

AGENDA

Equal Employment Opportunity Committee

Meeting Date

January 13, 2015

Time

12:00 P.M.

Location

Board Room (532)

CALL TO ORDER

Anna Kril

ADOPTION OF MINUTES

Anna Kril

OCTOBER 7, 2014

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams

GOVERNOR'S M/WBE FORUM
M/WBE GOAL UPDATE

CONDITIONAL CONTRACTORS

Sharon Foxx

3M COMPANY
NEW YORK BLOOD CENTER
GILBANE BUILDING COMPANY
WSP USA CORPORATION

2014 AFFILIATE AFFIRMATIVE ACTION PLANS

Gail Proto

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date
October 7, 2014

**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 7, 2014 in the Board Room at 125 Worth Street, New York City with Anna Kril, Committee Chair, presiding.

COMMITTEE MEMBERS

Anna Kril, Chairperson
Ramanathan Raju, MD, President
Josephine Bolus, RN
Robert F. Nolan, Committee Member

HHC STAFF

Paul Albertson, Supply Chain Services
Jun Amora, Supply Chain Services
Donna Benjamin, President's Office
Deborah Cates, Chairman's Office/Board Affairs
Melissa Clitandre, North Brooklyn Healthcare Network
Martin O. Everette, Affirmative Action/EEO
Sharon Foxx, Affirmative Action/EEO
Norma E. Irizarry, Affirmative Action/EEO
Sophia Isaac, Woodhull Medical and Mental Health Center
Barbara Keller, Legal Affairs
James Keys, South Brooklyn Health Network
Marva Langdon Dunn, North Bronx Health Network
Patricia Lockhart, Chairman's Office
Jeannith Michelen, Queens Health Network
Randall Mark, President's Office

William Marshall, Lincoln Medical & Mental Health Center
Luz Nazario, South Manhattan Healthcare Network
Lois Penn, South Manhattan Healthcare Network
Tania Pierre, Affirmative Action/EEO
Gail Proto, Affirmative Action/EEO
Lynnette Sainbert, Chairman's Office
Yvette Villanueva, Generations +/Northern Manhattan Health Network
Manasses C. Williams, Affirmative Action/EEO
Julianne Yanez, Queens Health Network

OTHER ATTENDEES

Anne Bergen Taylor, Arcadis U.S., Inc.

Rochelle Noel, Cablevision Lightpath, Inc.
Lisa Rispoli, Cablevision Lightpath, Inc.

Kevin Barrett, Hunter Roberts Construction Group, LLC
Sarah Murray, Hunter Roberts Construction Group, LLC

Tammie Beatty, Microsoft Corporation
Sheila Boyd, Microsoft Corporation
Donna Francis, Microsoft Corporation

Patty Boujoukos, SunGard Availability Services, LP
Peggy Campbell, SunGard Availability Services, LP

CALL TO ORDER

The meeting was called to order at 11:05 a.m. by Anna Kril, Committee Chairperson. The minutes of the June 10, 2014 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 on two informational items. He stated that HHC's participation at the 21st annual Competitive Edge Conference was held on Tuesday, July 15, 2014 from 8:00 am – 4:00 pm, at the Marriott Marquis Hotel located in Times Square in mid-town Manhattan. He also stated that as usual, the event had a good turnout with 400 vendors in attendance and that in keeping with the annual theme there were workshops for the Minority/Women Business Enterprise (M/WBE).

He then stated that at the June 2014 Committee presentation, Ramanathan Raju, MD, President, and Antonio D. Martin, Executive Vice President and Corporate Chief Operating Officer, had questions on how the program was doing and our commitment in terms of trying to create a program to increase our utilization. He also stated that a

meeting was subsequently held with Antonio D. Martin, Executive Vice President and Corporate Chief Operating Officer, Paul Albertson, Senior Assistant Vice President, Materials Management, Jeremy Berman, Deputy Counsel, Legal Affairs and other additional members of his staff. He further stated that in the several meetings which they have had, they developed a plan which outlines HHC's and the Board Officer's commitment in terms of increasing the level of M/WBEs utilizations going forward. He then introduced Mr. Albertson who presented Materials Management's new plan to move forward rapidly on diversity sourcing. He also stated that a component of the goal for HHC is standardized data based on an evidenced driven strategic sourcing program as well as encompassing cost reduction, quality improvement, improved outcomes, audit compliance, operational excellence, and the promotion of the New York State Empire State Development goals. He also stated that about a year ago, Martin O. Everette, Director, Affirmative Action/Equal Employment Opportunity asked his office if they were able to centralize the procurement supply chain services for HHC and that prior to last fall there was a decentralized approach with purchasing happening at eight different offices in the system. He further stated that there was confusion for sourcing in general as it relates to some of the 100-5 Operating Procedure rules as well as important questions regarding diversity. He stated that what was done was to centralize his office sourcing components with all sourcing happening on behalf of the hospitals through his office as well as the Central Office Division which could be included as well.

