

AGENDA

Equal Employment Opportunity Committee

Meeting Date

January 12, 2016

Time

10:30 A.M.

Location

Board Room (532)

CALL TO ORDER

Anna Kril

ADOPTION OF MINUTES

Anna Kril

OCTOBER 13, 2015

SENIOR DIRECTOR'S REPORT

Gail Proto

INFORMATIONAL ITEMS

CONDITIONAL CONTRACTORS

Sharon Foxx

ARCADIS U.S., INC.
HUNTER ROBERTS CONSTRUCTION GROUP, LLC
3M COMPANY
NEW YORK BLOOD CENTER
GILBANE BUILDING COMPANY

2015 AFFILIATE AFFIRMATIVE ACTION PLANS

Gail Proto

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

NYC HEALTH + HOSPITALS

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date
October 13, 2015

**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 13, 2015 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
Lilliam Barrios-Paoli, Ph.D.
Josephine Bolus, RN
Robert F. Nolan, Committee Member

HHC STAFF

Nicole Benjamin, Affirmative Action/EEO
Brittney Blakeney, South Manhattan Healthcare Network
Deborah Cates, Chairman's Office/Board Affairs
Shazana Zumpfe-Cochran, North and Central Healthcare Network
Elisa Cosme, Gouverneur Healthcare
Michelle Emmons, North and Central Healthcare Network
Martin O. Everette, Affirmative Action/EEO
Sharon Foxx, Affirmative Action/EEO
Blanche Greenfield, Legal Affairs
Norma E. Irizarry, Affirmative Action/EEO
Sophia Isaac, Woodhull Medical and Mental Health Center
Barbara Keller, Legal Affairs
James Keys, South Brooklyn Health Network
John Kim, Legal Affairs

Patricia Lockhart, Chairman's Office
Randall Mark, President's Office
William Marshall, Queens Health Network
Antonio D. Martin, President's Office
Jeannith Michelen, Queens Health Network
Luz Nazario, North Bronx Health Network
Lois Penn, South Manhattan Healthcare Network
Nicole Phillips, Generations +/Northern Manhattan Health Network
Gail Proto, Affirmative Action/EEO
Melissa Samuels, North Brooklyn Healthcare Network
Manasses C. Williams, Affirmative Action/EEO

OTHER ATTENDEES

SUNGARD AVAILABILITY SERVICES, LP

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

CABLEVISION LIGHTPATH, INC.

Allison Brewster, Cablevision Lightpath, Inc.
Michael Koepfel, Cablevision Lightpath, Inc.
Rochelle Noel, Cablevision Lightpath, Inc.
Lisa Rispoli, Cablevision Lightpath, Inc.

MICROSOFT CORPORATION

Margo Connors, Microsoft Corporation
Stephanie Rodis, Microsoft Corporation
Deanna Rodriguez, Microsoft Corporation

ACTION CARTING ENVIRONMENTAL SERVICES, INC.

Thomas Carey, Action Carting Environmental Services, Inc.

STERICYLE, INC.

Amanda Beezley, Stericycle, Inc.
John Schetz, Stericycle, Inc.

CALL TO ORDER

The meeting was called to order at 12:05 p.m. by Anna Kril, Committee Chairperson.
The minutes of the June 9, 2015 EEO Committee were adopted as submitted.

ASSISTANT VICE PRESIDENT'S REPORT

Manasses C. Williams, Assistant Vice President, Affirmative Action/EEO, reported to the Committee that this years' 22nd Annual Competitive Edge Conference which was held on July 21, 2015 from 8:00 am – 4:00 pm, at the Bank of New York Mellon located at 101 Barclay Street, New York, NY. He stated that the highlight of this years' conference was the establishment of a mentorship program for Minority/Women Business Enterprise's (MWBES) competition with the potential for the winner to be the next 100 million dollar company. There were three finalists and the winner was Deborah Bradley Construction and Management Services, a woman-owned business. He thanked Mrs. Bolus for attending and for her support of the program. He further introduced three new EEO Officer's to his team. Brittney Blakeney, South Manhattan Healthcare Network, Shazana Zumpfe-Cochran, North and Central Healthcare Network and Melissa Samuels, North Brooklyn Healthcare Network

CONDITIONAL APPROVAL CONTRACTS

SUNGARD AVAILABILITY SERVICES, LP

Sharon Foxx, Assistant Director, Affirmative Action/EEO stated we had five contractors presenting, but that Hunter Roberts Construction Group, LLC would not be present, but will report in January 2016. She stated that last year, SunGard Availability Services, LP had one underutilization in Professionals Job Group 3 for females. They have the same underutilization this year with two additional underutilizations in Managers Job Group 3 for minorities and Sales Job Group 5 for females. This year, they had ten less employees than last year. SunGard Availability Services, LP was represented by Patricia Boujoukos, Chief Compliance Officer and Peggy Campbell, Assistant General Counsel Law & Employment. Ms. Campbell stated that last year, their goal in 2014 was to increase their Professionals Job Group 3 for females by three. She stated that when comparing the number of females in the job group for 2014-2015, they have actually increased the number by six exceeding their goal, however, the availability in Professionals Job Group 3 increased from 2014-2015 by 10% which now indicates that they have to hire four females. She stated that they have ten positions open for the Professionals Job Group 3 which they intend to focus on hiring more women in the job group. She further stated that in 2015, they have an underutilization of one person in Managers Job Group 3 and in Sales Job Group 5. She stated that they are currently interviewing and that for the Managers Job Group 3 they currently do not have any open positions at this time. She also stated that they are looking to promote at least one minority into the Managers Job Group 3 category. Ms. Campbell stated that they are a newly independent company and that their diversity and inclusion program was in a state of flux since it was being managed by their former parent company. They spent the better part of the year establishing their own corporate program which includes diversity and inclusion. They are reestablishing the resource groups in that area in part to establish realistic targets for the company to measure and evaluate against the results they achieve. She stated that she is hopeful that they will not have to explain an underutilization next

