

AGENDA

Equal Employment Opportunity Committee

Meeting Date

January 14, 2014

Time

11:00 A.M.

Location

Board Room (532)

CALL TO ORDER

Rev. Diane Lacey

ADOPTION OF MINUTES

Rev. Diane Lacey

OCTOBER 15, 2013

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams

2010 CONVERSION OF
HHC'S CENSUS CODES

CONDITIONAL CONTRACTORS

Paola Torres

3M COMPANY
NEW YORK BLOOD CENTER
GILBANE BUILDING COMPANY
ARCADIS US, INC.
WSP USA CORPORATION
iSIRONA, LLC

2013 AFFILIATE AFFIRMATIVE ACTION PLANS

Gail Proto

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date
October 15, 2013

**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 October 15, 2013 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
Antonio D. Martin (Representing President Alan D. Aviles in a voting capacity)
Michael A. Stocker, MD
Josephine Bolus, RN

HHC STAFF

Danielle Barrett, Kings County Hospital Center
Edith Brown, Affirmative Action/EEO
Deborah Cates, Chairman's Office/Board Affairs
Melissa Clitandre, North Brooklyn Healthcare Network
Nancy Doyle, Workforce Planning & Development
Martin O. Everette, Affirmative Action/EEO
Lauren Haynes, President's Office
Norma E. Irizarry, Affirmative Action/EEO
Barbara Keller, Legal Affairs
John Kim, MetroPlus Health Plan
Marva Langdon Dunn, Jacobi Medical Center
Patricia Lockhart, Chairman's Office
William Marshall, Lincoln Medical & Mental Health Center
Elyanne Mercado, Affirmative Action/EEO
Jeannith Michelen, Queens Health Network
Susan H. Morris, North Bronx Healthcare Network

Luz Nazario, Metropolitan Hospital Center
Lois Penn, South Manhattan Healthcare Network/Bellevue Hospital Center
Tania Pierre, Central Office
Gail Proto, Affirmative Action/EEO
Binny Seth, MetroPlus Health Plan
Denise Soares, Harlem Hospital Center
Paola Torres, Affirmative Action/EEO
Yvette Villanueva, Generations +/Northern Manhattan Health Network
Manasses C. Williams, Affirmative Action/EEO
Julianne Yanez, Queens Hospital Center

OTHER ATTENDEES

Cristina Juvier, Cablevision Lightpath, Inc.
Cara Mancini, Cablevision Lightpath, Inc.
Rochelle Noel, Cablevision Lightpath, Inc.

Paul Anderson, Hunter Roberts Construction Group, LLC
Lisa Howlett, Hunter Roberts Construction Group, LLC
Sarah Murray, Hunter Roberts Construction Group, LLC
Chiquita Wilson, Hunter Roberts Construction Group, LLC

Shinder Dhillon, Microsoft Corporation
John O'Rourke, Microsoft Corporation
Stephanie Rodis, Microsoft Corporation

Peggy M. Campbell, SunGard Availability Services, LP
Jane Siegel, SunGard Availability Services, LP

Yolanda Sullivan-Hernandez, Sullivan-Hernandez Agency, Inc.
Jamilah Sullivan-Greene, Sullivan-Hernandez Agency, Inc.

CALL TO ORDER

The meeting was called to order at 12:25 p.m. by Rev. Diane Lacey, Committee Chairperson. The minutes of the October 15, 2013 EEO Committee were adopted as submitted.

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams, Assistant Vice President, Affirmative Action/EEO, reported on HHC's sponsorship of the 20th Annual Competitive Edge Conference for Minority/Women Business Enterprise (M/WBE). He stated that the conference was held on July 25, 2013 at Bank of New York Mellon, Corporate Trust Operations Center, 101 Barclay Street, New York, NY 10007. He also stated that the Keynote Speaker was Daniel Sung Park, Founder, President and Chief Executive Officer of Eclaro International, Inc., a privately held Consulting and Recruiting firm headquartered in New

York City, with operations in the US, Canada, India and the Philippines. He then stated that as in previous years, they had over 400 paid attendees. He thanked Martin O. Everette, Director, Affirmative Action/EEO and HHC's representative on the Competitive Edge Committee and EEO Committee Member, Josephine Bolus, RN for being a Competitive Edge Conference supporter for the last several years.

He then reported on the Governor's M/WBE Forum. He stated that on October 3rd and 4th 2013, his office attended the Governor's M/WBE Forum conference in Albany, New York. He stated that there were over 1,800 attendees and that the highlight of the conference was the Governor's announcement that New York State has become the first State to have more than 21% M/WBE utilization. Also, he stated that they publicized that there are over 8,000 certified M/WBE firms in the New York State database, and that in 2012, they certified 2,100 M/WBE firms. He further stated that they also announced that going forward they will be establishing an agreement with the City of New York in that there would only be one certification requirement meaning when certified by the City of New York, you are automatically certified by the State of New York also and vice versa. Rev. Winley asked if he knew what the utilization percentage for the City's M/WBE program was, since she had heard it was about 5.6%. He stated that he would look into it and get back to her. He further stated that the reason why HHC was extremely popular at the Forum was because HHC has considered and pre-approved a Federal Emergency Management Agency (FEMA) contract with AON (a leading global provider of risk management, insurance and reinsurance brokerage, human resources solutions and outsourcing services) in conjunction with Marsh & McLennan Companies, Inc. (MMC) (a U.S. multinational professional services, risk management, and insurance brokerage firm with headquarters in New York.) He stated that AON subcontracted an M/WBE company with the Sullivan-Hernandez Agency, Inc. which has been working with his office for the last five years in terms of trying to do business with HHC. He further stated that what is unique about the Sullivan-Hernandez Agency, Inc. is that they are the only known M/WBE that sells different types of insurance.

He then introduced Yolanda Sullivan-Hernandez, President and Jamilah Sullivan-Greene, Vice President, Sullivan-Hernandez Agency, Inc. Yolanda Sullivan-Hernandez stated that Sullivan-Hernandez Agency, Inc. is a multi-generation New York State and New York City certified Minority and Women Business Enterprise (M/WBE) firm for Insurance Risk Solutions and Human Capital and that they are licensed in 35 states and headquartered in Queens, New York. She also stated that they were recently awarded to participate as a sub-contractor with AON for HHC's National Flood Insurance Program (NFIP) and Casualty and Property Broker Services. She also stated that they attended the New York State M/WBE Forum in Albany, New York on October 3rd and 4th, 2013. She further stated that upon entering the forum, they were immediately congratulated from several Empire State Development (ESD) team members on their "Win" with HHC's NFIP Broker Services Request For Proposal (RFP). She stated that they humbly thanked them. She also stated that the congratulations never ceased during the entire forum and that they were approached from countless different Agencies, M/WBE advocates from the Governor's office, City Agencies, New York City Department of Small Business Services (SBS) and many others expressing their congratulations. She also stated that many of their fellow M/WBE peers asked for advice on how they too could compete,

execute and close M/WBE deals with HHC and that they immediately referred them to HHC's M/WBE advocates Martin O. Everette and Manasses C. Williams from HHC's Affirmative Action/Equal Employment Opportunity unit. She further stated that as a direct result of the recent HHC RFP award, Sullivan-Hernandez Agency, Inc. was able to go back to AON the number one global Insurance Brokerage and renegotiate their contract from a subcontractor to a "teaming agreement." She also stated that Sullivan-Hernandez Agency, Inc. has received several requests to sit on upcoming M/WBE panels and share the HHC experience. She then stated that in addition, Empire State Development (ESD) NYC/Albany office has taken note and requested an update. She also stated that upon their HHC RFP contract finalization, they will be able to count this significant win for HHC's minority spends utilization for Professional Insurance Risk services. Lastly, when they went to HHC's booth to share their recent experiences, they were pleasantly surprised to find out they themselves had experienced similar/same outcomes in that they practically ran out of their give-a-way items before the morning session had ended. In conclusion, they thanked HHC's Board of Directors and a special thank you to Manasses C. Williams and Martin O. Everette for always being strong advocates for M/WBE initiatives and continuously encouraging their firm to state the course.

Manasses C. Williams further stated that his final item was a request made by Josephine Bolus to formally introduce the EEO Officers. He stated that his office currently has nine EEO Officers and that the tenth should be on board by November, 2013. The EEO Officers with the facility they represent are as follows: Danielle Barrett, Central Brooklyn, Melissa Clitandre, North Brooklyn, Marva Langdon-Dunn, Jacobi Medical Center, William Marshall, Lincoln Medical & Mental Health Center, Elyanne Mercado, Central Office, Luz Nazario, Metropolitan Hospital Center, Lois Penn, Bellevue Hospital Center, Tania Pierre, MetroPlus Health Plan, Julianne Yanez, Queens Hospital Center and their supervising attorney Blanche Greenfield who was not present.

CONDITIONAL APPROVALS

SUNGARD AVAILABILITY SERVICES, LP

Paola Torres, Senior Management Consultant, Affirmative Action/EEO stated that there are five conditionally approved contractors. She stated that the first one was SunGard Availability Services, LP located in Wayne, PA. She stated that the contract is with the office of Information Technology Services for Alternate Data Center with a contract value of \$25.5 million. She stated that the total number of employees in 2012 was 299 and that this year the total number of employees was 294 with a decrease of five employees. Both years had underutilizations. She then stated that the number of job groups in 2012 was 14, and this year was 17 with an increase of three job groups. She also stated that the number of job groups underutilized was two in 2012 and two in 2013 with one minority and one female for both years. She also stated that last year, they had two different underutilizations that they eliminated. The two last year were for minority Clerical job group 4 and for females in Professionals job group 4. This year, they are in minority Clerical job group 5 and in females in Professionals job group 3. SunGard Availability Services, LP was represented by Peggy Campbell, Senior Counsel, Labor &