Jun Amora, Director, Strategy Supply Chain Services, Materials Management made a Microsoft Power Point presentation. The presentation was of a basic diagram of how strategic sourcing is completed in any industry. He stated that this is an opportunity to solicit or create a sourcing project for any item or service whether it is procuring, consulting services, constructing services or buying goods or equipment for supplies. He then went through a solicitation process using Operating Procedure 100-5 to award a contract and then post the award of the contract, manage the contract against compliance business key performance indicators and spend. He explained that the goal is to add in and embed the EEO process so that HHC can assure its compliance with the Empire State Development goals. He stated that with the plan sources initiatives they are working with Mr. William's office to include them early on in the projects. This means that for projects that Materials Management have determined are viable opportunities for EEO, that they would add standard language into the RFP's and formal bids that speak about what the EEO requirements are or the M/WBE opportunities might be that they would help set goals. He then stated that any prime vendor that has subcontractors has to fill out the subcontractor declaration form. He further stated that they are inviting the Affirmative Action/EEO office to participate in the bidder's conferences; therefore, they can have a direct dialogue with the vendors on what the opportunities are for driving M/WBEs. He then stated that the next component of the plan is how they are going to be embedded working with Mr. Williams' team while sourcing goods and products for those contracts to determine what appropriate percentages should be for the M/WBE engagement. He further stated that the second piece of the plan is how they are going to retroactively look at their current contracts to see if in fact there are existing opportunities and meet with the vendors in the business reviews to gather the information and assure that it is ongoing. He then stated that they are interested in looking at the current

compliment of vendors that we utilize to find out how many are actually New York State certified since currently they do not have that designation in their system. He stated that with Mr. Williams' help they are going to be getting a listing of all the New York State certified M/WBE vendors in a file which they will then download and also download all the vendors that they have on their OTPS system and do a match up to see if in fact there are additional vendors that they currently utilize and have not been identified as being certified. Also, they want to identify those vendors that declare they are M/WBE vendors, but are not certified in the State of New York. He also stated that they want to also do outreach to those vendors and encourage them to become certified since we currently use them and if they qualify they want to have them complete the appropriate documents and get into the New York State listing. Finally, they would like to update the HHC Bidder's List to include those newly New York State certified vendors and to assure that they have them in our system; and therefore when we do M/WBE subcontract sourcing we can include those vendors who have those types of goods and services in the documents that go out to vendors for bidding. He also stated that it is kind of a three prong approach that they are planning to undertake to be able to demonstrate a much better understanding in compliance and a process to be able to meet their goals. Josephine Bolus, Committee Member asked Mr. Albertson if there will be a portion in the plan that will discuss the lateness in which the contractors get paid. She stated that some contractors do not have any money and they bring their employees to do the job and many times they find themselves waiting for months and even years before they get paid. She then asked if there is a way that the time for the contractors to get paid can be shortened. He stated that they can look in to that as well.

Mr. Williams recounted that when he briefed Ramanathan Raju, MD, President, he had asked him how many of the companies that they saw when they go out to the forums got contracts with HHC. He stated that while at the Governor's M/WBE Forum conference in Albany, New York he and Mr. Everette performed a walk-through and discovered that the twelve largest engineering and construction services companies are currently contracting with HHC. He also stated that Greenman-Pedersen Inc. (GPI) was awarded their first contract once they were certified from HHC.

Anna Kril, Chairperson, EEO Committee stated that Mr. Williams along with Mr. Albertson are doing a great job in getting this off the ground.

CONDITIONAL APPROVAL CONTRACTS

SUNGARD AVAILABILITY SERVICES, LP

Sharon Foxx, Assistant Director, Affirmative Action/EEO stated that the 2014 analysis for SunGard Availability Services, LP showed that they have one female underutilization in the Professionals job group 3. She also stated that last year, we had used the 2000 Census Data and that a comparison of the analysis to last year was not done this time since the Census Data had changed and that we are currently using the 2010 Census Data. She further stated that last year, their total number of employees was 294 and this year is 378 employees. She also stated that out of twenty job groups, they only had one female

underutilization. She then stated that in the Professionals job group 3 for females, if they were to hire or promote within that category, they would eliminate their underutilization. Ms. Bolus asked Ms. Foxx what are the titles in the Professionals job group 3. Ms. Foxx stated that the titles are Software Engineer, Database Administrator, Application Engineer, Senior Business Analyst and Lead Accountant.