year. She 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 Cablevision Lightpath, Inc. still has the same underutilizations as last year in Managers Job Group 1B (Directors) for females and minorities and has a new underutilization in Managers Job Group 1A (VPs & Executives) for females. Rochelle Noel, Vice President, Employment & Law, Lisa Rispoli, Human Resources Director, Allison Brewster, Manager, Talent & Acquisition Sales, Michael Koeppel, Talent & Acquisition Field represented Cablevision Lightpath, Inc. Ms. Noel stated that they had two areas of underutilization in 2014. They were able to correct one in Managers Job Group 1C (Managers), but unfortunately they still have an underutilization in Managers Job Group 1B (Directors). She stated that they had a Senior Executive female leave Cablevision Lightpath, Inc. to go to their parent organization and that the position is not going to be filled at this time. They continue to have a plan in place to ensure that they have a pipeline that when positions become open they will be able to address their underrepresentation. She stated that in Managers Job Group 1B (Directors) they needed four females and two minorities to eliminate their underutilization. Ms. Brewster stated that they had four Sales Director positions available, but unfortunately they did not meet their goals in terms of hiring females since they did not have many females applying for the position. She stated that they had one female that applied for the Sales Director position in New Jersey, but she did not meet the minimum qualifications. She also stated that they had a minority apply, but was not considered because he was more of a business development person and did not have the voice networking experience. She further stated that their positions are very specific requiring people who manage "business to business knocking on doors" with specific telecom experience. She further stated that it presents a lot of challenges to be able to get the proper candidate for the position. She stated that they promoted internally three of the positions who had the specific telecom experience. She then stated that going forward they have a more in-depth strategy for next year. Ms. Bolus asked how many employees they have that can be trained from within their area to fill the positions. Ms. Rispoli stated that they have created an online tool where employees can put in their career profile and their career aspirations and have conversations with their Managers about what their goals are and that together they can create an individual development plan. In addition, they are creating "My Career" which gives all Cablevision Lightpath, Inc. employees the opportunity to explore different positions and career opportunities throughout the entire organization which is being rolled out at the end of this year. Further, they will continue to track the hiring resulting from their recruitment strategies in order to assess whether their efforts have been productive.

MICROSOFT CORPORATION

Ms. Foxx stated that last year, Microsoft Corporation had underutilizations in three job groups, Professionals Job Group 1, Professionals Job Group 2 and Professionals Job Group 6 for females and in the same job groups this year, with an additional

underutilization in Professionals Job Group 3 for minorities. Microsoft Corporation was represented by Stephanie Rodis, Talent & Acquisition Manager, Margo Connors, Technical Account Manager and Deanna Rodriguez, Senior Human Resources Lead. Ms. Rodis stated that increasing their diversity and inclusion is at the forefront of their hiring strategy. She stated that they have introduced new initiatives. She then stated that a group of recruiters will develop Candidate Pipelines of Diversity, the Diversity Ambassador Program and Meet and Greets. She also stated they have had two events in New York City in the last six months with seventy-five attendees and have had six females hired and are networking with approximately forty companies and have fifteen additional candidates that are under consideration. She stated that they invite diverse talent into their office either via skype or in person. She further stated that they connect them with their business senior leaders. 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.

ACTION CARTING ENVIRONMENTAL SERVICES, INC.

Ms. Foxx stated that this is the first time Action Carting Environmental Services, Inc. is reporting to the Board. She stated that they have a total of 310 employees with fourteen job groups and that they have three underutilizations. She also stated that they have underutilizations in Managers Job Group 2 for females and minorities and in Laborers Job Group 1 for females. Thomas Carey, Director Human Resources represented Action Carting Environmental Services, Inc. Mr. Carey stated that they are the largest sanitation and recycling company in New York City. He also stated that he has been with the company a year and half and that there was no Human Resources staff before him. He then stated that in the past eighteen months he has been trying to bring a company from inception up to standard code. He further stated that some of their challenges are finding individuals that can actually do the job and have been reaching out to organizations to help them with their recruiting process. He stated that their largest underutilization is in the Laborers Job Group 1 which is the workers that hang on the back of the garbage trucks throughout the City. He explained that they need to be able to lift 50-60 pound bags and work six days a week including nights and weekends. He stated that it is very difficult to attract females for this type of position. He further stated that they work with different organizations to attract female employees such as the Department of Labor, Army Reserve, Local Councilman, Local Chamber of Commerce and The Doe Fund which is a non-profit organization in the United States that provides transitional work, housing, educational opportunities, counseling and career training to people with histories of homelessness, incarceration and substance abuse. They hire individuals that have been incarcerated and have had some good success stories in trying to place individuals on a career path. He further stated that two months ago they hired a laborer that was in jail for twenty-five years. They have signed a contract with monster.com for the second year to help them in their recruiting efforts and they are fully aware of their need to attract more females. He stated that most of their administrative staff are females and have minorities in high level positions. For example, a female Director of Customer Services was promoted from a Customer Services Representative, a female Controller of Finance, a female Payroll Manager and a minority female Sales Manager were also promoted from a

