



## AGENDA

**Equal Employment  
Opportunity  
Committee**

**Meeting Date**

March 13, 2018

**Time**

3:30 P.M.

**Location**

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

NOVEMBER 14, 2017

FIRST DEPUTY GENERAL COUNSEL'S UPDATE

Barbara Keller, Esq.

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

W.B. MASON

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT  
OPPORTUNITY  
COMMITTEE**

**MINUTES**

Meeting Date  
November 14, 2017

**BOARD OF  
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY  
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the NYC Health + Hospitals Board of Directors was held on November 14, 2017 in the Board Room at 125 Worth Street, Room 532, New York City with Robert F. Nolan, Committee Chair, presiding.

**COMMITTEE MEMBERS**

Robert F. Nolan, Chairperson  
Helen Arteaga Landaverde, Board Member  
Stanley Brezenoff, Interim President/Chief Executive Officer

**HHC STAFF**

Rosa Colon-Kolacko, Chief People Officer  
Barbara Keller, Legal Affairs  
Patricia Lockhart, Chairman's Office  
Salvatore J. Russo, Legal Affairs  
Matilde Roman, Chief Diversity and Inclusion Officer  
Camellia Mortezaazadeh, Diversity and Inclusion  
Therese Russo, Diversity and Inclusion

**OTHER ATTENDEES**

**MICROSOFT CORPORATION**

Donna Francis, Microsoft Corporation  
Brooke Lowry, Microsoft Corporation  
Pam London, Microsoft Corporation  
Tammie Beatty, Microsoft Corporation  
Jim Comey, Microsoft Corporation

**CANON SOLUTIONS AMERICA, INC.**

Bill Mayer, Canon Solutions America, Inc.

**CALL TO ORDER**

The meeting was called to order at 3:30 p.m. by Robert F. Nolan. The minutes of the May 2, 2017 EEO Committee were adopted as submitted.

**CHIEF PEOPLE OFFICER/CHIEF DIVERSITY OFFICER REPORT**

Dr. Rosa Colon-Kolacko, Senior Vice President and Chief People Officer, iterated NYC Health + Hospitals Human Capital and Experience's core goal of implementing workforce, cultural competence and learning strategies to transform employee and physician experience, increase engagement and growth, and enable the delivery of the best patient experience.

Matilde Roman, Esq., Senior Assistant Vice President and Chief Diversity Officer, reviewed NYC Health + Hospitals Diversity and Inclusion strategy, which flows directly from the 2015 NYC Health + Hospitals Plan to Enhance Equitable Care. Key in this strategy is the establishment of an infrastructure to support diversity and inclusion work system wide; improve health care access through effective communication and language services; improve the availability of key data indicators; enhance staff and organizational capacity to provide culturally and linguistically responsive services; expand communication and outreach strategies; and integrate diversity and inclusion practices, policies and operating procedures to meet diverse patient needs and enhance workplace inclusion.

Ms. Roman updated the committee on key accomplishments of the Office of Diversity and Inclusion over the past six months. Among them were securing funding in Fiscal Year 2018 from City Hall to improve transgender youth health services and to continue the implementation of a strategy for the expansion of LGBTQ affirming healthcare services across the system, which included launching a national Certificate of Advanced Training in LGBTQ Healthcare; successfully completing a cultural competency health literacy organizational assessment to evaluate NYC Health + Hospitals' policies, practices and efficacy in providing culturally-responsive care and communications to diverse patient populations; training over 2,000 staff system wide on diversity and cultural competency, LGBTQ health, and interreligious awareness; and supporting the implementation of the Immigrant Health Care Initiative which included participation in Immigrant HealthCare Rights forums across the city.

