

Three Rivers Community College
Norwich, Connecticut

Affirmative Action
Plan

2014

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Policy Statement

(Section 46a-68-33)

Policy Statement

Section 46a-68-33

A Message from President Grace S. Jones

As the President and Chief Executive Officer of Three Rivers Community College, I hereby express my personal commitment to the ideals of Affirmative Action. At the same time, I reaffirm the College's commitment to Affirmative Action and pledge to make every effort to achieve the goals within the timetables set forth in the College's Affirmative Action Plan.

The College recognizes that certain groups have historically been excluded from full participation in educational and employment opportunities, and, if they are to overcome the present effects of this past exclusion, affirmative steps beyond simple neutrality are required.

Affirmative Action in employment involves taking additional steps to recruit, employ, and promote members of protected groups. More particularly, the College endorses and expects full compliance with the requirements of the law, including, but not limited to, positive action designed to identify and remove practices, policies, or other job-related requirements that act as barriers to equal employment opportunity for all protected groups found to be underutilized in the work force or otherwise adversely impacted.

In considering the need for Affirmative Action, it is useful to distinguish between Affirmative Action and equal employment opportunity. The latter implies an absence of discrimination. In contrast, Affirmative Action recognizes that a simple stance of neutrality is not sufficient to surmount existing patterns of under representation and underutilization both in employment and education. The College recognizes, adopts, and pledges its support for such Affirmative Action as a necessary and immediate objective.

The College endorses and supports efforts to reach out to groups within our society that have historically been excluded from or are disproportionately represented in postsecondary education. The College's mission explicitly identifies among its core directives the goal of advancing the intellectual and economic potential of all within its community. It is therefore of special significance that the College strive always to offer pathways for success to members of historically underrepresented groups.

Three Rivers Community College, through its Affirmative Action programs, is endeavoring to redress any past discrimination against protected groups. We are directing efforts to ensure that recruitment practices, working conditions, and promotional opportunities are consistent with our program to achieve justice in employment. That is, Three Rivers protects present and future students, faculty, and staff from discrimination based on race, color, sex, religious creed, marital status, national origin, ancestry, genetic information, intellectual disability, past or present history of mental disability, learning disability, physical disability, age, gender identity or expression, sexual orientation, and transgender status. The College's protections also extend to veteran status or criminal record, unless the provisions of sections 46a-60(b), 46a-80(b), or 46a-81(b) of the Connecticut General Statutes are controlling, or if there is a bona fide occupational qualification foregoing. Discrimination on the basis of sex shall include sexual harassment as

defined in section 46a-60(8) of Connecticut General Statutes. Although it is recognized that there are bona fide occupational qualifications that provide for exception from employment prohibitions, it is understood these exceptions are to be applied pursuant to Section 46a-68-33 of the administrative regulations.

The employment process consists of recruitment, selection, placement, promotion, transfer, tenure consideration, salary and fringe benefit determination, separation and termination, and job training. The role of Affirmative Action is to provide an environment for the application of equal opportunity principles and to monitor the employment process to prevent instances of illegal discrimination from arising or existing. Affirmative Action in the employment process seeks to assure that:

- Recruitment and hiring of protected group members reflect their availability in the job market.
- Selection, tenure, placement, and related activities are based upon job related factors and criteria and that practices which have an illegal discriminatory impact have been identified and eliminated.
- Salary and fringe benefits, including opportunities for training and education, are administered in an equitable manner.
- Transfer, reassignment, separation and termination decisions are non-discriminatory and do not result in an illegal adverse impact upon members of protected groups, and where there is a negative impact upon protected groups, and where there is a negative impact upon protected groups, alternative approaches to separation and termination are explored.

We have a special obligation as an educational institution to set a standard for the employment and fair treatment of members of all groups. We make every effort to maintain an environment that promotes and nurtures a full-fledged commitment to Affirmative Action on the part of every individual in our college community. It is my personal objective, as President, to see that this occurs.

I have appointed Gregory Souza as our Equity and Diversity Officer (a position formerly referred to as "Equal Employment" or "Affirmative Action Officer") for the calendar year 2014. It is the duty of the Equity and Diversity Officer to coordinate the Affirmative Action Program at Three Rivers Community College. Mr. Souza can be reached in Room C-131 or at 860-215-9486 on the Three Rivers Community College Campus (574 New London Turnpike, Norwich, CT 06360).

Grace S. Jones April 30, 2014
President

Board of Regents Policy Statement

The Board of Regents' most recent statement on Affirmative Action, as signed by the current Board President, is reproduced on the next page.

**BOARD OF REGENTS FOR HIGHER EDUCATION
AFFIRMATIVE ACTION
POLICY STATEMENT**

As the statewide policy making authority for public higher education in Connecticut, the Board of Regents for Higher Education is committed to leading, by example, in the areas of equal employment opportunity and affirmative action. Additionally, the Board of Regents has been charged by state statutes (specifically Connecticut General Statutes 10a-10 and 10a-11) to promote representative racial and ethnic diversity among the students, faculty, administrators and staff at public institutions of higher education. The Board of Regents for Higher Education's policies also advance compliance with the Americans with Disabilities Act at all Connecticut state colleges and universities. Equal employment opportunity and affirmative action are essential to achieving higher education's twin goals of academic excellence and equity.

The Board of Regents for Higher Education recognizes that affirmative action is positive action undertaken with diligence and conviction to:

Overcome any remaining effects of past practices, policies or barriers to equal employment opportunity, and;

Achieve the full and fair participation of all protected class members found to be underutilized in the workplace, or adversely impacted by policies or practices.

The Board of Regents for Higher Education deems equal employment opportunity to be the employment of individuals without consideration of race, color, sex, religious creed, marital status, national origin, ancestry, intellectual disability, past or present history of mental disability, learning disability, physical disability, age, gender identity and expression or sexual orientation. The Board will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Board of Regents for Higher Education will not unlawfully discriminate against persons with a prior criminal conviction. Equal opportunity is the purpose and goal of affirmative action.

It is the policy of the Board of Regents for Higher Education to administer all personnel policies in manners that insure that there is no discrimination based upon race, color, sex, religious creed, marital status, national origin, ancestry, intellectual disability, past or present history of mental disability, learning disability, physical disability, age, genetic information, gender identity and expression or sexual orientation. The Board's personnel policies involve employment applications, job qualifications, job specifications, recruitment practices, job structuring, orientation, training, counseling, grievance procedures, evaluation procedures, layoffs and terminations. To ensure the full and fair participation of protected group members in the employment process the Human Resources Office shall be consulted and shall monitor the complete employment process. In addition, the Affirmative Action Officer/Designee has sign off responsibilities in all aspects of the staff recruitment and selection process.

The Board of Regents for Higher Education recognizes the hiring difficulties experienced by persons with disabilities and by many older persons. If necessary, the Board shall establish program goals within the Affirmative Action Plan for action eliminating hiring barriers and actively recruiting members from these groups, to overcome any remaining effects of past discrimination against these groups and to achieve full and fair participation of such persons in the workforce.

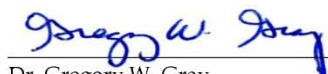
The Board of Regents for Higher Education shall explore alternative approaches wherever personnel practices have a negative impact on protected classes and establish procedures for the extra effort deemed necessary to assure that the recruitment and hiring of protected group members reflect their availability in the job market. To this end, the Board of Regents for Higher Education shall continuously review its personnel policies and procedures to ensure that barriers that unnecessarily exclude protected classes and practices that have a discriminatory impact are identified and eliminated. Recognizing that there are residual effects of past discrimination, the Board of Regents for Higher Education pledges not only to provide services in a fair and impartial manner, but also establish, through this policy, affirmative action and equal opportunity as immediate and necessary Board objectives.

The Board of Regents for Higher Education is committed to maintaining a work environment free from influence or prejudicial behavior and sexual harassment and a workplace in which all terms, conditions, privileges and benefits are administered in an equitable manner.

President, Dr. Gregory W. Gray, the Chief Executive Officer for the Board of Regents for Higher Education, is committed to successfully implementing the Affirmative Action Plan within timetables set forth. The President assures that all employees, especially managers and professionals, understand the policies and their responsibilities for implementing such and take positive steps to ensure compliance with the plan, policy and procedures.

Leah Glende, Manager of Diversity and Inclusion is the appointed Affirmative Action Officer for the Board of Regents for Higher Education. The Affirmative Action Plan is available to all members of the workforce through the Human Resources Office which is located at 61 Woodland Street, Hartford, CT 06105. Ms. Glende can be reached by telephone at (860) 723-0794 and email at glendel@ct.edu.

Federal and State constitutional provisions, laws, regulations, guidelines and executive orders that prohibit or outlaw discrimination, that identify each class of protected persons and that require and regulate the development of the Affirmative Action Program are included in the Board of Regents for Higher Education's Affirmative Action Plan.



Dr. Gregory W. Gray
President

2/18/2014

Date

Anti-Discrimination Law List

CONNECTICUT CONSTITUTIONAL PROVISIONS:

Article First – Section 1 – (Equality of Rights)

Article First – Section 3 – (Right of Religious Liberty)

Article First – Section 20 - (Equal protection. No segregation or discrimination.)

CONNECTICUT GENERAL STATUTES (or CGS):

CGS – Section 2-120 – Establishment of Latino and Puerto Rican Affairs Commission

CGS – Section 2-121 – Establishment of African American Affairs Commission

CGS-Section 4-61u – Establishment of programs for career mobility for all levels and job classifications complete with Affirmative Action annual goals, timetables and accommodation/entry level training of persons with disabilities

CGS-Section 4-61dd(b)(2)(3) – Whistleblower complaint provisions, allows state or quasi-public agency employees, or employees of large state contractors to file retaliation complaints with CHRO Chief Human Rights Referee or Attorney General.

CGS-Section 4a-60 – Affirmative Action provisions in state contracts and non-discrimination on the basis of race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation or physical disability, includes blindness.

CGS-Section 4a-60a – Non-discrimination provision in state contracts on the basis of sexual orientation.

CGS-Section 4a-60g – Establishment of small business and minority business enterprise set-aside program involving state contracts; administered by Department of Administrative Services.

CGS-Section 4a-61 – Requirement of procedures for the award of state contracts concerning minority business enterprises.

CGS-4a-62 – Establishment of Minority Business Review Committee

CGS-Section 5-227- Prohibition of discrimination in state classified service because of discriminatory employment practices (as defined in CGS-Section 46a-51) and discrimination due to political affiliation.

CGS-Section 8-265c – Non-discrimination in housing financed by Connecticut Housing Finance Authority (CHFA) on the basis of race, creed, color, national origin, ancestry or sex; Affirmative Action required of contractors engaged in construction of housing financed by CHFA.

CGS- Section 10-15c - Discrimination in public schools prohibited on the basis of race, color, sex, religion, national origin or sexual orientation.

CGS-Section 10-17f – Requires program of bilingual education in public schools where applicable.

CGS-Section 10-18a – Requires use in public school of instructional materials representative of all races, ethnic origins and both sexes.

CGS-Section 10-153 – Non-discrimination in employment of teachers by local or regional boards of education on the basis of sex and marital status.

CGS-Section 10a-10 – Establishment of Office of Educational Opportunity to aid disadvantaged students and ensure workforce diversity in public institutions of higher education.

CGS-Section 10a-11(a) – The Board of Governors of Higher Education shall develop a strategic plan, consistent with its Affirmative Action policy, to ensure racial and ethnic diversity of workforce within state system of higher education.

CGS-Section 17a-541, 17a-549 – Prohibition against denying housing, employment, civil or legal rights on the basis of psychiatric disability or past or present history of mental disability.

CGS-Section 27-59 – Prohibition against discrimination and segregation in armed forces of the state on the basis of race, creed or color.

CGS-Section 31-22p – Non-discrimination in apprenticeship program training standards within state on the basis of race, color, religion, sex age and national origin; provide training, employment and upgrading opportunities for disadvantaged workers.

CGS-Section 31-75 – Non-discrimination in wages solely on the basis of sex.

CGS-Section 36a-737 – Prohibition against discrimination in granting of mortgage and home improvement loans for owner-occupied properties by financial institutions on the basis of geographical or neighborhood areas.

CGS-38a-446 – Prohibition against discrimination towards classes of insureds in transactions involving life insurance.

CGS-Section 38a-543 – Age discrimination in group insurance coverage prohibited.

CGS-Section 38a-816 – Prohibition against certain unfair insurance practices on the basis of race, color, creed, physical disability, mental retardation, blindness, and genetic information.

CGS-Section 38a-824 – Prohibition against redlining in real estate insurance transactions.

CGS-Section 46a-1 – Establishment of a Permanent Commission on the Status of Women.

CGS-Section 46a-10 – Establishment of an Office of Protection and Advocacy for persons with disabilities.

CGS-Section 46a-27 – Establishment of a commission for the advocacy of deaf and impaired persons, and the providing of qualified interpreter services.

CGS-Section 46a-52 – Establishment of the state commission for civil and human rights enforcement, the Commission on Human Rights and Opportunities.

CGS-Section 46a-54(15)(A) – Requirement of employers with 3 or more employees to post notice of prohibition against sexual harassment; requirement of employers with 50 or more to provide training to supervisors regarding sexual harassment law.

CGS-Section 46a-54(16) - Requirement that state agencies conduct diversity training for state employees.

CGS- Section 46a-56 – Broad grant of authority regarding discriminatory practices.

CGS-Section 46a-58(a) – Prohibition against deprivation of civil rights on the basis of religion, national origin, alienage, color, race, sex, blindness, physical disability, or sexual orientation.

CGS-Section 46a-59(a) – Prohibition against discrimination in professional and occupational associations on the basis of race, national origin, creed, sex, or color.

CGS-Section 46a-60(a)(1) – Prohibition against refusal to hire or employ, to bar or discharge from employment, discriminate in compensation, or in terms, conditions or privileges of employment, on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability, and physical disability (including blindness) without bona fide occupational qualification or need.

CGS-Section 46a-60(a)(2) – Prohibition against employment agencies' failure or refusal to properly classify or refer one on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability, and physical disability (including blindness).

CGS-Section 46a-60(a)(3) – Prohibition against discrimination regarding membership rights; discrimination against members or employers or to expel from membership by labor organizations on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability or physical disability, (including blindness).

CGS-Section 46a-60(a)(4) – Prohibition against retaliation for exercising right to file or participate in the processing of a discrimination complaint, prohibition against retaliation on the basis of opposing discriminatory employment practices.

CGS-Section 46a-60-(a)(5) – Prohibition against aiding, abetting, or inciting discriminatory employment practices.

CGS-Section 46a-60(a)(6) – Prohibition against advertising of employment opportunities in a manner that discriminates on the basis of race, color, religious creed, age, sex, marital status, national origin, ancestry, present or past history of mental disability, mental retardation, learning disability, and physical disability (including blindness).

CGS-Section 46a-60(a)(7) – Prohibition against termination of employment because of pregnancy; right of reinstatement and employment benefits; right to request temporary transfer.

CGS-Section 46a-60(a)(8) – Prohibition against sexual harassment in employment.

CGS-Section 46a-60(a)(9) – Employers and labor organizations prohibited from requiring any information concerning familial responsibilities, pregnancy, or birth control information in employment situations or union membership unless bona fide occupational qualification exists.

CGS-Section 46a-60(a)(10) – Requirement of employer to take reasonable measures to protect employee from exposure to workplace hazard pursuant to CGS-Section 46a-60(a)(9).

CGS-Section 46a-60(a)(11) – Prohibition against employer requiring genetic information; discrimination in employment situations prohibited on the basis of genetic information.

CGS-Section 46a-64 – Prohibition against discrimination and segregation in places of public accommodation on the basis of race, creed, color, national origin, ancestry, sex, marital status, age, lawful source of income, mental retardation, mental disability, or physical disability; requirement of full and equal access to blind, deaf, or mobility impaired persons with guide dog; prohibits limiting breast-feeding.

CGS-Section-46a-64c – Prohibition against housing discrimination on the basis of race, color, creed, national origin, ancestry, sex, marital status, age, lawful source of income, familial status, learning disability, physical or mental disability.

CGS-Section 46a-66 – Prohibition against discriminatory credit practices by creditors on the basis of sex, age, race, color, religious creed, national origin, ancestry, marital status, mental retardation, learning disability, blindness or physical disability.

CGS-Section 46a-68(b)(3)(5) – Requires CHRO and Permanent Commission on the Status of Women (PCSW) to conduct annual training of state Affirmative Action officers, and designees representing their agencies before CHRO or EEOC; state Affirmative Action officers prohibited from representing their agencies before CHRO or EEOC

CGS-Section 46a-68(c) – Requires state agencies to file Affirmative Action plans with the CHRO. Agencies with fewer than 20 employees to file biennially.

CGS-Section 46a-69 – Prohibition against discriminatory practices by state agencies.

CGS-Section 46a-70(a) – Guarantee of equal employment opportunities in state agencies on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability or physical disability (including blindness).

CGS-Section 46a-70a – Judicial Department included in guarantee of equal employment in state agencies, including filing an Affirmative Action Plan with the CHRO.

CGS-Section 46a-71 – Non-discrimination in services provided by state agencies on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability, or physical disability (including blindness).

CGS-Section 46a-72 – Non-discrimination in job placement activities by state agencies on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability or physical disability (including blindness).

CGS-Section 46a-73 – Non-discrimination in state licensing and charter procedures on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability, or physical disability (including blindness).

CGS-Section 46a-74 – Prohibition against state agencies allowing discriminatory practices in professional or occupational associations, public accommodations, or housing, in violation of state anti-discrimination laws.

CGS-Section 46a-75(a) – Non-discrimination in state educational, counseling, apprenticeship, and on-the-job training programs on the basis of race, color religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability, or physical disability (including blindness).

CGS-Section 46a-76(a) – Non-discrimination in allocation of state benefits on the basis of race, color, religious creed, sex, marital status, age, national origin, ancestry, mental retardation, mental disability, learning disability, or physical disability (including blindness).

CGS-Section 46a-79 – Statement of encouragement for all employers to hire qualified persons with criminal conviction records.

CGS-Section 46a-80 – Prohibition, with certain exceptions, against denial of state employment or licensing based on prior conviction of a crime.

CGS-Section 46a-81b – Prohibition against discrimination in professional and occupational associations on the basis of sexual orientation.

CGS-Section 46a-81c – Prohibition against employment discrimination on the basis of sexual orientation.

CGS-Section 46a-81d – Prohibition against discrimination and segregation in places of public accommodation on the basis of sexual orientation.

CGS-Section 46a-81e – Prohibition against housing discrimination on the basis of sexual orientation.

CGS-Section 46a-81f – Prohibition against discriminatory credit practices by creditors on the basis of sexual orientation.

CGS-Section 46a-81h – Requirement of equal employment in state agencies on the basis of sexual orientation. State agencies to promulgate written directives and conduct orientation and training programs.

CGS-Section-46a-81i – Non-discrimination in services provide by state agencies on the basis of sexual orientation.

CGS-Section 46a-81j – Non-discrimination in job placement activities by state agencies on the basis of sexual orientation.

CGS-Section 46a-81k – Non-discrimination in state licensing and charter procedures on the basis of sexual orientation.

CGS-Section 46a-81 l – Prohibition against sate agencies allowing discriminatory practices in professional or occupational associations, public accommodations, or housing in violation of state anti-discrimination laws regarding sexual orientation.

CGS-Section 46a-81m – Non-discrimination in state educational, counseling, apprenticeship, and on-the-job training programs on the basis of sexual orientation.

CGS-Section 46a-81n – Non-discrimination in allocation of state benefits on the basis of sexual orientation.

CGS-Section 46a-83b – Alternate Dispute Resolution available to address discriminatory employment practice complaints field with CHRO; CHRO can promulgate procedural regulations for ADR.

CGS-Section 47-59a - Recognition of equal rights and privileges for resident Indians of state tribes.

CGS-Section 47-59b(a) – Establishment of Indian Affairs Council to oversee rights of Indians of state tribes.

CGS-Section 53-37 – Ridicule on account of creed, religion, color, denomination, nationality, or race prohibited.

CGS-Section 53-37a – Deprivation of a person’s civil rights on the basis of religion, national origin, alienage, color, race, sex, blindness or physical disability prohibited when using concealing hood/mask.

CGS-Section 54-1m(f)(g) – Municipal and state police prohibited from stopping, detaining, or searching a person solely on the basis of race, color, ethnicity, age, gender or sexual orientation; African-American Affairs Commission authorized to review reports and make recommendations.

RECENT PUBLIC ACTS

PA 07-62 – Amends Conn. General Statutes Sec. 46a-58 by adding sexual orientation as a protected class.

PA-07-142 – Establishes procedures for hearing complaints against state contractors and subcontractors by the CHRO and requires a state contractor to adopt a resolution by its board of directors to support the nondiscrimination provisions of the contract.

PA 07-181 – An act concerning the investigation of a discrimination complaint against or by an agency head or state commission or board member

PA 07-245 – Adds civil union status as a protected class in various statutes under the CHRO’s jurisdiction.

PA 08-4 – Allows permanent full-time state employees and quasi-public agency employees, who are blind or physically disabled, to use up to 15 days of accumulated paid sick leave to take guide dog or assistance dog training.

PA 08-45 – Prohibits the state from claiming or applying a lien against any money received as a settlement or award in a public accommodation discrimination case by people who have been supported wholly or in part by the state in a humane institution.

PA 08-49 – Makes it a violation of Conn. General Statutes Sec. 46a-58 to place a noose or simulation thereof on public property or on private property without the consent of the owner with the intent to intimidate or harass.

PA 08-166 – Establishes a 13-member Asian Pacific American Affairs Commission within the Legislative Department.

REGULATIONS:

Sections 46a-54-1a – 46a-54-103a – Complaint processing and contested case proceedings regulations.

Sections 46a-68-1 – 46a-68-17 – Apprenticeship regulations.

Sections 46a-68-32 – 46a-68-74 – Agency Affirmative Action Plan regulations

Sections 46a-68j-21 – 46a-68j-43, Sections 46a-68k-1 through 46a-68k-8; Sections 46a-56(d)-1 – 46a-56(d)-7 – Contract compliance regulations.

Sections 46a-54-200 through 46a-54-207 – Regulations for sexual harassment prevention posting and training requirements.

Sections 4-61dd-1 through 4-61dd-21 – Rules of practice for contested case proceedings under the Whistleblower Protection Act.

GUIDELINES: 1978 guidelines established by the Upward Mobility Committee.

EXECUTIVE ORDERS:

Executive Order No. 3, Governor Thomas J. Meskill:

Requirement that state contractors file compliance reports with the Commissioner of Labor on their equal employment opportunity practices.

Executive Order No. 9, Governor William A. O’Neill:

Affirmative Action compliance mandated a top priority for state agencies.

Executive Order No. 11, Governor Ella T. Grasso:

Provision for promulgating Affirmative Action guidelines and technical assistance to state agencies.

Executive Order No. 12, Governor Ella T. Grasso:

Establishment of Governor’s Council on opportunities for Spanish speaking persons.

Executive Order No. 18, Governor Thomas J. Meskill:

Establishment of Affirmative Action program for ensuring equal employment opportunities within state service.

UNITED STATES CONSTITUTION:

First Amendment – Freedom of religion for all persons.

Thirteenth Amendment – Prohibition against slavery and involuntary servitude.

Fourteenth Amendment – Equal protection under the law for all persons.

Fifteenth Amendment – Prohibition against denying voting rights on the basis of race and color.

Nineteenth Amendment – Abolishment of voting restrictions on the basis of sex.

FEDERAL LAWS:

15 U.S.C. 1691 – Equal Credit Opportunity Act, prohibiting discrimination by creditors on the basis of race, color, religion, national origin, sex, marital status, age or as a result of income derived from public assistance.

20 U.S.C. 1681 (a) – Title IX of the Education Amendments of 1972, prohibiting discrimination on the basis of sex in federally funded educational services and programs.

29 U.S.C. Section 206(d) – Equal Pay Act of 1963, prohibiting discrimination in wages on the basis of sex.

29 U.S.C. 791 et seq – Rehabilitation Act of 1973, as amended, requiring Affirmative Action and prohibition discrimination in the federal sector and federally funded activities and programs on the basis of disability.

29 U.S.C. Section 621 et seq – Age Discrimination in Employment Act of 1967, as amended, (ADEA) prohibiting age discrimination in employment.

42 U.S.C. Sections 1981 – Civil Rights Act of 1866, providing equal right under the law and property rights for persons of all races and national origins.

42 U.S.C. Section 1981a et seq – Civil Rights Act of 1991, providing additional coverage and remedies under several federal anti-discrimination laws, involving age, disability, race, color, national origin, sex and religious discrimination, specifically provides for damages in cases of intentional discrimination in employment.

42 U.S.C. Section 2000d et seq – Title VI of the Civil Rights Act of 1964, prohibition against exclusion from participation in, denial of benefits of, and discrimination under federally assisted programs on the grounds of race, color, or national origin.

42 U.S.C. Section 2000e et seq – Title VII of the Civil Rights Act of 1964, as amended, prohibiting employment discrimination on the basis of race, color, religion, national origin, and sex.

42 U.S.C. Section 3601 et seq – Title VIII of the Civil Rights Act of 1968, as amended, prohibiting discriminatory housing on the basis of race, color, religion, sex, national origin, disability and familial status, specifically provides for fair housing throughout the United States.

42 U.S.C. Section 12101 et seq – American with Disabilities Act of 1990, (ADA) prohibiting discrimination on the basis of disability in employment, public accommodations, public services and telecommunications.

FEDERAL REGULATIONS:

12 CFR 202.1 et seq – Equal Credit Opportunity regulations.

28 CFR Part 36 – Regulations on non-discrimination toward persons with disabilities by public accommodations and commercial facilities.

29 CFR Part 30 – Equal Employment Opportunity in apprenticeship and training.

29 CFR Part 32 – Non-discrimination in federally assisted programs on the basis of handicap.

29 CFR Parts 1600 through 1699 – Regulations of the Equal Employment Opportunity Commission (EEOC).

29 CFR Part 1602 – EEOC records and reports under Title VII and the ADA.

29 CFR Part 1620 – Interpretations of Equal Pay Act.

29 CFR Part 1627 – ADEA records and reports regulations.

29 CFR Part 1630 – Equal employment opportunities for individuals with disabilities.

31 CFR Part 51 – Non-discrimination by revenue sharing recipients.

41 CFR Part 60-1 – Office of Federal Contract Compliance regulations.

41 CFR Part 60-741 – Affirmative Action and non-discrimination regulations pertaining to disabled workers.

FEDERAL GUIDELINES:

29 CFR Part 1604 – Sex discrimination guidelines.

29 CFR Part 1605 – Religious discrimination guidelines.

29 CFR Part 1606 - National origin discrimination guidelines.

29 CFR Part 1607 – Uniform guidelines on Employee Selection Procedures.

29 CFR Part 1608 – Affirmative Action guidelines under Title VII of the Civil Rights Act of 1964.

29 CFR Part 1625 – Interpretations of Age Discrimination in Employment Act. (ADEA)

EXECUTIVE ORDERS (EO):

EO 10590, President Dwight D. Eisenhower – Establishment of The President's Committee on Government Employment Policy as amended by EO10722 and superseded by EO 11246. I have a copy of 10590 from the National Archives)

EO 10925, President John F. Kennedy – Establishment of Equal Employment Opportunity Commission (EEOC).

EO 11063 – Establishment of President's Committee on Equal Opportunity in Housing, amended by EO 12259, repealed in part by EO 12892.

EO 11141 – Declaring a public policy against discrimination on the basis of age.

EO 11246 and EO 11375, President Lyndon B. Johnson – Non-discrimination in federal employment by federal contractors on the basis of race, color, religion, sex, and national origin. Amended by EO's 11375, 11478, 12086, and 12107.

EO 11625 – Prescribing additional arrangements for developing and coordinating a national program for Minority Business Enterprises. Amended by EO 12007, Continued by EO's 11827, 11948.

EO 12067 – Providing for coordination of federal equal employment opportunity programs. Amended by EO 12107.

EO 12138, President Jimmy Carter – Creating a national Women's Business Enterprise policy and prescribing arrangements for developing, coordinating, and implementing a national program for Women's Business Enterprise. Amended by EO 12608.

EO 12190 – Establishment of Advisory Committee on Small and Minority Business Ownership. Continued by EO's 12258, 12399, 12489, 12534, and 12610.

EO 12259 – Leadership and coordination of Fair Housing in federal programs.

EO 12432, President Ronald Reagan – Development of Minority Business Enterprises.
EO 12640 – Re-establishment of the President's Committee on Employment of People with Disabilities. (Also, review EO 10555)

EO 12898, President William Clinton – Environmental Justice.

Internal Communication

(Section 46a-68-34)

Internal Communication

(Section 46a-68-34)

Overview

Three Rivers Community College is an Affirmative Action/Equal Opportunity Employer. In order to achieve the college's goals, it is essential that employees and students are aware of and knowledgeable about their rights at the College. To facilitate this awareness and to increase knowledge, a variety of internal communications are utilized.

The College strives to involve employees in the development and review of the College's Affirmative Action Plan. In fact, creating a pro-active Affirmative Action Plan is one of the College's strategic initiatives and is reflected on the Colleges Strategy Map. A copy of the College's strategic plan and Strategy Map are included at the end of this section.

The President's Policy Statement on Affirmative Action and a summary of the objectives of the plan are posted and distributed at least annually to all employees. This distribution is intended to afford all employees the opportunity to review and comment on the policy and plan.

A copy of the Affirmative Action Plan is made available to all employees on the College's intra-net website. A copy is also provided in the College library for their review throughout the calendar year.

Employees are encouraged to review the plan, the policy statement, and the plan's objectives, and to make comments and suggestions to the Equity and Diversity Officer at any time. Copies of all Affirmative Action related internal communications and comments are dated and maintained by the Equity and Diversity Officer. To date, no comments or suggestions have been received by the Equity and Diversity Officer.

In addition to these resources, the College offers its employees regular opportunities for training in diversity and workplace equality. The attendance of these training sessions is detailed in the Employment Analyses section of the Affirmative Action Plan.

Gregory Souza was assigned the duties as the Equity and Diversity Officer for 2014. He has served the college since 2012 as an instructor, tutor, and data analyst. He can be reached at (860) 215-9486 and is located in room C-131 on the Three Rivers campus at 574 New London Turnpike, Norwich, CT 06360.

Documents Distributed to Employees

Below is a notice of Non-Discrimination and Affirmative Action policy distributed to all employees in 2012 and 2013. Following this notice is the updated notice reflective of recent institutional changes.

NOTICE

NON-DISCRIMINATION AND AFFIRMATIVE ACTION POLICY

It is the policy of Three Rivers Community College that there be no discrimination on the basis of race, color, national, or ethnic origin, ancestry, religious creed, age, sex, marital status, physical disability, learning disability, mental disorder (or history thereof), sexual orientation, or criminal record in its educational and employment practices.

Further, racist and sexist harassment are prohibited.

Any student or staff person having a question or complaint pertaining to equal education and employment opportunity can take the following steps:

- 1) Contact the Affirmative Action Officer, Dr. George Rezendes, Room C-131A TRCC Campus, or telephone 892-5774.
- 2) Contact the Section 504 Coordinator, Kathleen Gray, Room A119 TRCC campus, or telephone 892-5714 on student handicap matters.
- 3) Make use of the College's Affirmative Action grievance procedures which are described in the Affirmative Action Plan. The Affirmative Action Plan is available in the College library's reserved reading area and also on the College's Intranet at <http://trweb.trcc.commnet.edu/>.
- 4) Contact the State of Connecticut Commission on Human Rights and Opportunities at 25 Sigourney Street, Hartford, CT 06106.
- 5) Contact the Boston office of the United States Equal Employment Opportunities Commission, John Fitzgerald Kennedy Building, Room 409B, Boston, MA 02203.

(Distributed to all employees and posted.)

NOTICE

NON-DISCRIMINATION AND AFFIRMATIVE ACTION POLICY

Three Rivers Community College, through its Affirmative Action programs, is endeavoring to redress any past discrimination against all protected groups. We are directing efforts to assure that recruitment practices, working conditions, and promotional opportunities are consistent with our program to assure full justice in employment. That is, Three Rivers protects present and future students, faculty, and staff from discrimination based on race, color, sex, religious creed, marital status, national origin, ancestry, genetic information, intellectual disability, past or present history of mental disability, learning disability, physical disability, age, gender identity or expression, sexual orientation, and transgender status. The College's protections also extend to veteran status or criminal record, unless the provisions of sections 46a-60(b), 46a-80(b), or 46a-81(b) of the Connecticut General Statutes are controlling, or if there is a bona fide occupational qualification foregoing. Discrimination on the basis of sex shall include sexual harassment as defined in section 46a-60(8) of Connecticut General Statutes. Although it is recognized that there are bona fide occupational qualifications that provide for exception from employment prohibitions, it is understood these exceptions are to be applied pursuant to Section 46a-68-33 of the administrative regulations.

Any student or staff person having a question or complaint pertaining to equal education and employment opportunity can take the following steps:

1. Contact the Equity and Diversity Officer, Gregory Souza, Room C-131 TRCC Campus, or telephone (860) 215-9486.
2. Contact the Learning Disabilities Specialist, Chris Scarborough, Room A119 TRCC campus, or telephone (860) 215-9289 on student handicap matters.
3. Make use of the College's Affirmative Action grievance procedures which are described in the Affirmative Action Plan. The Affirmative Action Plan is available in the College library's reserved reading area and also on the College's Intranet at <http://trweb.trcc.commnet.edu/>.
4. Contact the State of Connecticut Commission on Human Rights and Opportunities (CHRO) at 25 Sigourney Street, Hartford, CT 06106.
5. Contact the Boston office of the United States Equal Employment Opportunities Commission (EEOC), John Fitzgerald Kennedy Building, Room 409B, Boston, MA 02203.



574 New London Turnpike
Norwich, Connecticut
(860) 383-5206 FAX (860) 886-6692

Office of the President

TO: ALL MEMBERS OF THE COLLEGE COMMUNITY

FROM GRACE S. JONES, PRESIDENT

DATE: JUNE 7, 2010

SUBJ: **SEXUAL HARASSMENT POLICY**

Attached please find a copy of the implementing statement for the Board's Policy against **Sexual Harassment**.

The policy statement is **intended "to educate the campus community concerning sexual harassment, to discourage people from engaging in harassing behaviors and to make it as comfortable as possible for persons with bona fide complaints to come forward."**

*In addition to the attached statement, a list of college officials designated as recipients of sexual harassment complaints will be displayed on designated bulletin boards on both campuses.

Questions concerning the policy may be directed to Louise J. Summa, Director of Human Resources, ext. 5734.

***COLLEGE OFFICIALS DESIGNATED**
DEAN KARIN EDWARDS
LOUISE J. SUMMA

lbw

Attachment

This policy is distributed to all new employees and is posted throughout the college facilities.

www.trcc.commnet.edu info3rivers@trcc.commnet.edu

THREE RIVERS IS A MEMBER OF THE CONNECTICUT COLLEGE SYSTEM AN EQUAL OPPORTUNITY EMPLOYER



574 New London Turnpike
Norwich, Connecticut
(860) 383-5206 FAX (860) 886-6692

Office of the President

TO: ALL FACULTY AND PROFESSIONAL STAFF

FROM GRACE S. JONES, PRESIDENT

DATE: JULY 1, 2002

SUBJ: REVISED BOARD POLICY AGAINST SEXUAL HARASSMENT

Attached you will find a copy of the Board Policy Against Sexual Harassment (Implementing Statement) which was recently revised in two respects:

Romantic/sexual liaisons between a faculty member or a professional staff member and a student for whom that staff member has teaching, advisory or other supervisory responsibility are now prohibited; The time frame for filing a student complaint of sexual harassment is extended to 180 days after the act complained of.

These changes were adopted because relationships between faculty members/professional staff members and students, by definition, involve an imbalance in power and are therefore ripe for abuse. Moreover, in the event of a judgment that sexual harassment has occurred, the risk of liability for a college, not to mention the potential exposure for the faculty member/ professional staff member-student dating in the circumstances described in the revised policy will serve as an additional deterrent to sexual harassment and thereby protect the institution, its students and its employees.

If you have questions concerning the application of the dating prohibition to your situation, it is recommended that they be resolved in favor of abstaining from a romantic or sexual liaison with a student for whom you have or may have supervisory responsibility. If necessary, you may seek advice from your dean as to whether a particular relationship involves supervisory responsibility.

I would like to thank you in advance for your attention to this change in system policy and for your cooperation in ensuring that there is no place for sexual harassment at Three Rivers Community College.

lbw

Attachment

Please sign this letter below to indicate that you have read this letter and the revised Policy Against Sexual Harassment and that you received a copy of each. Return the signed copy to Linda Waitkus. Thank you.

Name Date

www.trcc.commnet.edu info3rivers@trcc.commnet.edu

THREE RIVERS IS A MEMBER OF THE CONNECTICUT COLLEGE SYSTEM AN EQUAL OPPORTUNITY EMPLOYER

Please Note: reproduced below is the Board of Trustees Policy Against Sexual Harassment. The Board of Regents has not yet approved a new replacement, and so the policies below are still in effect.

POLICY AGAINST SEXUAL HARASSMENT

Implementing Statement

What is Sexual Harassment?

Sexual harassment is a form of sex discrimination which is illegal under state and federal law and is also prohibited by the Board of Trustees' Nondiscrimination Policy. The Board's Policy recognizes that sexual harassment undermines the integrity of employer-employee and student-faculty-staff relationships and interferes with the right of all members of the College community to work and learn in an environment free from harassment. Such conduct will not be tolerated.

Sexual harassment may be described as:

Any unwelcome sexual advance or request for sexual favors, or conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, (2) submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting the individual, or (3) such conduct has the purpose or effect of substantially interfering with an individual's academic or work performance or creating an intimidating, hostile or offensive employment or education environment.

Sexual harassment may be verbal, visual or physical. It may be overt or implicit and may, but need not, have tangible adverse effects on the victim's employment or learning experience. Examples of conduct which may constitute sexual harassment include but are not limited to:

- Sexual flirtation, touching, advances or propositions
- Verbal abuse of a sexual nature
- Pressure to engage in sexual activity
- Graphic or suggestive comments about an individual's dress or appearance
- Use of sexually degrading words to describe an individual
- Display of sexually suggestive objects, pictures or photographs
- Sexual jokes
- Stereotypic comments based upon gender
- Threats, demands or suggestions that retention of one's employment or educational status is contingent upon toleration of or acquiescence in sexual advances.

The perpetrator of sexual harassment, like the victim of such conduct, may be a man or a woman. Sexual harassment may involve individuals of the same or opposite sex and, in the College environment, may involve an employee and a student, an employee and another employee or a

student and another student. Harassment in any of these relationships is a violation of the Board's policy.

Because of the power relationship between faculty and student, and between supervisor and subordinate employee, freedom of choice may be compromised in such relationships. Accordingly, this policy holds that where a faculty member or professional staff member has responsibility for a student through teaching, advising, supervision or other obligation, romantic or sexual liaisons between such persons shall be deemed a violation of this policy. Romantic or sexual liaisons between supervisors and subordinate employees, while not prohibited are strongly discouraged.

It should be noted, additionally, that retaliation against a person for complaining or being associated in any way with the resolution of a complaint of sexual harassment also violates Board policy.

What To Do If You Are The Victim of Sexual Harassment

When an employee or student feels that he or she has been the victim of sexual harassment he or she should report such incident(s) to a College official.

Employees may report incidents of sexual harassment to the Dean of the area of the College in which the individual is involved, the College Affirmative Action Officer, or another College official who has been designated by the President as a recipient of such complaints.

Students may report incidents of sexual harassment to the Dean of Students or to such other College official as the President may have designated. Nothing shall prevent students from speaking to a college counselor about their concerns. However, such communications is not a substitute for filing a complaint of sexual harassment with an appropriate College designee.

A claim that an employee of a third party contractor has engaged in sexual harassment on College premises or in connection with the performance of the third party contract should be reported immediately either to the President or to another appropriate College official as set forth in this document. The President will ensure that appropriate follow-up action is taken.

Depending on the nature of the complaint and the desires of the complainant, the College official to whom the complaint has been made may attempt to resolve the complaint informally. Any informal resolution of a complaint must be approved by the College President. No person shall be forced to pursue informal avenues of resolution before filing a formal complaint of sexual harassment.

If informal resolution is not possible or appropriate, a written complaint would be filed in accordance with the existing Affirmative Action Grievance Procedure for employees (see Board Policy 2.1.3) or Student Grievance Procedure for students (see Board Policy 5.2.2).

For employees, a written complaint should be filed within fifteen (15) calendar days of the alleged harassment. This time frame may be extended by up to fifteen (15) additional calendar days if efforts at informal resolution have been made.

For students, a written complaint should be filed within thirty (30) days of the date the grievant knew or should have known of the alleged harassment. However, where the alleged harasser is a faculty member and the complainant is, at the time of the acts complained of, a student in that faculty member's class, the complaint should be filed no later than fifteen (15) days after the end of the semester.

When a formal complaint of sexual harassment is received, it will be investigated by the College. The rights of all persons involved in the investigation shall be respected and every effort will be made to protect the confidentiality of both the alleged victim and the alleged harasser. Toward this end, only persons with a need to know shall be made privy to the complaint. However, complete anonymity cannot be assured, given the College's obligation under the law to investigate and take appropriate action in all cases of sexual harassment.

All complaints of sexual harassment shall be taken seriously. It is expected that complaints will be made in good faith, however. Frivolous or vexatious complaints can cause irremediable damage to the reputation of an accused person, even though he or she is subsequently vindicated. Therefore, any person who files a false complaint of sexual harassment shall himself or herself be subject to disciplinary action, up to and including termination, if an employee, or expulsion, if a student.

In addition to invoking the available grievance procedure, an employee who believes he or she has been sexually harassed may file a complaint with the Connecticut Commission on Human Rights and Opportunities, 25 Sigourney Street, Hartford, CT 06106 and/or with the Equal Employment Opportunity Commission, One Congress Street, Boston Massachusetts 02114, within 180 days of the date when the harassment occurred.

A student who believes he or she has been sexually harassed may, in addition to the available grievance procedure, file a complaint with the federal Office for Civil Rights, U.S. Department of Education (Region 1), John W. McCormack Post Office and Courthouse, Room 222, Post Office Square, Boston, Massachusetts 02109.

Publication of Sexual Harassment Policy

This document shall be distributed to all members of the College community. Notice of the Board's policy against sexual harassment also shall be given to any independent contractor with whom a College has a business relationship, as a mandatory part of that contract.

Training

Training in the implementation of the Board's policy against sexual harassment and in sexual harassment prevention shall be provided for all supervisory employees, in accordance with the provisions of State law. Attendance at such training sessions shall be mandatory. In addition, awareness and sensitivity training for all employees and students is strongly encouraged.

Three Rivers Community College Strategic Plan 2019-14

Reproduced below is are the College's strategic priorities and goals for the years 2009 to 2014. The goals for the years 2013 to 2016 follow.

THREE RIVERS COMMUNITY COLLEGE SYSTEM STRATEGIC PRIORITIES AND COLLEGE GOALS 2009-2014

Introduction:

In keeping with the System Strategic Priorities established for all of the twelve community colleges, this five-year Strategic Plan will seek to shape the Three Rivers Community College (TRCC) goals within the Strategic Priorities and help to allocate resources in accordance with the strategic directions outlined in this plan.

Planning Assumptions / Guiding Principles:

TRCC will maintain NEASC and Program accreditations that further the institutional mission, enhance program quality, and maintain consistency with college resources.

Connecticut's economic climate will have a major bearing on college operations regarding enrollments and program demand. TRCC will need to frequently and effectively adjust its priorities to meet these challenges. Bond funding as a separate State funding source for college capital projects and code compliance will be provided as projected.

Moving into and adapting to new facilities and continuing construction activities will play an ongoing role in all college activities for the next few years.

TRCC's new facilities will become an important community resource which will be in greater demand.

I. Expanding Access to Educational Opportunities by Supporting Student Success **College Goals:**

1. Align Curriculum:

- Align scheduling, course and program offerings to meet the needs of students. Increase scheduling options for all students with late start, modular courses, and intersession offerings.
- Advance curriculum alignment with area high schools at the discipline level.
- Offer training in curriculum and new course development.
- Create a pre-college curriculum for all basic skills which is aligned with academic courses and programs to increase the persistence rate of developmental students.

2. Increase student retention and course completion rates:

- Increase student and faculty awareness and use of services that support student success.
- Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion).

- Develop protocols for maximizing efficient use of technology for communicating with students.
- Provide up-to-date technology, related technical support, and training.
- Enhance the faculty advisory program through the use of technology. Develop an advising program for freshman and at risk students by front loading advising with faculty and staff trained for this purpose.
- Develop a comprehensive, streamlined student services program eliminating barriers to enrollment and enabling students at every level to navigate the College system.
- Design and implement initiatives that facilitate enhanced student engagement utilizing CCSSE results.

- **3. Increase graduation and transfer:**

- Create a plan to increase graduation rates which includes the Banner Curriculum Advising and Program Planning (CAPP) implementation.
- Review existing articulation agreements and advising strategies with the purpose of increasing the number of students transferring to four year institutions.
- Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.
- Continue the dialogue and the implementation efforts to assess student learning outcomes.
- Encourage students to apply for Program Certificates while on the path to associate degree completion, as a stimulus for student success.

4. Focus Workforce Development on Entering and Advancing Careers

- Expand short-term training and workforce development.
- Include Business & Industry partnerships in curriculum development.
- Cultivate pathways in Allied Health and bridges to health careers.
- Pursue advanced manufacturing collaborations with area businesses.
- Focus on career counseling and job placement programs and networks for students.
- Respond to demographic changes in region through career programs, in collaboration with area Chambers and Workforce Investment Boards (WIB's).
- Promote partnerships and collaborations with: businesses, community-based organizations (CBOs), and with K-16 and the CC system. Institute a sound method of assessing student placement and employer satisfaction and strengthen linkages with regional employers through appropriate programs and advisory councils.
- Support ESL as an integral part of college outreach and cultural understanding.

II. Maintaining Affordability: Tuition, Financial Aid and Resource Development

College Goals:

- Promote sound and efficient management of existing resources that ensures an equitable allocation of assets to support institutional priorities and system initiatives.

- Establish a fully integrated, evidence-based resource development plan that is tied to the budget, programs and institutional decisions.
- Advance “one college” concept by mainstreaming continuing education administrative functions and curriculum.
- Identify and secure strategies that provide alternative sources of funding that expand student access to affordable educational programs.
- Increase revenues from grants and private donations.
- Develop mutually beneficial community partnerships and external relations to enhance resource contributions in the public and private sectors.
- Build a larger endowment to fund institutional financial aid.
- Improve the coordination and use of scholarships to maximize recruitment and retention efforts.
- Actively support and participate in the development of CTC System policies, procedures and control systems for all areas of resource management and development (Fiscal, HR and Facilities).

III. Improving Accountability

College Goals:

- Develop a culture of Institutional Effectiveness across all levels of employees which values the importance of using appropriate data and the college’s strategic priorities as part of their daily job.
- Increase the number of work units having an assessment plan by implementing a College wide Institutional Effectiveness plan that is fully integrated with the planning and budgeting processes.
- Provide opportunities for all employees develop leadership qualities to increase the sense of responsible stewardship throughout the organization.
- Engage in open decision-making processes amongst all constituencies on campus.
- Enhance communications with:
- All constituencies by promoting dialogue and collegial debate.
- Employees through orientation, support services, and within the governance structure.
- The public to generate support for the College.
- New and existing students to increase enrollment, retention and graduation.

IV. Improving Learning and Assessment

College Goals:

- Review placement procedures to develop standards and measures that include non cognitive and learning style information as well as cognitive measures that will support success in college level work.
- Develop learning communities to increase the persistence rate for developmental and first-time students.
- Provide opportunities for professional development to faculty/staff to assess and increase our general understanding about students and the barriers to learning that they face.

- Increase the percentage of faculty/staff actively engaged in assessment of learning leading to new instructional models, alternative delivery methods and new educational services.
- Expand our definition of student outcomes that includes other types of achievements of student success in addition to graduation.
- Assess General Education competencies of students.
- Increase the number of full-time faculty while recognizing the need to increase the diversity among full-time faculty.
- Initiate best practices in online teaching.
- Improve and formalize faculty-to-faculty mentoring.

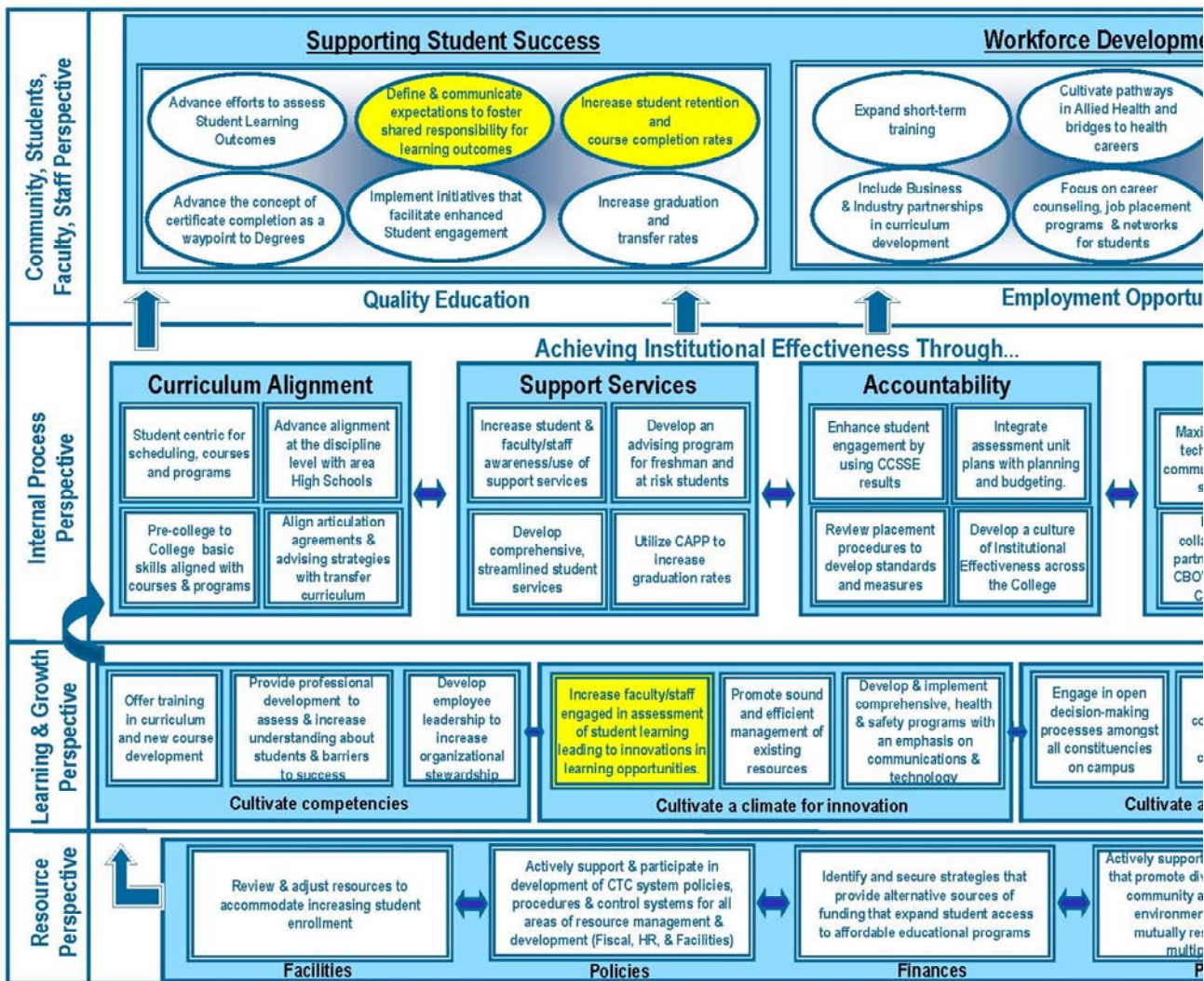
V. Ensuring a Safe, Secure, and Inclusive Campus Environment

College Goals:

- Develop and implement comprehensive environmental, health, and safety programs for newly consolidated TRCC facilities, emphasizing significantly increased technology, expanded security services, and greatly improved understanding of these programs by all students and staff.
- Plan and execute TRCC's move to new consolidated facilities in a manner to minimize disruption of college programs and provide the best possible services and protection to all students and staff as well as all other college assets involved.
- Actively support opportunities/programs that promote increased diversity within the college community as well as fostering an environment that embraces and mutually respects diversity from multiple perspectives.

Mission Statement: is an accessible, affordable, and culturally diverse community college that meets varied educational needs by stimulates learning

INTEGRITY & SERVICE



Highlighted boxes represent annual priorities

TEACHING & LEARNING

Three Rivers Community College Strategic Plan 2013-16

The College is nearing the end of its 2009-14 Strategic Priorities and Goals, and so the continuation of those plans are produced below.

Priorities

Priorities for college development were identified through an extensive planning process that included internal and external listening sessions and analysis of published documents and reports describing regional trends and economic, demographic and occupational projections. The Strategic Planning team identified six priorities through intensive analysis and collective action that build on the strengths of the College and that optimally use its resources. Each is integral to the TRCC's continuing development and success, therefore the priorities listed below are not presented in order of importance.

1. FACILITATE AND SUPPORT STUDENT SUCCESS

Key Action Steps:

TRCC will provide:

- ☐ a seamless transition to 4-year colleges and universities
- ☐ clear educational and career pathways
- ☐ programs that connect students to careers through internships, credentialing and certification
- ☐ resources to develop college-level academic skills including support for tutoring, distance learning, advising and computer and information literacy
- ☐ a simplified and streamlined enrollment process
- ☐ systems and processes that are easily navigated by students
- ☐ opportunities for civic engagement and personal development
- ☐ outreach services that prepare students for collegiate study before they arrive on campus
- ☐ academic rigor in all programs, courses and curricula culminating in transfer and workplace success
- ☐ multiple delivery options to students (on-ground/traditional, on-line and hybrid) programs and courses

Performance Indicators:

- ☐ Semester-to-semester retention
- ☐ Achievement of student learning goals
- ☐ Graduation rate
- ☐ Credits completed
- ☐ Transfer rate
- ☐ Attainment of job related to curriculum
- ☐ Attainment of advanced educational degrees

2. ENSURE RESPONSIVENESS AND RELEVANCE OF CURRICULA, SERVICES AND DELIVERY SYSTEMS TO CONSTITUENCY NEEDS

Key Action Steps:

TRCC will:

- ☐ continually identify and respond to changing educational needs of the regional population
- ☐ align curricula with regional educational and workforce needs
- ☐ enhance communication with community constituencies regarding program and service offerings and college resources

- ☐ make expertise and educational resources available to the community
- ☐ systematically solicit information about employer educational and workforce needs through on-going contact with employers
- ☐ create and share memoranda of understanding outlining expectations, collaboration and delivery of services between TRCC and key constituencies

Performance Indicators:

- ☐ Evidence of curricular and program changes
- ☐ Employer satisfaction ratings
- ☐ Number of memoranda of understanding generated with employers
- ☐ Placement rate of students
- ☐ Relationship of job to program or curriculum field
- ☐ Ratings of employer satisfaction

3. ESTABLISH WORKING PARTNERSHIPS AND COLLABORATION WITH SENDING AND RECEIVING ORGANIZATIONS

Key Action Steps:

TRCC will:

- ☐ work closely with K-12 schools to identify areas of mutual benefit (developmental skills preparation, professional development, college preparedness, retention to diploma/degree, etc.)
- ☐ improve articulation and communication with 4-year colleges and universities to ensure that courses, curricula and degree requirements lead to successful transfer
- ☐ partner with 4-year colleges and universities to offer programs, courses and curricula on TRCC's campus
- ☐ establish mutual gain partnerships with employers
- ☐ serve as a catalyst for regional economic development by bringing together key community partners

Performance Indicators:

- ☐ Evidence of active partnerships with K-12 schools (programs, activities, agreements, etc.)
- ☐ Evidence of improved articulation with 4-year colleges (expression of satisfaction with articulation by 4-year college officials)
- ☐ Number of 4-year courses offered on-campus at TRCC
- ☐ Number of partnerships with employers
- ☐ Activities geared toward regional economic development initiated by TRCC

4. ESTABLISH AND AFFIRM A BRAND IDENTITY THAT DISTINGUISHES THE COLLEGE AS A FIRST CHOICE EDUCATIONAL PROVIDER IN THE SERVICE REGION

Key Action Steps:

TRCC will:

- ☐ engage members of the college community in brand development
- ☐ distinguish and augment elements of TRCC's unique identity with key constituencies
- ☐ develop a comprehensive marketing plan
- ☐ create a synergy with partners in the community to foster brand recognition
- ☐ leverage resources using brand recognition to create working partnerships
- ☐ position TRCC effectively for resource acquisition and use through alignment with higher education partners in Connecticut

Performance Indicators:

- ☐ Clear statement of brand for TRCC

- ☐ Development and implementation of a comprehensive marketing plan
- ☐ Evidence of faculty/staff understanding and commitment to brand
- ☐ Evidence provided by external constituencies of TRCC becoming a “go to” first step for a baccalaureate degree

5. FOSTER A CULTURE OF INCLUSIVENESS, COLLABORATION AND INNOVATION

Key Action Steps:

TRCC will:

- ☐ reaffirm and connect the college community to organizational core values
- ☐ promote a college culture that encourages risk taking, innovation and entrepreneurial pursuit
- ☐ promote a culture that values and acknowledges the contributions of individuals
- ☐ develop and institutionalize a process to encourage and promote new initiatives and innovation
- ☐ systematically provide opportunities for employee development and continuous improvement

Performance Indicators:

- ☐ Evidence of employee satisfaction
- ☐ Number and frequency of initiatives undertaken
- ☐ Frequency of, and value-added by, opportunities for professional and career growth and development for employees

6. EXERCISE RESPONSIBLE STEWARDSHIP OF RESOURCES

Key Action Steps:

TRCC will:

- ☐ systematically identify and evaluate the utilization of resources (people, facilities, energy, processes, funding and time)
- ☐ implement measures to improve the efficient use of resources
- ☐ identify all possible sources of revenue and generate alternative sources of revenue

Performance Indicators:

- ☐ Increase funding stream for operations by 1 percent over previous year
- ☐ Evidence of enhancement in annual report of metrics provided to governance bodies (human resource metrics, funding streams, student enrolment and graduation)
- ☐ Year-to-year cost savings
- ☐ Evidence of revenue enhancement through alternative sources

Strategic Intent

Three Rivers Community College aspires to the goal of becoming a premier provider of postsecondary education and training in southeastern Connecticut. Our 2013-2016 Strategic Plan, *Bridging to the Future*, is a step into the future in partnership with people and organizations in southeastern Connecticut and the State of Connecticut. Standing in the way of our aspiration are resources—both tangible and intangible—that must be leveraged in order to achieve our stated priorities. We are a strong and respected institution that makes a valuable contribution to learners and communities alike in our service region. Our resilience is evident in our ability to weather tidal waves of change that have occurred since our establishment as a unified institution in 1992: delivering education on geographically separate campuses for seventeen years; navigating contractual bargaining agreements with six different unions; enduring waves of budget reduction stemming from the national and state economic recession beginning in 2007; coping with a sudden and dramatic change in public higher education governance in 2011 that merged public 2-year and 4-year colleges (other than UConn) in one system; and undergoing intensive change in

internal operating systems and procedures initiated by a new governing board and postsecondary education system.

Unquestionably, these challenges have created constraints to development. If viewed in broad perspective, however, they also open opportunity. As a learning community, we have the opportunity to come together to build on our rich intellectual and learning resources, our established base within the community, and our unparalleled physical and technological resources. More than ever before, we are at the cusp of an opportunity to establish a shared sense of community—the community that was in place at each of two geographically separate campuses that must now establish itself on a unified campus. There is no going back to the old—the only path for our College is one of going forward into the future as a united learning community. This path is one of collegiality, collaboration, teamwork and continuous improvement. The 2013-2016 strategic plan provides the building block for a process of change that must occur to enable us to achieve our aspiration and potential as a premium provider of postsecondary education in Southeastern Connecticut.

External Communications

(Section 46a-68-35)

External Communications (Section 46a-68-35)

Overview

Three Rivers Community College is an Affirmative Action/Equal Opportunity Employer. Consistent with that posture, written and verbal expression of the College's commitment to Affirmative Action and notice of job availability is routinely communicated to individuals and organizations that can and do refer qualified applicants to the College.

Bidders, contractors, subcontractors, and suppliers of materials are notified of the agency's Affirmative Action policy on an on-going basis. Similarly, these entities are put on notice that Three Rivers Community College will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who knowingly discriminates against members of any class protected under section 4a-60 of the Connecticut General Statutes.

Our Affirmative Action tagline is in compliance with Affirmative Action requirements relative to age and gender. Our tagline clearly conveys the desire of Three Rivers Community College to employ members of protected classes, and it omits reference to age and gender.

Pursuant to section 46a-68-35(b)(4) non-discrimination and Affirmative Action clauses have been included in all collective bargaining agreements to which employees of Three Rivers Community College are a party of. Section 46a-68-35(b)(4) specifically requires that the non-discrimination and Affirmative Action clauses be included within the collective bargaining agreements to which the state or any agency listed in Appendix A of the Affirmative Action Regulations is a party and that is true. An example of such language is that which appears in the contract between the BOARD OF TRUSTEES OF COMMUNITY-TECHNICAL COLLEGES and the CONGRESS OF CONNECTICUT COMMUNITY COLLEGES and AFSCME, LOCAL 2480, COUNCIL 4. **(Please Note:** No new union contracts have been negotiated under the new Board of Regents. Not all language is congruent with modern terminology).

Section 2. Nondiscrimination

The Board and the Congress shall continue their policy of not discriminating against any member of the bargaining unit on the basis of race, color, religious creed, national origin, ancestry, sex (including sexual harassment), sexual orientation, age, marital status, political affiliation, or present or past history of mental disorder, developmental disability, learning disability or physical disability, criminal record, or opposition to discrimination, as required by any federal or Connecticut statute or regulations pursuant thereto. (No new union contracts have been negotiated under the new Board of Regents).

The Board and the Congress agree not to discriminate against bargaining unit members based upon membership or fee paying status in any union representing employees of the Board of Trustees. The parties acknowledge their mutual support of the concept of Affirmative Action. In the event that a problem arises between the parties concerning Affirmative Action, it may be raised at a meeting between the union and representatives of the Board but not through the

grievance and arbitration provisions of this Agreement. (No new union contracts have been negotiated under the new Board of Regents).

Notice of the availability of the College's Affirmative Action Plan is sent out to the entire College community via email. The plan is available to all employees and students to review throughout the calendar year. In accordance with section 46a-68-35(a)(4) of the Affirmative Action Regulations, each of the unions that represent College employees are sent letters notifying them that the College is an Affirmative Action / Equal Opportunity Employer and they are invited to review the plan and provide comments to the Equity and Diversity Officer. Copies of the relevant letters are contained elsewhere in this section.

The College initiates and undertakes aggressive, positive relationship-building activity to ensure that Affirmative Action is more than a paper commitment. Consistent with that effort, the College maintains and continually updates a list of the names and addresses of individuals, organizations, colleges, recruiting sources, publishers and unions capable of referring or informing qualified applicants for employment.

During the calendar years 2012 and 2013, the College advertised and filled 12 permanent full-time positions. All positions were advertised internally to the College community as well as in national and/or local publications as appropriate to ensure that the vacancies were made known to all qualified candidates. In addition, President Grace S. Jones represented the College during community events and numerous other programs. In this fashion, she is an asset to the College's attempts to achieve the widest possible dissemination of vacancy notifications.

The College also hosts minority community leaders on campus twice a year for a breakfast meeting in an effort to foster communications and develop relationships within those constituent groups to keep them informed of upcoming vacancies. The College also seeks to expand and cultivate interaction with additional recruiting sources that may be able to send qualified applicants to the College by encouraging faculty to make contacts with colleagues at other higher education institutions and professional organizations. These efforts to cultivate additional organizations that may possibly refer qualified candidates were ongoing throughout the year in anticipation of vacancies that may be filled during the reporting period.

Three Rivers and the CCCC bargaining unit supported the system's Minority Fellowship Program for many years. Although funding for this program has been discontinued, the College still has access to past participants of the program. Fellows in the program were provided with a mentor and both fellows and mentors were compensated for their work. Additionally, Fellows received special notice of position openings and had the opportunity to be hired without a competitive search by a college in the system. The College was an active participant in the Minority Fellowship Program for many years, and it is still utilized as a potential recruiting pool.

The College has been working with the other Community Colleges in the System to share applicant pools in an effort to broaden pool diversity particularly in areas such as nursing and mathematics where recruiting qualified applicants has been very challenging.

With regard to bidders, contractors, subcontractors and providers of materials, the participation of minority business enterprises meeting qualifications established in regulations pursuant to

Section 4a-61 of the Connecticut General Statutes or federal law are solicited and encouraged. The Purchasing Office has taken an affirmative lead in seeking out both “good faith” and “set-aside” opportunities, and, thus, Three Rivers has generally been successful in satisfying the SBE/MBE Supplier Diversity Goals over the past five years.

The College will not knowingly do business with any entity that has been barred from participation in any federal or state contract program or found to be in violation of any federal or state anti-discrimination law. This commitment is documented in the “Non-Discrimination” section on the back of the standard purchase order used by the College. The College also encourages bidders, contractors, subcontractors and suppliers of materials to develop and implement their own internal Affirmative Action Plans.

The College maintains the names and addresses of each organization, recruiting source, bidder, contractor, subcontractor, supplier of materials, publisher and union receiving notice of agency policy; date of notice; and copies of all communications, statements, advertising, and contract provisions with the above groups and/or individuals. We also maintain a list of recruiting sources and dates of meetings with these recruiting sources.

Union Letters

Please Note: Due to the absence of the College's Equity and Diversity Officer, a standard union letter was distributed for the calendar year 2012, but not 2013. However, a draft of the letter that shall be sent for the year 2014 is included below that of the previous filing.

<Union Address – Letter sent to all union addresses referenced in this plan>

May 8, 2012

Dear Union Leader,

In accordance with the Connecticut Affirmative Action Regulations section 46a-68-35(a)(4) this letter serves to inform you that Three Rivers Community College in Norwich Connecticut is an Affirmative Action employer and as such is required to prepare and submit an Affirmative Action plan to the Connecticut Commission on Human Rights and Opportunities in April of each year. A copy of the College's Affirmative Action plan is placed in the College library for review. We invite you to review the plan and submit any comments that you may have to the College's Equal Employment Opportunity Officer Dr. George Rezendes at grezendes@trcc.commnet.edu or at the address below.

Sincerely,

George J. Rezendes, PhD.
Equal Employment Opportunity Officer
Three Rivers Community College
574 New London Turnpike
Norwich, CT 06360

<Union Address – Letter shall be sent to all union addresses referenced in this plan>

<Date>

Dear Union Leader,

In accordance with the Connecticut Affirmative Action Regulations section 46a-68-35(a)(4) this letter serves to inform you that Three Rivers Community College in Norwich Connecticut is an Affirmative Action Employer and, as such, is required to prepare and submit an Affirmative Action Plan to the Connecticut Commission on Human Rights and Opportunities in April on a biennial basis. A copy of the college's Affirmative Action Plan is placed in the college library for public review. We invite you to review the plan and submit any comments that you may have to Gregory Souza, the college's Equity and Diversity Officer, at gsouza@trcc.commnet.edu or at the address below.

Sincerely,

Gregory Souza
Equity and Diversity Officer
Three Rivers Community College
574 New London Turnpike
Norwich, CT 06360

Community College Distribution Mailing List for Job Announcements

Asnuntuck Community College
170 Elm Street
Enfield CT 06082

Capital Community College
950 Main St, Hartford
Hartford CT 06105

Gateway Community College
60 Sargent Drive
New Haven CT 06511

Housatonic Community College
900 Lafayette Boulevard
Bridgeport CT 06604

Manchester Community College
60 Bidwell Street
Manchester CT 06040

Naugatuck Valley Community College
750 Chase Parkway
Waterbury CT 06708

Middlesex Community College
100 Training Hill Road
Middletown CT 06457

Northwestern CT Community College
Park Place
Winsted CT 06098

Norwalk Community College
188 Richards Avenue
Norwalk CT 06854

Quinebaug Valley Community College
742 Upper Maple Street
Danielson CT 06239

Tunxis Community College
271 Scott Swamp Road
Farmington CT 06032

AFSCME Council 4
444 East Main Street
New Britain CT 06051

Administrative & Residual P-5 Union
141 Washington Street
Hartford CT 06106

Protective Services NP-5 Union
141 Washington Street
Hartford CT 06106

(CEUI) CT Employees Union
110 Randolph Road
Middletown CT 06457

Congress of Connecticut Community
Colleges
907 Wethersfield Avenue
Hartford, CT 06114

Mailing List

The following pages show the Affirmative Action community mailing list and list of Historically Black Colleges, which were utilized in our external full-time searches.

ALABAMA A & M UNIVERSITY
DIRECTOR OF PLACEMENT
Huntsville, AL 35762

ALABAMA STATE
UNIVERSITY
DIRECTOR OF PLACEMENT
Montgomery, AL 36195

ALCORN STATE UNIVERSITY
DIRECTOR OF PLACEMENT
LOMAN, MS 39096

CENTRAL STATE UNIVERSITY
Director of Placement
Wilberforce, OH 45384

CHEYNEY UNIVERSITY
Director of Placement
Cheyney, PA 19319

CHICAGO STATE UNIVERSITY
Director of Placement
Chicago, IL 60628

CLARK ATLANTA UNIVERSITY
Director of Placement
Atlanta, GA 30314

DELAWARE STATE COLLEGE
Director of Placement
Dover, DE 19901

DILLARD UNIVERSITY
Director of Placement
New Orleans, LA 70122

ELIZABETH CITY STATE
UNIVERSITY
Director of Placement
Elizabeth City, NC 27909

FAYETTEVILLE STATE
UNIVERSITY
Director of Placement
Fayetteville, NC 28301

FLORIDA A & M UNIVERSITY
Director of Placement
Tallahassee, FL 32307

GRAMBLING STATE UNIVERSITY
Director of Placement
Grambling, LA 71245

HAMPTON UNIVERSITY
Director of Placement
Hampton, VA 23668

HOWARD UNIVERSITY
Director of Placement
Washington, DC 20059

JACKSON STATE UNIVERSITY
Director of Placement
Jackson, MS 39217

JOHNSON C. SMITH
UNIVERSITY
Director of Placement
Charlotte, NC 28216

LINCOLN UNIVERSITY
Director of Placement
Jefferson City, MO 65101

LINCOLN UNIVERSITY
Director of Placement
Lincoln, PA 19352

MORGAN STATE UNIVERSITY
Director of Placement
Baltimore, MD 21239

NORFOLK STATE
UNIVERSITY
Director of Placement
Norfolk, VA 23504

NORTH CAROLINA A & T
UNIVERSITY
Director of Placement
Greensboro, NC 27411

NORTH CAROLINA CENTRAL
UNIVERSITY
Director of Placement
Durham, NC 27707

SOUTH CAROLINA STATE
COLLEGE
Director of Placement
Orangeburg, SC 29042

SOUTHERN UNIVERSITY AT
BATON ROUGE
Director of Placement
Baton Rouge, LA 70813

SOUTHERN UNIVERSITY AT
NEW ORLEANS
Director of Placement
New Orleans, LA 70126

SOUTHERN UNIVERSITY AT
SHREVEPORT
Director of Placement
Shreveport, LA 71107

SOUTHERN UNIVERSITY SYSTEM
Director of Placement
Baton Rouge, LA 70813

TENNESSEE STATE
UNIVERSITY
Director of Placement
Nashville, TN 37203

TEXAS SOUTHERN
UNIVERSITY
Director of Placement
Houston, TX 77004

TUSKEGEE UNIVERSITY
Director of Placement
Tuskegee, AL 36088

UNIVERSITY OF ARKANSAS
Director of Placement
Pine Bluff, AR 71601

UNIVERSITY OF THE
DISTRICT OF COLUMBIA
Director of Placement
Washington, DC 20008

UNIVERSITY OF MARYLAND
EASTERN SHORE
Director of Placement
Princess Anne, MD 21853

VIRGINIA STATE UNIVERSITY
Director of Placement
Petersburg, VA 23803

VIRGINIA UNION UNIVERSITY
Director of Placement
Richmond, VA 23220

WILBERFORCE UNIVERSITY
Director of Placement
Wilberforce, OH 45384

WINSTON-SALEM STATE
UNIVERSITY
Director of Placement
Winston-Salem, NC 27110

XAVIER UNIVERSITY
Director of Placement
New Orleans, LA 70125

DIRECTOR OF PLACEMENT
BOSTON UNIVERSITY
121 Bay Street Rd.
Boston, MA 02215

DIRECTOR OF PLACEMENT
BOSTON COLLEGE
Chestnut Hill
Boston, MA 02167-9991

DIRECTOR OF PLACEMENT
M.I.T.
Massachusetts Institute of
Technology
77 Massachusetts Avenue
Cambridge, MA 02139-4307

DIRECTOR OF PLACEMENT
UNIVERSITY OF MASSACHUSETTS
Amherst, MA 01003-0120

DIRECTOR OF PLACEMENT
HOWARD UNIVERSITY
2400 Sixth St., N.W.
Washington, D.C. 20059-0002

DIRECTOR OF PLACEMENT
UNIVERSITY OF
CONNECTICUT
Storrs, CT 06269

DIRECTOR OF PLACEMENT
EASTERN CONNECTICUT STATE
UNIVERSITY
Willimantic, Ct 06226-2295

DIRECTOR OF PLACEMENT
CENTRAL CONNECTICUT
STATE UNIVERSITY
New Britain, CT 06050-4010

DIRECTOR OF PLACEMENT
SOUTHERN CONNECTICUT
STATE UNIVERSITY
501 Crescent Street
New Haven, CT 06515-1355

DIRECTOR OF PLACEMENT
WESTERN CONNECTICUT STATE
UNIVERSITY
181 White Street
Danbury, CT 06810-6885

DIRECTOR OF PLACEMENT
UNIVERSITY OF
CONNECTICUT AT HARTFORD
2131 Hillside Road
Storrs, CT 06269

DIRECTOR OF PLACEMENT
UNIVERSITY OF RHODE
ISLAND
Kingston, RI 02881

THE CONNECTICUT DIVERSITY
COUNCIL
C/O THE HARTFORD GRADUATE
CENTER
275 Windsor Street
Hartford, CT 06120

Director of Placement
UNIVERSITY OF RHODE
ISLAND
75 Lower College Rd. Suite 2
Carlotti Admin. Building
Kingston, RI 02881

EXEC. DIRECTOR
CENTRO DE LA
COMMUNIDAD
109 Blinman Street
New London, CT 06320

ROCCO TRIRICCO, EXEC.
DIRECTOR
OIC OF NEW LONDON COUNTY
New London, CT 06320

SPANISH ACTION COUNCIL
INC.
81 w. Main Street #4
Waterbury, CT 06702-2006

Director of Placement
EASTERN CT STATE
UNIVERSITY
83 Windham St., Shafer Hall
Room 9
Willimantic, CT 06226-2295

SPANISH AMERICAN
DEVELOPMENT AGENCY
1317 State Street
Bridgeport, CT 06605

ARTHUR POOLE
DEPT. OF HIGHER
EDUCATION
61 Woodland Street
Hartford, CT 05105-2391

Affirmative Action Officer
COMMUNITY COLLEGE OF
PHILADELPHIA
Philadelphia, PA 19130

Affirmative Action Officer
MASSOSOIT COMMUNITY
COLLEGE
Brockton, MA 02402

SHILOH BAPTIST CHURCH
1 Garvin Street
New London, CT 06320

DR. ANTONIO PEREZ
BOROUGH OF MANHATTAN
199 CHAMBERS STREET
NEW YORK, N.Y. 10007

CAREER SERVICES
Connecticut College
270 Mohegan Avenue
New London, CT 06320

Affirmative Action Officer
CAPE COD COMMUNITY
COLLEGE
WEST BARN STABLE, MA
02668

BOSTON COLLEGE
Office of AHANA
Chestnut Hill, MA 02167-3836

PERSONNEL
ROXBURY COMMUNITY COLLEGE
1234 Columbus Avenue
Boston, MA 02120

Affirmative Action Officer,
BUNKER HILL COMMUNITY
COLLEGE
New Rutherford Avenue
Charlestown, MA 02129

CHILD & FAMILY SERVICES
1680 Albany Avenue
Hartford, CT 06105

DEPT. OF SOCIAL SERVICES
25 Sigourney Street
Hartford, CT 06106

Career Services
UMASS/BOSTON
Boston, MA 02125

LEARN
44 HATCHETTS HILL RD
OLD LYME, CT 06371-1512

CT. ASSOC. FOR HUMAN SERVICES
110 Bartholomew Avenue
Hartford, CT 06106

N.A.A.C.P.
NEW LONDON BRANCH
P.O. Box 987
New London, CT 06320

URBAN LEAGUE OF GREATER
HARTFORD
P.O. Box 320590
Hartford, CT 06132-0590

Community Renewal Team
555 Windsor Street
Hartford, CT 06120

STATE PRIDE
1841 Broad Street
Hartford, CT 06114

CT DEPT. OF LABOR
200 Foley Brook Blvd.
Wethersfield, CT 06109

SYSTEM OFFICER FOR EQUITY &
DIVERSITY AWARENESS
BOARD OF TRUSTEES
61 Woodland Street
Hartford, CT 0610

MULTICULTURAL
COUNSELOR
NORWICH FREE ACADEMY
305 Broadway
Norwich, CT 06360

PRESIDENT
LBS HUMAN RESOURCE
CONSULTANTS
85 Church Street
Norwich, CT 06360

MAYOR OF NEW LONDON
181 State Street
New London, CT 06320

PRESIDENT
NORWICH NAACP
P.O. Box 24
Norwich, CT 06360

T.V.C.C.A.
1 Sylvandale Road
P.O. Box 215
Jewett City, CT 06351

THE DROP IN LEARNING CENTER
45 Broad Street
New London, CT 06320

EXECUTIVE DIRECTOR
S.A.D.A. INC.
1317 State Street
Bridgeport, CT 06605

SECRETARY
Dept. of Higher Education
61 Woodland Street
Hartford, CT 06105

EXECUTIVE DIRECTOR, DR.
MARTIN LUTHER KING JR.
COMMUNITY CENTER
21 Fairmount Street
Norwich, CT 06360

GREENWICH NAACP
P.O. Box 1015
Greenwich, CT 06830

MOHEGAN TRIBE OF INDIANS
OF CT
1 Mohegan Sun Blvd
Uncasville, CT 06382

EXEC. DIRECTOR, CT WOMEN'S
EDUCATION & LEGAL FUND
135 BROAD STREET
HARTFORD, CT 06105-3701

UNIVERSITY OF CT SCHOOL
OF SOCIAL WORK
1798 Asylum Avenue
West Hartford, CT 06117

PRINCIPAL NEW LONDON
HIGH SCHOOL
490 Jefferson Avenue
New London, CT 06320

Career Services
UNIVERSITY OF BRIDGEPORT
380 University Avenue
Bridgeport, CT 06601

GREATER HARTFORD NAACP
P.O. Box 1012
Hartford, CT 06143

RELIANCE HOUSE, INC.
40 Broadway
Norwich, CT 06360

BEULAH LAND CHURCH OF GOD
IN CHRIST
63 Church St., P.O. box 268
Norwich, CT 06360

DIRECTOR. NATIONAL
PUERTO RICAN FORUM
95 Park Street
Hartford, CT 06106

EXEC. DIRECTOR, JUNTA FOR
PROGRESSIVE ACTION
169 Grand Avenue
New Haven, CT 06513

EXECUTIVE DIRECTOR
LA CASA DE PUERTO RICO
48 Main Street
Hartford, CT 06106

DAS/STATE
PERSONNEL/EMPLOYMENT
RELATIONS-Aff. Action
165 Capitol Avenue
Hartford, CT 06106

MASHANTUCKET PEQUOT
TRIBAL NATION HUMAN
RESOURCES DEPARTMENT
25 Norwich-Westerly Rd
N. Stonington, CT 06359

EXECUTIVE DIRECTOR
CASA BORICUA DE MERIDEN
204 Colony Street
Meriden, CT 06450

EXECUTIVE DIRECTOR
SAN JUAN CENTER
1293 Main Street
Hartford, CT 06103

HEAD BUSINESS,
INDUSTRY&TECHNOLOGY
SILAS BRONSON LIBRARY
267 Grand Street
Waterbury, CT 06702-1981

URBAN LEAGUE OF GREATER
HARTFORD, WORKFORCE DEV.
CASE MANAGER
P.O. BOX 320590
HARTFORD, CT 06132-0590

PRINCIPAL, BLOOMFIELD
HIGH SCHOOL
HUKLEBERRY LANE
BLOOMFIELD, CT 06002

Minority Set Aside Program Reports

This section contains documentation describing the College's most recent financial commitments to minority set aside programs. The quarterly reports included in the April 30, 2014 Affirmative Action Report reflect each financial quarter that fell within the reporting period of calendar years 2012 and 2013. These reports are:

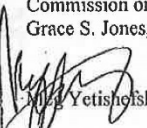
- Quarter 3, Fiscal Year 2011-12
- Quarter 4, Fiscal Year 2011-12
- Quarter 1, Fiscal Year 2012-13
- Quarter 2, Fiscal Year 2012-13
- Quarter 3, Fiscal Year 2012-13
- Quarter 4, Fiscal Year 2012-13
- Quarter 1, Fiscal Year 2013-14
- Quarter 2, Fiscal Year 2013-14

Also included are relevant correspondences with the Department of Administrative Services.

Memorandum

To: Gayle O'Neill, Three Rivers Community College Director of Finance

CC: Commission on Human Rights and Opportunities - Contract Compliance Unit
Grace S. Jones, President

From:  Mike Yetishofsky, Program Manager, Supplier Diversity Program

Date: February 9, 2012

Re: FY 2011-2012 Small/Minority Business Goal Report
Three Rivers Community College

This memo is to inform you that the DAS, Supplier Diversity Unit has received your agency's FY11-12 S/MBE goal report outlining the agency adopted budget and subsequent funds available for S/MBE purchases for FY11-12.

As indicated in CGS, 4a-60g, "twenty-five percent of the total value of the annual budget for all contracts (including construction, rehabilitation, or rehabilitation of public buildings, the construction and maintenance of highways and the purchasing of goods and services) shall be set-aside for Small Businesses and of that computed amount, twenty-five percent must be awarded to Minority Businesses Enterprises."

A review of the agency submission has indicated the following:

Line 1: Total Agency Adopted Budget for FY 12 :	\$ 31,315,801
Line 2: Amount Available for S/MBE program : (after allowable deductions/exemptions)	\$ 1,033,129
Line 3: 25% of Line 2 - total set aside for Small/Minority Business Enterprise :	\$ 258,282
Line 4: 25% of Line 3 - total set aside for only Minority Business Enterprise :	\$ 64,571

The commitment of each state agency and political subdivision to set aside opportunities for Small/Minority Businesses will assist in the economic growth of the Connecticut Small Minority Businesses community.

The DAS, specifically the Supplier Diversity Unit will continue to offer the training needed to each state agency and political subdivision to facilitate the compliance of their annual S/MBE goal. The DAS, Supplier Diversity representative assigned to your agency is Stan Kenton. Questions regarding the agency Small/Minority Business goal report should be directed to Stan Kenton at Stanley.Kenton@ct.gov or (860) 713-5241.

Attachment

FY12 THREE RIVERS COMMUNITY COLLEGE

AMOUNTS REQUESTED BY AGENCY

DESCRIPTION		Page-2 Federally Funded Expenditures	Page-3 Non- Purchasing Budgeted Exp.	Page-4 Statute Required Budgeted Exp.	Page-5 Requested Exemptions	Total Deductions + Exemptions
Total Agency Adopted Budget	\$ 31,315,801	\$ 7,387,719	\$ 21,178,125	\$ 599,828	\$ 1,117,000	\$ 30,282,672
Budget Available for Small Contractor Program	\$ 1,033,129	Notes or Comments:				
Annual SBE Goal	\$ 258,282					
Annual MBE Goal	\$ 64,571					

AMOUNTS APPROVED BY DAS

DESCRIPTION		Page-2 Federally Funded Expenditures	Page-3 Non- Purchasing Budgeted Exp.	Page-4 Statute Required Budgeted Exp.	Page-5 Requested Exemptions	Total Deductions + Exemptions
Total Agency Adopted Budget	\$ 31,315,801	\$ 7,387,719	\$ 21,178,125	\$ 599,828	\$ 1,117,000	\$ 30,282,672
Budget Available for Small Contractor Program	\$ 1,033,129	Notes or Comments: Approved as submitted.				
Annual SBE Goal	\$ 258,282					
Annual MBE Goal	\$ 64,571					

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2011-2012)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd Quarter

Fiscal Year Period

Jan 1 - Mar 31 2012

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	goneill@trcc.commnet.edu
Tel. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 31,315,801.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,033,129.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 258,282.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 64,571.00

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,782,117.70	224	\$ 5,143,748.53	774

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 79,557.71	14	\$ 241,082.40	66
---	--------------	----	---------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 11,732.04	5	\$ 37,869.47	18
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 12,879.84	1	\$ 29,005.49	1
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 24,611.88	6	\$ 66,874.96	19

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2011-2012

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jan 1 - Mar 31 2012	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000		
Report Prepared by:	Gayle O'Neill	Agency Number:		
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Aa Lock & Key	P0264181	\$ 3,050.41	W	
Automated Building Systems, Inc.	P0269427	\$ 5,297.75	SB	
Aztec Technologies, LLC	P0267978	\$ 1,555.73	W	
Aztec Technologies, LLC	P0272062	\$ 2,959.44	W	
C&C Janitorial Suplies	P0264179	\$ 12,879.84	IW	
Chase Graphics	P0269481	\$ 461.00	SB	
Chase Graphics	P0272864	\$ 1,366.00	SB	
EPS Printing II, LLC	P0272862	\$ 300.00	SB	
EPS Printing II, LLC	P0273538	\$ 700.00	SB	
G Donovan Associates Inc.	P0273338	\$ 31,025.00	SB	
Guardian Pest Control	P0264078	\$ 446.25	SB	
Institute of Environmental Management and Technology, Inc.	P0275797	\$ 1,400.00	W	
Logo Concepts LLC	P0271660	\$ 789.30	W	
Logo Concepts LLC	P0271729	\$ 580.11	W	
Marcus Communications LLC	P0273575	\$ 1,352.12	SB	
Northeast Ind. Services Inc.	P0264196	\$ 1,195.00	SB	
Prime Electric	P0270935	\$ 722.11	SB	
Ryan Business Systems, Inc.	P0260360	\$ 9.52	W	
Ryan Business Systems, