

# AGENDA

**Equal Employment  
Opportunity  
Committee**

**Meeting Date**

October 16, 2012

**Time**

11:00 A.M.

**Location**

Board Room (532)

CALL TO ORDER

Rev. Diane Lacey

ADOPTION OF MINUTES

Rev. Diane Lacey

JUNE 12, 2012

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams

REPORT ON THE COMPETITIVE  
EDGE CONFERENCE  
GOVERNORS M/WBE FORUM

CONDITIONAL CONTRACTORS

Sharon Foxx

NOUVEAU ELEVATOR INDUSTRIES, INC.  
SUNGARD AVAILABILITY SERVICES, LP

2012 CORPORATE AFFIRMATIVE ACTION  
PLAN UPDATE REPORT

Gail Proto

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

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**NEW YORK CITY HEALTH AND HOSPITALS CORPORATION**

**EQUAL EMPLOYMENT  
OPPORTUNITY  
COMMITTEE**

**MINUTES**

Meeting Date  
June 12, 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 June 12, 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

**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  
Nancy Doyle, Workforce Planning & Development  
Martin O. Everette, Affirmative Action/EEO  
Sharon Foxx, Affirmative Action/EEO  
Norma E. Irizarry, Affirmative Action/EEO  
William R. Jones, South Manhattan Healthcare Network/Coler/Goldwater Specialty  
Hospital and Nursing Facility  
Barbara Keller, Legal Affairs  
Patricia Lockhart, Chairman's Office  
Antonio D. Martin, President's Office  
Elyanne Mercado, Generations +/Northern Manhattan Health Network  
Dean Moskos, Office of Facilities Development  
Lois Penn, South Manhattan Healthcare Network/Bellevue Hospital Center  
Gail Proto, Affirmative Action/EEO

Jodi Savage, Southern Brooklyn and Staten Island Healthcare  
Network/Coney Island Hospital  
Paola Torres, Affirmative Action/EEO  
Manasses C. Williams, Affirmative Action/EEO

### **OTHER ATTENDEES**

Doreen Carbone, Perkins Eastman Architects, PC  
Michael M. Clay, Dormitory Authority of the State of New York  
Rosa Coppedge, Sodexo Laundry Services, Inc.  
Steven Gottlieb, A&P Coat, Apron & Linen Supply, Inc.  
Vidal Guzman, A&P Coat, Apron & Linen Supply, Inc.  
Jocelyn Ingram, A&P Coat, Apron & Linen Supply, Inc.  
Nicole Lutes, Sodexo Laundry Services, Inc.  
Jose Nevarez, Nouveau Elevator Industries, Inc.  
Robert Potack, A&P Coat, Apron & Linen Supply, Inc.  
Robert Speranza, Nouveau Elevator Industries, Inc.

### **CALL TO ORDER**

The meeting was called to order at 11:10 a.m. by Rev. Diane Lacey, Committee Chairperson. The minutes of the April 10, 2012 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 that on April 25, 2012, the U.S. Equal Employment Opportunity Commission (EEOC) issued the Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions Under Title VII of the Civil Rights Act of 1964. The guidance which takes effect immediately, is a summary of the EEOC's long-held position that employers' reliance on arrest and conviction records may have a disparate impact on individuals because of their race or national origin. The EEOC issued the Updated Guidance "on the heels" of its January 2012 announcement of a \$3.1 million settlement with an employer following the EEOC's finding that the employer allegedly screened out more than 300 African American job applicants due to their criminal records.

Under the EEOC Guidance, Title VII violations may occur in two employment background check situations.

1. When employers treat criminal history differently for different applicant/employees, based on their race or national origin (disparate treatment).
2. When an employer's neutral background check policy or practice disproportionately impacts individuals (disparate impact), unless the

policy is job related and consistent with business necessity. In addition, the Guidance explains that, for a disparate impact claim, the EEOC first must identify the policy or practice causing the disparate impact and thus confirm that there is a disparate impact. This suggests that the EEOC may request applicant and hiring data, in evaluating disparate impact. Once the EEOC has established disparate impact, the employer has the burden of proving the affirmative defense that its policy or practice is job-related and consistent with business necessity. The EEOC also repeated its long-held practice that an arrest, by itself, is never job-related and/or consistent with business necessity because an arrest does not establish that criminal conduct occurred and individuals are innocent until proven guilty as many arrests do not result in convictions.

In addition, before the EEOC issued its guidelines, Mayor Bloomberg on August 4, 2011, issued Executive Order No. 151. This Executive order is designed to prevent unfair employment discrimination against job applicants who have been convicted of criminal offenses, and set forth policies and procedures regarding inquiries into and consideration of prior criminal convictions at agencies governed by Article 23-A of the New York State conviction law. The Department of Citywide Administrative Services (DCAS) is the City agency entrusted with the responsibility of providing guidance to City agencies.

Finally, under the New York Executive Law § 296 – Human Rights Law – Unlawful discriminatory practices, states that:

It shall be an unlawful discriminatory practice for any person, agency, bureau, corporation or association, including the state and any political subdivision thereof, to deny any license or employment to any individual by reason of his or her having been convicted of one or more criminal offenses, or by reason of a finding of a lack of “good moral character” which is based upon his or her having been convicted of one or more criminal offenses, when such denial is in violation of the provisions of Article 23-A of the New York Correction Law.

It shall be an unlawful discriminatory practice, unless specifically required or permitted by statute, for any person, agency, bureau, corporation or association, including the state and any political subdivision thereof, to make any inquiry about, whether in any form of application or otherwise, or to act upon adversely to the individual involved, any arrest or criminal accusation of such individual not then pending against that individual which was followed by a termination of that criminal action or proceeding in favor of such individual, as defined in subdivision two of section 160.50 of the criminal procedure law, in connection with the licensing, employment or providing of credit or insurance to such individual; provided, however, that the provisions hereof shall not apply to the licensing activities of governmental bodies in relation to the regulation of guns, firearms and other deadly weapons or in relation to an application for employment as a police officer or peace officer as those terms are defined in subdivisions thirty-three and thirty-four of section 1.20 of the New York Criminal Procedure Law.

Barbara Keller, Deputy Counsel, Legal Affairs, stated that her office has issued guidance to the Human Resources officers and have met with the individuals that perform the criminal background checks. Rev. Lacey stated that she had read in the New York Times an interesting article on the Equal Employment Opportunity Commission (EEOC) report that stated that if there were two candidates with criminal arrests backgrounds of a comparable weight, one being black and the other white, that the employer could not discriminate against the black candidate because of arrest record while hiring the white candidate. Barbara Keller stated that when there is discrimination based on race, you never really have two people with the exact same criminal background. She also stated that Mayor Bloomberg had a recent Executive Order initiative, which seeks to eliminate barriers in employment for those that have a criminal background. Mr. Aviles stated that in terms of solely arrest, they are not supposed to be taken into account.

Mr. Williams stated that at the request of Mrs. Bolus, Michael M. Clay, Director, Opportunity Programs Group, Dormitory Authority of the State of New York (DASNY) was present to speak regarding their relationship with HHC as it relates to the Minority and Women-Owned Business Enterprise (MWBE) program and in particular the Harlem Hospital Center project. Mr. Clay stated that DASNY was performing for HHC on the modernization project. He stated that DASNY's relationship with the Harlem Hospital Centers' project started under Dr. Palmer who directed that a steering committee be established to look at providing jobs for members of the community. He further stated that the modernization project was very disruptive and that people wanted to know what was going on with the hospital. He stated that the steering committee was made up of selective officials, community board members and community groups. The point of it was to explain on a monthly basis not only what was happening with the progression of the construction, but also to discuss workforce and M/WBE participation. He stated that thus far today, the project has approximately a 34% M/WBE participation rate and that currently they have a 53% overall Equal Employment Opportunity workforce participation rate. He then stated that what is significant is that there was another initiative undertaken which Dr. Palmer and the interested members of the community were concerned about. He stated that they embarked on an initiative where they utilize a firm to help with specific outreach to the minorities/women communities in and around the zip codes of the project whereby they would bring in any interested workers to have them interviewed with possible placement on the project if their qualifications matched existing jobs. He further stated that they also looked at how they can connect the individuals whether it was a General Educational Development (GED), apprenticeship training, or Occupational Safety and Health Administration (OSHA) training. He also stated that it has been extremely successful and that they have had over several thousand community residents that have applied and have also been able to hire 200 employees from the community and several of them have remained with the company and have moved on to other projects. Rev. Lacey asked Mr. Clay if he has documented the extent to which he has reached out to the community and the kinds of support he has offered to the men and women. He stated that typically when DASNY has undertaken projects in communities where they have a large number of disenfranchised individuals, DASNY makes it a point to be as proactive as they can by offering a community workforce type of program. He stated that they have performed this in the Bronx, at the Bronx Criminal Courthouse and in the New York Metropolitan area. He also stated that they have