**2017 CONDITIONALLY APPROVED CONTRACTORS UPDATE**

**CONDITIONAL APPROVAL CONTRACTS**

**MICROSOFT CORPORATION CONTRACT**

Microsoft Corporation's Volume Licensing Enterprise Agreement contract with NYC Health + Hospitals was awarded in 2013 with a value of \$34.5 million. Microsoft has 3 Job Groups with workforce underrepresentation in 2017, as follows: Professionals Job Group 1 for females; Professionals Job Group 2 for females; and Professionals Job Group 12 for females. Donna Francis, NYC Health + Hospitals Account Executive; Jim Comey, General Manager of the East Coast of the Health Care Group; Brooke Lowry, Senior Diversity and Inclusion Consultant for Microsoft's World Wide Commercial Business and Office Product Business; Pam London, Human Resource Business Partner in the New York Office; and Tammie Beatty, Talent Management Consultant represented Microsoft Corporation.

Jim Comey, General Manager of the East Coast Health Care Group presented the Health Care Group's three-pronged diversity and inclusion strategy, which includes: hiring a diverse leadership team; recruiting from diverse talent pools to ensure that final qualified candidates are diverse; and creating diverse subcommittees. He stated that having diversity as part of the Microsoft Corporation culture is important for ensuring that diverse ideas and innovations are captured. Mr. Comey also clarified that company staff who interview candidates are also diverse.

Brooke Lowry, Senior Diversity and Inclusion Consultant for Microsoft's World Wide Commercial Business and Office Product Business, emphasized Microsoft's commitment to building a culture of inclusion where all employees feel welcome. In 2017, every Microsoft employee was mandated to complete a one-hour Unconscious Bias training online. The company also invested in a 4-hour, in-person 'Dialogue Across Differences' experiential training held in 2017, and an Inclusive Hiring online workshop for hiring managers in 2016.

Pam London, HR Business Partner in the New York Office, further discussed Microsoft's New York Metro retention and development strategy. Ms. London reported that Laura Clayton McDonnell, District GM and an African American female leader, has been championing diversity and inclusion strategy along with a team of leaders of the local Employee Resource Group (ERG) chapters (Women@Microsoft; Blacks@Microsoft; GLEAM (Gay and Lesbian employees at Microsoft); and HOLA (Hispanic/Latino)). The team organizes initiatives around talent development, community outreach, and recruiting. She also reported Microsoft's Listening Sessions and Roundtables by senior business and HR leaders, where a diverse cross section of employees, including women and Racial and Ethnic Minorities (REM), are invited to share their experiences around inclusion at the workplace. This feedback is used to shape Microsoft's diversity and inclusion initiatives and strategy. Other events include the Diversity and Inclusion Summit for ERGs and the "IO Cup Initiative," a networking event for Women@Microsoft.

Helen Arteaga Landaverde requested that Microsoft Corporation address its recruiting strategy, as the Job Group underrepresentations suggests that there is more focus on internal activities than on external activities for recruitment. Donna Francis reminded the Committee that Microsoft has eliminated Professionals JG 3 for minorities in 2017. Of the four job groups with underrepresentation, three are very technical, customer-facing roles: the Technology Solutions

Professional, the Technology Solutions Specialist, and the Cloud Solutions Architect. The roles require 400-level depth in technical knowledge and excellent customer service skills. For those technical, customer-facing roles, the talent market is 20% diverse. Microsoft is focusing sourcing and research efforts to correct for the underrepresentation by tapping into that diverse market, however small. The fourth role, Customer Success Manager, is a new role that NYC Health + Hospitals does not utilize.

Dr. Rosa Colon-Kolacko asked if pipelines are being built to local schools. Ms. Francis said they are building those pipelines, as well as providing professional development opportunities for recent college hires. Mr. Stanley Brezenoff, Interim President/Chief Executive Officer, recommended that Microsoft Corporation work with technical and engineering schools in the City University of New York (CUNY) to advise on curriculums and cultivate pipelines between CUNY and Microsoft. Tammie Beatty also reported that Microsoft NYC Girls Who Code Summer Immersion Program allows female students to learn coding and get exposure to jobs in tech.