SunGard Availability Services, LP was represented by Peggy Campbell, Senior Counsel, Labor & Employment and Patty Boujoukos, Chief Compliance Officer. Ms. Boujoukos stated that she was recently appointed to her role with the newly independent company that was formed on April 1, 2014. She stated that they have submitted data for two different facilities that provide services to HHC. She also stated that their facility in Carlstadt, New Jersey is where the majority of the technical workers perform. Their contract with HHC is to provide various types of IT services. Their Corporate Headquarters is located in Wayne, Pennsylvania and they have employees in Sales, Administration and other professionals that provide support services under the contract. She stated that they do not have any underutilization in their Carlstadt, New Jersey office and that the data they have provided to HHC was as of July 31, 2014, which was the last time they ran their report. She further stated that since July 31, 2014 they have hired two females in the Professionals job group 3, one Benefits Analyst in the Human Resources Department and a Compensation Analyst also in the Human Resources Department. She also stated that they have four job openings in Professionals job group 3 and that they fully anticipate that they will have female candidates who they can interview and strongly consider. She further stated that they know that HHC and the Office of Federal Contract Compliance Programs (OFCCP) looks at data on an individual job group basis, but that in looking at their Professionals job group 3 category overall in Wayne, Pennsylvania they do not have any underutilizations of women or minorities. She further stated that they have come a long way in their recruiting and hiring of women and minorities. Ms. Boujoukos stated that SunGard Data Systems provides financial services software to the financial industry and that SunGard Availability Services, LP was one division of SunGard Data Services and as a result of a split off transaction on April 1, 2014 they became an independent company. She stated that the good news is that since April 1st they have commenced to set their own course. She then stated that she has worked for the company in the Legal Department for twelve years and has never found a lack of opportunity for the promotion of women or minorities or anyone in their protected classes and that it has been a very positive place to work with a lot of long tenured employees as a result. She stated that as a newly independent company they are really looking closely at their foundation for their compliance program which starts with their code of conduct and they want it to tie in to their core values and respect team work with diversity fitting right in. She further stated that they just completed their compliance training this past September and that it was done over a two week period and got a 95% completion rate. She also stated that in the years past, their Corporate Compliance program under their old parent company had been inching along and that they were only able to barely achieve 90% over six weeks. She stated that they foster a lot of training initiatives around promotion of women and leadership development. They further detailed SunGard's achievements toward its affirmative action goals and plans for the future to enhance its diversity efforts.

CABLEVISION LIGHTPATH, INC.

Ms. Foxx stated that for 2014, Cablevision Lightpath, Inc. had underutilizations for females and minorities in the Managers job group 1 and for minorities in the Managers job group 2. Their total number of employees last year was 519 employees, this year they have 518 employees; therefore, they basically remained the same. She stated that out of 15 job groups, they had two underutilized job groups yet they have three underutilizations since they have a minority and a female in one job group and a minority in another.

Rochelle Noel, Vice President Employment Law and Lisa Rispoli, Human Resources Director, represented Cablevision Lightpath, Inc. Ms. Noel stated that they provide internet, telephone and voice data services to HHC and have been providing those services for a number of years. She also stated that they have underrepresentations in two areas. She then stated that in terms of the data, they were looking at it from year to date through September 23, 2014. She further stated that as of that date, they have had two Director positions that were open, one was for Director of Real Estate and the other was for Director of Product Strategy. She further stated that their business has a variety of functions such as Sales, Technology, Marketing and Business Planning. She stated that they have filled both positions. She also stated that from an applicant standpoint they had twenty-three individuals that had applied. She explained that the way it is done is by going to the Cablevision Lightpath, Inc. jobs website and selecting the position they are interested in, they then have an opportunity to select their gender and ethnicity and they also have the opportunity to not select. She stated that from a data perspective they did not have a lot of women who applied for either of those two jobs and that in fact they only had one. They had fifteen men and seven individuals who did not identify themselves. They had fourteen out of the twenty-three who were minorities and nine that were white. She then stated that they will always hire the best most qualified candidate and therefore, two white men were hired in this instance. She stated that they currently now have two openings in Sales for Director candidates. She explained that the efforts they are going to put forth to increase their representation is to have a more assertive plan and to form relationships with some organizations that they have not previously reached out to in terms of partnerships and post their jobs on their websites. She stated that they were hopeful that it would create interest in the market and drive individuals to apply for positions, but unfortunately that has not yet happened, therefore, part of their plan is to be more assertive with outreach in terms of partnerships, sponsorships and form relationships with some of the organizations since in retrospect they took more of a passive approach than intended and clearly it was not purposeful on their part. She then stated that they want to be more strategic and holistic in their approach as part of their plan. She also stated that when they were trying to be tactical and strategic they identified specific jobs that they thought would match up with specific organizations like diverse engineering organizations and sent those job openings to them, but they found that they should be broader in their approach. She stated that in looking for sponsorship opportunities they have recently engaged in a multicultural mix and mingle event with the Advertising Women of New York Multicultural Alliance (AWNY) in order to get

their name and talent out and to have opportunities visible to individuals to have opportunities to do networking, job fairs and career fairs. In this particular event there was a mix and mingle where there was a lounge for candidates to come in and bring their resumes and speak with them about some of their talent so that they can both get exposure of the people that they have currently employed and also meet qualified candidates. She further stated that they will have new positions that will enable them to leverage diversity strategies which they are putting in place for the coming year to have a continued relationship with HHC.

MICROSOFT CORPORATION

Ms. Foxx stated that this year, Microsoft Corporation had three female underutilizations in Professionals job group 1, 2 and 6. Their total number of employees has not changed much compared to last year. Out of sixteen job groups they have three underutilizations for females.

