Cumulative Field Project - Diversity Within the New York Power Authority

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**Abstract**

Diversity is what an organization has, inclusion is what organizations do, and organizational culture is created by diversity and inclusion. Diversity, inclusion and culture are often used synonymously within an organization; however, there is a distinct difference.

Organizational diversity is a representation of many different groups of people including gender, race, age, religion, and skill levels. Having diversity within an organization comes with both pros and cons. A wide range of skills, perspectives, and problem-solving skills are benefits from diversity. Unfortunately, diversity can come with resistance and possible legal challenges.

Organizational inclusion is the deliberate act of welcoming diversity and creating an environment where different types of people can thrive. Organizational inclusion is taking a diverse workforce and making it work. An inclusive organization is comprised of employees with diverse backgrounds, cultures coming from different communities.

Organizational culture is the set of shared values and norms that controls organizational members’ interactions with each other and with suppliers, customers, and other people outside the organization (Jones, 2013). Culture is an ambiguous and nebulous concept, which is often undefined within an organization. Because culture is difficult to define, organizations can have trouble maintaining consistency in their message regarding organizational culture. Employees may also find it difficult to identify and communicate about the perceived culture and inconsistencies. Organizational culture can manifest itself in a variety of ways, including leadership behaviors, communication styles, internally distributed messages and corporate celebrations. Given that culture comprises so many elements, it is not surprising that terms for describing specific cultures vary widely. Some commonly used terms for describing cultures include aggressive, customer-focused, innovative, fun, ethical, research-driven, technology-driven, process-oriented, hierarchical, family-friendly, and risk-taking (Pellet, 2016).

The New York State Power Authority is comprised of all three organizational characteristics: diversity, inclusion, and organizational culture. NYPA originated in 1931, which provides a long history of 87 years of organizational change making NYPA a great research endeavor.

**Introduction**

Ivan Aguilera and Nick Gilewski chose to conduct their cumulative field project at the New York Power Authority located in Lewiston, New York. The objective was to gain a better understanding on NYPA’s diversity, inclusion and organizational culture by conducting interviews, doing research, and through pure observation.

First, Ivan and Nick conducted research about the organization creating a literature review about NYPA’s culture, diversity, and inclusion. The information for the literature review was acquired from the Internet and the company portal or Intranet. The amount of information was much vaster on the Intranet versus the Internet.

Next, using the literature review Ivan and Nick derived three criteria to construct interview questions. Ivan and Nick scheduled two site visits to make visual observations and conduct interviews. Prior to the interviews Ivan and Nick created numerous questions to ask the participants, using the criterions, so that they could gauge NYPA’s culture, diversity, and inclusion. Ivan and Nick had the opportunity to interview three NYPA employees: Sean Smith – Human Resource Manager, Gary Holliday – Operations Supervisor, and Joe Terranova – Maintenance Planner/Engineer.

Lastly, after the interviews were conducted Ivan and Nick had a meeting to debrief, analyzing what they had observed and heard in terms of NYPA’s culture, diversity, and inclusion. After evaluating the data, Ivan and Nick developed conclusions and recommendations for NYPA’s culture, diversity, and inclusion.

**Organization**

The New York State Power Authority is America’s largest state power organization, with 16 generating facilities and more that 1,400 circuit-miles of transmission lines. State and federal regulations shape NYPA’s diverse customer base, which includes large and small businesses, and not-for-profit organizations, community-owned electric systems and rural electric cooperatives and government entities (NYPA, n.d.).

NYPA believes that economic development is a top priority in the state of New York. NYPA feels that their electricity can make the difference between jobs growing here, staying here, or going elsewhere. NYPA works with state and local entities, including Governor Cuomo’s 10 Regional Economic Development Councils, the Empire State Development Corporation, the New York State Economic Development Power Allocation Board and other local and regional economic development organizations to encourage businesses to locate and expand in the state of New York (NYPA, n.d.).

NYPA is a national leader in promoting energy efficiency, the development of clean energy technologies, and electric vehicles. NYPA continues to help save money and megawatts while reducing greenhouse gas emissions. NYPA finances construction projects through bond sales to private investors, re-paying bondholders with proceeds from the operations of NYPA.

**Criterion for a Diverse Organization**

The following are the criteria that will use to determine the effectiveness of the diversity programs at NYPA.