Mr. Robert Nolan asked Ms. Lowry what Microsoft's action plan is for correcting female underrepresentation in the 3 Professionals Job Categories. Ms. Lowry responded that she does not have a specific action plan as of now, but her team plans to work with leadership to understand how to correct underrepresentation for relevant roles, as positions become open. This year, Microsoft is striving toward a 50% MSPS mix.

Mr. Nolan asked if promotions and bonuses are tied to recruiting and hiring females and minorities to alleviate the pattern of underrepresentation within the cited job groups. Ms. Lowry responded that she offers enhanced sign-on cash bonuses and stock bonuses for both females and minorities.

### **CANON SOLUTIONS AMERICA, INC. CONTRACT**

Canon Solutions America, Inc. holds a 7-year Managed Print Services (MPS) contract for \$74,334,132 which was awarded in 2016. MPS provides the ability to proactively track, monitor and manage all hardcopy output equipment for NYC Health + Hospital's standalone and networked single function and multi-function printers, copiers, print shop devices, scanners and fax devices supporting all NYC Health + Hospitals locations. Canon has 4 areas of workforce underrepresentation in 2017, as follows: Managers Job Group 1C for females; Managers Job Group 1D for females; Sales Workers Job Group 4A for females and minorities; and Administrative Support Job Group 5C for females. Bill Mayer, Senior Vice President of Human Resources, represented Canon Solutions America, Inc. In his opening remarks, he commented that NYC Health + Hospitals has given Canon Solutions America Inc. the opportunity to improve its female and minority workforce by providing a visibility to female and minority gaps that did not exist before.

Mr. Mayer reported that towards the beginning of the 2017, Canon Solutions, Inc. developed a human resource strategy map that included the creation of two project teams aimed at enhancing diversity and inclusion culture and improving diversity and inclusion talent acquisition. Canon is also beginning to use affirmative action data for talent acquisition specialists to use when recruiting candidates and filling vacant positions. While expectations have not been met in all job groups, awareness around diversity and inclusion has been raised system wide, he said.

Ms. Landaverde asked if Administrative Support Job Group 5C is staffed with predominantly lower-level employees. Mr. Mayer confirmed that 5C is an entry-level role, mostly composed of Site Representatives in Canon's outsourced services division. Canon will continue to use its internal pipeline such as its Emerging Leaders programs as an avenue for promotion of minorities and females in Job Group 5C. Twelve candidates were part of this program in 2016, and one candidate is charted to move into a management role this year. Canon intends to continue the program into the next year. Mr. Nolan asked if employees in this pipeline will have additional training to continue to develop their skills. Mr. Mayer replied that all Emerging Leaders are required to take forty hours per year of professional development e-learning courses.

Mr. Brezenoff asked where the entry-level workforce comes from. Mr. Mayer replied that Canon most frequently gets candidates through postings on internet sites such as Indeed and Monster. Mr. Brezenoff asked whether these entry-level employees who hold a high school diploma have the necessary backgrounds for substantial promotions. Mr. Mayer said often they do not and that Canon relies on external recruiting to fill higher level vacant positions. Mr. Nolan asked what presence Canon has in local high schools such as those on Long Island for building pipelines. Mr. Mayer responded that Canon does not have strong pipelines into these schools. Mr. Nolan asked what presence Canon's Long Island headquarters have in local colleges for building pipelines. Mr. Mayer replied that those pipelines are improving through its parent organization, Canon Solutions, Inc. USA. The New York Metro Office will continue to partner with its parent organization to develop diversity and inclusion strategy. Mr. Nolan asked how often Canon visits job fairs around the city. Mr. Mayer replies that they attend around six to eight job fairs annually, based on acquisition requests.

Mr. Nolan asked if there are specific strategies Canon is using to address the underrepresentation of females. Mr. Mayer responded that the company is accessing marketplace research resources on women in technology professions. Mr. Mayer reiterated Canon Solutions, Inc.'s commitment to increasing the representation of females and minorities in currently underrepresented groups.