Tammie Beatty, Human Resources Services Staffing Director, Sheila Boyd, Senior Human Resources Manager and Donna Francis, Account Executive represented Microsoft Corporation. Ms. Francis stated that Microsoft Corporation has an enterprise agreement which is part of many licenses to be able to use Microsoft technology both in their data center and in collaborating with their customers and partners. She also stated that they have been working fairly extensively to try to recruit talent. Ms. Beatty stated that their Premier Field Engineer as well as their Technical Account Managers are technically dead rolls since many of them require extensive travel. She also stated that they try to keep them within the district as much as they possibly can. She then stated that in this particular job group they have an effort this year with their Premier Field Engineers across the United States which is to have dedicated talent sourcing for technical females within professional associations as well as college hire programs with a dedicated career path that in four years' time from joining Microsoft Corporation, they will be at a technical level to be able to step into those roles. She then stated that they see a future of being able to not only fulfill this, but to fulfill the need they have on a national basis in this particular area. She further stated that the sourcing will allow them to bring in industry females and the college hire will allow them to hire college graduates into the roles. She then stated that it is a career path that is dominated by males and that in looking at the trend in college and university programs for computer science, the numbers of females coming in to those programs are not increasing these days. She then stated that by them doing this, they are working to ensure that they can provide the development opportunities that they need for individuals who might come in from a field outside of computer science. She stated that their college hire program area is a great example of how they can hire across any majors in college and bring them in and put them in an extensive training, basically like an internship program to build the technical skills they require.

HUNTER ROBERTS CONSTRUCTION GROUP, LLC

Ms. Foxx stated that this year, Hunter Roberts Construction Group, LLC has two minority underutilizations in Managers job group 2 and Managers job group 3.

Kevin Barrett, Executive Vice President and Sarah Murray, Director, Human Resources represented Hunter Roberts Construction Group, LLC. He stated that they provide construction management services under several different contracts. Ms. Murray stated that they take Equal Employment Opportunity and Affirmative Action requirements seriously. She also stated that in the past year, they have put forth a lot of effort to address their underutilizations that were discussed last year. She then stated that they partner with an outside consultant to help them in their plan preparation and analytics. She also stated that in comparison to last year where their data showed that they were underrepresented in five job groups, this year, they are underrepresented in two job groups which is a positive indication that their efforts are moving in the right direction. She then stated that over the past year, they have really focused on getting their job postings out. She also stated that now they partner with a diversity provider called New York Job Diversity Network which helps them to get their job postings to a whole host of different diversity groups, minorities, women, veterans and disabled persons and help them keep track of those efforts. In addition to that, they have spent resources getting to know the local community colleges and have been represented on several career fairs. She also stated that last fall they were invited to speak at the Nesby Chapter meeting at Columbia University and also went to a student association group at New Jersey Institute of Technology (NJIT) in the winter and most recently last week they had been at a diversity career fair and were looking to make some connections to get involved with associations. She then stated that their hiring trends for the Managers job group 1.1 and 1.2 are flat and that they have not changed in terms of the percentage increase, therefore, they need to focus on that. She further stated that if you look at their non-exempt groups, they really had an effective minority outreach between the years 2013-2014 and their hiring went from 25% to 56% compared to their 2013 hires so far. Lastly, she stated that another positive is that one employee in their underrepresented group is going to be eventually promoted and that will end up impacting their job group 1.1 and 1.2.

ARCADIS US., INC.

Ms. Foxx stated that Arcadis US., Inc. was reviewed for their Highlands Ranch, Colorado and New York, New York office. She stated that in the Highlands Ranch, Colorado office they have 284 employees and that out of 16 job groups they had two minority underutilizations in Professionals job group 4 and 5. She also stated that in their New York City area office they have 18 job groups with one minority underutilization.

Anne Bergen Taylor, Compliance Manager represented Arcadis US., Inc. She stated that there are three different offices in New York City and that they have provided flood litigation services after hurricane Sandy. She then stated that the numbers regarding their Highlands Ranch, Colorado office where they provide corporate support for the engineering groups throughout the United States has experienced in the past two years

very little opportunity for hiring and addressing any underutilization areas. She then stated that in 2014, they have seen a change in corporate positions and anticipate another six to ten openings which they have pledged to make outreach efforts in the Denver, Colorado community to address that. She then stated that these positions are typically filled by college graduates and overall they tend to have a national strategy for hiring Engineers, Scientists and Hydrologists. She also stated that they will be assigning them to locations and have looked at and will put into place for this recruiting season for their college hiring an additional incentive for the New York City area. She also stated that they are reviewing the New York City salaries to assure that they are competitive. Ms. Bolus asked her why they have an underutilization of Asians. She stated that she manages the nationals and one of the strong points throughout the United States is in the Asian population and she knows that they have to work hard on their national strategy and act locally requiring additional work with the Asian groups.