documented reports that have been provided to the President of Harlem Hospital Center on a monthly basis. He also stated that they have discussed how individuals have come through the doors and what they have done with them and whether or not they have been able to get a position on the actual project or been able to be referred to another type of program which will help them to have a meaningful job beyond what was happening at Harlem Hospital Center. Mrs. Bolus asked Mr. Clay if any of them belong to a Union. He stated that they have referred several of them to the apprenticeship training program, but that it has been a little frustrating due to the current economic downturn. He also stated that the Unions have not been accepting many of the employees since they have current apprentices that have not been able to progress due to the lack of work. Mrs. Bolus asked how many are minorities. He stated that they have referred at least half a dozen minorities and that once the individuals are in the Union program; the Union sends them to various locations for work, based on availability of their prime contractors who may need an apprentice, electrician, plumber or journeyman. Mrs. Bolus asked if they are provided with classes. Mr. Clay stated that training is provided through apprenticeship programs, is run by the Union where apprentices are provided with classrooms, as well as, on the job training. Rev. Lacey thanked Mr. Clay and stated that she appreciated his attendance and that this is a direction HHC had been dreaming of for a long time.

### **CONDITIONAL APPROVALS**

#### **NOUVEAU ELEVATOR INDUSTRIES, INC.**

Sharon Foxx, Senior Management Consultant, Affirmative Action/EEO reported on four conditionally approved contractors. She stated that Nouveau Elevators Industries, Inc. continues to have an underutilization in Clerical Job Group 3 and Crafts Job Group 1. Nouveau Elevators Industries, Inc. was represented by Robert Speranza, Vice President, Sales and Jose Nevarez, Account Manager. Rev. Lacey asked Mr. Nevarez why they continue to have consistent underutilizations. He stated that they have a problem with the Union employees since they are limited to what they get. He also stated that they have hired five employees, but that they have no control over the Union hires since they make up the vast majority of the total number of their employees. He explained that they have 59 employees of which 18 are women and 41 are males. He also stated that they have six Hispanic women, one South East Asian, and one of Arabic descent. Mr. Nevarez stated that Nouveau Elevator Industries, Inc. is committed to a diverse, fair, and efficient workplace. He stated that the areas identified as underrepresented are those that are hired through The International Brotherhood of Electrical Workers (IBEW), therefore, the workforce in question is shaped by the hiring policy of the Joint Employment Office (JEO). He then stated that it is not the policy of the Union to keep statistical data on minorities when assigning job placement. He further stated that their total dependence with the Joint Employment Office is that they are bound to accept every apprentice without interview or hesitation. He further stated that they are unable to explicitly and directly hire employees based entirely on minority status.

He further explained that the Joint Employment Offices' hiring policies meet all the New York State rules regarding the hiring of minority/women employees. He also stated that

application of the Union hiring procedures ensures an optimal working environment that substantially complies with the goals of the Office of Affirmative Action/Equal Employment Opportunity. In addition, he stated, that through their Equal Employment Opportunity Policy, they are committed to a myriad of nondiscrimination guidelines and practices, including a promise to notify Union officials of Nouveau's Equal Opportunity Policies and Affirmative Action Program. He then stated that they also perform monthly reviews of employment applications for evidence of including minorities/women, and review of employee qualifications to ensure opportunity and equality in promotions. He further stated that this combination of Union hiring policies and strict self-imposed standards of diversity and equality ensures a workplace in line with the aims of the Office of Affirmative Action/Equal Employment Opportunity in fashioning a diverse workplace. He then stated that the adoption of the initiatives will substantially meet the Office's specific directives in regard to training and recruiting minorities/women, and avoiding disparate impact in staff reduction. Mr. Nevarez further contended that the information used in the analysis was inaccurate and not truly representative of his office. Rev. Lacey stated that they needed to get their appropriate information in order and respond within 24 hours, otherwise there ought to be a motion to cancel the contract.

#### **PERKINS EASTMAN ARCHITECTS, PC**

Ms. Foxx stated that Perkins Eastman Architects, PC eliminated their Managers Job Group 3 underutilization for minorities, yet for Professionals, they still have the same two Professionals Job Group 1 and Professionals Job Group 2 underutilizations for minorities. Doreen Carbone, Director, Human Resources, Perkins Eastman Architects, PC stated that they have started to hire again in 2011 after they downsized over 270 employees from 2008-2010. She stated that they strive to hire minorities although they have a diverse workforce. She further stated that they have several different venues for attracting minorities and have also put together different types of diversity Committees. She also stated that Mary Jean Eastman, founder of the company, is extremely dedicated to women leadership and has a good referral program in which they offer a \$1,000.00 bonus to anyone who makes a referral to them and the referral is hired. She stated that through that referral program they have been able to bring up their numbers significantly. She also stated that every year, they attend several different college career fairs, minority schools and have postings on job boards. Mr. Aviles stated that in Professionals Job Group 2, she is challenged in terms of the number of African Americans and that they need to hire in order not to have a significant statistically underutilization. He also stated that in the Professionals Job Group 1, it is heartening to see that they have one additional Hispanic and two additional African Americans, but that they need to eliminate the statistically significant representation in both groups. He further stated that hopefully, as the economy continues to improve, they can find themselves in a position to once again be able to expand on the categories.

#### **SODEXO LAUNDRY SERVICES, INC.**

Ms. Foxx stated that Sodexo Laundry Services, Inc. has the same three female underutilizations as last year and an additional one this year. Rosa Coppedge, Director, Affirmative Action and Equal Employment Opportunity and Nicole Lutes, District

Manager, Mid West and North East represented Sodexo Laundry Services, Inc. Ms. Coppedge stated that they operate in five different states including Arizona, California, Florida and New York. She further stated that they are down 325 employees due to lost business that has occurred since the last time they presented. Mrs. Bolus asked to whom they have lost business to. Ms. Lutes stated that a few of the laundries that were closed down were are located in Pittsburgh, PA, Charleston, West Virginia, Florida and Buffalo, New York. Ms. Coppedge stated that the analysis of the Laundry Division's workforce indicates underutilization of females in the following job groups: Managers Job Group 4, Crafts Job Group 1, Operatives Job Group 1 and Service Workers Job Group 5. She then stated that there were no opportunities in the Managers Job Group 4, but that there were opportunities in three of the front line positions, specifically Driver (23), Housekeeping Attendants (7), and General Maintenance Workers (2) at their California locations.

Mrs. Bolus asked if the minorities from the offices that were closed down were offered a position in the facilities that had vacancies. Ms. Lutes stated that they were offered jobs. Ms. Coppedge stated that in the Managers Job Group 4, they did not have an opportunity for employment in the past year. She then stated that in the Operatives Job Group 1, they had vacancies in the West Coast and that they have since hired 23 drivers and that one is a female. She also stated that the Operatives Job Group 1 position is not extremely attractive to females due to the type of work that is required since their drivers are not the typical driver position, their drivers have to take the truck to their destination to load and unload up to 700 pounds of linen per cart and the position requires a Commercial Driver's License (CDL). She also stated that the hours of the driver position are very sketchy with early morning hours and they are finding that those factors are definitely a deterrent to females. She further stated that they offer upward mobility in their accounts department by posting positions and encouraging their females to apply since it is a higher paying position in most instances. She also stated that the two females that were hired have voluntarily resigned. One female resigned due to the work schedule and the other due to the fact that backing into the dock and unloading the truck was difficult. She then stated that in the Crafts Job Group 1, the only opportunity they have had was in the General Maintenance position which had no female applicants. She stated that they recognize the challenges in sourcing female applicants for the positions and are doing all they can to eliminate their underutilizations. She further stated that Sodexo periodically conducts in-depth analyses of their employment processes, including job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

#### **A&P COAT, APRON & LINEN SUPPLY, INC.**

Ms. Foxx stated that A&P Coat, Apron & Linen Supply, Inc. has had the same underutilization of females that it has had for the past two years in Managers Job Group 3 and that they have lost seven employees. A&P Coat, Apron & Linen Supply, Inc. (aka Unitex) was represented by Steven Gottlieb, Vice President, Robert Potack, Vice President Operations, Vidal Guzman, General Manager and Jocelyn Ingram, Human Resources Manager. Mr. Gottlieb stated that the numbers he reported were based on the plant that does the work. He also stated that they have not had any turnover in the management staff and therefore have not had an opportunity to hire against the target. He



further stated that the remainder underutilizations are in the female Managers group in the Mount Vernon plant. He also stated that in the New Jersey plant their representation is mostly female Managers. Rev. Lacey stated that she wants to encourage them to continue to improve their underutilizations since it is a very important issue to HHC and that she hopes that in the future the economy improves in order for them to eliminate their underutilizations.

### **2011-2012 MINORITY/WOMEN-OWNED BUSINESS ENTERPRISE (MWBE) PROGRAM**

Mr. Williams stated that for the second year in succession, HHC's utilization of Minority Women-Owned Business Enterprise (M/WBEs) has decreased by 1% (0.63 for MBEs and 0.37%) for WBEs. He stated that in terms of actual dollars, MBE expenditures has decreased by 13.6 million or 23.6% and in WBEs, 7.1 million or 26% overall expenditures. He stated that the Governor's office has mandated that State agencies reach a goal of 20%; has issued the Business Verification Act and increased discretionary spending levels on goods and services to \$200,000.00 from \$100,000.00. He also stated that his office will be striving to get close to or even exceed the 20% goal. He further stated that his office will be seeking to meet with the purchasing and construction managers from the facilities to instruct them to increase monitoring the subcontractors when goals are set. He stated that when looking at the boiler plate language, there is a form named "M/WBE Utilization Form." He stated that the new initiative is that when HHC has a bid and a prime contractor does not submit the Utilization Form as part of their bid, the recommendation from the governor's office is that the prime contractor should be disqualified. He explained that the reason for that is that M/WBEs are complaining to the Executive Office that the prime contractors are asking them for prices for bids and after they provide the information and the prime wins the contract, they choose someone else to perform as subcontractor. The idea is for the prime to identify the subcontractor upfront as part of their bid in order for the office to have the information and the subcontractor is not switched out once the contract is executed. He further stated that these new requirements places a tremendous amount of monitoring effort on HHC in terms of the purchasing and construction managers and that they will have to interact much more with the prime contractors. He stated that his office now has to collect the information and submit it to the State. Mrs. Bolus asked Mr. Williams if his office is now responsible for the prime paying the subcontractor. Mr. Williams stated that as a participant in the Article 15-A process, HHC can take action with respect to subcontractors that are not being paid, since HHC will have the subcontractor list upfront. He further stated that the contract the subcontractor has is with the prime and not with HHC, therefore, HHC remedies are limited to the use of liquidated damages to force the prime to do the correct thing in terms of paying the subcontractor. Ms. Bolus asked Mr. Williams if HHC is going to be virtually monitoring this and if we will get reimbursed for the amount of time and effort that HHC is putting in. Mr. Williams stated that it is our contract and our responsibility to meet the 20% goal. Rev. Lacey stated to Mr. Aviles that we have been inching over the years towards this goal in trying to make the 10% and 8% goal and to see it now going backwards is a little worrisome. She further stated that it is a challenge for HHC. Mr. Aviles stated that during these tough economic times he will be sending a signal that there is a requirement of a good faith effort. Rev. Lacey stated

that the reality is that HHC has substantial increases in some of the areas and it is the two Construction and Service Consultants areas where there is the biggest downturn. Mr. Aviles stated that it is the two areas that are the most challenged, since Construction came to an end on one of the major modernization construction projects. He stated that there is no modernization construction project in the pipeline close to the volume to the ones we have done in the last decade and that there probably will not be any for another couple of years based upon the way things are looking at the present time. He further stated that it will limit the opportunities to increase the utilization numbers, but that we are certainly committed to doing everything that we can.

There being no further business, the meeting was adjourned at 12:20 p.m.

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**ASSISTANT VICE PRESIDENT'S  
REPORT**

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## **ASSISTANT VICE PRESIDENT'S REPORT**

### **COMPETITIVE EDGE CONFERENCE**

The nineteenth Annual Competitive Edge Conference was held on Wednesday, August 8, 2012 at Bank of New York Mellon, 101 Barclay Street, New York, New York.

The conference allows M/WBE's the opportunity to network with various procurement specialists, general contractors and key decision makers from state and city agencies and private partners. New vendors can also learn first-hand how to become certified M/WBEs. The event was attended by over 400 paying persons who registered on-line. The keynote speaker was Mr. David L. Steward, founder and chairman of World Wide Technology, Inc. the largest minority owned business in the country with over \$4 billion in sales annually. The event was also attended by board member Mrs. Josephine Bolus.

### **GOVERNORS M/WBE FORUM**

On October 25-27 2012, the office of the Governor Andrew M. Cuomo and the New York State M/WBE team will host the 2012 New York State M/WBE forum at the Empire State Plaza Convention Center in Albany. HHC will be represented at the forum by staff from the Office of Affirmative Action/EEO and the Office of Facilities Development.

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**CONDITIONALLY APPROVED  
CONTRACTORS**

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**CONDITIONALLY APPROVED CONTRACTORS**

**Annual Update**

Nouveau Elevator Industries, Inc.

Office of Facilities Development  
(Elevator Maintenance at Lincoln  
Medical and Mental Health Center)

**New**

Sungard Availability Services, LP

Office of Information Technology  
Services  
(Alternate Data Center)

**NOUVEAU ELEVATOR INDUSTRIES**

**UNDERUTILIZATIONS**

<b><u>JOB GROUP</u></b>	<b><u>2012</u></b>	<b><u>2012</u></b>
Clerical JG 3	Minorities	-
Crafts JG 1	Minorities	-
Crafts JG 2		Females/Minorities
Crafts JG 3		Minorities
Operatives JG 1		Minorities
Operatives JG 2		Minorities

**NOUVEAU ELEVATOR INDUSTRIES**

**COMPARISON OF 2012 ANALYSIS WITH 2012 UPDATE**

	<u>2012</u>	<u>2012</u>	<u>DIFFERENCE</u>
Total # of Employees	290	342	52
Underutilized	YES	YES	-
# of Job Groups	10	19	9
# of Job Groups Underutilized	2	4	2
# of Underutilizations	2	5	3
# of Minority Underutilizations	2	4	2
# of Female Underutilizations	-	1	1





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

Job Group: Clerical JG 2  
 Test: Standard Deviation  
 Total Employees: 14

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NH/PI		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	7	7	6	8	1	3	2	0	0	0	0	0	0	0	0	0	0
Employees (%)	50.0	50.0	42.9	57.1	7.1	21.4	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	20.6	79.4	52.0	48.0	23.4	18.6	7.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.6
Test: Standard Deviation	NO 2.73	YES -2.73	NO -0.68	NO 0.68	NO -1.44	NO 0.27	NO 1.07	NO -0.20	NO -0.06	NO -0.61	NO 0	NO 0	NO 0	NO 0	NO 0	NO 0	NO 1
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	5	2	0	3	0	0	1	0	0	0	0	0	0	0	0	1
<b>Total</b>																	

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

Job Group: Clerical JG 3  
 Test: Standard Deviation  
 Total Employees: 8

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +	
Employees (#)	6	2	4	4	2	2	0	0	0	
Employees (%)	75.0	25.0	50.0	50.0	25.0	25.0	0.0	0.0	0.0	
Availability (%) Goal	69.8	30.2	65.3	34.7	28.9	27.0	5.0	0.5	3.8	
Test: Standard Deviation	NO 0.32	NO -0.32	NO -0.91	NO 0.91	NO -0.24	NO -0.13	NO -0.65	NO -0.20	NO -0.11	NO -0.56
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	
Add'l Needed to Reach Availability (#)	0	1	2	0	1	1	1	1	1	
<b>Total</b>										

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

Job Group: Crafts JG 1  
 Test: Standard Deviation  
 Total Employees: 10

	Males		Females		Total Min.	White Afr. Amer.		Hispanic		Asian Nat. Amer.		NH/PI		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	10	1	0	1	10	1	9	1	0	0	0	0	0	0	
Employees (%)	100.0	10.0	0.0	10.0	100.0	10.0	90.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	88.4	49.1	11.6	49.1	88.4	49.1	50.9	17.4	23.2	3.8	0.3	0.0	4.4		
Test: Standard Deviation	NO 1.15	YES -2.47	NO -1.15	YES -2.47	NO 2.47	NO -0.62	NO -1.74	NO -0.63	NO -1.74	NO -0.63	NO -0.17	NO 0.00	NO -0.68		
Add'l Needed to Eliminate Problem Area (#)	0	1	0	1	0	0	0	0	0	0	0	0			
Add'l Needed to Reach Availability (#)	0	4	2	4	0	1	0	1	3	1	1	1			

**Total**

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

**Job Group:** Crafts JG 2

**Test:** Standard Deviation

**Total Employees:** 32

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NHopi		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	32	0	0	0	4	28	1	3	0	0	0	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	0.0	12.5	87.5	3.1	9.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	88.4	11.6	49.1	49.1	50.9	17.4	23.2	3.8	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.4
Test: Standard Deviation	NO 2.05	YES -2.05	YES -4.14	YES -4.14	NO 4.14	YES -2.13	NO -1.85	NO -1.12	NO -0.30	NO 0.00	NO -1.22	NO 0.00	NO 0.00	NO 0.00	NO 0.00	NO 0.00	NO -1.22
Add'l Needed to Eliminate Problem Area (#)	0	1	6	6	0	1	0	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	4	12	12	0	5	5	2	1	0	2	1	0	0	0	0	2
<b>Total</b>																	

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

**Job Group:** Crafts JG 3  
**Test:** Standard Deviation  
**Total Employees:** 126

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat Amer.		NH/PI		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	125	17	1	17	109	12	5	0	0	0	0	0	0	0	0	0	0
Employees (%)	99.2	13.5	0.8	45.5	86.5	9.5	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	97.9	45.5	2.1	45.5	54.5	11.5	26.6	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO	YES	YES
Add'l Needed to Eliminate Problem Area (#)	1.05	-7.21	-1.05	-7.21	7.21	-0.70	-5.75	-1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2.44	1
Add'l Needed to Reach Availability (#)	0	29	0	29	0	3	19	4	0	0	0	0	0	0	0	6	6
<b>Total</b>																	

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

**Job Group:** Laborers JG 1  
**Test:** Standard Deviation  
**Total Employees:** 3

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat Amer.	NHOPi	Two +	
Employees (#)	3	0	2	1	0	2	0	0	0	
Employees (%)	100.0	0.0	66.7	33.3	0.0	66.7	0.0	0.0	0.0	
Availability (%) Goal	97.1	2.9	72.2	27.8	22.2	35.4	10.1	0.3	4.1	
Test: Standard Deviation	NO 0.30	NO -0.30	NO -0.21	NO 0.21	NO -0.92	NO 1.13	NO -0.58	NO -0.09	NO -0.04	NO -0.36
Add'l Needed to Reach Availability (#)	0	0	0	0	1	0	0	0	0	
	0	1	1	0	1	0	1	1	1	
<b>Total</b>										

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

**Job Group:** Laborers JG 2  
**Test:** Standard Deviation  
**Total Employees:** 4

	Males		Females		Total Min.		White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NHOPi		Two +		
	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	
Employees (#)	4		0		2		2		0		2		0		0		0		0
Employees (%)	100.0		0.0		50.0		50.0		0.0		50.0		0.0		0.0		0.0		0.0
Availability (%) Goal	96.7		3.3		67.9		32.1		16.0		43.5		3.7		0.0		0.0		4.8
Test: Standard Deviation	NO		NO		NO		NO		NO		NO		NO		NO		NO		NO
Add'l Needed to Eliminate Problem Area (#)	0	0.37	0	-0.37	0	-0.77	0	0.77	0	-0.87	0	0.26	0	-0.39	0	0.00	0	0.00	0
Add'l Needed to Reach Availability (#)	0		1		1		0		1		0		1		0		0		1
<b>Total</b>																			



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

Job Group: Mgrs JG 1  
 Test: Standard Deviation  
 Total Employees: 9

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NH/PI	Two +
Employees (#)	9	0	2	7	1	1	0	0	0
Employees (%)	100.0	0.0	22.2	77.8	11.1	11.1	0.0	0.0	0.0
Availability (%) Goal	71.4	28.6	42.2	57.8	13.4	16.2	9.6	0.1	2.8
Test Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	1.90	-1.90	-1.21	1.21	-0.20	-0.41	-0.97	-0.10	-0.10
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	0	3	2	0	1	1	1	1	1

Total

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

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

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	1	0	0	1	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	54.9	45.1	35.0	65.0	12.1	9.3	11.6	0.2	1.7
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0.91	-0.91	-0.73	0.73	-0.37	-0.32	-0.36	-0.05	0.00
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	1	1	1	0	1	1	1	1	1

Total

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

Job Group: Operatives JG 1  
 Test: Standard Deviation  
 Total Employees: 61

	Males		Females		Total Min.		White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NH/PI		Two +		
	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	
Employees (#)	59	14	2	14	47	7	6	1	0	0	0	0	0	0	0	0	0	0	
Employees (%)	96.7	23.0	3.3	75.7	77.0	11.5	9.8	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	97.7	75.7	2.3	75.7	24.3	6.6	53.6	6.6	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.7	
Test: Standard Deviation	NO -0.53	YES -9.60	NO 0.53	YES -9.60	NO 9.60	NO 1.55	YES -6.86	NO -1.55	NO -0.86	NO 0.00	NO -2.26	YES -2.26	NO 0.00	YES -2.26	NO 0.00	YES -2.26	NO 0.00	YES -2.26	NO 0.00
Add'l Needed to Eliminate Problem Area (#)	0	26	0	26	0	0	19	0	0	0	0	0	0	0	0	0	0	1	
Add'l Needed to Reach Availability (#)	1	33	0	33	0	0	27	3	1	0	0	0	0	0	0	0	0	5	
<b>Total</b>																			

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

**Job Group:** Operatives JG 2  
**Test:** Standard Deviation  
**Total Employees:** 40

	Males		Females		Total Min.		White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NHOP		Two +	
	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)	Employees (#)	Employees (%)
Availability (%) Goal	95.0	97.7	5.0	2.3	30.0	75.7	70.0	24.3	20.0	6.6	10.0	53.6	0.0	6.6	0.0	0.0	0.0	0.0
Test: Standard Deviation	NO	NO	NO	NO	YES	YES	NO	NO	NO	NO	YES	YES	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	13	13	0	0	0	0	11	11	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	2	2	0	0	19	19	0	0	0	0	18	18	3	1	0	0	0	4
<b>Total</b>																		

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

**Job Group:** Professionals JG 1  
**Test:** Standard Deviation  
**Total Employees:** 1

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	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	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
Add'l Needed to Eliminate Problem Area (#)	0.94	-0.94	-0.92	0.92	-0.44	-0.32	-0.47	-0.05	-0.02	-0.16
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0
	0	1	1	0	1	1	1	1	0	1

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

Job Group: Professionals JG 2  
 Test: Standard Deviation  
 Total Employees: 11

	Males		Females		Total Min.		White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NH/PI		Two +		
	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	Count	Std Dev	
Employees (#)	11		0		1		10		1		0		0		0		0		0
Employees (%)	100.0		0.0		9.1		90.9		9.1		0.0		0.0		0.0		0.0		0.0
Availability (%) Goal	80.5		19.5		35.5		64.5		12.9		10.9		9.7		0.2		0.0		1.7
Test: Standard Deviation	NO		NO		NO		NO		NO		NO		NO		NO		NO		NO
Addtl Needed to Eliminate Problem Area (#)	0		0		0		0		0		0		0		0		0		0
Addtl Needed to Reach Availability (#)	0		3		3		0		1		2		2		1		0		1

**Total**

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

**Job Group:** Professionals JG 3  
**Test:** Standard Deviation  
**Total Employees:** 1

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NH/PI	Two +	
Employees (#)	1	0	0	1	0	0	0	0	0	
Employees (%)	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	83.1	16.9	27.0	73.0	4.1	11.2	11.1	0.0	0.7	
Test: Standard Deviation	NO 0.45	NO -0.45	NO -0.61	NO 0.61	NO -0.21	NO -0.35	NO -0.35	NO 0.00	NO 0.00	NO -0.08
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	
	1	1	1	0	1	1	1	0	1	

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

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

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +	
Employees (#)	3	0	1	2	0	1	0	0	0	
Employees (%)	100.0	0.0	33.3	66.7	0.0	33.3	0.0	0.0	0.0	
Availability (%) Goal	62.3	37.7	34.4	65.6	11.3	13.9	7.1	0.2	1.8	
Test: Standard Deviation	NO 1.35	NO -1.35	NO -0.04	NO 0.04	NO -0.62	NO 0.97	NO -0.48	NO -0.08	NO -0.05	NO -0.23
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	
Add'l Needed to Reach Availability (#)	0	2	1	0	1	0	1	1	1	

Total



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

**Job Group:** Sr Mgrs JG 1  
**Test:** Standard Deviation  
**Total Employees:** 2

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NH/PI	Two +	
Employees (#)	1	1	0	2	0	0	0	0	0	
Employees (%)	50.0	50.0	0.0	100.0	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	1.2	
Test: Standard Deviation	NO -0.80	NO 0.80	NO -0.73	NO 0.73	NO -0.32	NO -0.35	NO -0.44	NO -0.06	NO -0.02	NO -0.16
Add'l Needed to Reach Availability (#)	0 1	0 0	0 1	0 0	0 1	0 1	0 1	0 1	0 1	

**Total**

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

**Job Group:** Sr Mgrs JG 2  
**Test:** Standard Deviation  
**Total Employees:** 5

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	5	0	0	5	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	100.0	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	1.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	1.31	-1.31	-1.15	1.15	-0.51	-0.55	-0.70	-0.09	-0.04
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	0	2	2	0	1	1	1	1	1

Total

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

**Job Group:** Sr Mgrs JG 3

**Test:** Standard Deviation

**Total Employees:** 1

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	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
Add'l Needed to Eliminate Problem Area (#)	0.58	-0.58	-0.52	0.52	-0.23	-0.25	-0.31	-0.04	-0.02	-0.11
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0
	1	1	1	0	1	1	1	1	0	1

**SUNGARD AVAILABILITY SERVICES, LP**

**UNDERUTILIZATIONS**

**JOB GROUP**

**2012**

Clerical JG 4

Minorities

Professional JG 4

Females

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

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

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	0	6	0	6	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	3.1	96.9	18.7	81.3	14.2	2.8	1.2	0.2	0.0	0.4
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Addtl Needed to Eliminate Problem Area (#)	-0.44	0.44	-1.18	1.18	-1.00	-0.41	-0.27	-0.12	-0.03	-0.15
Addtl Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0
	1	0	2	0	1	1	1	1	0	1

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

Job Group: Clerical JG 3  
 Test: Standard Deviation  
 Total Employees: 14

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	5	9	3	11	3	0	0	0	0
Employees (%)	35.7	64.3	21.4	78.6	21.4	0.0	0.0	0.0	0.0
Availability (%) Goal	25.4	74.6	19.9	80.1	16.1	2.2	1.0	0.5	0.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0.89	-0.89	0.14	-0.14	0.54	-0.55	-0.37	-0.26	-0.01
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	0	2	0	1	0	1	1	1	1

Total

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Clerical JG 4  
**Test:** Standard Deviation  
**Total Employees:** 18

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NH/PI		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	4	1	14	5	17	1	0	0	0	0	0	0	0	0	0	0	0
Employees (%)	22.2	5.6	77.8	26.7	94.4	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	27.3	26.7	72.7	26.7	73.3	19.3	3.7	2.5	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	-0.48	-2.03	0.48	-2.03	2.03	-1.48	-0.83	-0.68	-0.26	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04	-0.36
Add'l Needed to Reach Availability (#)	1	4	0	4	0	3	1	1	1	0	0	0	0	0	0	0	1
<b>Total</b>																	

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Clerical JG 5  
**Test:** Standard Deviation  
**Total Employees:** 42

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NHOPi		Two +	
	NO	YES	NO	YES		NO	NO	NO	NO	NO	NO	NO	NO	NO			
Employees (#)	15	27	10	32	6	1	3	0	0	0	0	0	0	0	0	0	
Employees (%)	35.7	64.3	23.8	76.2	14.3	2.4	7.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	22.0	78.0	21.3	78.7	15.5	3.4	1.8	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	
Test: Standard Deviation	NO 2.14	YES -2.14	NO 0.39	NO -0.39	NO -0.22	NO -0.37	NO 2.62	NO -0.30	NO -0.07	NO -0.43	NO 0	NO 0	NO 0	NO 0	NO 0	NO 0	NO -0.43
Addtl Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Addtl Needed to Reach Availability (#)	0	6	0	2	1	1	0	1	0	0	0	0	0	0	0	0	1
<b>Total</b>																	



**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Managers JG 1  
**Test:** Standard Deviation  
**Total Employees:** 6

	Males		Females		Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	6	0	0	0	0	6	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	71.6	28.4	10.4	89.6	6.1	0.0	1.6	2.2	0.2	0.0	0.2
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	1.54	-1.54	-0.83	0.83	-0.63	-0.31	-0.37	-0.12	-0.01	-0.12	0
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0	0
	0	2	1	0	1	1	1	1	1	0	1
<b>Total</b>											

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Managers JG 2  
**Test:** Standard Deviation  
**Total Employees:** 13

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	8	5	0	13	0	0	0	0	0
Employees (%)	61.5	38.5	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	62.1	37.9	13.5	86.5	8.4	2.0	2.4	0.3	0.3
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	-0.04	0.04	-1.42	1.42	-1.09	-0.51	-0.57	-0.19	-0.05
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	1	0	2	0	2	1	1	1	1
<b>Total</b>									

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Managers JG 3  
**Test:** Standard Deviation  
**Total Employees:** 28

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPi	Two +	
Employees (#)	18	10	3	25	1	0	2	0	0	0
Employees (%)	64.3	35.7	10.7	89.3	3.6	0.0	7.1	0.0	0.0	0.0
Availability (%) Goal	63.2	36.8	12.4	87.6	7.3	1.6	2.8	0.2	0.0	0.4
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0.12	-0.12	-0.27	0.27	-0.76	-0.68	1.38	-0.26	-0.07	-0.32
Add'l Needed to Reach Availability (#)	0	0	0	0	2	1	0	1	0	1

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Managers JG 4  
**Test:** Standard Deviation  
**Total Employees:** 15

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	9	6	3	12	0	0	3	0	0
Employees (%)	60.0	40.0	20.0	80.0	0.0	0.0	20.0	0.0	0.0
Availability (%) Goal	57.6	42.4	11.8	88.2	7.3	1.5	2.3	0.2	0.1
Test: Standard Deviation	NO 0.19	NO -0.19	NO 0.99	NO -0.99	NO -1.09	NO -0.48	NO 4.56	NO -0.16	NO -0.09
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	0	2	2	1	0	1	1
<b>Total</b>									

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Managers JG 5  
**Test:** Standard Deviation  
**Total Employees:** 2

	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPi	Two +
Employees (#)	1	1	0	2	0	0	0	0	0
Employees (%)	50.0	50.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	55.8	44.2	11.4	88.6	7.1	1.6	2.2	0.2	0.4
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	-0.17	0.17	-0.51	0.51	-0.39	-0.18	-0.21	-0.06	-0.04
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0
	1	0	1	0	1	1	1	1	1
<b>Total</b>									

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Professionals JG 3  
**Test:** Standard Deviation  
**Total Employees:** 31

	Males		Females		Total Min.	White		Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	18	13	5	26	1	3	0	0	0	0	0	0
Employees (%)	58.1	41.9	16.1	83.9	3.2	9.7	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	57.8	42.2	17.2	82.8	9.3	5.1	0.2	0.0	0.0	0.6		
Test: Standard Deviation :	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	1	0	2	0	0	1	0	0	0	1

Total

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Professionals JG 4  
**Test:** Standard Deviation  
**Total Employees:** 77

	Males		Females		Total Min.	White		Afr. Amer.		Hispanic		Asian Nat. Amer.		NHOPi		Two +		
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	
Employees (#)	58	19	20	57	1	3	16	0	0	0	0	0	0	0	0	0	0	
Employees (%)	75.3	24.7	26.0	74.0	1.3	3.9	20.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	63.6	36.4	19.4	80.6	8.3	2.1	8.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	
Test: Standard Deviation	NO 2.14	YES -2.14	NO 1.45	NO -1.45	YES -2.23	NO 1.12	NO 4.12	NO -0.41	NO -0.08	NO -0.78	NO 0	NO 0	NO 0	NO 0	NO 0	NO 0	NO 0	NO 1
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	10	0	6	6	0	0	1	0	0	0	0	0	0	0	0	0	1
<b>Total</b>																		