RFN: tr

# Equal Employment Opportunity Committee

Tuesday, March 13, 2018



## Conditional Approved Contracts

W.B. MASON COMPANY, INC.  
Brockton, MA  
(New York Location)

Materials Management  
(Office Supplies)  
\$8,814,383.00





<b>W.B. Mason</b>		<b>2017 (2016 data)</b>		<b>2018 (2017 data)</b>			
# EMPLOYEES		646		745 (+99)			
# JOB GROUPS		17		8 (-9)			
# JOB GROUPS WITH UNDERREPRESENTATION		9		6 (-3)			
# OF TOTAL MINORITY & FEMALE UNDERREPRESENTATION		14		8 (-6)			
<b>JOB GROUP</b>	<b>TOTAL EMPLOYEES</b>	<b>MINORITY UNDERREPRESENTATION</b>	<b>FEMALE UNDERREPRESENTATION</b>	<b>JOB GROUP</b>	<b>TOTAL EMPLOYEES</b>	<b>MINORITY UNDERREPRESENTATION</b>	<b>FEMALE UNDERREPRESENTATION</b>
Administrative Level 2 - Administrative Workers	74	Total representation: 25 Standard deviation: -3.68 Number of hires needed: 7		Administrative Support Workers (5A)	66	Total representation: 27 Standard deviation: -2.53 Number of hires needed: 2	
Managers Level 2 - First/Mid-Level Manager/Official	24	Total representation: 4 Standard deviation: -2.46 Number of hires needed: 1	Total representation: 3 Standard deviation: -2.13 Number of hires needed: 1	Managers - First/Mid-Level (1B)	36	Total representation: 5 Standard deviation: -2.62 Number of hires needed: 2	
Managers Level 3- First/Mid-Level Manager/Official	21		Total representation: 0 Standard deviation: -2.40 Number of hires needed: 1	Supervisors (1C)	33	Total representation: 10 Standard deviation: -2.60 Number of hires needed: 2	Total representation: 0 Standard deviation: -3.21 Number of hires needed: 3
Operatives Level 2	124	Total representation: 60 Standard deviation: -3.00 Number of hires needed: 6		Operatives (7A)	224	Total representation: 100 Standard deviation: -5.46 Number of hires needed: 25	Total representation: 4 Standard deviation: -2.27 Number of hires needed: 1
Operatives Level 3	21	Total representation: 8 Standard deviation: -6.57 Number of hires needed: 7	Total representation: 2 Standard deviation: -4.33 Number of hires needed: 5				
Sales Worker Level 1	16	Total representation: 1 Standard deviation: -2.47 Number of hires needed: 1	Total representation: 3 Standard deviation: -2.33 Number of hires needed: 1	Sales (4A)	288	Total representation: 29 Standard deviation: -3.03 Number of hires needed: 7	
Sales Worker Level 2	29	Total representation: 1 Standard deviation: -3.65 Number of hires needed: 4	Total representation: 5 Standard deviation: -3.30 Number of hires needed: 4				
Sales Worker Level 3	210	Total representation: 35 Standard deviation: -5.82 Number of hires needed: 27	Total representation: 47 Standard deviation: -7.39 Number of hires needed: 39				
Laborers Level 1 - Laborers & Helpers	55		Total representation: 10 Standard deviation: -5.71 Number of hires needed: 14	Laborers and Helpers (5A)	78		Total representation: 14 Standard deviation: -3.03 Number of hires needed: 4





February 16, 2018

Mr. Keith Tallbe  
Associate Counsel – Associate Counsel, Director of Procurement  
Legal Affairs, Supply Chain Services  
NYC Health + Hospitals  
160 Water Street – 13<sup>th</sup> Floor  
New York, NY 10038

Dear Mr. Tallbe:

W.B. Mason Company, Inc. continues to be committed to a diversified workplace. It is the policy and philosophy of W.B. Mason to recruit, develop, and promote for all job classifications without regard to race, color, religion, sex, national origin, disability, sexual orientation, age, or veteran status. All decisions on employment are made to further the principle of equal opportunity employment.