2013-2014 CORPORATE AND FACILITY AFFIRMATIVE ACTION PLAN UPDATE

Gail Proto, Senior Director, Affirmative Action/EEO stated that this was the first review of the Corporation's workforce since the Office of Affirmative Action/EEO converted to the 2010 census data. She also stated that the Corporation's level of representation of minorities and women have remained at a high level of 82.9% minorities and 68.6% women. There were 44 job groups analyzed this year, the same as last year and the total number of underutilized job groups increased from 13 in 2013 to 14 in 2014. She further stated that there were 19 underutilizations in 2014, the same as in 2013. In 2014, the underutilizations were comprised of 6 Females, 3 Minorities, 7 Hispanics and 3 Asians while in 2013 the underutilizations were 7 Females, 4 Minorities, 7 Hispanics and 1 Asian. A comparison of the two years reveals a loss of one Female, one Total Minority, and the addition of two Asian underutilizations.

She also reported that the Corporation continues to focus on improving the representation of women in Senior Staff, as this year, their representation increased by seven (out of nine additional new employees hired in Senior Staff). She also emphasized that minority employees continue to be underutilized in the Supervisors Skilled Crafts, Construction Trades and Helpers Construction Trades job groups and that the under representation of specific minorities, Hispanics and Asians, remains a priority of the Corporation.

There being no further business, the meeting was adjourned at 12:15 pm.

ASSISTANT VICE PRESIDENT'S REPORT

On October 2nd and 3rd, the office of Affirmative Action/EEO attended the Governor's M/WBE Forum in Albany, New York. There were over 2,000 attendees and the highlight of the conference was the Governor's announcement that he was increasing the utilization requirements for M/WBE's from 20% to 30%.

Also, as a follow-up to our last Committee meeting on the plan to increase HHC's utilization of minority and women business as an integral part of our procurement process. The Office of Affirmative Action/EEO had several meetings with Paul Albertson, Senior Assistant Vice President, Materials Management and several of his senior staff to continue to develop strategies aimed at optimizing M/WBE inclusion in HHC contracting. We have also, with the assistance of the Empire State Development Corporation, downloaded and printed and given to Materials Management the online state database of over 8,000 certified M/WBE firms. This has enabled Materials Management to better target those firms for opportunities. The result is that HHC's 2015 second quarter utilization of M/WBE's (using the State fiscal year) has increased to 4.64% or \$8,638,907 from 1.10% or \$3,480,141 in the first quarter.

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
Gilbane Building Company	Materials Management (Construction Management Services) \$15,000,000.00
WSP USA Corporation	Office of Facilities Development (MEP Design Services) \$15,000,000.00

3M

2014 ANALYSIS WITH 2015 UPDATE USING 2010 CENSUS WORKFORCE DATA PACK

	<u>2013</u>	<u>2014</u>	<u>Difference</u>
Total # of Employees	603	668	65
Underutilized	YES	YES	-
# of Job Groups	16	18	2
# of Job Groups Underutilized	3	2	1
# of Underutilizations	3	2	1
# of Minority Underutilizations	3	1	2
# of Female Underutilizations	-	1	1

3M UNDERUTILIZATIONS

<u>JOB GROUP</u>	<u>2013</u>	<u>2014</u>
Managers JG 1	Minorities	-
Professionals JG 1	Minorities	-
Professionals JG 3	Minorities	-
Professionals JG 200	-	Females
Sales JG 401	-	Minorities

3M (2014)
Comparison of Incumbency to Availability

Job Group: Professionals JG 200 - 200
Test: Standard Deviation
Total Employees: 51

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	48	3	3	48	0	1	2	0	0	0
Employees (%)	94.1	5.9	5.9	94.1	0.0	2.0	3.9	0.0	0.0	0.0
Availability (%) Goal	80.6	19.4	15.2	84.8	0.7	2.8	8.7	0.6	0.0	2.5
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.44	-2.44	-1.86	1.86	-0.60	-0.35	-1.21	-0.53	0.00	-1.14
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	7	5	0	1	1	3	1	0	2

3M (2014)
Comparison of Incumbency to Availability

Job Group: Sales JG 401 - 401
Test: Standard Deviation
Total Employees: 41

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	21	20	2	39	0	0	2	0	0	0
Employees (%)	51.2	48.8	4.9	95.1	0.0	0.0	4.9	0.0	0.0	0.0
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	YES	NO	YES	NO	NO	NO	NO	NO	NO	NO
	-3.10	3.10	-2.03	2.03	-1.25	-1.94	0.53	-0.30	-0.19	-0.65
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	5	0	2	4	0	1	1	1

NEW YORK BLOOD CENTER

2014 ANALYSIS WITH 2015 UPDATE USING 2010 CENSUS WORKFORCE DATA PACK

	<u>2013</u>	<u>2014</u>	<u>Difference</u>
Total # of Employees	626	331	295
Underutilized	YES	YES	-
# of Job Groups	33	27	6
# of Job Groups Underutilized	2	1	1
# of Underutilizations	2	1	1
# of Minority Underutilizations	-	-	-
# of Female Underutilizations	2	1	1

NEW YORK BLOOD CENTER

UNDERUTILIZATIONS

<u>JOB GROUP</u>	<u>2013</u>	<u>2014</u>
Professionals JG 5	Females	Females
Techs JG 1	Females	-

New York Blood Center (2014)
Comparison of Incumbency to Availability

Job Group: Prof JG 5 - Professionals
Test: Standard Deviation
Total Employees: 18