Employment and Jane Siegel, Vice President, Talent Management. Ms. Campbell stated that they continue to make strides to improve their diversity and inclusion programs. She also stated that they are aware of their minor discrepancies within a couple of their job groups where they are underutilized by one minority employee in Clerical job group 5 for this year. She further stated that with respect to that job group they did not have anyone leaving nor was there any hiring; therefore, there was not any movement as far as an opportunity to hire. She stated that they still have the same workforce that they had last year within the Clerical employees. Rev. Lacey asked her to give an idea of what their company's strategies was as far as diversity. She stated that they have several strategies in which they have started implementing in 2012 and that they have followed into 2013. She further stated that she will speak to the recruiting person and that Ms. Siegel will speak to their Development & Opportunities unit. She explained that they do most of their external recruiting through LinkedIn's Professional Diversity Network and that they have been able to tap into, along with their partners in LinkedIn, to find more qualified minority and female candidates. She also stated that through Professional Diversity Network it is easier to keep track statistically of who they are hiring, where the opportunities are and where they will be able to find the proper candidates. She further stated that the other major initiative they have undertaken in recruiting is to focus on internal candidates. She also stated that it is important from a job development standpoint to find internal candidates that either want to change from the division that they are in or be promoted into another opportunity. She stated that they have seen results from their new strategies on their own intranet site. She further stated that they will continue to strive not to be back next year.

CABLEVISION LIGHTPATH, INC.

Paola Torres stated that the next contractor was Cablevision Lightpath, Inc. located in Jericho, New York. Their contract was with EITS IT Financial Administration for Telecommunication Services with a contract value of over \$9 million dollars. She also stated that the total number of employees is 519 with 10 job groups, in which five job groups are underutilized with seven underutilizations four minorities and three females. She then stated that they are in Clerical job group 5, minorities, Managers job group 1, females and minorities, Professionals job group 3, females, Sales job group 4 females and minorities, Technicians job group 3, minorities.

Rochelle Noel, Vice President Employment Law, Cara Mancini, Vice President, Talent Acquisition and Cristina Juvier, Vice President, Learning & Organizational Effectiveness represented Cablevision Lightpath, Inc. Ms. Noel stated that they have made big changes to their Human Resources unit in both Recruiting and Training. She also stated that with the restructuring of the Human Resources functions, they have a new learning management system that they have recently brought in which they have already seen benefits from. She stated that this is really going to give them an opportunity to do away with their underrepresentation in many of the areas. She further stated that they have a focus on what their problems are and that they are working on eliminating them. She stated that they have a list of approaches starting with hiring, training and development, promotions and retention. Ms. Mancini stated that Human Resources has been decentralized in the last year and that with the centralization and especially the staffing

talent acquisition in April 2013 everything became centralized under her as well as her staffing Directors throughout the organization. She also stated that they were able to take the Human Resources Managers who were focused on employee relations and employee conflicts and do some staffing and recruiting with them. In addition, they pulled out some acquisition employees in order to refocus them on their recruiting needs. She further stated that they have recruiters that are attending job fairs regularly, host job fairs; attend college fairs, organizational job fairs and also do community outreach. In addition, they also did their employee value proposition. She further stated that they understand it is a competitive marketplace at Cablevision Lightpath, Inc. and that they want to ascertain that individuals understand that when they are working for Cablevision Lightpath, Inc. what it is that one gets as an employee for the organization. She stated that Cablevision Lightpath, Inc. always embraces diversity as an organization since it is important for them and for their employee population to reflect those of their customers. She stated that in 2012, they filled 87 positions and 45 of those positions were filled internally. She stated that this year, year to date, they have filled 73 positions and 43 positions have been filled internally. She further stated that they will have attrition as they go throughout the next year and they also anticipate that their budget will go through and they will have new positions and they will be able to leverage diversity strategy which they are putting in place for the coming year and have a continued relationship with HHC.