W.B. Mason continually focuses on seeking diverse candidates for all organizational roles. For sales, customer service, and distribution roles, we place emphasis on strategically recruiting candidates and graduates that can, through their own diversity, understand, connect to, and build relationships in the many diverse and ethnic communities and neighborhoods throughout NYC. We strongly encourage employee referrals and target candidates and recruitment from diverse sites, organizations, and programs committed to promoting and showcasing candidates who can represent W.B. Mason in the many diversified NYC neighborhoods we service and support.

In an effort to augment that policy in a proactive manner, with the specific goal of correcting deficiencies in our employment profile as identified by your office, we hereby commit to undertaking the following actions:

- 1) **Action 1: Efforts to conduct recruiting and hiring activities that will result in increased opportunities for minorities and women**

When W.B. Mason has an opportunity to fill a position in an area in which a deficiency has been identified, we will look to minorities and females first to source and promote. The company will continue to solicit minority and women candidates through a number of diversity posting sites, including, but not limited to:



Women For Hire
EmployDIVERSITY
New York State Job Bank
Job Opportunities for Disabled American Veterans
DisABLED Person
MilitaryVetJobs.com
Black Perspective
Hispanic Today
Veterans Enterprise
Women in Business
US Military Pipeline
HireOurHeroes.com
Ability Beyond

**2) Action 2: Efforts to develop training programs that will result in opportunities for minorities and/or women to enter or be promoted within the organization**

W.B. Mason is dedicated to promoting employees from within the organization to supervisory and leadership roles. We have committed to this practice by hiring a Learning & Development Leader with twenty-five years of learning experience. One of the primary objectives of W.B. Mason's Learning & Development Leader is to train, promote, and strengthen our future leaders to include employees of color and women. In our most recent series of leadership development seminars in February 2018, we achieved attendance and participation of 110 W.B. Mason supervisors in the Tri-State Area. Of the attendees, over 40% were diversity employees learning behaviors to improve their success in current roles and prepare them for future opportunities.

**3) Efforts to assure that staff reductions do not impact disproportionately on minorities or women**

In cases of staff reduction, W.B. Mason will conduct an impact ratio analysis to ensure that minorities and women will not be adversely impacted.

We are confident that the above plan will help us make significant and tangible strides toward eliminating areas of workforce underrepresentation identified by NYC Health + Hospitals.

Should you have further questions or follow up items of any type on this matter, please do not hesitate to contact me.



Sincerely,

A handwritten signature in blue ink, appearing to read "Brian Charpentier".

**Brian Charpentier**  
**Branch Manager**  
**W.B. Mason Company, Inc.**  
**888-926-2766 x1147**  
[Brian.charpentier@wbmason.com](mailto:Brian.charpentier@wbmason.com)

W.B. Mason Union Organizations (2018)

Job Group: 5A - Administrative Support Workers

Test: Standard Deviation

Total Employees: 66

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	15	51	27	39	9	14	2	1	0	1
Employees (%)	22.7	77.3	40.9	59.1	13.6	21.2	3.0	1.5	0.0	1.5
Availability (%) Goal	39.5	60.5	56.4	43.6	22.8	24.8	7.4	0.1	0.0	1.3
Test: Standard Deviation	YES	NO	YES	NO	NO	NO	NO	NO	NO	NO
	-2.79	2.79	-2.53	2.53	-1.76	-0.67	-1.34	3.61	-0.13	0.14
Addtl Needed to Eliminate Problem Area (#)	3	0	2	0	0	0	0	0	0	0
Addtl Needed to Reach Availability (#)	12	0	11	0	7	3	3	0	0	0

W.B. Mason Underutilizations (2018)

Job Group: 1B - First/Mid Level Mgr/Official  
 Test: Standard Deviation  
 Total Employees: 36