* Women in Power - What efforts are underway or will be initiated to ensure that women attain positions of power? (NYPA, 2015)
* Supplier Diversity - What efforts are underway or will be initiated to ensure that minority suppliers are fairly represented during the contract bidding and awards process? (NYPA, n.d.)
* Workforce Training Center - What efforts are underway or will be initiated to help the marginalized community attain the skills necessary to work at NYPA? (Workforce Training Center, 2016)

**Evaluation Instrument Development**

**Women in Power**

In many organizations, women encounter problems attempting to reach positions of power. This has typically been referred to as the “glass ceiling” (Morrison et al., 1987). The “glass ceiling” is characterized by “different forms of gender bias that manifests in covert and overt ways” as defined by Auster (1993). Oakley (2000) examined the various reasons why women did not achieve positions of power in their organizations. The areas explored included: lack of line experience, inadequate career opportunities, gender differences in linguistic styles and socialization, gender-based stereotypes, the old boy network at the top, and tokenism. Oakley findings support work previously done by Larson and Freeman (1997) that gender-based analysis of organizational power arrangements best explain the huge percentage gap between women in middle and top management and between women and men in top management because gender continues to be one of the central organizing principles of economic life, along with skin color and social class. Oakley also notes that not much progress has been made given the most recent statistics: “the percentage of women in top management positions show the current figure of approximately 2.5 percent as barely increasing at all during the 1990s, with little hope of a significant increase in the near future” (Oakley, p. 331, 2000).

Based on Oakley’s article and numerous research studies to date, women in power was selected as the first criteria to assess the diversity initiatives of NYPA. The areas focused on included the following:

* Are there any documented programs in place to help women achieve positions of power?
* Are there examples of women who have either come up through the ranks or were hired externally in positions of power?
* What is the highest position a female employee has attained in the organization? This could be currently employed or in the recent past.
* How do employees feel about programs to help women achieve positions of power?

**Supplier Diversity**

Supplier diversity was the second criteria selected to assess the effectiveness of the diversity initiatives at NYPA. Supplier diversity relates to the purchasing of goods and services from marginalized social groups by corporations. Typically, supplier diversity encompasses three main areas: minority owned, women owned, and disabled veterans owned suppliers. Caminiti (2006) points out how $90 billion worth of goods and services purchased from minority owned business by US corporations made this segment the fastest growing segment of the business landscape. Adobor (2007) points out how the National Minority Supplier Development Council was established in 1972 to provide guidance on corporate initiatives to improve representation from minority suppliers. The council is run by multiple Fortune 500 organizations. It defines a diverse company as one with at least 51% ownership by a minority. It further defines the minorities in terms of race: African American, Hispanic, Asian, and Native American.

Companies are not only pursuing supplier diversity from an ethical perspective. They have realized that it is a business imperative to do so. Theo Fletcher, Vice President of Security, Compliance and Diversity at IBM states “we want our supplier base to look like our employee base and the market we are trying to attract” (Carbone, 2005, p. 27). Supplier diversity has become more that just the “right thing to do”. It has become a competitive advantage as well.

The following areas were the focus of the audit conducted at NYPA:

* Did the organization have a program in place to improve supplier diversity?
* Did the organization provide statistics in terms of the percentage of minority suppliers in their supplier base?
* Did the organization has goals/ targets to be achieved? Did they meet their targets?

**Workforce Training Center**

Today’s job market requires that the workforce have more cognitive skills that in the past (Murnane and Levy, 1995). Recent evidence suggests that, among those with similar levels of education, the scores of blacks on tests of cognitive achievement (such as the Armed Forces Qualifications Test, or AFQT) lag behind those of whites (Holzer, 2001, p. 3). This along with other points Holzer (2001) suggests “that less-educated minorities face a wide range of barriers to their achieving career success in the labor market.” (Holzer, 2001, p. 5). Holzer (2001) goes on to state that policies should be created to addresses the following issues:

* Improving the basic skills as well as educational attainment of minorities;
* Improving early work experience and resulting attitudes towards work;
* Improving physical access to jobs and to safer, more integrated neighborhoods;
* Providing effective employment and training programs for the disadvantaged out-of-school population, especially those with particular needs (such as ex-offenders);
* Reducing persistent discrimination.