Cristina Juvier stated that her area is absolutely new to the company and that she has been in the role for nine months. She also stated that there has not been a centralized learning or talent development strategy at the company previously, and that it has been broken into different silos and that upon her arrival one of the first things she did was to implement the forms management program. She also stated that they believe that targeting the development of talent, giving feed-back to people and giving development opportunities to everyone from an equal aspect perspective, is what is going to reduce manager favoritism which is where discrimination ends up hiding. She further stated that what she has done in the time that she has been there is that she was able to purchase a learning management system. She stated that they are also developing access and curriculum for all of their key jobs so that people have a vision where they are in their role today and what they need to do to get to the role tomorrow. She further stated that the beauty of the Learning Management System (LMS) is that it went live at the very end of June; therefore, it has only been up for a few months and what they were able to see in time for this meeting is that the access of the LMS content by minorities and women within Cablevision Lightpath, Inc. is 45% versus males which are accessing 43%. She also stated that already the LMS is serving its purpose which is if you are promoting an environment where learning agility is what they want to recognize. She also stated that they have branded the LMS internally as agility because they want people to be inspired to learn and grow and take their own careers into their hands. She stated that you can go and access the content without having to wait to be told by a Manager. In addition, they have trained their Managers by developing the management best practices program and are rolling it out to all of the Managers across the Cablevision Lightpath, Inc. She stated that it teaches how to do coaching, how to get feed-back, how to develop people and it focuses on what makes up high performing teams. She also stated that diversity is fundamentally a part of what a high performing team is since having different

perspectives and different views at the table helps to form a team that performs better than a team that is made-up of people who are exactly the same with the same view points and the same experiences. She further stated that they have already seen in the several months that they have had the system that women and minorities are taking courses and taking their development into their own hands which she believes will go a long way to reducing some of the Manager favoritism they may have seen in the past.

ARCADIS US, INC.

Manasses C. Williams stated that Arcadis US, Inc. representatives was coming in from Highlands Ranch, Colorado, but that they did not show. Antonio D. Martin, Executive Vice President/Corporate Chief Operating Officer stated that they should present at the next EEO Committee meeting.

MICROSOFT CORPORATION

Paola Torres stated that Microsoft Corporation has locations throughout the United States and that their conditional approval contract is in New York City. She stated that the contract is for EITS IT Financial Administration for Microsoft Premier Support with a contract value of \$34 million dollars. She also stated that their total number of employees is 611 and that they have 15 job groups. She further stated that they have one underutilization in Professionals job group 1 for females. Shinder Dhillon, Senior Director, Global Diversity & Inclusion, Stephanie Rodis, Senior Staffing Manager for Customer Services & Support and John O'Rourke, Account Executive represented Microsoft Corporation. Ms. Dhillon stated that in October, 2013, the women at Microsoft Employee Resource Group hosted the Eighth Women's Leadership Conference which was held in Redmond, WA. She also stated that in the past conferences sponsored by numerous affinity groups focused on networking, professional development, executive roundtables and special events that focused on technical women and STEM (Science, Technology, Engineering and Math). She further stated that the conferences are designed to inspire and empower Microsoft employees by providing a venue for personal and professional growth. She stated that they will also have satellite feeds that will be available to over 30 locations around the world including New York City. She further stated that Microsoft Corporation holds internal training classes for employees throughout the year where employees can enroll by registering on-line for hundreds of courses which focus on career and professional development by job function and/or discipline. She then stated that both classrooms and on-line training are available to employees. She further stated that the employee development internal website provides employees with a list of courses available by job function as well as courses which focus on professional development. She stated that the website identifies many courses available to an employee's interest in product development related courses as well as personal development courses. She also stated that the Sales, Marketing and Services Group Readiness Training provides a number of classes for employees interested in the areas of Technical, Sales and Consulting. She stated that information regarding Technical classes, certification courses and other Technical training resources can be obtained from the Engineering Center training site, their Managers, the Human Resources Department or from one of their many internal training and development resources. She also stated

that employees participated in over 3 million hours of training. Lastly, she stated that they will continue their good faith efforts to conduct recruiting and hiring activities that can result in increased opportunities for women.

HUNTER ROBERTS CONSTRUCTION GROUP, LLC

Paola Torres stated that Hunter Roberts Construction Group, LLC is located in New York City and that their contract is with Materials Management for Construction Management Services with a contract value of \$15 million dollars. She also stated that they have 278 employees with six job groups, with five underutilizations in minorities. The underutilizations are in Clerical job group 1, Managers job group 2, Managers job group 3, Professionals job group 1 and Senior Managers job group 1. Paul Anderson, General Manager, Lisa Howlett, General Counsel, Sarah Murray, Human Resources Business Partner and Chiquita Wilson, Human Resources Coordinator represented Hunter Roberts Construction Group, LLC. Ms. Murray reported that they have several different initiatives they are currently working with to increase their minority representations. She stated that each year their recruiting process entails on-campus career fairs, participation in different career fairs and focusing on making connections with student groups such as the society for Hispanic Professional Engineers, Women's Groups and Hispanic Groups. She also stated that they are hoping to be invited to campus and speak to the different associations since they have done it at Columbia University and most recently at New Jersey Institute of Technology (NJIT). She then stated that they also have several internship programs that they coordinate throughout the year. She explained that for their summer internship program they post positions with all regional campuses and also have recruiting fairs for interns and have a School Construction Authority (SCA) internship program where public High School students come into the firm each summer and are placed in different departments for six weeks. They also have a co-op program that they run with Stevens Institute of Technology which is a yearlong educational opportunity for the students. Finally, they are embarking on a new partnership with Henkels & McCoy (H&M) Training Services Division. It is a winter internship program for young adults where it focuses on young adults who may have dropped out of school or may not have finished college. She stated that it is geared towards people that need an open door to get training, and/or some professional skills to help them get into the workforce. She also stated that this is the first year they are doing this and that it is going to start in November. Mrs. Bolus asked Ms. Murray who they are recruiting for. Ms. Murray stated that it is through Henkels & McCoy (H&M) and that they are partners with New York City Department of Youth & Community Development (DYCD) which supplies them with the candidates. Mrs. Bolus asked when they graduate, will they be part of a union. Ms. Murray stated that it is not part of a union workforce that it is part of Professional non-union positions. She also stated that the internship is part-time for 11 weeks with 20 hours per week which is not necessarily specific to construction. She further stated that the candidates they will be welcoming to the firm will be in the Human Resources Department, Marketing Department and potentially in the Finance Department. Mrs. Bolus asked if the candidates will hold positions in construction. Ms. Murray replied that there will not be any candidates hired for construction positions. Rev. Lacey asked if that represents a trend, whether it is something that has happened just over the past year or two or is it something that has been a consistent pattern of

underutilizations of minorities. Ms. Murray stated that on an establishment perspective which includes their New York and Philadelphia offices they have been fully utilized; however, in the past they did have a few job groups that had underutilizations. She stated that one of the things she wants to review is that since their job groups are very broad and they have many different positions, she would like to break up a few of the job groups and identify where they really need to focus on recruitment. She stated that under Clericals, it is too broad as it includes all the non-exempts which are project accountants, assistant project manager and administrative assistants. She stated that the new Affirmative Action Plan that she just received for August 1, 2013 – July 31, 2013 has the job groups divided up and she is hoping to see better results and less underutilizations in the Clerical section as a whole. Rev. Lacey asked when they will be reporting back to the Board. Mr. Williams stated that they will be returning in October, 2014.

2012-2013 CORPORATE AND FACILITY AFFIRMATIVE ACTION PLAN UPDATE

Gail Proto, Senior Director, Affirmative Action/EEO reported on the Equal Employment Opportunity status of the Corporation's workforce as of June 30, 2013. She stated that in 2013, the Corporation's workforce continued to show a high level of representation of minority employees (82.9%) and women (68.5%) at all levels of the organization, but with some pockets of underutilization that need to be addressed. She further reported that of the 44 job groups which characterize the corporate workforce, 13 or 30% indicated an underutilization of total minorities, specific minorities and/or women identical to 2012. She stated that this year, there were 19 instances of underutilizations which is one more than last year and that the additional underutilization was for job group, 1A, Senior Staff, for Hispanic employees. She also reported that the Corporation continues to focus on improving the representation of women in Senior Staff, as this year, their representation decreased by three (although seven additional new employees were hired in Senior Staff). She also emphasized that minority employees continue to be underutilized in Supervisors Skilled Crafts, Construction Trades, Precision Productions and Helpers Construction Trades and that the underrepresentation of specific minorities, Hispanics and Asians, remains a priority of the Corporation.

There being no further business, the meeting was adjourned at 1:50 p.m.

ASSISTANT VICE PRESIDENT'S REPORT

Based on the 2000 Census, the Federal government updated its database of workforce information used by Federal contractors to do the utilization analysis of their workforce for inclusion in their Affirmative Action Plan. The Corporation's contract Compliance Program and internal Affirmative Action Plan uses the same data to conduct workforce analysis. These updates went into effect on January 1, 2014; the Office of Affirmative Action/EEO has started the conversion process by renewing their license to use the updated workforce analysis software, through Biddle Associates, the current owner of the software. We have also started the process of cross walking the 2000 census codes and availability to the 2010 census codes. Finally, we are working with Corporate Human Resources to resurvey the entire HHC workforce to reflect the new race/ethnicity classifications.

MCW:nei

CONDITIONALLY APPROVED CONTRACTORS

Annual Update

3M	Office of Information Technology Services (Software & Related Services) \$15,157,791.77
New York Blood Center	Materials Management (Voluntarily Donated Whole Blood, Blood Components & Special Services) \$50,000,000.00

New

Gilbane Building Company.	Materials Management (Construction Management Services) \$15,000,000.00
Arcadis U.S. Inc.	Materials Management (Professional Engineering and Architectural Services) \$5,000,000.00
WSP USA Corp.	Office of Facilities Development (MEP Design Services) \$15,000,000.00
iSirona, LLC.	EITS IT Financial Administration (Biomedical Middleware Software Services) \$ 6,500,000.00

3M

COMPARISON OF 2012 ANALYSIS WITH 2013 UPDATE

	<u>2012</u>	<u>2013</u>	<u>Difference</u>
Total # of Employees	524	603	79
Underutilized	YES	YES	-
# of Job Groups	10	16	6
# of Job Groups Underutilized	1	3	2
# of Underutilizations	1	3	2
# of Minority Underutilizations	1	3	2
# of Female Underutilizations	-	-	-

3M

UNDERUTILIZATIONS

JOB GROUP

2012

2013

Sales JG 1

Minorities

-

Manager JG 1

-

Minorities

Professionals JG 1

-

Minorities

Professionals JG 3

-

Minorities

3M 2013
Comparison of Incumbency to Availability

Job Group: Managers JG 1
Test: Standard Deviation
Total Employees: 44

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	22	22	2	42	1	0	1	0	0	0
Employees (%)	50.0	50.0	4.5	95.5	2.3	0.0	2.3	0.0	0.0	0.0
Availability (%) Goal	70.4	29.6	19.2	80.8	6.1	6.0	5.5	0.7	0.1	0.7
Test: Standard Deviation	YES	NO	YES	NO	NO	NO	NO	NO	NO	NO
	-2.97	2.97	-2.47	2.47	-1.06	-1.68	-0.94	-0.57	-0.20	-0.57
Add'l Needed to Eliminate Problem Area (#)	3	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	9	0	7	0	2	3	2	1	1	1

3M 2013
Comparison of Incumbency to Availability

Job Group: Professionals JG 1
Test: Standard Deviation
Total Employees: 151

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	68	83	17	134	10	0	7	0	0	0
Employees (%)	45.0	55.0	11.3	88.7	6.6	0.0	4.6	0.0	0.0	0.0
Availability (%) Goal	59.9	40.1	25.5	74.5	5.5	4.1	14.3	0.6	0.1	0.9
Test: Standard Deviation	YES	NO	YES	NO	NO	YES	YES	NO	NO	NO
	-3.74	3.74	-4.02	4.02	0.63	-2.55	-3.40	-0.94	-0.31	-1.18
Add'l Needed to Eliminate Problem Area (#)	11	0	11	0	0	1	6	0	0	0
Add'l Needed to Reach Availability (#)	23	0	22	0	0	7	15	1	1	2

3M 2013
Comparison of Incumbency to Availability

Job Group: Professionals JG 3

Test: Standard Deviation

Total Employees: 119

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	67	52	12	107	7	0	5	0	0	0
Employees (%)	56.3	43.7	10.1	89.9	5.9	0.0	4.2	0.0	0.0	0.0
Availability (%) Goal	67.0	33.0	27.2	72.8	7.5	5.5	12.5	0.7	0.1	0.9
Test: Standard Deviation	YES	NO	YES	NO	NO	YES	YES	NO	NO	NO
	-2.47	2.47	-4.20	4.20	-0.68	-2.64	-2.73	-0.92	-0.31	-1.06
Add'l Needed to Eliminate Problem Area (#)	3	0	11	0	0	2	3	0	0	0
Add'l Needed to Reach Availability (#)	13	0	21	0	2	7	10	1	1	2

NEW YORK BLOOD CENTER

COMPARISON OF 2012 ANALYSIS WITH 2013 UPDATE

	<u>2012</u>	<u>2013</u>	<u>Difference</u>
Total # of Employees	652	626	-26
Underutilized	YES	YES	-
# of Job Groups	33	33	-
# of Job Groups Underutilized	3	2	1
# of Underutilizations	3	2	1
# of Minority Underutilizations	1	-	1
# of Female Underutilizations	2	2	-

NEW YORK BLOOD CENTER

UNDERUTILIZATIONS

<u>JOB GROUP</u>	<u>2012</u>	<u>2013</u>
Managers JG 2	Minorities	-
Professionals JG 5	-	Females
Clericals JG 5	Females	-
Techs JG 1	-	Females
Techs JG 5	Females	-

**New York Blood Center 2013
Comparison of Incumbency to Availability**

Job Group: Professionals JG 5

Test: Standard Deviation

Total Employees: 14

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	10	4	8	6	1	2	5	0	0	0
Employees (%)	71.4	28.6	57.1	42.9	7.1	14.3	35.7	0.0	0.0	0.0
Availability (%) Goal	7.9	92.1	62.1	37.9	32.8	7.2	19.0	0.2	0.0	2.9
Test: Standard Deviation	NO	YES	NO	NO	YES	NO	NO	NO	NO	NO
	8.82	-8.82	-0.38	0.38	-2.04	1.02	1.60	-0.18	-0.05	-0.65
Add'l Needed to Eliminate Problem Area (#)	0	7	0	0	1	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	1	0	4	0	0	1	0	1

**New York Blood Center 2013
Comparison of Incumbency to Availability**

Job Group: Technicians JG 1
Test: Standard Deviation
Total Employees: 36

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	21	15	34	2	15	7	12	0	0	0
Employees (%)	58.3	41.7	94.4	5.6	41.7	19.4	33.3	0.0	0.0	0.0
Availability (%) Goal	40.7	59.3	63.8	36.2	27.0	14.1	20.0	0.1	0.1	2.5
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	2.15	-2.15	3.83	-3.83	1.99	0.93	1.99	-0.17	-0.14	-0.97
Add'l Needed to Eliminate Problem Area (#)	0	1	0	5	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	7	0	12	0	0	0	1	1	1

GILBANE BUILDING COMPANY

2013 ANALYSIS

2013

Total # of Employees

156

Underutilized

YES

of Job Groups

5

of Job Groups Underutilized

1

of Underutilizations

1

of Minority Underutilizations

1

of Female Underutilizations

-

GILBANE BUILDING COMPANY

UNDERUTILIZATION

JOB GROUP

2013

Managers JG 2

Minorities

Gilbane Building Company
Comparison of Incumbency to Availability

Job Group: Managers JG 2
Test: Standard Deviation
Total Employees: 102

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	90	12	21	81	6	8	7	0	0	0
Employees (%)	88.2	11.8	20.6	79.4	5.9	7.8	6.9	0.0	0.0	0.0
Availability (%) Goal	87.2	12.8	37.1	62.9	9.4	13.4	10.9	0.2	0.0	3.1
Test: Standard Deviation	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO
	0.30	-0.30	-3.46	3.46	-1.23	-1.66	-1.32	-0.49	-0.05	-1.80
Add'l Needed to Eliminate Problem Area (#)	0	0	7	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	2	17	0	4	6	5	1	0	4

ARCADIS U.S. INC.

2013 ANALYSIS

2013

Total # of Employees	320
Underutilized	YES
# of Job Groups	18
# of Job Groups Underutilized	2
# of Underutilizations	2
# of Minority Underutilizations	1
# of Female Underutilizations	1

ARCADIS U.S. INC.

UNDERUTILIZATIONS

JOB GROUP

2013

Managers JG 1

Females

Professionals JG 6

Minorities

Arcadis U.S. Inc.
Comparison of Incumbency to Availability

Job Group: Managers JG 1
Test: Standard Deviation
Total Employees: 23

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	22	1	3	20	0	3	0	0	0	0
Employees (%)	95.7	4.3	13.0	87.0	0.0	13.0	0.0	0.0	0.0	0.0
Availability (%) Goal	78.4	21.6	17.0	83.0	4.1	4.6	7.5	0.1	0.0	0.7
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.01	-2.01	-0.50	0.50	-0.99	1.95	-1.36	-0.18	-0.06	-0.41
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

WSP USA CORP.

2013 ANALYSIS

2013

Total # of Employees

259

Underutilized

YES

of Job Groups

6

of Job Groups Underutilized

1

of Underutilizations

1

of Minority Underutilizations

1

of Female Underutilizations

-

WSP USA CORP
UNDERUTILIZATION

JOB GROUP

2013

Technicians JG 4

Minorities

WSP USA Corp
Comparison of Incumbency to Availability

Job Group: Technicians JG 4
Test: Standard Deviation
Total Employees: 28

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	16	12	7	21	3	3	1	0	0	0
Employees (%)	57.1	42.9	25.0	75.0	10.7	10.7	3.6	0.0	0.0	0.0
Availability (%) Goal	69.1	30.9	46.7	53.3	14.0	12.8	17.3	0.4	0.0	2.2
Test: Standard Deviation	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO
	-1.37	1.37	-2.30	2.30	-0.50	-0.33	-1.92	-0.35	-0.10	-0.79
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	4	0	7	0	1	1	4	1	0	1

ISIRONA, LLC.

2013 ANALYSIS

2013

Total # of Employees

181

Underutilized

YES

of Job Groups

6

of Job Groups Underutilized

2

of Underutilizations

2

of Minority Underutilizations

-

of Female Underutilizations

2

ISIRONA, LLC.

UNDERUTILIZATIONS

JOB GROUP

2013

Managers JG 2

Females

Technicians JG 3

Females

iSirona, LLC.
Comparison of Incumbency to Availability

Job Group: Managers JG 2
Test: Standard Deviation
Total Employees: 18

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	18	0	5	13	2	2	0	1	0	0
Employees (%)	100.0	0.0	27.8	72.2	11.1	11.1	0.0	5.6	0.0	0.0
Availability (%) Goal	65.1	34.9	17.7	82.3	6.3	5.7	4.1	0.8	0.1	0.8
Test: Standard Deviation	NO 3.11	YES -3.11	NO 1.12	NO -1.12	NO 0.84	NO 1.00	NO -0.87	NO 2.26	NO -0.12	NO -0.38
Add'l Needed to Eliminate Problem Area (#)	0	2	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	7	0	2	0	0	1	0	1	1

iSirona, LLC.
Comparison of Incumbency to Availability

Job Group: Technicians JG 3
Test: Standard Deviation
Total Employees: 65

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	57	8	20	45	5	2	12	1	0	0
Employees (%)	87.7	12.3	30.8	69.2	7.7	3.1	18.5	1.5	0.0	0.0
Availability (%) Goal	72.6	27.4	25.1	74.9	5.9	4.1	13.5	0.6	0.1	1.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.72	-2.72	1.05	-1.05	0.63	-0.43	1.17	1.05	-0.22	-0.81
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	10	0	4	0	1	0	0	1	1

NEW YORK CITY HEALTH AND HOSPITALS CORPORATION

AFFILIATE

AFFIRMATIVE ACTION PLANS

2013

AFFILIATES AND THE HOSPITALS THEY SERVE

MT. SINAI SCHOOL OF MEDICINE

ELMHURST HOSPITAL CENTER
QUEENS HOSPITAL CENTER

NEW YORK UNIVERSITY SCHOOL OF MEDICINE

BELLEVUE HOSPITAL CENTER
COLER-GOLDWATER SPECIALTY HOSPITAL NURSING FACILITY
GOUVERNEUR HEALTHCARE SERVICES
WOODHULL MEDICAL & MENTAL HEALTH CENTER/
CUMBERLAND DIAGNOSTIC & TREATMENT CENTER

PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.

CONEY ISLAND HOSPITAL
HARLEM HOSPITAL CENTER
JACOBI MEDICAL CENTER/NORTH CENTRAL BRONX HOSPITAL
LINCOLN MEDICAL AND MENTAL HEALTH CENTER
METROPOLITAN HOSPITAL CENTER

STATE UNIVERSITY OF NEW YORK (SUNY) HEALTH SCIENCE CENTER AT BROOKLYN

KINGS COUNTY HOSPITAL CENTER

AFFILIATES AND THEIR UNDERUTILIZATIONS (2013)

AFFILIATES	UNDERUTILIZATION WOMEN	UNDERUTILIZATION MINORITY	#	JOB GROUPS UNDERUTILIZED
MT. SINAI SCHOOL OF MEDICINE @ ELMHURST	0	0	0	0
MT. SINAI SCHOOL OF MEDICINE @ QUEENS	0	0	0	0
STATE UNIVERSITY OF NY (SUNY) @ KINGS COUNTY	0	0	0	0
N Y U SCHOOL OF MEDICINE @ BELLEVUE & GOUVERNEUR & WOODHULL/CUMBERLAND	0	0	0	0

AFFILIATES AND THEIR UNDERUTILIZATIONS (2012)

AFFILIATES	UNDERUTILIZATION WOMEN	UNDERUTILIZATION MINORITY	#	JOB GROUPS UNDERUTILIZED
MT. SINAI SCHOOL OF MEDICINE @ ELMHURST	0	0	0	0
MT. SINAI SCHOOL OF MEDICINE @ QUEENS	0	0	0	0
STATE UNIVERSITY OF NY (SUNY) @ KINGS COUNTY	0	0	0	0
N Y U SCHOOL OF MEDICINE @ BELLEVUE & GOUVERNEUR & WOODHULL/CUMBERLAND	0	0	0	0

AFFILIATES AND THEIR UNDERUTILIZATIONS

AFFILIATES	REPLACED AFFILIATE	AFFILIATE FACILITY	PAGNY
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.	UNIVERSITY GROUP MEDICAL ASSOCIATES	CONEY	2010
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.	TRUSTEES OF COLUMBIA UNIVERSITY	HARLEM	2012
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.	NEW YORK MEDICAL ALLIANCE	JACOBI/NCB	2012
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.	DOWNTOWN BRONX MEDICAL ASSOCIATES.	LINCOLN	2012
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.	NEW YORK MEDICAL COLLEGE	METROPOLITAN	2012

JOB GROUPS THROUGHOUT AFFILIATES WHERE MINORITIES ARE UNDERUTILIZED

JOB GROUP

UNDERUTILIZATIONS

2012

2013

0

0

* BEGINNING IN 2012 NYU CONSOLIDATED THEIR AFFILIATE EMPLOYEES FOR BELLEVUE, GOUVERNEUR AND WOODHULL INTO ONE WORKFORCE. THIS CONSOLIDATED WORKFORCE HAD NO UNDERUTILIZATIONS.

JOB GROUPS THROUGHOUT AFFILIATES WHERE WOMEN ARE UNDERUTILIZED

JOB GROUP

UNDERUTILIZATIONS

2012

2013

0

0

CONCLUSIONS

There were no underutilizations found during the analysis of the four affiliates reviewed in 2012 and 2013:
Mount Sinai School of Medicine,
New York University School of Medicine,
Physician Affiliate Group of New York, P.C. (PAGNY) &
the State University of New York.