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	31	5	5	31	2	3	0	0	0	0
Employees (%)	86.1	13.9	13.9	86.1	5.6	8.3	0.0	0.0	0.0	0.0
Availability (%) Goal	72.7	27.3	34.8	65.2	9.8	15.4	8.3	0.1	0.1	0.9
Test: Standard Deviation	NO 1.80	NO -1.80	YES -2.62	NO 2.62	NO -0.85	NO -1.18	NO -1.80	NO -0.18	NO -0.23	NO -0.58
Add'l Needed to Eliminate Problem Area (#)	0	0	2	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	5	8	0	2	3	3	1	1	1

W.B. Mason Underutilizations (2018)

Job Group: 1C - Supervisors  
 Test: Standard Deviation  
 Total Employees: 33

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	33	0	10	23	3	7	0	0	0	0
Employees (%)	100.0	0.0	30.3	69.7	9.1	21.2	0.0	0.0	0.0	0.0
Availability (%) Goal	76.2	23.8	52.9	47.1	21.0	22.3	7.4	0.4	0.2	1.7
Test: Standard Deviation	NO	YES	YES	NO	NO	NO	NO	NO	NO	NO
	3.21	-3.21	-2.60	2.60	-1.67	-0.14	-1.62	-0.35	-0.24	-0.75
Add'l Needed to Eliminate Problem Area (#)	0	3	2	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	8	0	4	1	3	1	1	1

**W.B. Mason Underutilizations (2018)**

Job Group: 7A - Operatives  
 Test: Standard Deviation  
 Total Employees: 224

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	220	4	100	124	33	62	4	0	0	1
Employees (%)	98.2	1.8	44.6	55.4	14.7	27.7	1.8	0.0	0.0	0.4
Availability (%) Goal	94.9	5.1	62.3	37.7	17.2	37.1	6.2	0.1	0.0	1.7
Test: Standard Deviation	NO 2.27	YES -2.27	YES -5.46	NO 5.46	NO -0.97	YES -2.91	YES -2.75	NO -0.51	NO -0.14	NO -1.46
Add'l Needed to Eliminate Problem Area (#)	0	1	25	0	0	7	3	0	0	0
Add'l Needed to Reach Availability (#)	0	8	40	0	6	22	10	1	0	3



W.B. Mason Underutilizations (2018)

Job Group: 4A - Sales  
 Test: Standard Deviation  
 Total Employees: 288

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	221	67	29	259	12	12	2	0	0	3
Employees (%)	76.7	23.3	10.1	89.9	4.2	4.2	0.7	0.0	0.0	1.0
Availability (%) Goal	72.8	27.2	16.7	83.3	3.6	8.4	3.4	0.2	0.1	1.0
Test: Standard Deviation	NO	NO	YES	NO	NO	YES	YES	NO	NO	NO
	1.51	-1.51	-3.03	3.03	0.47	-2.57	-2.52	-0.80	-0.51	0.03
Add'l Needed to Eliminate Problem Area (#)	0	0	7	0	0	3	2	0	0	0
Add'l Needed to Reach Availability (#)	0	12	20	0	0	13	8	1	1	0

**W.B. Mason (New York) 2018**  
**Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** BA - Laborers and Helpers  
**Test:** Standard Deviation  
**Total Employees:** 78

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	64	14	43	35	21	17	1	2	0	2
Employees (%)	82.1	17.9	55.1	44.9	26.9	21.8	1.3	2.6	0.0	2.6
Availability (%) Goal	65.8	34.2	73.3	28.7	15.6	48.3	7.9	0.2	0.0	1.4
Test: Standard Deviation	NO	YES	YES	NO	NO	YES	YES	NO	NO	NO
	3.03	-3.03	-3.62	3.62	2.76	-4.67	-2.16	5.30	-0.17	0.88
Add'l Needed to Eliminate Problem Area (#)	0	4	7	0	0	12	1	0	0	0
Add'l Needed to Reach Availability (#)	0	13	15	0	0	21	6	0	0	0