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Professionals JG 5  
**Test:** Standard Deviation  
**Total Employees:** 33

	Males		Females		Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	25	8	9	24	3	1	5	0	0	0	
Employees (%)	75.8	24.2	27.3	72.7	9.1	3.0	15.2	0.0	0.0	0.0	
Availability (%) Goal	61.5	38.5	18.9	81.1	10.2	1.9	5.8	0.2	0.0	0.8	
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	
Addtl Needed to Eliminate Problem Area (#)	1.69	-1.69	1.24	-1.24	-0.21	0.46	2.31	-0.22	0.00	-0.52	
Addtl Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0	
	0	5	0	3	1	0	0	1	0	1	
<b>Total</b>											



**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Sales JG 4  
**Test:** Standard Deviation  
**Total Employees:** 13

	Males		Females		Total Mir.	White		Afr. Amer.	Hispanic	Asian Nat. Amer.	NH/PI	Two +
Employees (#)	11	2	0	13	0	0	0	0	0	0	0	0
Employees (%)	84.6	15.4	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	68.1	31.9	10.5	89.5	7.2	1.2	1.2	0.3	0.0	0.0	0.6	
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	1.28	-1.28	-1.24	1.24	-1.01	-0.40	-0.40	-0.20	-0.03	-0.27		
Add'l Needed to Reach Availability (#)	0	0	0	0	0	0	0	0	0	0	0	0
	0	3	2	0	1	1	1	1	0	1	1	1
<b>Total</b>												

**Sungard (Wayne)2012  
Comparison of Incumbency to Availability**

**Job Group:** Sales JG 5  
**Test:** Standard Deviation  
**Total Employees:** 1

	Males		Females		Total Min.	White	Afr. Amer.	Hispanic	Asian Nat. Amer.	NHOPI	Two +
Employees (#)	1	0	0	0	0	1	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	55.5	44.5	12.3	87.7	8.4	1.0	1.7	0.5	0.1	0.6	
Test: Standard Deviation	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	
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	0	1	1	1	1	1	

Total

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**2012**  
**AFFIRMATIVE ACTION PLAN**  
**UPDATE**

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**NEW YORK CITY HEALTH & HOSPITALS  
CORPORATION**

**AFFIRMATIVE ACTION PLAN**

**2012**

**UPDATE**

# AFFIRMATIVE ACTION PLAN 2012 UPDATE

## CORPORATE ANALYSIS

The Corporation's percentage of minority employees (83.1%) increased by 0.1% as compared to 2011 while the percentage of women employees increased by 0.6 % from 67.7% in 2011 to 68.3% in 2012.

Of the 44 job groups which characterize the corporate workforce, 13 or 30% indicate an underutilization of total minorities, specific minorities and women. As compared to 14 in 2011, this reflects a decrease of one job group. This year, there are 18 instances of underutilizations which is two less than last year.

# AFFIRMATIVE ACTION PLAN 2012 UPDATE

## CORPORATE WORKFORCE SUMMARIZED BY %

	<u>2011</u>	<u>2012</u>	<u>CHANGE</u>
Males	32.3%	31.7%	-0.6%
Females	67.7%	68.3%	+0.6%
Minorities	83.0%	83.1%	+0.1%
Whites	17.0%	16.9%	-0.1%
African Americans/Blacks	44.5%	44.5%	No Change
Hispanics	19.1%	19.2%	+0.1%
Asians	19.0%	19.1%	+0.1%
Native Americans	0.3%	0.3%	No Change

# **AFFIRMATIVE ACTION PLAN 2012 UPDATE**

## **CORPORATE ANALYSIS - SUMMARY**

# of Underutilized Job Groups 2011		14	
# of Underutilized Job Groups 2012		13	
Comparison		Decrease of 1	
# of Underutilizations 2011		20	
# of Underutilizations 2012		18	
Comparison		Decrease of 2	

# AFFIRMATIVE ACTION PLAN 2012 UPDATE

## COMPARISON OF JOB GROUPS WITH UNDERUTILIZATIONS 2011/2012

JOB GROUP	2011		CHANGE	2012		CATEGORY
	2011	2012		2011	2012	
1A Senior Staff	Hispanics/Female	Female	Hispanics Eliminated	Female	Officials & Managers	
2C Pharmacists	Hispanics	Hispanics	Same	Hispanics	Professionals	
2E Therapists	Hispanics	Hispanics	Same	Hispanics	Professionals	
6A Supervisors-Skilled Craft	Minority/Female	Minority/Female	Same	Minority/Female	Craft Workers	
6C Construction Trades	Minority/Female	Minority/Female	Same	Minority/Female	Craft Workers	
6D Precision Production Occup:	Minority/Female	Minority/Female	Same	Minority/Female	Craft Workers	
7A Motor Vehicle Operators	Hispanics	Hispanics	Same	Hispanics	Craft Workers	
7B Machine & Hand Workers	Asians	Asians Eliminated	Asians Eliminated	NO UNDERUTILIZATION	Operatives	
8A Helper Construction Trades	Minority	Same	Same	Minority	Operatives	
8B Laborers	Asians/Female	Same	Same	Asians/Female	Laborers & Helpers	
9B Health Service Occupation	Hispanics	Same	Same	Hispanics	Laborers & Helpers	
9D Food Preparer	Hispanics	Same	Same	Hispanics	Service Workers	
9E Service Maintenance	Female	Same	Same	Female	Service Workers	
9F Cleaning & Building Services	Hispanics/Females	Same	Same	Hispanics/Females	Service Workers	

NOTE: AS COMPARED TO 2011, 2012 OFFLINE JOBS GROUPS ARE THE SAME AS 2011. WORKERS IN 2012 = 276 (10 FERS) WERE ELIMINATED IN 2011. 2012 = 276 (10 FERS) WERE ELIMINATED IN 2011. 2012 = 276 (10 FERS) WERE ELIMINATED IN 2011.



**AFFIRMATIVE ACTION PLAN 2012 UPDATE - CORPORATE ANALYSIS**  
**UNDERUTILIZATIONS BY GENDER AND RACE/ETHNICITY**

<u>GENDER/RACE/ETHNICITY</u>	<u>2011</u>	<u>2012</u>	<u>Difference</u>
FEMALES	7	7	0
TOTAL MINORITIES	4	4	0
AFRICAN AMERICANS	0	0	0
HISPANICS*	7	6	-1
ASIANS	2	1	-1
NATIVE AMERICANS	0	0	0
TOTAL	20	18	-2

Please note that as of 2012, Hispanic underutilization for IA Senior Staff was eliminated for 2012. In addition the prior year Asian underutilization for TB Machine & Plant Workers was eliminated due to a decrease from 75 to 5 employees in this job group.

# AFFIRMATIVE ACTION PLAN 2012 UPDATE

## CORPORATE ANALYSIS

This year's analysis of the Corporation's workforce once again identified an overall underutilization of minorities for Supervisors Skilled Crafts, Construction Trades, Precision Production Occupations and Helpers Construction Trades.

### STATUS OF JOB GROUPS WITH UNDERUTILIZATION OF MINORITIES

<u>Job Group</u>	<u>Underutilization</u>		<u>Representation Status</u>		<u>Representation Change</u>
	<u>2011</u>	<u>2012</u>	<u>2011</u>	<u>2012</u>	
6A Supervisors - Skilled Crafts	Yes	Yes	28 *105	26 *94	-2 -11
6C Construction Trades	Yes	Yes	92 *351	84 299	-8 -52
6D Precision Production Occupations	Yes	Yes	108 268	110 270	2 2
8A Helpers Construction Trades	Yes	Yes	9 37	8 20	1 -17

AFFIRMATIVE ACTION PLAN 2012 UPDATE

CORPORATE ANALYSIS

Women are underutilized in the same seven job groups as last year. Six of the job groups are traditionally dominated by males. These are Service Maintenance, Supervisor Skilled Crafts, Precision Production Occupations, Cleaning and Building Services, Construction Trades and Laborers. Females in Senior Staff remains the seventh underutilization.

STATUS OF JOB GROUPS WITH UNDERUTILIZATION OF WOMEN

JOB GROUP	Utilization Status		Representation Status		Representation Change
	2011	2012	2011	2012	
1A Senior Staff**	Yes	Yes	161 +350	165 +358	+4
6A Supervisor Skilled Crafts	Yes	Yes	0 +105	0 +94	0
6C Construction Trades	Yes	Yes	2 -351	2 -299	0
6D Precision Production Occupations	Yes	Yes	7 -268	5 -270	-2
03 Laborers	Yes	Yes	0 -93	0 -69	0
05 Service Maintenance	Yes	Yes	9 -25	9 -24	0
07 Cleaning and Building Services	Yes	Yes	947 -2,577	936 -2,570	9

Senior Staff underutilization in 2012 remains similar to the Networks (Center, Backlog) (identified in 2011) and Queers (new for 2012). This year, both Networks and Queers have been identified for underutilization of women in Senior Staff. For more details, please refer to the Senior Staff positions table eliminate the underutilization.

# **AFFIRMATIVE ACTION PLAN 2012 UPDATE**

## **CORPORATE ANALYSIS**

This year, Hispanics have six underutilizations which is one less than 2011, but remains the highest number of the specific minority groups. The six underutilized job groups are identical to last year. Those six are Pharmacists, Motor Vehicle Operators, Health Service Occupations, Food Preparer & Cleaning and Building Services. The prior year underutilization of Senior Staff was eliminated for 2012.

**AFFIRMATIVE ACTION PLAN 2012 UPDATE - CORPORATE ANALYSIS**  
**STATUS OF JOB GROUPS WITH AN UNDERUTILIZATION OF HISPANICS (Cont'd)**

JOB GROUP	Utilization Status		Representation Status		Representation Change
	2011	2012	2011	2012	
1A Senior Staff	Yes	Eliminated	35 *350	39 *358	+4 +8
2C Pharmacists	Yes	Yes	9 *426	9 *432	0 6
2E Therapists	No	New	48 469	47 465	-1 -4
7A Motor Vehicle Operators	Yes	Yes	39 *146	36 *136	-3 -10
9B Health Service Occupation	Yes	Yes	590 *3956	584 *3924	-6 -32
9D Food Preparers	Yes	Yes	16 *92	14 *92	-2 0
9F Cleaning and Building Services	Yes	Yes	994 2,877	987 2,870	-7 -7

**Corporate (Total Workforce)**

# AFFIRMATIVE ACTION PLAN 2012 UPDATE

## CORPORATE ANALYSIS

Asians are underutilized in only one job group which is one less than last year. The remaining job group is Laborers. This year, the underutilization in the Machine & Hand Workers job group has been eliminated.

### STATUS OF JOB GROUPS WITH AN UNDERUTILIZATION OF ASIANS

Job Group	Underutilization Status		Representation Status		Representation Change
	2011	2012	2011	2012	
7B Machine & Hand Workers	Yes	Eliminated	2 *75	1 5	-1 -70
8B Laborers	Yes	Yes	2 95	0 49	-2 -46
Corporate (Total Workforce)					

# **AFFIRMATIVE ACTION PLAN 2011 UPDATE**

## **CONCLUSIONS**

1. The Corporation's workforce continues to show a high level of representation of minorities (83.1%) and women (68.3%) at all levels of the organization with some pockets of underutilization that need to be addressed to reach full utilization.

2. The Corporation continues to focus on improving the representation of women in Senior Staff; this year, their representation increased by four (out of an additional eight new employees) which resulted in a slight increase in their representation percentage from 46 percent in 2011 to 46.4 percent in 2012.

# AFFIRMATIVE ACTION PLAN 2011 UPDATE

## CONCLUSIONS Continued

3. Minorities continue to be underutilized in Supervisors-Skilled Crafts, Construction Trades, Precision Production Occupations and Helpers Construction Trades.

4. The underrepresentation of specific minorities, Hispanics and Asians, remains a priority of the Corporation. The layoffs of 70 Machine and Hand Workers resulted in the loss of the Asian underutilization in that job group.

We will continue to build our outreach by having more concentrated and targeted outreach to these communities whenever vacancies are available in the underutilized job groups, as well as when any new hiring initiatives are undertaken.



# **AFFIRMATIVE ACTION PLAN 2011 UPDATE**

## **ACTION PLAN**

- **Continue to track and monitor applicant data by specific race/ethnic/gender groups and to measure effectiveness of outreach and availability using new established automated PeopleSoft system.**

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
**Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 1A - Senior Staff  
 Test: Standard Deviation  
 Total Employees: 358

	Males		Females		Total Min.	White		Black	Hispanic	Asian	Nat. Amer.	NHOP1	Two +
	NO	YES	NO	YES		NO	YES						
Employees (#)	193	165	179	179	179	179	101	39	36	3	0	0	0
Employees (%)	53.9	46.1	50.0	50.0	50.0	50.0	28.2	10.9	10.1	0.8	0.0	0.0	0.0
Availability (%) Goal	34.8	65.2	48.1	48.1	48.1	51.9	24.6	14.5	6.2	0.1	0.0	0.0	2.6
Test: Standard Deviation	NO 7.57	YES -7.57	NO 0.73	NO 0.73	NO 0.73	NO -0.73	NO 1.57	NO -1.92	NO 2.98	NO 5.35	NO -0.07	NO -3.12	YES 4
Add'l Needed to Eliminate Problem Area (#)	0	51	0	0	0	0	0	0	0	0	0	0	4
Add'l Needed to Reach Availability (#)	0	69	0	0	0	7	0	13	0	0	0	0	10
<b>Total</b>													

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
**Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 2C - Pharmacists  
 Test: Standard Deviation  
 Total Employees: 432

	Males		Females		Total Min.	White		Black	Hispanic		Asian	Nat. Amer.	NHOP1	Two +
	YES	NO	YES	NO		YES	NO		YES	NO				
Employees (#)	180	252	339	93	62	9	266	2	0	0	0	0	0	
Employees (%)	41.7	58.3	78.5	21.5	14.4	2.1	61.6	0.5	0.0	0.0	0.0	0.0	0.0	
Availability (%) Goal	49.5	50.5	52.3	47.7	9.8	6.4	33.3	0.0	0.0	0.0	0.0	0.0	2.8	
Test: Standard Deviation	<b>YES</b>	NO	NO	<b>YES</b>	NO	<b>YES</b>	NO	NO	NO	NO	NO	NO	<b>YES</b>	
Add'l Needed to Eliminate Problem Area (#)	-3.26	3.26	10.89	-10.89	3.17	-3.69	12.50	0.00	0.00	0.00	0.00	0.00	-3.53	
Add'l Needed to Reach Availability (#)	34	0	0	114	0	19	0	0	0	0	0	0	13	
<b>Total</b>														

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
**Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 2E - Therapists  
 Test: Standard Deviation  
 Total Employees: 465

	Males		Females		Total Min.	White		Black		Hispanic		Asian		Nat Amer.		NHOP1		Two +	
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	213		252		373	92	238	47	86	2	0	0	0						0
Employees (%)	45.8		54.2		80.2	19.8	51.2	10.1	18.5	0.4	0.0	0.0	0.0						0.0
Availability (%) Goal	49.1		50.9		67.7	32.3	33.2	13.9	17.3	0.0	0.0	0.0	0.0						3.2
Test: Standard Deviation	NO		NO		NO	YES	NO	YES	NO	NO	NO	NO	NO						YES
Add'l Needed to Eliminate Problem Area (#)	-1.41		1.41		5.78	-5.78	8.24	-2.37	0.65	10.47	0.00	0.00	0.00						-3.93
Add'l Needed to Reach Availability (#)	16		0		0	59	0	18	0	0	0	0	0						15
Total																			

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 6A - Supervisors-Skilled Craft

Test: Standard Deviation

Total Employees: 94

	Males		Females		Total Min.	White		Black		Hispanic		Asian		Nat. Amer.		NH/PI		Two +
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	
Employees (#)	94	0	0	0	26	68	16	7	3	0	0	0	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	0.0	27.7	72.3	17.0	7.4	3.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	88.4	11.6	49.1	49.1	50.9	50.9	17.4	23.2	3.8	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.4
Test: Standard Deviation	NO 3.51	YES -3.51	NO -4.16	YES -4.16	NO 4.16	NO 4.16	NO -0.10	YES -3.62	NO -0.30	NO -0.51	NO 0.00	NO 0.00	NO 0.00	NO 0.00	NO 0.00	NO 0.00	NO 0.00	YES -2.09
Add'l Needed to Eliminate Problem Area (#)	0	5	11	11	0	0	0	7	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	11	21	21	0	0	1	15	1	1	1	1	1	1	1	1	1	5
<b>Total</b>																		

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 6C - Construction Trades

Test: Standard Deviation

Total Employees: 299

	Males		Females		Total Min.	White		Black	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
	NO	YES	NO	YES		NO	YES	NO	YES	NO	YES	NO	YES
Employees (#)	297	2	215	31	84	38	15	0	0	0	0	0	0
Employees (%)	99.3	0.7	71.9	10.4	28.1	12.7	5.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	97.2	2.8	48.0	18.7	52.0	25.1	4.6	0.2	0.0	0.0	0.0	0.0	3.5
Test: Standard Deviation	NO 2.22	YES -2.22	NO 8.28	YES -3.68	NO -8.28	YES -4.95	NO 0.39	NO -0.81	NO -0.10	NO -3.27	NO	YES	
Add'l Needed to Eliminate Problem Area (#)	0	1	0	12	55	22	0	0	0	0	0	0	4
Add'l Needed to Reach Availability (#)	0	7	0	25	72	38	0	1	0	0	0	0	11
<b>Total</b>													

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 6D - Precision Production Occupations  
 Test: Standard Deviation  
 Total Employees: 270

	Total									
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat. Amer.	NH/PI	Two +
Employees (#)	265	5	110	160	63	24	21	2	0	0
Employees (%)	98.1	1.9	40.7	59.3	23.3	8.9	7.8	0.7	0.0	0.0
Availability (%) Goal	83.9	16.1	53.9	46.1	17.4	21.7	11.1	0.1	0.2	3.4
Test: Standard Deviation	NO 6.38	YES -6.38	YES -4.34	NO 4.34	NO 2.55	YES -5.11	NO -1.74	NO 3.20	NO -0.70	YES -3.06
Add'l Needed to Eliminate Problem Area (#)	0	27	20	0	0	21	0	0	0	3
Add'l Needed to Reach Availability (#)	0	39	36	0	0	35	9	0	1	10

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 7A - Motor Vehicle Operators

Test: Standard Deviation

Total Employees: 136

	Total										
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat. Amer.	NHOP	Two +	
Employees (#)	126	10	106	30	59	36	11	0	0	0	0
Employees (%)	92.6	7.4	77.9	22.1	43.4	26.5	8.1	0.0	0.0	0.0	0.0
Availability (%) Goal	99.9	0.1	74.8	25.2	8.6	54.5	3.4	0.0	0.0	0.0	8.4
Test: Standard Deviation	<b>YES</b>	NO	NO	NO	NO	<b>YES</b>	NO	NO	NO	NO	<b>YES</b>
Add'l Needed to Eliminate Problem Area (#)	-32.23	32.23	0.85	-0.85	14.50	-6.56	3.03	0.00	0.00	0.00	-3.52
Add'l Needed to Reach Availability (#)	10	0	0	5	0	39	0	0	0	0	5



**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 8A - Helpers Construction Trade  
 Test: Standard Deviation  
 Total Employees: 20

	Total									
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	20	0	8	12	1	5	2	0	0	0
Employees (%)	100.0	0.0	40.0	60.0	5.0	25.0	10.0	0.0	0.0	0.0
Availability (%) Goal	96.7	3.3	67.9	32.1	16.0	43.5	3.7	0.0	0.0	4.8
Test: Standard Deviation	NO 0.82	NO -0.82	<b>YES</b> -2.67	NO 2.67	NO -1.34	NO -1.67	NO 1.50	NO 0.00	NO 0.00	NO -1.00
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	6	0	3	4	0	0	0	1

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
**Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 8B - Laborers  
 Test: Standard Deviation  
 Total Employees: 49

	Males		Females		Total Min.	White		Black		Hispanic		Asian		Nat. Amer.		NHOP1		Two +	
	NO	YES	NO	YES		NO	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	
Employees (#)	49	0	0	0	35	14	16	19	0	0	0	0	0	0	0	0	0	0	0
Employees (%)	100.0	0.0	0.0	0.0	71.4	28.6	32.7	38.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	84.5	15.5	73.3	73.3	26.7	27.4	34.4	8.0	0.1	0.0	0.0	3.4							
Test: Standard Deviation	NO 3.00	YES -3.00	NO -0.29	NO 0	NO 0	NO 0.29	NO 0.82	NO 0.65	YES -2.06	NO -0.22	NO -0.08	NO -1.32							
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	1	1	0	0	0	4	1	0	0	2							
<b>Total</b>																			

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 9B - Health Service Occupations  
 Test: Standard Deviation  
 Total Employees: 3,924

	Total									
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	1,124	2,800	3,691	233	2,517	584	580	10	0	0
Employees (%)	28.6	71.4	94.1	5.9	64.1	14.9	14.8	0.3	0.0	0.0
Availability (%) Goal	29.1	70.9	72.5	27.5	39.0	18.5	11.4	0.1	0.0	3.4
Test: Standard Deviation	NO -0.65	NO 0.65	NO 30.28	YES -30.28	NO 32.31	YES -5.90	NO 6.72	NO 1.80	NO -0.85	YES -11.76
Add'l Needed to Eliminate Problem Area (#)	0	0	0	792	0	96	0	0	0	111
Add'l Needed to Reach Availability (#)	19	0	0	848	0	144	0	0	0	134

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
**Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 9D - Food Prep

Test: Standard Deviation

Total Employees: 92

	Total									
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat Amer.	NH/PI	Two +
Employees (#)	64	28	88	4	62	14	12	0	0	0
Employees (%)	69.6	30.4	95.7	4.3	67.4	15.2	13.0	0.0	0.0	0.0
Availability (%) Goal	70.8	29.2	75.8	24.2	19.4	35.8	17.6	0.1	0.0	2.9
Test: Standard Deviation	NO -0.27	NO 0.27	NO 4.45	YES -4.45	NO 11.66	YES -4.12	NO -1.14	NO -0.36	NO -0.07	NO -1.65
Add'l Needed to Eliminate Problem Area (#)	0	0	0	10	0	10	0	0	0	0
Add'l Needed to Reach Availability (#)	2	0	0	19	0	19	5	1	0	3

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION**  
**CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS**  
 Comparison of Incumbency to Availability

Snapshot Date: 06/30/2012

Job Group: 9E - Service Maint  
 Test: Standard Deviation  
 Total Employees: 24

	Males		Females		Total Min.	White		Black	Hispanic	Asian	Nat. Amer.	NHOP1	Two +
	NO	YES	NO	YES		NO	YES						
Employees (#)	15	9	23		1	14	5	4	0	0	0	0	0
Employees (%)	62.5	37.5	95.8		4.2	58.3	20.8	16.7	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	39.5	60.5	55.1		44.9	21.2	14.0	16.5	0.5	0.0	0.0	0.0	2.9
Test: Standard Deviation	NO 2.30	YES -2.30	NO 4.01	YES -4.01	NO 4.46	YES -4.01	NO 0.96	NO 0.02	NO -0.36	NO -0.06	NO -0.84	NO 0	NO 1
Add'l Needed to Eliminate Problem Area (#)	0	1	0	5	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	6	0	10	0	0	0	0	1	0	0	0	1
<b>Total</b>													

**NEW YORK CITY HEALTH & HOSPITALS CORPORATION  
CORPORATION 2012 ONLY UNDERUTILIZED JOB GROUPS  
Comparison of Incumbency to Availability**

Snapshot Date: 06/30/2012

Job Group: 9F - Clean Bldg Svcs  
 Test: Standard Deviation  
 Total Employees: 2,870

	Total									
	Males	Females	Total Min.	White	Black	Hispanic	Asian	Nat Amer.	NHOP1	Two +
Employees (#)	1,914	956	2,698	172	1,495	987	215	1	0	0
Employees (%)	66.7	33.3	94.0	6.0	52.1	34.4	7.5	0.0	0.0	0.0
Availability (%) Goal	60.2	39.8	75.8	24.2	23.6	44.2	4.2	0.1	0.0	3.7
Test: Standard Deviation	NO 7.10	YES -7.10	NO 22.74	YES -22.74	NO 35.96	YES -10.57	NO 8.63	NO -1.48	NO -0.70	YES -10.43
Add'l Needed to Eliminate Problem Area (#)	0	135	0	477	0	229	0	0	0	85
Add'l Needed to Reach Availability (#)	0	187	0	522	0	282	0	3	0	105