Workforce employment programs undertaken by corporations in the community to help marginalized members of society can address many of these issues. The third criteria used to evaluate the effectiveness of NYPA’s diversity program was to explore any workforce employment programs that address the items identified above. The following areas were the focus of the assessment:

* Does the organization have a formal workforce employment program?
* What are the goals of the program?
* How effective has the program been in hiring minority employees?

**Visit to the Organization**

As previously mentioned, three individuals were interviewed as part of our assessment of the diversity related initiatives at NYPA. The three individuals included:

* Sean Smith - Human Resource Manager
* Gary Holliday - Operations Supervisors - 30 years of experience.
* Joe Terranova - Electrical planner/ engineer 3 years of experience.

The human resource manager was interviewed in order to understand what corporate initiatives were in place to address diversity in the organization. The responses from this person were used to understand the overall corporate objectives and goals. The other two individuals were employees. The goal of these interviews was to gain an understanding of how NYPA’s diversity initiatives affected them. This would provide the perspective from individuals who were impacted by the diversity initiatives. Their responses will be used to gage the effectiveness of the NYPA’s programs.

**Human Resource Manager Interview**

The following were the key points from the interview with Sean Smith, NYPA’s human resource manager:

* Supplier diversity program:
  + Requirements are mandated by the state.
  + No quotas are mandated by the state. NYPA does not have any quotas.
  + NYPA has a relationship with the vendors to ensure hiring of diversity employees. Allocate funding to support supplier efforts in this area.
* Miscellaneous
  + Diversity Council has established employee resource groups that allow member of workforce to meet and discuss diversity related topics. The council takes the lead on the cultural presentations mentioned above.
* Diversity Hiring
  + NYPA attends job fairs that focus on diversity candidates. This includes the Department of Labor and Veterans job fairs.
  + The organization has relationships with the local universities focused on minority hiring.
  + There are no set targets for minority hiring. However, they do report the figures to the state. The state does not provide feedback but NYPA corporate does.
  + At NYPA there is a Chief Diversity Officer. This person reports to the Affirmative Action Officer. The Affirmative Action Officer belongs to the Office of Civil Rights and Inclusion.
  + The facilities in the New York area have a larger pool of diversity candidates to draw from. Not so in the Western New York area.
  + Large skills gap in this area when it comes to diversity candidates.
  + Workforce development center in Buffalo was developed with the intent to close that gap. Goal is to provide job skills to those that have difficulty getting employment. Starts with vocation training and expands to degree programs. The workforce development program is funded by NYPA. It provides a pipeline to hire more diversity candidates.
* Areas for improvement
  + Updating their job requirements software to include diversity related needs. Also, would like to have a better relationship with Career Builder and Monster.Com to improve diversity hiring online.
  + Feels that NYPA needs to be more proactive.
  + There have been micro aggression or micro incidents that run counter to diversity initiatives.
  + Diversity training comes across as “window dressing”. Comes across as only seeking minority candidates to “make the numbers”. The feeling is that less qualified candidates are being hired.
  + Getting the buy in to do it the right way can be challenging.
* Areas done well
  + NYPA publicizes their accomplishments well. Highlight diversity initiatives in trade journals and magazines. Highlight diversity employees who have done well.
* Diversity Training
  + NYPA conducts a hybrid of state and its own training. Their internal talent development team incorporates diversity related components into its training.
  + Diversity training is also contracted out to vendors.
  + Part of diversity training includes bringing in speakers to present on cultural awareness related topics. For instance, during Native American month, they ask Native American employees to present topics about their culture. The same is done during Asian American events and so on. Usually high-profile employees make presentations.

**Operation Supervisor Interview**

The following were the key points from the interview with Gary Holiday, NYPA’s operations supervisor:

* Miscellaneous
  + When Gary started 30 years ago, he couldn’t define diversity. It was very much predominantly white males. But the company made efforts to recruit diversity candidates.
  + There was diversity at the lower level of the organization. However, there was less diversity as you went up the ladder.
  + Diversity was not publicized as much.
  + Today it is way over played. Feels that this is a problem.
  + People should be hired into a position based on their experience, not because of race, religion or sexual preferences.
  + Many companies discriminated in their hiring practices. Gary felt that NYPA did not.
  + At his previous employer at the Fitzpatrick facility. He didn’t see as much diversity. He claimed that this occurred because it was a nuclear facility and most of the hiring came from the Navy. Back then, women weren’t as involved in the Navy.
* Diversity Initiatives
  + Gary doesn’t get involved in any.
  + He takes the mandatory training.
  + He feels that the training becomes too repetitive.
* Definition of Diversity
  + All candidates should be hired based on their qualifications.
  + There appears to be a quota type system in place. For example, the company believes they have to maintain a certain percentage of diversity candidates employed. Gary is aware that no quotas exists.
* Ageism
  + Older workforce has more experience. They have seen the bad and the good.
  + Sometimes the older workforce as a more negative attitude about things. The younger workforce is more open to change.
  + People say that the younger workforce have a more “entitled” attitude. He disagrees. He feels that the older workforce is more comes across as more entitled.
  + Recently implemented a program where the younger new hires have to possess a two-year degree as a minimum requirement. The older workforce went through an apprenticeship program and did not have the formal education. He feels that there is unequivocally a difference in the quality of the younger versus the older employee’s skills set. The older workforce feels more intimidated by the younger employees who have a degree.

**Electrical Planner/ Engineer Interview**

The following were the key points from the interview with Joe Terranova, NYPA’s electrical planner/engineer:

* Initiatives
  + Participated in a LGBTQ knowledge sharing event that occurred recently.
  + He recalled that there was a Women in Power and Supplier Diversity Initiative as well when asked if he was aware of other initiatives.
* What Has Worked Well
  + Human resources are always offering different lectures and training about diversity. Provide avenues for getting involved in various initiatives.
  + He volunteered to attend a Northeast Asian Pacific lecture but was unable to attend.
  + Joe believes he can do a better job of attending these HR sponsored events. However, he did note that the events are offered with short notice. They are difficult to plan around them.
  + The events are usually scheduled during normal working hours.
* Comparison to Past Employers
  + Previously worked at DuPont. Joe feels that NYPA has done a better job managing diversity.
* Definition of Diversity
  + Feels diversity initiatives are needed but it is jammed down their throats.
  + The diversity programs are publicized too much. Diversity should happen naturally. For example, when a female engineer is hired, the company makes sure that it gets publicized.
  + Diversity should focus more on age, culture, and the differences between people. There is too much emphasis on skin color.
  + There may be reverse discrimination going on. He has heard other employees say the same thing.
* Ageism
  + Older employees are set in their ways. They have their reasons for doing the things they do, and he respects that. However, contrary to popular belief, older employees are eager to learn.
  + The company needs to get more new blood. Sometimes older workers are hard to work with.

**Evaluation**

**Interview Evaluations**

The interview with the resource manager helped to set the stage to understand the diversity initiatives currently underway at NYPA. The interviews with the operations supervisor and the electrical planner/ engineer helped to provide a perspective from the employees who are affected by the programs instituted by human resources. With the latter interview an older and younger employee were selected to get the perspectives from two different age groups.

Several observations were made regarding the interview responses provided. On the one hand, the human resource manager stated “that he felt NYPA did good job publicizing diversity candidates and their programs” (Smith, 2018). Based on the responses provided by the employees, they did not respond positively to the publicity. In fact, their responses were quite the opposite. The publicity is getting misinterpreted as unqualified candidates getting positions, reverse discrimination, and filling quotas. NYPA probably publicizes their diversity “wins” to show their efforts in a positive light. However, they are not interpreted as such by their employee base. This should be addressed by NYPA as it places their diversity initiative in a negative light. This ultimately defeats the purpose of diversity training.

Another interesting observation was the difference in participation levels in diversity related events between the older and younger employee. The older employee did not participate. The younger employee looked forward to them. In fact, he felt concerned not being able to attend due to their schedule and in such short notice. Of course, robust conclusions shouldn’t be made based on a sample size of two employees interviewed. However, it is reasonable to assume that younger employees may be more willing and open minded about diversity related initiatives than their older colleagues. NYPA should take the initiative and leverage this to the full extent. At some point, the older generation will retire or move on. Today’s younger employees are the future leaders of the organization. It’s important to plant the seeds now for future diversity growth.

Another observation made as result of the interviews were the fact that both employees rated NYPA as doing a better job from a diversity perspective compared to other organizations. This was true, despite the fact, that both employees felt NYPA over publicized diversity, which is a positive sign. The human resource manager noted that quotas do not exist and are not mandated by the state. However, the figures are provided to corporate. So there appears to be an informal quota system in effect. This is also apparent to the employees who called out that a quota system is in place. This needs to be addressed quickly. The belief that a quota, albeit an informal one, exists jeopardizes the legitimacy of the diversity candidates selected for specific positions. It also calls into question the true intent of the diversity initiatives and may give rise to more feelings of reverse discrimination. The human resource manager did make references to micro aggressions. Perhaps he is aware of the negative sentiments raised by the employees during their interviews. In fact, just prior to the comments about microaggressions, the human resource manager stated that one area for improvement was being more proactive. He may have been referring to the need to address the micro aggressive attitudes or sentiments raised by some employees.

**Literature Review Evaluations - Internal**

What makes something diverse? Merriam-Webster defines diverse as differing from one another (Merriam-Webster, 2018). For example, people with *diverse* interests. In Mor Barak’s Managing Diversity, she uses Chinese traditions and socioeconomic classes to illustrate diversity. Whereas, Shi, Nong, Gong and Shang are analogous to Scholars, Farmers, Artisans and Merchants; each class is an integral part of the system that makes up a society (Mor Barak, 2014)

Organizational diversity in the workplace refers to the total makeup of the employee workforce and the amount of diversity included. Diversity refers to differences in various defining personal traits such as age, gender, race, marital status, ethnic origin, religion, education and many other secondary qualities (Kokemuller, 2017).

The information for the literature review was mostly acquired from the Internet and the company portal or Intranet. The amount of information was much vaster on the company Intranet versus the world wide web Internet.

The New York State Power Authority is a proponent of diversity and inclusion within the organization. NYPA has several programs and initiatives promoting organizational diversity. Some of the general diversity information is posted externally on the internet; however, the majority of initiatives and programs are listed on the company intranet. For example, women in power, LGBTQ month, Black history month, Asian month. These are programs created by the human resources department to educate and inform employees on workplace diversity. These programs are only viewable through the company portal and is not published on the world wide web.

Online New York State training is conducted annually on culture, diversity and inclusion for all NYPA employees. The training deck is quite extensive lasting 27 minutes long. The diversity training explains NYPAs involvement. For example, Women in Power, which was created by Jill Anderson in 2013. Jill had a vision to create a group that would raise awareness about women in power. In order to be a member of the group you did not have to be a woman, but you had to have the desire to help raise awareness. The Women and Power, since its creation, has sponsored several events supporting the woman movement.

Another example of NYPA’s diversity initiatives is the LGBTQ group. In June 2018, NYPA supported the Buffalo LGBTQ parade by purchasing a table handing out NYPA swag. In addition to sponsor the LGBTQ parade, NYPA had an in-house training and history lesson on the LGBTQ movement. The history lesson consisted of a History Channel documentary on the gay movement, and at the end there was a guest speaker sharing her experience as a gay woman.

In addition to having special events NYPA has declared each month out of the year as being a diversity month. For example, NYPA has a black history month, an Asian history month, a month dedicated to handicap or special needs people, and a month dedicated for veterans.

**Literature Review Evaluations - External**

In this section, the literature currently available regarding NYPA and diversity related topics are reviewed. It includes positive and negative articles that frame how the external world views NYPA and its diversity initiatives. It is interesting to note that there is a wealth of information on NYPA’s supplier diversity initiatives. This included articles that provided overviews on their program to contractors and requests for bids and quotes. There was also quite a bit of literature presenting the program in a positive light. The program also advertises heavily in trade journals and diversity related magazine. It is apparent that NYPA invests quite a bit in this initiative and it shows. Appendix 1 provides links to various articles, publications, and websites with examples.

It is also interesting to note that the CEO of NYPA, Gil Quinones is a diversity candidate himself. Mr. Quinones, who is of Filipino descent, has served as CEO since 2011. Appendix 1 has a link to an article about Mr. Quinones and his accomplishments. There is also an article written by Mr. Quinones that touts the diversity efforts of NYPA and provides examples of diversity employees who have done well.

There were not many articles that depicted a negative impression of NYPA from a diversity perspective. There was one court case related to a lawsuit from an employee who claimed discrimination. There was evidence of other lawsuits. However, they were not diversity related cases.

Forbes (2018) listed NYPA as the sixth best utility to work at in the ranking of America's Best Mid-Sized Employers for 2018. “Employees were asked their opinions of their employers and asked to rank on a scale from 0-10 how likely they were to recommend their employers to friends and family. Participants were also asked to recommend other employers in their respective industries. They also answered 35 questions about work-related topics, giving opinions on a series of statements about working conditions, salary, potential for development and company image regarding their current employer.” (Niagara Frontier Publications, 2018). Although the questions weren’t directly geared to diversity, it must have played a role in the opinions of the employees.

Finally, an article is provided from a local newspaper highlighting a Black American history month event at NYPA in February of this year. It demonstrates how NYPA takes their message of inclusion beyond the walls of its facilities and to their community.

**Recommendations**

After evaluating the data, Ivan and Nick developed conclusions and recommendations for NYPA’s culture, diversity, and inclusion. It is very apparent that NYPA is heavily involved with, and concerned about culture, diversity, and inclusion. However, after conducting the interviews, it appears that NYPA is very assertive with diversity and inclusion; almost, too assertive. Judging by the interviews one could conclude that NYPA’s interest may be slightly disingenuous. In fact, Joe Terranova mentioned that “it is being forced upon employees, versus allowing it to happen naturally” (Terranova, 2018). In addition, the HR Manager mentioned that some may consider it “window dressing” (Smith, 2018).

After interviewing with Gary Holliday, who is a 30-year NYPA veteran, states that “NYPA has always been diverse, but the difference is now diversity is advertised” (Holliday, 2018).

Ivan and Nick recommend that NYPA continue to stay involved with and “genuinely” be concerned about diversity. Next, do not force diversity on employees, and most importantly do not publicize it as much. It appears from the 3 interviews that were conducted that publicizing diversity creates a bit of animosity and decreases moral. The focus is more on publicizing diversity versus publicizing what non-diverse employees are doing on a day to day basis by generating power.

**Conclusion**

A brief overview of NYPA was provided. This was followed by the three-criterion used to assess the diversity initiatives of the organization. These criteria included: women in power, supplier diversity, and workforce training. Next, the evaluation instrument developed to assess the organization was reviewed. Literature related to each of the criterion was provided. The literature reviewed provided the key items that were used to assess NYPA. Afterwards, the results of the interviews with the three employees were presented. In the evaluation section, the responses to each of the interviews were analyzed. The focus of the analysis was centered on the responses and the criterion developed. This approach allowed us to formulate an assessment of the diversity efforts of the organization. Recommendations were provided based on the assessment completed. Although NYPA has done an excellent job pursuing diversity initiatives, it needs to work on the employee’s perceptions of their programs. This will not only help those who benefit from the diversity initiatives. But also allow the rest of the workforce to perceive the program positively. Part of this includes making the diversity initiatives voluntary. This will allow employees to see the initiatives in a more positive light versus a burden being imposed on them. As with any large corporate initiative, there will always be areas for improvement. Despite these issues, NYPA has done a great job with their efforts to improve diversity and inclusion. It should continue to stay the course and make slight course corrections as needed.

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**Appendix 1**

**Links to Supplier Diversity Related Literature**

* [New York Power Authority - BidNet](http://www.bidnet.com/bneattachments?/310689873.pdf)
  + Example of a NYPA request for proposals with supplier diversity requirements defined.
* [MINORITY COMMERCE WEEKLY](http://www.mcwbids.com/pdf/Minority-Commerce-Weekly-Newsletter.pdf)
  + Journal listing requests for proposals or bids targeting diversity contractors.
* [NYPA's Supplier - New York Power Authority - Yumpu](https://www.yumpu.com/en/document/view/24850834/nypas-supplier-new-york-power-authority)
  + Booklet describing NYPA’s supplier diversity program.
* [DiversityPlus Articles](https://www.diversityplus.com/article.aspx?id=Debra-J-White-1242)
  + Article recognizing the director of the supplier diversity program, Debra White, in 2011.
* [New York Power Authority Hosts Purchasing Expo in Utica …](http://www.diversitybusiness.com/Resources/news/2002/October/NYPAHostsPurchasingExpo.htm)
  + Article in a trade journal announcing NYPA’s participation in a supplier diversity purchasing exchange program in Utica, NY.

**Links to Articles Related to the CEO of NYPA**

* [New York Power Authority - Profiles in Diversity Journal](http://www.diversityjournal.com/16593-new-york-power-authority-providing-opportunities-for-everyone-to-succeed/)
  + Article written by the CEO of NYPA espousing the diversity efforts of the company.
* [Meet Gil Quiniones, the highest ranking Fil-Am in the Cuomo Cabinet](http://www.gmanetwork.com/news/story/483894/news/pinoyabroad/meet-gil-quiniones-the-highest-ranking-fil-am-in-the-cuomo-cabinet)
  + Article about Gil Quinones and his accomplishments.

**Link to Court Case Claiming Discrimination at NYPA**

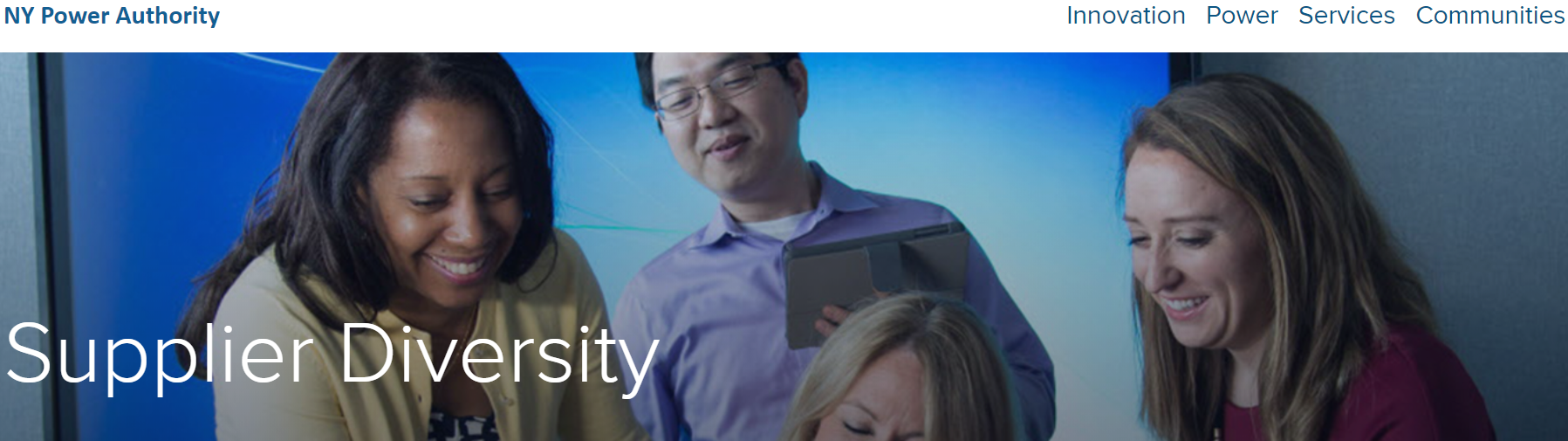
* [karm v nypa | Damages | Hostile Work Environment - Scribd](https://www.scribd.com/document/324697064/karm-v-nypa)

**Link to Positive Articles about NYPA’s Diversity Initiatives**

* [New York Power Authority There's Power in Diversity - Government …](http://www.gfoa.org/sites/default/files/GFR_APR_11_69.pdf)
  + Article by NYPA’s diversity program manager in the Government Finance Review journal.
* [New York Power Authority featured on Forbes list of best …](https://www.wnypapers.com/news/article/current/2018/05/03/132496/new-york-power-authority-featured-on-forbes-list-of-best-employers-for-2018)
  + Niagara Frontier Article reviewing the ranking of NPYA as presented by Forbes.
* [NYPA Power Vista commemorates Black History Month with …](https://www.wnypapers.com/news/article/current/2018/02/11/131422/nypa-power-vista-commemorates-black-history-month-with-special-exhibit-performances)
  + Niagara Frontier article announcing a Black History event that occurred at NYPA recently.

**Appendix 2**

**Image from NYPA Intranet regarding Supplier Diversity**



**Image from NYPA Intranet regarding Women in Power**



**Image from NYPA Intranet regarding their Workforce Training Center**



**Image from NYPA Intranet regarding LGBTQ initiatives**