Sales Representative position. Also, three Dispatch Managers were promoted from Administrative Assistant positions. He also stated that two of their night Managers at two of their largest sites had started as helpers on the back of the trucks and were promoted to drivers. He stated that he has put in place a tuition reimbursement program, an employee bonus plan and an employee's referral award which pays a stipend if you are a good worker. He stated that it is historically a male position especially out in the field. They have attended a job fair in the South Bronx and have posted in the New York Post. He further stated that they will be having a job fair in another one of their hubs for a diesel mechanic and truck driver positions in Jersey City, New Jersey. He also stated that they are trying to attract individuals that can drive an 80,000 pound truck through the city streets of Manhattan in all types of weather. Finally, he stated that their biggest challenge is trying to hire females for those types of positions, but that he will continue to strive to increase their representation.

STERICYLE, INC.

Ms. Foxx stated that this is the first time that Stericycle, Inc. is reporting to the Board and that their corporate office is located in Northbrook, Illinois and their New York office in Farmingdale, New York. She stated that they currently have 558 employees in their corporate office. She also stated that they have a minority underutilization in their Managers Job Group 1E and in their Farmingdale, NY office they have underutilizations in Operatives Job Group 7 for females and in Laborers Job Group 8 for females. Stericycle, Inc. was represented by Amanda Beezley, Human Resources Compliance Manager and John Schetz, Executive Vice President and General Counsel. Ms. Beezley stated that they are committed to and it is their primary focus to improve their interview training for their Managers and to also include diversity and inclusion as well as creating a leadership awareness training program for females. She stated that their job requirements are heavy lifting, driving a large truck, servicing the hospitals by picking up containers that could be well over 100 pounds as well as delivering them to their warehouse. They have a challenge of targeting and hiring females for this type of position. They have built partnerships with organizations and have identified continuing adult education programs as well as English as a Second Language Institute to attract minorities to help in the outreach efforts as well as looking into externships to steer those individuals into their Labor and Operatives job groups. She stated that they have also partnered with many organizations within their local area to target females and veterans. She further stated that good faith efforts are a priority for all their recruiters. She stated that in their Northbrook, IL location they have initiated creating affinity groups that target women and minority professional development to identify possible promotional opportunities through coaching and mentoring.

**2014-2015 CORPORATE AND FACILITY AFFIRMATIVE ACTION PLAN
UPDATE**

Gail Proto, Senior Director, Affirmative Action/EEO stated that the Corporation's level of representation of minorities and women have remained at a high level of 82.8% minorities and 68.4% women. The total number of job groups with an underutilization has increased from 14 in 2014 to 16 in 2015. There were 44 job groups analyzed this year, the same as last year. She stated that there were 21 underutilizations in 2015, two more than in 2014. This year, there was one additional underutilization each for Hispanics and Asians. In 2015, the underutilizations were comprised of six females, three minorities, eight Hispanics and four Asians. Seven of the eight Hispanic underutilizations are identical to last year while three of the four Asian underutilizations are identical to last year. She also reported that the representation of women in Senior Staff remained the same as in 2015 although five additional men were hired in the job group. She emphasized that minority employees continue to be underutilized in the Supervisors Skilled Crafts, Construction Trades and Helpers Construction Trades job groups and that the underrepresentation of specific minorities, Hispanics and Asians remains a priority.

There being no further business, the meeting was adjourned at 1:10 pm.

SENIOR DIRECTOR'S REPORT

On Thursday, December 10, 2015, the office of Affirmative Action/EEO and Legal Affairs hosted a seminar given by Stephen Young on "Micro-Inequities: The Power of Small" at NYC Health + Hospital/Woodhull Medical & Mental Health Center. Eighty employees increased their self-awareness skills and sensitivity to how culture effects perception and participated in scenarios including how we: greet team members, introduce colleagues to others, respond to comments in meetings, express apologies, deliver feedback, and express disagreements and more. We received positive feedback and requests for additional sessions and our hope is that this type of training will enable us to improve how we communicate with our diverse staff and community.

On Thursday and Friday, October 1st and 2nd, 2015, Martin, Sharon and other AA/EEO staff were part of 1300 plus attendees at the New York State M/WBE Forum in Albany, New York. This forum provided a venue for minority and women-owned business enterprises to meet and network with both New York public agencies and private companies to discuss future joint ventures. Martin and Sharon were recruited to be Competitive Edge Committee members to plan the annual meeting slated for the summer. They will represent NYC Health + Hospitals for the Empire State Purchase Services Committee Work Group whose mandate is to share M/WBE information and generate ideas to improve compliance.

GP:nei

CONDITIONALLY APPROVED CONTRACTORS

Annual Update

Arcadis U.S., Inc.
Highlands Ranch, CO

Materials Management (Engineering
and Architectural Services)
\$5,000,000.00

Hunter Roberts Construction Group, LLC
New York, NY

Materials Management
(Construction Management)
\$1,500,000.00

3M Company
St. Paul, MN

Office of Information Technology
Services (Software & Related
Services)
\$15,157,791.77

New York Blood Center
New York, NY

Materials Management (Voluntarily
Donated Whole Blood, Blood
Components & Special Services)
\$50,000,000.00

Gilbane Building Company
New York, NY

Materials Management (Construction
Management Services)
\$15,000,000.00

ARCADIS US, INC. (Colorado)
2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	284	263	-21
# of Job Groups	16	17	1
# of Underutilizations	2	1	-1
# of Minority Underutilizations	2	1	-1
	Prof JG 4		
	Prof JG 5	Prof JG 5	

NOTE: This is the second year analysis for Arcadis Colorado (Headquarters), they eliminated one Professional underutilization, yet maintained the other.

Arcadis (Colorado) (2015)

Job Group: Prof JG 5 - Sci/Eng/Des/Arch II

Test: Standard Deviation

Total Employees: 29

	Total	
	FEMALE	MINORITY
Employees (#)	12	1
Employees (%)	41.4	3.4
Availability (%) Goal	26.5	19.0
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	1.82	-2.13
Add'l Needed to Reach Availability (#)	0	1
	0	5

ARCADIS US, INC. (New York)

2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	290	749	459
# of Job Groups	18	20	2
# of Underutilizations	1	11	10
# of Minority Underutilizations	1	11	10
	Prof JG 4	Prof JG 4	
		Mgrs JG 3	
		Mgrs JG 17	
		Mgrs JG 18	
		Prof JG 5	
		Prof JG 6	
		Prof JG 8	
		Prof JG 19	
		Techs JG 9	
		Techs JG 10	
		Cler JG 15	

NOTE: Arcadis New York had no underutilizations in 2013.

Arcadis (New York) (2015)

Job Group: Prof JG 4 - Sci/Eng/Des/Arch III

Test: Standard Deviation

Total Employees: 104

	Total	
	FEMALE	MINORITY
Employees (#)	22	17
Employees (%)	21.2	16.3
Availability (%) Goal	20.7	34.7
Test: Standard Deviation	NO	YES
Addit'l Needed to Eliminate Problem Area (#)	0.12	-3.93
Addit'l Needed to Reach Availability (#)	0	10
	0	20

Arcadis (New York) (2015)

Job Group: Mgrs JG 3 - Manager I

Test: Standard Deviation

Total Employees: 23

	Total	
	FEMALE	MINORITY
Employees (#)	8	0
Employees (%)	34.8	0.0
Availability (%) Goal	34.0	35.4
Test: Standard Deviation	NO 0.07	YES -3.55
Add'l Needed to Eliminate Problem Area (#)	0	4
Add'l Needed to Reach Availability (#)	0	9

Arcadis (New York) (2015)

Job Group: Mgrs JG 17 - Dept/Ops Manager II

Test: Standard Deviation

Total Employees: 40

	Total	
	FEMALE	MINORITY
Employees (#)	3	2
Employees (%)	7.5	5.0
Availability (%) Goal	16.5	26.3
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	-1.53	-3.06
Add'l Needed to Reach Availability (#)	0	3
	4	9

Arcadis (New York) (2015)

Job Group: Mgrs JG 18 - Dept/Ops Manager I

Test: Standard Deviation

Total Employees: 38

	Total	
	FEMALE	MINORITY
Employees (#)	5	3
Employees (%)	13.2	7.9
Availability (%) Goal	14.1	26.2
Test: Standard Deviation	NO -0.16	YES -2.57
Add'l Needed to Eliminate Problem Area (#)	0	2
Add'l Needed to Reach Availability (#)	1	7

Arcadis (New York) (2015)

Job Group: Prof JG 5 - Sci/Eng/Des/Arch II

Test: Standard Deviation

Total Employees: 145

	FEMALE		MINORITY	
Employees (#)	43	19		
Employees (%)	29.7	13.1		
Availability (%) Goal	24.0	36.0		
Test: Standard Deviation	NO	YES		
Add'l Needed to Eliminate Problem Area (#)	1.61	-5.74		
Add'l Needed to Reach Availability (#)	0	22		
	0	34		
	Total			

Arcadis (New York) (2015)

Job Group: Prof JG 6 - Sci/Eng/Des/Arch I

Test: Standard Deviation

Total Employees: 145

	FEMALE		MINORITY		Total
Employees (#)	58		36		
Employees (%)	40.0		24.8		
Availability (%) Goal	21.6		34.5		
Test: Standard Deviation	NO		YES		
Add'l Needed to Eliminate Problem Area (#)	5.40		-2.46		
Add'l Needed to Reach Availability (#)	0		3		
	0		15		

Arcadis (New York) (2015)

Job Group: Prof JG 8 - Admin Prof I
 Test: Standard Deviation
 Total Employees: 30

	Total	
	FEMALE	MINORITY
Employees (#)	25	5
Employees (%)	83.3	16.7
Availability (%) Goal	56.3	38.2
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	2.98	-2.43
Add'l Needed to Reach Availability (#)	0	1
	0	7

Arcadis (New York) (2015)

Job Group: Prof JG 19 - Project Manager II

Test: Standard Deviation

Total Employees: 22

	FEMALE		MINORITY	
		Total		
Employees (#)	5		0	
Employees (%)	22.7		0.0	
Availability (%) Goal	6.9		24.1	
Test: Standard Deviation	NO		YES	
Add'l Needed to Eliminate Problem Area (#)	2.92		-2.65	
Add'l Needed to Reach Availability (#)	0		1	
	0		6	

Arcadis (New York) (2015)

Job Group: Techs JG 9 - Technician II
 Test: Standard Deviation
 Total Employees: 33

	Total	
	FEMALE	MINORITY
Employees (#)	1	4
Employees (%)	3.0	12.1
Availability (%) Goal	12.6	49.5
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	-1.66	-4.29
Add'l Needed to Reach Availability (#)	0	7
	4	13