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	10	8	11	7	3	2	5	0	0	1
Employees (%)	55.6	44.4	61.1	38.9	16.7	11.1	27.8	0.0	0.0	5.6
Availability (%) Goal	8.4	91.6	51.5	48.5	23.3	6.7	19.9	0.1	0.0	1.4
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	7.21	-7.21	0.82	-0.82	-0.66	0.74	0.84	-0.14	-0.07	1.47
Add'l Needed to Eliminate Problem Area (#)	0	6	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	0	2	2	0	0	1	0	0

GILBANE BUILDING COMPANY

2014 ANALYSIS WITH 2015 UPDATE USING 2010 CENSUS WORKFORCE DATA PACK

	<u>2013</u>	<u>2014</u>	<u>Difference</u>
Total # of Employees	156	185	29
Underutilized	YES	YES	-
# of Job Groups	5	8	3
# of Job Groups Underutilized	1	1	-
# of Underutilizations	1	1	-
# of Minority Underutilizations	1	1	-
# of Female Underutilizations	-	-	-

GILBANE BUILDING COMPANY

UNDERUTILIZATIONS

JOB GROUP

2013

2014

Managers JG 2

Minorities

Minorities

Gilbane Building Company (2014)
Comparison of Incumbency to Availability

Job Group: Mid Mgrs JG 2A - Managers

Test: Standard Deviation

Total Employees: 21

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	21	0	0	21	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	85.7	14.3	25.5	74.5	6.4	10.7	7.0	0.0	0.0	1.3
Test: Standard Deviation	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO
	1.87	-1.87	-2.68	2.68	-1.20	-1.59	-1.26	-0.09	-0.03	-0.52
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	4	6	0	2	3	2	0	0	1

WSP USA CORPORATION

2014 ANALYSIS WITH 2015 UPDATE USING 2010 CENSUS WORKFORCE DATA PACK

	<u>2013</u>	<u>2014</u>	<u>Difference</u>
Total # of Employees	259	407	148
Underutilized	YES	NO	Yes
# of Job Groups	6	14	8
# of Job Groups Underutilized	1	-	1
# of Underutilizations	1	-	1
# of Minority Underutilizations	1	-	1
# of Female Underutilizations	-	-	-

WSP USA CORPORATION

UNDERUTILIZATIONS

JOB GROUP

2013

2014

Techs JG 4

Minorities

-

NEW YORK CITY HEALTH AND HOSPITALS CORPORATION

AFFILIATE

AFFIRMATIVE ACTION PLANS

2014

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 REHABILITATION and NURSING CARE CENTER
HENRY J. CARTER SPECIALTY HOSPITAL & NURSING FACILITY
GOUVERNEUR HEALTHCARE
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

2014 AFFILIATES	UNDERUTILIZATION WOMEN	UNDERUTILIZATION MINORITY	#	JOB GROUPS UNDERUTILIZED
MT. SINAI SCHOOL OF MEDICINE @ ELMHURST, QUEENS	0	0	0	0
N Y U SCHOOL OF MEDICINE @ BELLEVUE, GOUVERNEUR COLER, CARTER WOODHULL, CUMBERLAND	0	0	0	0
STATE UNIVERSITY OF NY (SUNY) @ KINGS COUNTY	0	0	0	0
PHYSICIAN Affiliate GROUP OF NEW YORK, P.C. @ CONEY, HARLEM, JACOBI, NORTH CENTRAL BRONX, LINCOLN, METROPOLITAN	0	0	0	0

2013 AFFILIATES	UNDERUTILIZATION WOMEN	UNDERUTILIZATION MINORITY	#	JOB GROUPS UNDERUTILIZED
MT. SINAI SCHOOL OF MEDICINE @ ELMHURST, QUEENS	0	0	0	0
N Y U SCHOOL OF MEDICINE @ BELLEVUE, GOUVERNEUR COLER, CARTER WOODHULL, CUMBERLAND	0	0	0	0
STATE UNIVERSITY OF NY (SUNY) @ KINGS COUNTY	0	0	0	0
PHYSICIAN Affiliate GROUP OF NEW YORK, P.C. @ CONEY, HARLEM, JACOBI, NORTH CENTRAL BRONX, LINCOLN, METROPOLITAN	0	0	0	0

NEW YORK CITY HEALTH & HOSPITALS CORPORATION

MT. SINAI SCHOOL OF MEDICINE

@ ELMHURST HOSPITAL CENTER
QUEENS HOSPITAL CENTER

2014 AFFILIATE AAP UPDATE
USING THE 2010 CENSUS DATA

MT. SINAI SCHOOL OF MEDICINE AFFILIATE AAP PLAN
2014 UPDATE USING THE 2010 CENSUS DATA
WORKFORCE SUMMARIZED BY %

	<u>2013</u>		<u>2014</u>	<u>CHANGE</u>
Males	46.8%		46.0%	-0.8%
Females	53.2%		54.0%	+0.8%
Minorities	61.3%		61.1%	-0.2%
Whites	38.7%		38.9%	+0.2%
African Americans/Blacks	15.4%		15.0%	-0.4%
Hispanics	10.0%		10.0%	No Change
Asians	35.9%		36.0%	+0.1%
Native Americans	0%		0.1 %	+0.1%

