year 2010, there were 99,922 complaints filed, while in Fiscal Year 2011, there were 99,947 complaints filed. The numbers of charges filed were up in the categories of retaliation, age, disability, national origin and religion with complaints of retaliation replacing race as the number one allegation.

CATEGORY	FY 2010	FY 2011	PERCENT CHANGE
Total Charges	99,922	99,947	25 (0.03%)
Retaliation	36,258	37,334	1,076 (3.0%)
Race	35,890	35,359	-495 - (1.4%)
Sex	29,029	28,534	-495 - (1.7%)
Age	23,264	23,465	201 (.86%)
Disability	25,165	25,742	577 (2.3%)
National Origin	11,304	11,833	529 (4.7%)
Religion	3,790	4,151	361 (9.5%)
Equal Pay Act	1,044	919	125 - (12%)

Charges relating to race, sex and equal pay act showed a decrease between 2010 and 2011, while charges of retaliation showed the largest numerical increase going from 36,258 in 2010 to 37,334 in 2011.

NOUVEAU ELEVATOR INDUSTRIES

Nouveau Elevator's contract is with the office of Facilities Development for elevator maintenance at Lincoln Medical and Mental Health Center, with a contract value of \$1,923,428.00.

NOUVEAU ELEVATOR INDUSTRIES

UNDERUTILIZATIONS

<u>JOB GROUP</u>	<u>2011</u>	<u>2012</u>
Clerical JG 3	Minorities	Minorities
Crafts JG 1	Minorities	Minorities
Crafts JG 2	-	-

NOUVEAU ELEVATOR INDUSTRIES

COMPARISON OF 2011 ANALYSIS WITH 2012 UPDATE

	<u>2011</u>	<u>2012</u>	<u>DIFFERENCE</u>
Total # of Employees	349	290	59
Underutilized	YES	YES	-
# of Job Groups	11	10	1
# of Job Groups Underutilized	2	2	-
# of Underutilizations	2	2	-
# of Minority Underutilizations	2	2	-
# of Female Underutilizations	-	-	-

**Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability**

Job Group: Clerical JG 1
Test: Standard Deviation
Total Employees: 4

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	3	1	1	3	0	0	1	0	0	0
Employees (%)	75.0	25.0	25.0	75.0	0.0	0.0	25.0	0.0	0.0	0.0
Availability (%) Goal	54.3	45.7	38.6	61.4	15.8	13.2	6.5	0.1	0.0	3.1
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	0.83	-0.83	-0.56	0.56	-0.87	-0.78	1.50	-0.06	0.00	-0.36
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	1	0	1	1	0	1	0	1

**Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability**

Job Group: Clerical JG 2
Test: Standard Deviation
Total Employees: 1

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	0	1	0	1	0	0	0	0	0	0
Employees (%)	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	21.6	78.4	64.7	35.3	33.9	18.9	9.3	0.1	0.0	2.6
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	-0.52	0.52	-1.35	1.35	-0.72	-0.48	-0.32	-0.03	0.00	-0.16
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	1	0	1	0	1	1	1	1	0	1

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Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Clerical JG 3
 Test: Standard Deviation
 Total Employees: 35

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	23	12	9	26	4	5	0	0	0	0
Employees (%)	65.7	34.3	25.7	74.3	11.4	14.3	0.0	0.0	0.0	0.0
Availability (%) Goal	70.8	29.2	77.1	22.9	40.3	26.7	5.5	0.3	0.0	4.2
Test: Standard Deviation	NO	NO	YES	NO	YES	NO	NO	NO	NO	NO
	-0.66	0.66	-7.23	7.23	-3.48	-1.66	-1.43	-0.34	0.00	-1.24
Add'l Needed to Eliminate Problem Area (#)	0	0	13	0	4	0	0	0	0	0
Add'l Needed to Reach Availability (#)	2	0	18	0	11	5	2	1	0	2

Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Crafts JG 1
 Test: Standard Deviation
 Total Employees: 157

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NH/PI	Two +
Employees (#)	156	1	27	130	13	13	1	0	0	0
Employees (%)	99.4	0.6	17.2	82.8	8.3	8.3	0.6	0.0	0.0	0.0
Availability (%) Goal	97.9	2.1	45.5	54.5	11.5	26.6	2.8	0.0	0.0	4.5
Test: Standard Deviation	NO	NO	YES	NO	NO	YES	NO	NO	NO	YES
	1.30	-1.30	-7.12	7.12	-1.27	-5.20	-1.66	0.00	0.00	-2.73
Add'l Needed to Eliminate Problem Area (#)	0	0	32	0	0	18	0	0	0	2
Add'l Needed to Reach Availability (#)	0	3	45	0	6	29	4	0	0	8

Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Crafts JG 2
Test: Standard Deviation
Total Employees: 71

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	69	2	25	46	7	16	2	0	0	0
Employees (%)	97.2	2.8	35.2	64.8	9.9	22.5	2.8	0.0	0.0	0.0
Availability (%) Goal	97.9	2.1	45.5	54.5	11.5	26.6	2.8	0.0	0.0	4.5
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	-0.39	0.39	-1.74	1.74	-0.44	-0.78	-0.01	0.00	0.00	-1.83
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	1	0	8	0	2	3	1	0	0	4

Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Managers JG 1
Test: Standard Deviation
Total Employees: 1

	Total									
	Males	Females	Total Min.	White	Afr. Amor.	Hispanic	Asian	Nat. Amor.	NIIOPI	Two +
Employees (#)	1	0	0	1	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	74.6	25.4	21.0	79.0	4.9	5.8	8.9	0.2	0.0	1.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	0.58	-0.58	-0.52	0.52	-0.23	-0.25	-0.31	-0.04	-0.02	-0.11
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	1	0	1	1	1	1	0	1

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**Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability**

Job Group: Managers JG 2
Test: Standard Deviation
Total Employees: 6

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NIIOPI	Two +
Employees (#)	5	1	0	6	0	0	0	0	0	0
Employees (%)	83.3	16.7	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	74.6	25.4	21.0	79.0	4.9	5.8	8.9	0.2	0.0	1.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	0.49	-0.49	-1.26	1.26	-0.56	-0.61	-0.76	-0.10	-0.04	-0.27
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	2	0	1	1	1	1	0	1

This report was generated on 3/21/2012 at 1:11 PM

Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Managers JG 3
Test: Standard Deviation
Total Employees: 1

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NH/PI	Two +
Employees (#)	1	0	0	1	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	74.6	25.4	21.0	79.0	4.9	5.8	8.9	0.2	0.0	1.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	0.58	-0.58	-0.52	0.52	-0.23	-0.25	-0.31	-0.04	-0.02	-0.11
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	1	0	1	1	1	1	0	1

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Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability

Job Group: Managers JG 5
 Test: Standard Deviation
 Total Employees: 12

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	12	0	2	10	0	2	0	0	0	0
Employees (%)	100.0	0.0	16.7	83.3	0.0	16.7	0.0	0.0	0.0	0.0
Availability (%) Goal	74.6	25.4	21.0	79.0	4.9	5.8	8.9	0.2	0.0	1.2
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.02	-2.02	-0.37	0.37	-0.79	1.62	-1.08	-0.14	-0.06	-0.38
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	4	1	0	1	0	2	1	0	1

**Nouveau Elevator Industries (2012)
Comparison of Incumbency to Availability**

Job Group: Professional JG 1
Test: Standard Deviation
Total Employees: 2

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NI OPI	Two +
Employees (#)	2	0	0	2	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	53.3	46.7	45.7	54.3	16.0	9.3	17.8	0.3	0.0	2.4
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
	1.32	-1.32	-1.30	1.30	-0.62	-0.45	-0.66	-0.07	-0.03	-0.22
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	1	0	1	1	1	1	0	1

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DISCRIMINATION COMPLAINTS REPORT 2011

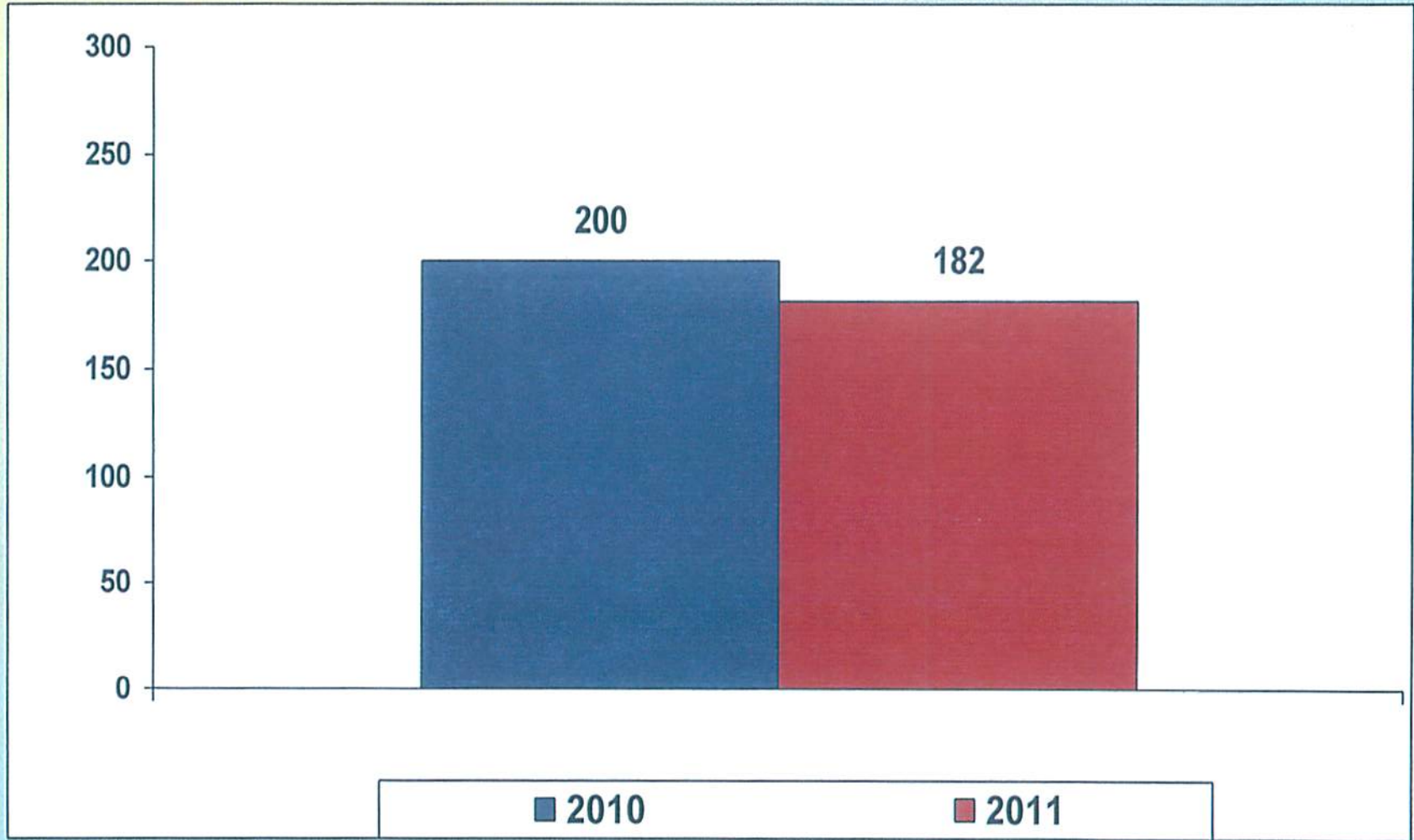
RATIO OF COMPLAINTS TO TOTAL EMPLOYEES 2011

RATIO	1/198
EMPLOYEES	39,930
NEW COMPLAINTS	202

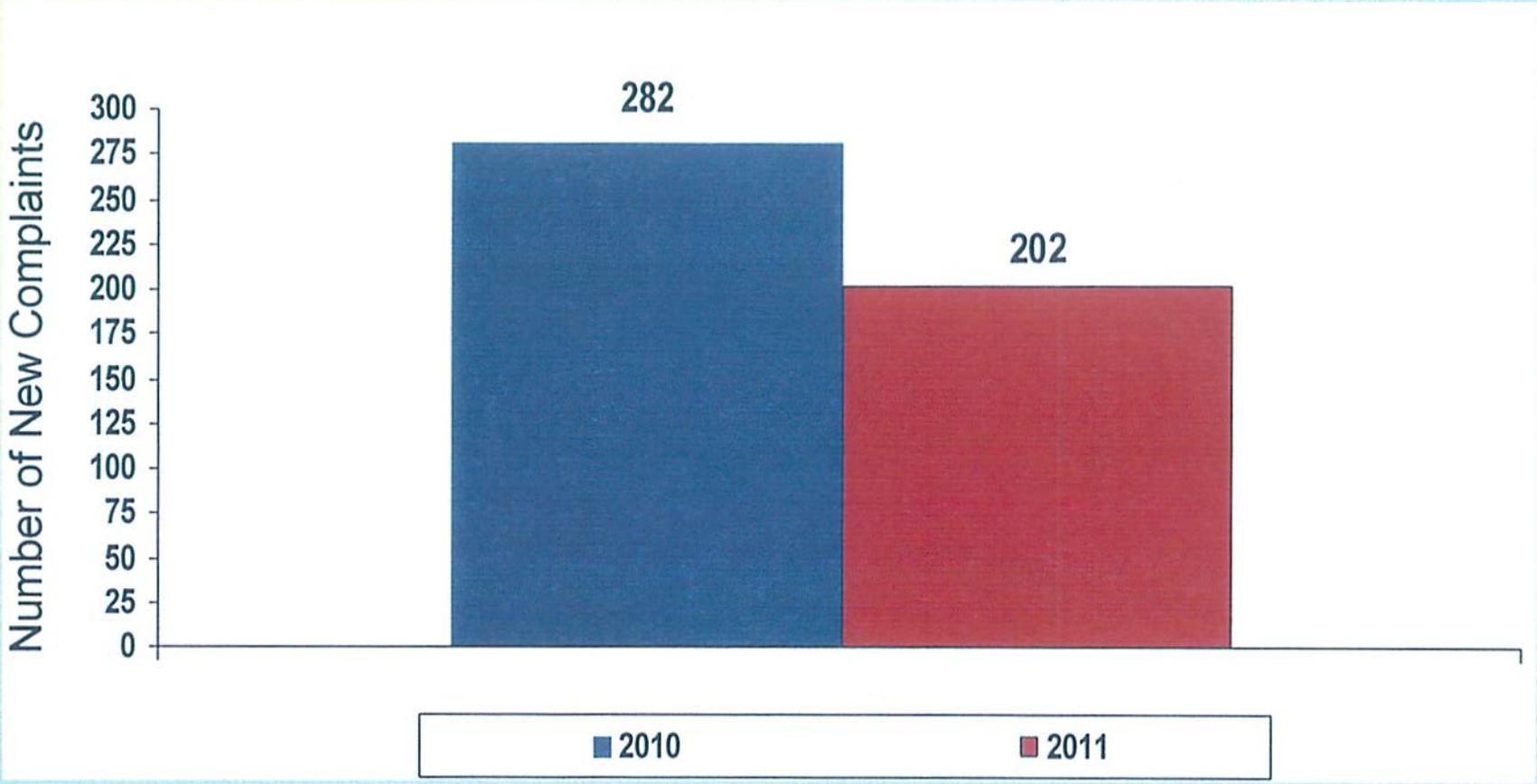
Please Note: The term New has replaced the term Filed for purposes of clarity.

COUNSELING SESSIONS CORPORATE - WIDE FOR YEARS 2010 - 2011

NUMBER OF COUNSELING SESSIONS

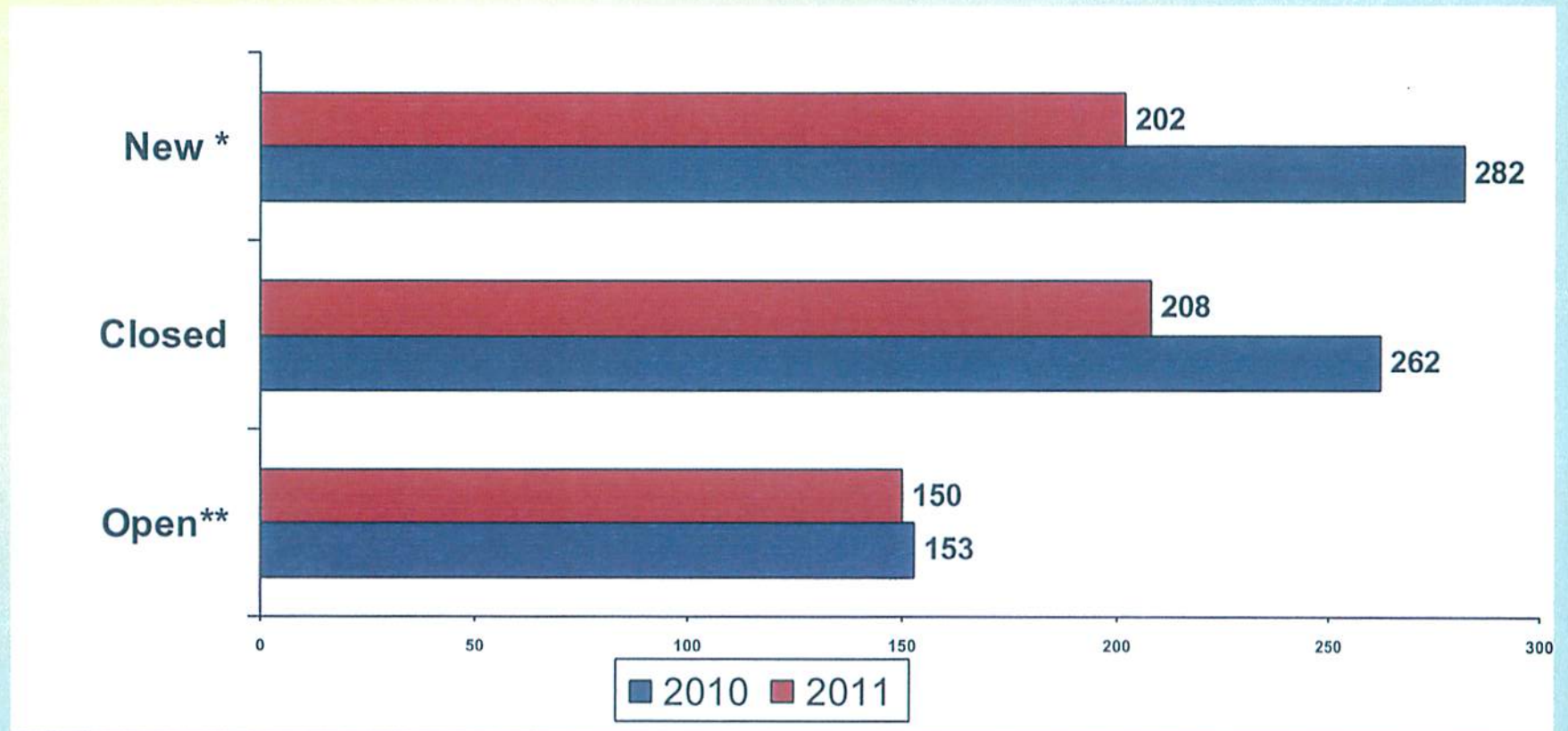


NEW COMPLAINTS FILED CORPORATE-WIDE FOR YEARS 2010 - 2011



COMPLAINT PROCESSING CORPORATE-WIDE 2010 - 2011

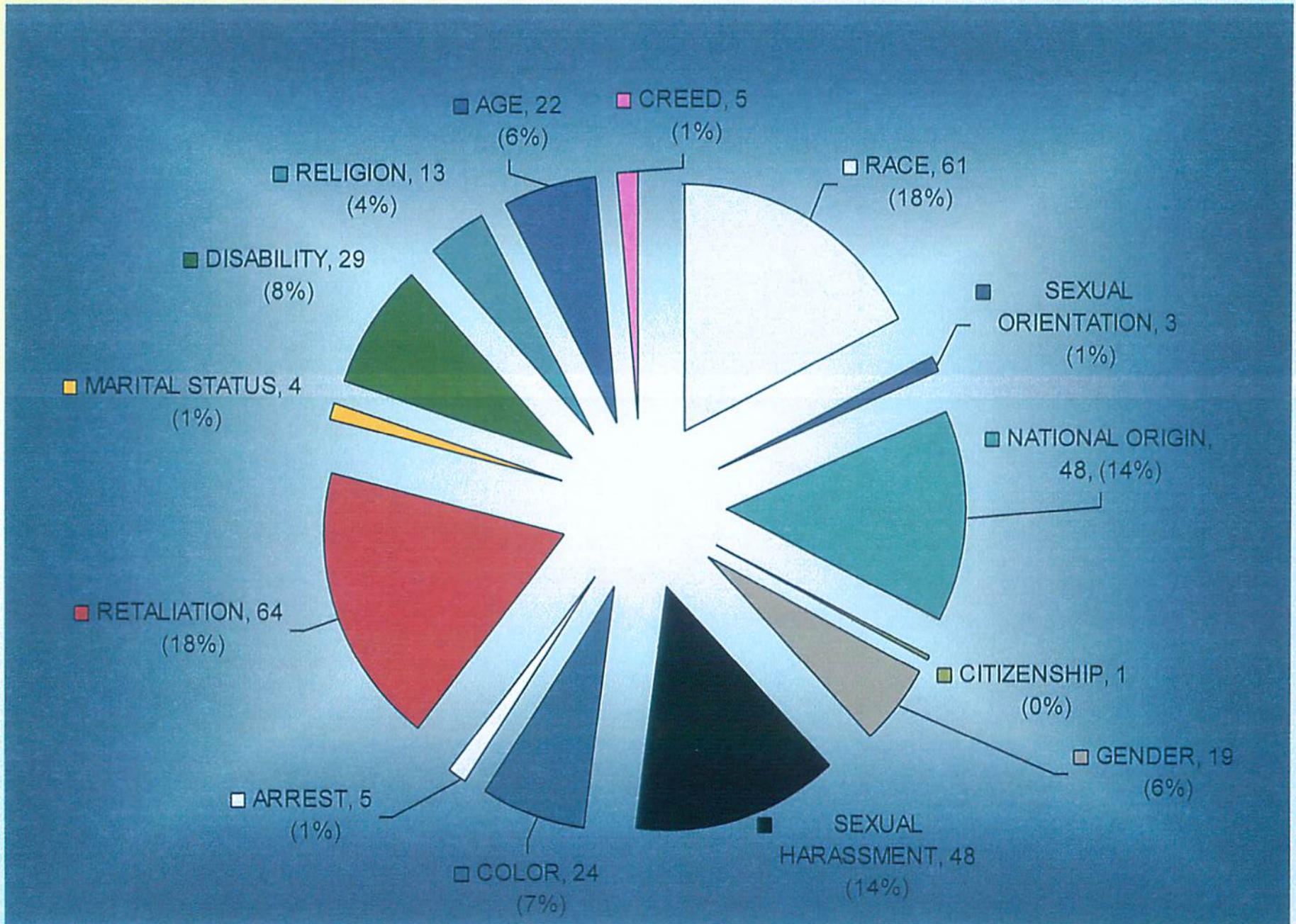
COMPLAINT STATUS



* THE TERM NEW HAS REPLACED THE TERM FILED FOR PURPOSES OF CLARITY.

** INCLUDES COMPLAINTS FROM PRIOR YEARS THAT HAVE REMAINED OPEN AND THREE PRIOR YEAR COMPLAINTS NOT ON 2011 REPORT.

TOTAL CORPORATE-WIDE NEW ALLEGATIONS 2011



**NEW ALLEGATIONS FILED IN 2011 SHOWED DECREASES IN
NINE OF THE 14 ALLEGATIONS TRACKED**

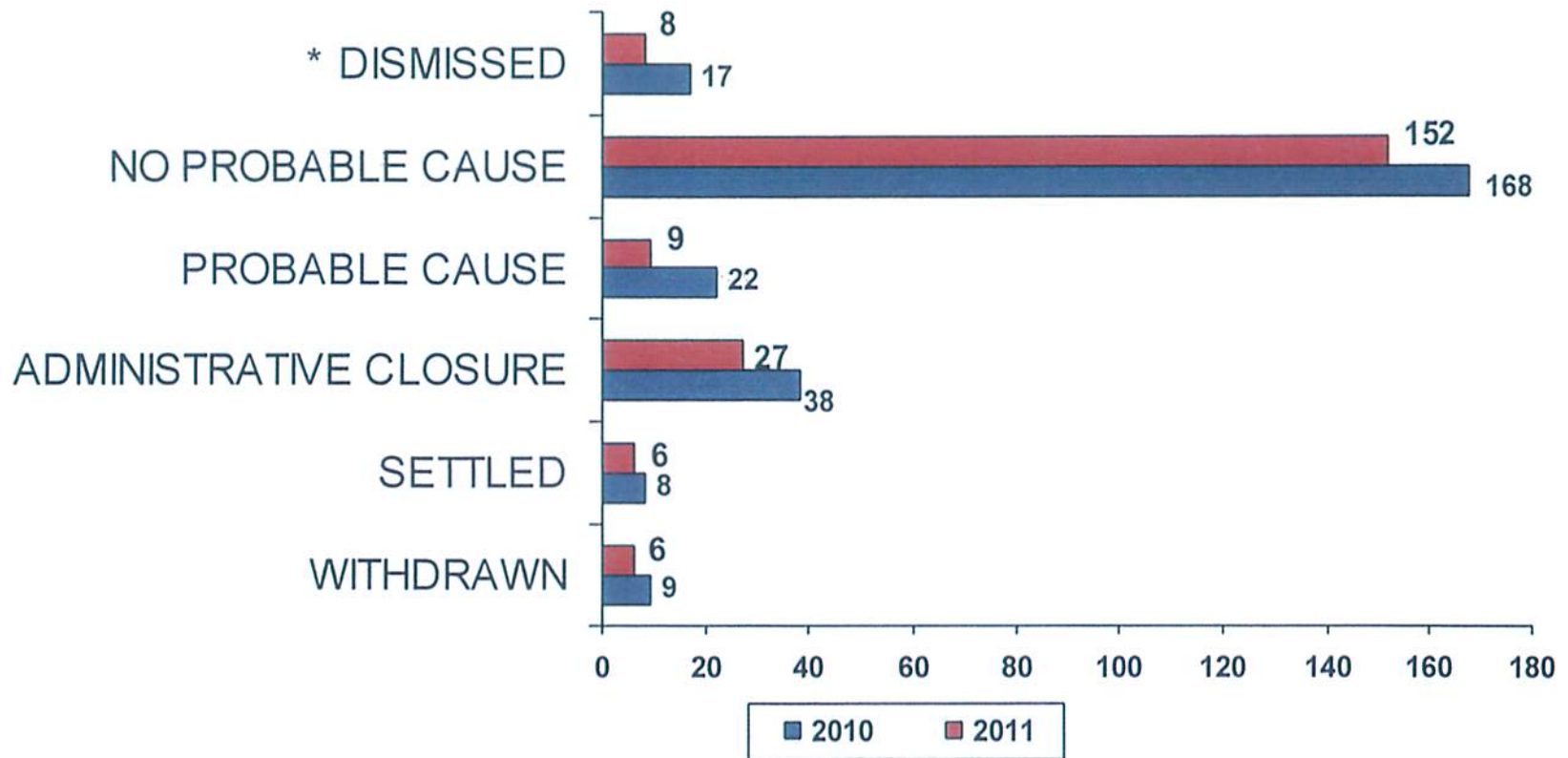
ALLEGATION	2010	2011	# CHANGE
Race	69	61	-8
National Origin	53	48	-5
Sexual Harassment	55	48	-7
Disability	38	29	-9
Age	26	22	-4
Gender	33	19	-14
Religion	17	13	-4
Sexual Orientation	14	3	-11
Alienage/Citizenship	2	1	-1

**NEW ALLEGATIONS FILED IN 2011 SHOWED INCREASES IN
FIVE OF THE 14 ALLEGATIONS TRACKED**

ALLEGATION	2010	2011	# CHANGE
Retaliation	63	64	+1
Color	16	24	+8
Arrest	2	5	+3
Creed	1	5	+4
Marital Status	3	4	+1

COMPLAINT CLOSURE TOTALS CORPORATE-WIDE 2010 - 2011

RESOLUTIONS



*Mark Walter, suggested we add the category "dismissed" for litigation cases closed with that designation.

CONCLUSION

1. New allegations filed in 2011, showed increases in five of the 14 allegations tracked: Retaliation, Color, Arrest, Creed, and Marital Status.
2. Nine allegations showed a decrease: Race, National Origin, Sexual Harassment, Disability, Age, Gender, Religion, Sexual Orientation, and Alienage/Citizenship.

ACTION PLAN

1. Meet with EEO Officers to pinpoint specific pockets of discrimination patterns and to strategize proactive measures.
2. Discuss mediation techniques to diffuse even more difficult situations.
3. Schedule additional training.