Arcadis (New York) (2015)

Job Group: Techs JG 10 - Technician I
 Test: Standard Deviation
 Total Employees: 22

	Total	
	FEMALE	MINORITY
Employees (#)	6	3
Employees (%)	27.3	13.6
Availability (%) Goal	16.2	46.3
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	1.40	-3.07
Add'l Needed to Reach Availability (#)	0	3
	0	8

Arcadis (New York) (2015)

Job Group: Cler JG 15 - Office & Clerical II

Test: Standard Deviation

Total Employees: 54

	Total	
	FEMALE	MINORITY
Employees (#)	41	7
Employees (%)	75.9	13.0
Availability (%) Goal	76.9	42.0
Test: Standard Deviation	NO	YES
Add'l Needed to Eliminate Problem Area (#)	-0.16	-4.32
Add'l Needed to Reach Availability (#)	0	9
	1	16

HUNTER ROBERTS CONSTRUCTION GROUP, LLC

2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	240	278	38
# of Job Groups	7	7	-
# of Underutilizations	2	2	-
# of Minority Underutilizations	2	2	-
	Managers JG 11 (Managers)	Managers JG 11	
	Managers JG 12 (Front-Line Managers)	*Managers JG 12	

NOTE: Hunter Roberts Construction has had minority management underutilizations for the past 3 years.

*Managers JG 12 improved in 2015 from needing an additional five minorities in 2014 to needing two for this year.

**Hunter Roberts (2015)
Comparison of Incumbency to Availability**

Job Group: 11 - Managers JG 11
Test: Standard Deviation
Total Employees: 46

	Total	
	FEMALE	MINORITY
Employees (#)	3	3
Employees (%)	6.5	6.5
Availability (%) Goal	15.7	26.6
Test: Standard Deviation	NO -1.72	YES -3.08
Add'l Needed to Eliminate Problem Area (#)	0	3
Add'l Needed to Reach Availability (#)	5	10

**Hunter Roberts (2015)
Comparison of Incumbency to Availability**

Job Group: 12 - Managers JG 12

Test: Standard Deviation

Total Employees: 89

	Total	
	FEMALE	MINORITY
Employees (#)	10	13
Employees (%)	11.2	14.6
Availability (%) Goal	8.6	25.4
Test: Standard Deviation	NO 0.89	YES -2.33
Add'l Needed to Eliminate Problem Area (#)	0	2
Add'l Needed to Reach Availability (#)	0	10

3M

2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	668	620	-48
# of Job Groups	18	20	2
# of Underutilizations	2	3	1
# of Minority Underutilizations	1	2	1
	Sales JG 401 (Acct Reps)	Sales JG 400 (Acct Execs) Managers JG 105 (Supervisors)	
# of Female Underutilizations	1	1	-
	Professionals JG 200 (Software Specialists)	Professionals JG 201 (Technical Specialists)	

NOTE: 3M has had either minority or female underutilizations since first appearing in front of the Board in 2008.

**3M Company (2015)
Comparison of Incumbency to Availability**

Job Group: 400 - Account Executives
Test: Standard Deviation
Total Employees: 40

	Total	
	FEMALE	MINORITY
Employees (#)	18	1
Employees (%)	45.0	2.5
Availability (%) Goal	27.2	16.7
Test: Standard Deviation	NO 2.53	YES -2.41
Add'l Needed to Eliminate Problem Area (#)	0	1
Add'l Needed to Reach Availability (#)	0	6

**3M Company (2015)
Comparison of Incumbency to Availability**

Job Group: 105 - Supervisors
Test: Standard Deviation
Total Employees: 24

	FEMALE		MINORITY	
	Total			
Employees (#)	11		0	
Employees (%)	45.8		0.0	
Availability (%) Goal	29.9		14.2	
Test: Standard Deviation	NO		YES	
Add'l Needed to Eliminate Problem Area (#)	1.70		-1.99	
Add'l Needed to Reach Availability (#)	0		1	
	0		4	

**3M Company (2015)
Comparison of Incumbency to Availability**

Job Group: 201 - Technical Specialists
Test: Standard Deviation
Total Employees: 62

	Total	
	FEMALE	MINORITY
Employees (#)	5	5
Employees (%)	8.1	8.1
Availability (%) Goal	19.4	15.2
Test: Standard Deviation	YES -2.25	NO -1.57
Add'l Needed to Eliminate Problem Area (#)	1	0
Add'l Needed to Reach Availability (#)	8	5

NEW YORK BLOOD CENTER

2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	331	604	273
Underutilized	YES	NO	-
# of Job Groups	27	32	5
# of Underutilizations	1	-	-1
		NO UNDERUTILIZATIONS	

NOTE: New York Blood has appeared before the Board since 2006.

**New York Blood Center (2015)
Comparison of Incumbency to Availability**

Job Group: Professional JG 5 - Professional JG 5
Test: Standard Deviation
Total Employees: 17

	Total	
	FEMALE	MINORITY
Employees (#)	9	11
Employees (%)	* 52.9	64.7
Availability (%) Goal	91.6	51.5
Test: Standard Deviation	YES -5.75	NO 1.09
Add'l Needed to Eliminate Problem Area (#)	4	0
Add'l Needed to Reach Availability (#)	7	0

* Job Groups with a statistical significant underutilization will not be noted for corrective action if the representation of the group cited for underutilization is 50% or above.