MT. SINAI AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE WITH 2010 CENSUS DATA - STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
MANAGERS JG1	N/A	NONE	9 *14	9 *16	NO CHANGE +2
MANAGERS JG2	NONE	NONE	15 *21	18 *25	+3 +4
MANAGERS JG3	NONE	NONE	30 *39	29 *38	-1 -1
PROFESSIONALS JG1	NONE	NONE	55 *82	64 *93	+9 +11
PROFESSIONALS JG3	NONE	NONE	335 *764	296 *693	-39 -71
PROFESSIONALS JG4	NONE	NONE	84 *127	75 *159	-9 +32
PROFESSIONALS JG6	NONE	NONE	17 *19	11 *16	-6 -3
TECHNICIANS JG1	NONE	NONE	23 *29	27 *38	+4 +9
TECHNICIANS JG2	NONE	NONE	104 *179	109 *187	+5 +8
OFFICE CLERICAL JG1	NONE	NONE	53 *74	12 *22	-41 -52
OFFICE CLERICAL JG2	NONE	NONE	N/A	33 *40	+33 +40

MT. SINAI AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE WITH 2010 CENSUS DATA – MINORITY STATUS– NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
MANAGERS JG1	N/A	NONE	7 *14	6 *16	-1 +2
MANAGERS JG2	NONE	NONE	9 *21	12 *25	+3 +4
MANAGERS JG3	NONE	NONE	22 *39	22 *38	NO CHANGE -1
PROFESSIONALS JG1	NONE	NONE	51 * 82	58 *93	+7 +11
PROFESSIONALS JG3	NONE	NONE	408 *764	356 *693	-52 -71
PROFESSIONALS JG4	NONE	NONE	77 *127	125 *159	+48 +32
PROFESSIONALS JG6	NONE	NONE	12 *19	11 *16	-1 -3
TECHNICIANS JG1	NONE	NONE	18 *29	24 *38	+6 +9
TECHNICIANS JG2	NONE	NONE	134 *179	143 *187	+9 +8
OFFICE CLERICAL JG1	NONE	NONE	59 *74	18 *22	-41 -52
OFFICE CLERICAL JG2	NONE	NONE	N/A	31 *40	+31 +40

NEW YORK CITY HEALTH & HOSPITALS CORPORATION

NEW YORK UNIVERSITY SCHOOL OF MEDICINE

@ BELLEVUE, COLER, CARTER, GOUVERNEUR
& WOODHULL AND CUMBERLAND

2014 AFFILIATE AAP UPDATE
USING THE 2010 CENSUS DATA

NYU SCHOOL OF MEDICINE AFFILIATE AFFIRMATIVE ACTION PLAN
2014 UPDATE USING THE 2010 CENSUS DATA
WORKFORCE SUMMARIZED BY %

	<u>2013</u>		<u>2014</u>	<u>CHANGE</u>
Males	47.5%		48.1%	+0.60%
Females	52.5%		51.9%	-0.60%
Minorities	49.8%		47.9%	-1.90%
Whites	50.2%		52.1%	+1.90%
African Americans/Blacks	12.5%		12.2%	-0.3%
Hispanics	8.9%		7.6%	-1.30%
Asians	28.1%		27.7%	-0.40%
Native Americans	0.1%		0.1 %	No Change

NYU AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE USING THE 2010 CENSUS DATA
 STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
Clerical	NONE	NONE	20 *21	44 *46	+24 +25
Coordinators	NONE	NONE	34 *39	31 *35	-3 -4
Health Professionals	NONE	NONE	292 *368	277 *335	-15 -33
House Staff	NONE	NONE	512 *1068	552 *1129	+40 +61
Managers	NONE	NONE	57 *114	65 *130	+8 +16
Physicians/Faculty	NONE	NONE	446 *1027	434 *1038	+12 +11
Secretary	NONE	NONE	27 *27	n/a	-27 -27
Senior Technicians	NONE	NONE	44 *66	49 *76	+5 +10
Supervisor	NONE	NONE	18 *36	19 *38	+1 +2
Technicians	NONE	NONE	114 *212	114 *209	No Change -3

NYU AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE USING THE 2010 CENSUS DATA MINORITY STATUS – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
Clerical	NONE	NONE	17 *21	39 *46	+22 +25
Coordinators	NONE	NONE	24 *39	24 *35	NO CHANGE -4
Health Professionals	NONE	NONE	205 *368	188 *355	-17 -13
House Staff	NONE	NONE	485 *1068	494 *1129	+9 +61
Managers	NONE	NONE	64 *114	65 *130	+1 +16
Physicians/Faculty	NONE	NONE	462 *1027	447 *1038	-15 +11
Secretary	NONE	NONE	23 *27	n/a	-23 -27
Senior Technicians	NONE	NONE	37 *66	43 *76	+6 +10
Supervisor	NONE	NONE	20 *36	22 *38	+2 +2
Technicians	NONE	NONE	145 *212	142 *209	-3 -3

NEW YORK CITY HEALTH & HOSPITALS CORPORATION

PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.