**New York Blood Center (2015)
Comparison of Incumbency to Availability**

Job Group: Tech JG 5 - Tech JG 5
Test: Standard Deviation
Total Employees: 73

	Total	
	FEMALE	MINORITY
Employees (#)	45	63
Employees (%)	* 61.6	86.3
Availability (%) Goal	84.6	70.2
Test: Standard Deviation	YES -5.45	NO 3.00
Add'l Needed to Eliminate Problem Area (#)	11	0
Add'l Needed to Reach Availability (#)	17	0

* Job Groups with a statistical significant underutilization will not be noted for corrective action if the representation of the group cited for underutilization is 50% or above.

GILBANE BUILDING COMPANY
2015 UNDERUTILIZATIONS

	<u>2014</u>	<u>2015</u>	<u>Difference</u>
Total # of Employees	185	285	100
# of Job Groups	8	11	3
# of Underutilizations	1	2	1
# of Minority Underutilizations	1	2	1
	Managers JG 2A	Managers JG 2A Managers JG 2B	

NOTE: Gilbane has had minority management underutilizations for several years.

**Gilbane Building Company (2015)
Comparison of Incumbency to Availability**

Job Group: 1.2A - FIRST/MID MGRS
Test: Standard Deviation
Total Employees: 41

	Total	
	FEMALE	MINORITY
Employees (#)	2	4
Employees (%)	4.9	9.8
Availability (%) Goal	11.6	25.8
Test: Standard Deviation	NO	YES
Addtl Needed to Eliminate Problem Area (#)	-1.35	-2.34
Addtl Needed to Reach Availability (#)	0	1
	3	7

**Gilbane Building Company (2015)
Comparison of Incumbency to Availability**

Job Group: 1.2B - FIRST/MID MGRS

Test: Standard Deviation

Total Employees: 71

	FEMALE		MINORITY		Total
Employees (#)	8		11		
Employees (%)	11.3		15.5		
Availability (%) Goal	10.3		25.8		
Test: Standard Deviation	NO		YES		
	0.28		-1.98		
Add'l Needed to Eliminate Problem Area (#)	0		1		
Add'l Needed to Reach Availability (#)	0		8		

2015 AFFILIATE AFFIRMATIVE ACTION PLANS

January 12, 2016

NYC
HEALTH+
HOSPITALS

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AFFILIATES

AND THE NYC HEALTH + HOSPITALS FACILITIES THEY SERVE

MT. SINAI SCHOOL OF MEDICINE

ELMHURST HOSPITAL CENTER
QUEENS HOSPITAL CENTER

NEW YORK UNIVERSITY SCHOOL OF MEDICINE

BELLEVEUE HOSPITAL CENTER
COLER REHABILITATION AND NURSING CARE CENTER
HENRY J. CARTER SPECIALTY HOSPITAL & NURSING FACILITY
GOVERNEUR HEALTHCARE
WOODHULL MEDICAL & MENTAL HEALTH CENTER
CUMBERLAND DIAGNOSTIC & TREATMENT CENTER

PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.

CONNEY 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

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY



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AFFILIATES AND THEIR UNDERUTILIZATIONS SUMMARY

AFFILIATE	# UNDERUTILIZATIONS WOMEN		# UNDERUTILIZATIONS MINORITY		# JOB GROUPS UNDERUTILIZED	
	2014	2015	2014	2015	2014	2015
MT. SINAI SCHOOL OF MEDICINE @ ELMHURST, QUEENS	0	0	0	0	0	0
N Y U SCHOOL OF MEDICINE @ BELLEVUE, GOUVERNEUR COLER, CARTER WOODHULL, CUMBERLAND	0	0	0	0	0	0
STATE UNIVERSITY OF NY (SUNY) @ KINGS COUNTY	0	0	0	0	0	0
PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C. @ CONEY, HARLEM, JACOBI, NORTH CENTRAL BRONX, LINCOLN, METROPOLITAN	0	0	0	0	0	0

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

SUNNY AFFILIATE AAP PLAN 2015

BREAKDOWN

	2014	2015
EMPLOYEES #	58	52
MINORITIES #, %	22 (37.9%)	22 (42.3%)
WOMEN #, %	19 (32.8%)	18 (34.6%)
TOTAL HIRES	6	7
Minorities	3 (50%)	4 (57%)
Women	5 (83%)	3 (43%)
TOTAL PROMOTIONS	0	0
Minorities	0	0
Women	0	0
TOTAL TERMINATIONS	0	13
Minorities	0	4 (31%)
Women	0	4 (31%)

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

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SUNY AFFILIATE AAP PLAN 2015 MINORITY STATUS – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 UNDER-UTILIZATIONS	2015 UNDER-UTILIZATIONS	REPRESENTATION 2014 Total Employees 58 Total Minority 22	REPRESENTATION 2015 Total Employees 52 Total Minority 22	REPRESENTATION CHANGE
CHAIRS	NO	NO	*4 1	*3 1	-1 NO CHANGE
DIRECTORS	NO	NO	*27 11	*27 13	NO CHANGE +2
PHYSICIANS	NO	NO	*26 9	*21 7	-5 -2
ADMINISTRATIVE SUPPORT	NO	NO	*1 1	*1 1	NO CHANGE NO CHANGE

* Job Group Totals

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY



SUNY AFFILIATE AAP PLAN 2015 STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 UNDER-UTILIZATIONS	2015 UNDER-UTILIZATIONS	REPRESENTATION 2014 Total Employees 58 Total Females 19	REPRESENTATION 2015 Total Employees 52 Total Females 18	REPRESENTATION CHANGE
CHAIRS	NO	NO	*4 1	*3 1	-1 NO CHANGE
DIRECTORS	NO	NO	*27 9	*27 10	NO CHANGE +1
PHYSICIANS	NO	NO	*26 8	*21 6	-5 -2
ADMINISTRATIVE SUPPORT	NO	NO	*1 1	*1 1	NO CHANGE NO CHANGE

* Job Group Totals

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY



NYU AFFILIATE AAP PLAN 2015

BREAKDOWN

	2014	2015
EMPLOYEES #	3056	3058
MINORITIES #, %	1464 (48%)	1460 (48%)
WOMEN #, %	1585 (52%)	1592 (52%)
TOTAL HIRES	480	592
Minorities	216 (45%)	287 (48%)
Women	244 (51%)	334 (56%)
TOTAL PROMOTIONS	21	16
Minorities	12 (57%)	9 (56%)
Women	9 (43%)	11 (69%)
TOTAL TERMINATIONS	468	599
Minorities	234 (50%)	281 (47%)
Women	240 (51%)	294 (49%)

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

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NYU AAP PLAN 2015

STATUS OF MINORITIES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014	2015	REPRESENTATION 2014		REPRESENTATION 2015		CHANGE
	UNDER-UTILIZATIONS	UNDER-UTILIZATIONS	Total Employees 1464	Total Minority 3056	Total Employees 1460	Total Minority 3058	
Clerical	NO	NO	*46 39	*45 40			-1 +1
Coordinators	NO	NO	*35 24	*38 25			+3 +1
Health Professionals	NO	NO	*355 188	*376 200			+21 +12
House Staff	NO	NO	*1129 494	*1159 504			+30 +10
Managers	NO	NO	*130 65	*136 69			+6 +4
Physicians/Faculty	NO	NO	*1038 447	*1006 436			-32 -11
Senior Technicians	NO	NO	*76 43	*62 35			-14 -8
Supervisor	NO	NO	*38 22	*33 19			-5 -3
Technicians	NO	NO	*209 142	*203 132			-6 -10

* Job Group Totals



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AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

NYU AAP PLAN 2015

STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 # OF UNDER- UTILIZATIONS	2015 # OF UNDER- UTILIZATIONS	REPRESENTATION 2014 Total Employees 3056 Total Females 1585	REPRESENTATION 2015 Total Employees 3058 Total Females 1592	CHANGE
Clerical	NO	NO	*46 44	*45 42	-1 -2
Coordinators	NO	NO	*35 31	33 *38	-2 +7
Health Professionals	NO	NO	*335 277	*376 297	+41 +20
House Staff	NO	NO	*1129 552	*1159 555	+30 +3
Managers	NO	NO	*130 65	*136 70	+6 +5
Physicians/Faculty	NO	NO	*1038 434	*1006 437	-32 +3
Senior Technicians	NO	NO	*76 49	*62 38	-14 -11
Supervisor	NO	NO	*38 19	*33 16	-5 -3
Technicians	NO	NO	*209 114	*203 104	-6 -10

* Job Group Totals

PAGNY AFFILIATE AAP PLAN 2015

BREAKDOWN

	2014	2015
EMPLOYEES #	2758	3135
MINORITIES #, %	1582 (57%)	1806 (58%)
WOMEN #, %	1469 (53%)	1613 (52%)
TOTAL HIRES	384	458
Minorities	215 (56%)	260 (57%)
Women	225 (59%)	263 (57%)
TOTAL PROMOTIONS	18	25
Minorities	9 (50%)	13 (52%)
Women	10 (56%)	12 (48%)
TOTAL TERMINATIONS	304	287
Minorities	195 (64%)	161 (56%)
Women	166 (54%)	172 (60%)

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

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PAGNY AAP PLAN 2015

STATUS OF MINORITIES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 UNDER-UTILIZATIONS	2015 UNDER-UTILIZATIONS	REPRESENTATION 2014 Total Employees 2758 Total Minority 1582	REPRESENTATION 2015 Total Employees 3135 Total Minority 1806	CHANGE
PROFESSIONALS JG 2A	NO	NO	*1565 852	*1634 919	+69 +67
PROFESSIONALS JG 2B	NO	NO	*120 71	*155 84	+35 +13
PROFESSIONALS JG 2C	NO	NO	*494 276	*581 326	+87 +50
OFFICIALS & MANAGERS JG 1.1	NO	NO	*94 41	*114 48	+20 +7
OFFICIALS & MANAGERS JG 1.2	NO	NO	*129 67	*206 87	+77 +20
TECHNICIANS JG1	NO	NO	*171 129	*217 159	+46 +30
OFFICE CLERICAL JG1	NO	NO	*136 103	*166 127	+30 +24
SERVICE WORKERS	NO	NO	*49 43	*62 56	+13 +13

* Job Group Totals

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PAGNY AAP PLAN 2015 STATUS OF FEMALES – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014	2015	REPRESENTATION		CHANGE
	UNDER-UTILIZATIONS	UNDER-UTILIZATIONS	2014 Total Employees Total Females	2015 Total Employees Total Females	
PROFESSIONALS JG 2A	NO	NO	*1565 693	*1634 699	+69 +6
PROFESSIONALS JG 2B	NO	NO	*120 99	*155 112	+35 +13
PROFESSIONALS JG 2C	NO	NO	*494 334	*581 377	+87 +43
OFFICIALS & MANAGERS JG 1.1	NO	NO	*94 27	*114 34	+20 +7
OFFICIALS & MANAGERS JG 1.2	NO	NO	*129 79	*206 107	+77 +28
TECHNICIANS JG1	NO	NO	*171 94	*217 120	+46 +26
OFFICE CLERICAL JG1	NO	NO	*136 106	*166 21	+30 +15
SERVICE WORKERS	NO	NO	*49 37	*62 43	+13 +6

* Job Group Totals



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AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

MOUNT SINAI AFFILIATE AAP PLAN 2015

BREAKDOWN

	2014	2015
EMPLOYEES #	1549	1514
MINORITIES #, %	947 (61%)	918 (61%)
WOMEN #, %	837 (54%)	824 (54%)
TOTAL HIRES	272	265
Minorities	3 (50%)	4 (57%)
Women	5 (83%)	5 (83%)
TOTAL PROMOTIONS	0	0
Minorities	0	0
Women	0	0
TOTAL TERMINATIONS	246	296
Minorities	153 (62%)	154 (52%)
Women	132 (54%)	195 (66%)

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

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MT. SINAI AFFILIATE AAP PLAN 2015 MINORITY STATUS – NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 UNDERUTILIZATIONS		2015 UNDERUTILIZATIONS		REPRESENTATION 2014		REPRESENTATION 2015		CHANGE
					Total Employees 1549	Total Minority 918	Total Employees 1514	Total Minority 918	
									-35
					Total Employees 1549	Total Minority 918	Total Employees 1514	Total Minority 918	-29
MANAGERS JG1	NO		NO		*16	*14	*14	3	-2
					6	3	3	3	-3
MANAGERS JG2	NO		NO		*25	*28	*20	16	3
					12	15	16	16	3
MANAGERS JG3	NO		NO		*38	*38	*38	*21	NO CHANGE
					22	22	22	18	NO CHANGE
PROFESSIONALS JG1	NO		NO		*93	*73	*73	39	-20
					58	39	39	39	-19
PROFESSIONALS JG2	NO		NO		*208	*38	*38	28	-170
					129	28	28	28	-101
PROFESSIONALS JG3	NO		NO		*693	*681	*681	356	-12
					356	356	356	356	NO CHANGE
PROFESSIONALS JGPA	NO		NO		NA	*145	*145	83	145
						83	83	83	83
PROFESSIONALS JG4	NO		NO		*159	*159	*159	120	NO CHANGE
					125	120	120	120	-5
PROFESSIONALS JG5	NO		NO		*4	NA	NA	NA	-4
					4				-4
PROFESSIONALS JG6	NO		NO		*16	*21	*21	16	5
					11	16	16	16	5
TECHNICIANS JG1	NO		NO		*38	*52	*52	33	14
					24	33	33	33	9
TECHNICIANS JG2	NO		NO		*187	*183	*183	137	-4
					143	137	137	137	-6
TECHNICIANS JG3	NO		NO		*1	NA	NA	NA	-1
					1				-1
OFFICE CLERICAL JG1	NO		NO		*22	*40	*40	31	18
					18	31	31	31	13
OFFICE CLERICAL JG2	NO		NO		*40	*20	*20	16	-20
					31	16	16	16	-15
OFFICE CLERICAL JG3	NO		NO		*8	*21	*21	18	13
					6	18	18	18	12
SERVICE JG1	NO		NO		*1	*1	*1	1	NO CHANGE
					1	1	1	1	NO CHANGE

* Job Group Totals

AFFIRMATIVE ACTION / EQUAL EMPLOYMENT OPPORTUNITY

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MT. SINAI AFFILIATE AAP PLAN 2015 FEMALE STATUS - NO UNDERUTILIZED JOB GROUPS

JOB GROUP	2014 UNDERUTILIZATIONS		2015 UNDERUTILIZATIONS		REPRESENTATION 2014		REPRESENTATION 2015		CHANGE
					Total Employees 1549	Total Female 837	Total Employees 1514	Total Female 824	
MANAGERS JG1	NO		NO		*16		*14		-2
					9		9		NO CHANGE
MANAGERS JG2	NO		NO		*25		*28		3
					18		18		NO CHANGE
MANAGERS JG3	NO		NO		*38		*38		NO CHANGE
					29		28		-1
PROFESSIONALS JG1	NO		NO		*93		*73		-20
					64		54		-10
PROFESSIONALS JG2	NO		NO		*208		*38		-170
					141		25		-116
PROFESSIONALS JG3	NO		NO		*693		*681		-12
					296		298		2
PROFESSIONALS JGPA	NO		NO		NA		*145		145
							99		99
PROFESSIONALS JG4	NO		NO		*159		*159		NO CHANGE
					75		74		-1
PROFESSIONALS JG5	NO		NO		*4		NA		-4
					4				-4
PROFESSIONALS JG6	NO		NO		*16		*21		5
					11		17		6
TECHNICIANS JG1	NO		NO		*38		*52		14
					27		32		5
TECHNICIANS JG2	NO		NO		*187		*183		-4
					109		108		-1
TECHNICIANS JG3	NO		NO		*1		NA		-1
					1				-1
OFFICE CLERICAL JG1	NO		NO		*22		*40		18
					12		29		17
OFFICE CLERICAL JG2	NO		NO		*40		*20		-20
					33		16		-17
OFFICE CLERICAL JG3	NO		NO		*8		*21		13
					8		17		9
SERVICE JG1	NO		NO		*1		*1		NO CHANGE
					0		0		NO CHANGE

* Job Group Totals

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