@ CONEY ISLAND, HARLEM, LINCOLN,
JACOBI/NORTH CENTRAL BRONX,
& METROPOLITAN

2014 AFFILIATE AAP UPDATE
USING THE 2010 CENSUS DATA

PHYSICIAN AFFILIATE GROUP OF NY, P.C. AFFILIATE AAP PLAN
2014 UPDATE USING THE 2010 CENSUS DATA
WORKFORCE SUMMARIZED BY %

	<u>2013</u>		<u>2014</u>	<u>CHANGE</u>
Males	47.3%		46.7%	-0.6%
Females	52.7%		53.3%	+0.6%
Minorities	58.6%		57.4%	+1.2%
Whites	41.4%		42.6%	+1.2%
African Americans/Blacks	21.0%		20.4%	-0.6%
Hispanics	12.7%		12.4%	-0.3%
Asians	24.9%		24.4%	-0.5%
Native Americans	0%		0.1 %	+0.1

PAGNY AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE WITH 2010 CENSUS DATA - STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
PROFESSIONALS JG 2A	NONE	NONE	653 *1518	693 *1565	+40 +47
PROFESSIONALS JG 2B	NONE	NONE	90 *111	99 *120	+9 +9
PROFESSIONALS JG 2C	NONE	NONE	352 *511	334 *494	-18 -17
OFFICIALS & MANAGERS JG 1.1	NONE	NONE	28 *94	27 *94	-1 NO CHANGE
OFFICIALS & MANAGERS JG 1.2	NONE	NONE	74 *124	79 *129	+5 +5
TECHNICIANS JG1	NONE	NONE	87 *170	94 *171	+7 +1
OFFICE CLERICAL JG1	NONE	NONE	116 *155	106 *136	-10 -19
SERVICE WORKERS	NONE	NONE	41 *53	37 *49	-4 -4

* JOB GROUP TOTAL

PAGNY AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE WITH 2010 CENSUS DATA – MINORITY STATUS– NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
PROFESSIONALS JG 2A	NONE	NONE	843 *1518	852 *1565	+9 +47
PROFESSIONALS JG 2B	NONE	NONE	61 *111	71 *120	+10 +9
PROFESSIONALS JG 2C	NONE	NONE	299 *511	276 *494	+23 -17
OFFICIALS & MANAGERS JG 1.1	NONE	NONE	40 *94	41 *94	+1 NO CHANGE
OFFICIALS & MANAGERS JG 1.2	NONE	NONE	68 *124	67 *129	-1 5
TECHNICIANS JG1	NONE	NONE	132 *170	129 *171	-3 1
OFFICE CLERICAL JG1	NONE	NONE	117 *155	103 *136	-14 -19
SERVICE WORKERS	NONE	NONE	43 *53	43 *49	NO CHANGE -4

* JOB GROUP TOTAL

NEW YORK CITY HEALTH & HOSPITALS
CORPORATION

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

2014 AFFILIATE AAP UPDATE
USING THE 2010 CENSUS DATA

SUNY AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE
USING THE 2010 CENSUS DATA
WORKFORCE SUMMARIZED BY %

	<u>2013</u>		<u>2014</u>	<u>CHANGE</u>
Males	73.2%		67.2%	-6.0%
Females	26.8%		32.8%	+6.0%
Minorities	35.7%		37.9%	+2.2%
Whites	64.3%		62.1%	-2.2%
African Americans/Blacks	10.7%		13.8%	+3.1%
Hispanics	0%		0%	No Change
Asians	25%		24.1%	-0.9%
Native Americans	0%		0 %	No Change

SUNY AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE USING THE 2010 CENSUS DATA STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
ADMINISTRATIVE SUPPORT	N/A	NONE	N/A	1	+1
			N/A	*1	+1
CHAIRS	NONE	NONE	0	1	+1
			* 3	*4	+1
DIRECTORS	NONE	NONE	9	9	NO CHANGE
			*27	*27	NO CHANGE
PHYSICIANS	NONE	NONE	6	8	+2
			* 26	*26	NO CHANGE

* JOB GROUP TOTAL

SUNY AFFILIATE AFFIRMATIVE ACTION PLAN 2014 UPDATE USING THE 2010 CENSUS DATA MINORITY STATUS – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2013 UTILIZATION STATUS	2014 UTILIZATION STATUS	REPRESENTATION 2013	REPRESENTATION 2014	REPRESENTATION CHANGE
ADMINISTRATIVE SUPPORT	N/A	NONE	N/A	1	+1
			N/A	*1	+1
CHAIRS	NONE	NONE	0	1	+1
			* 3	*4	+1
DIRECTORS	NONE	NONE	12	11	-1
			*27	*27	NO CHANGE
PHYSICIANS	NONE	NONE	8	9	+1
			* 26	*26	NO CHANGE

* JOB GROUP TOTAL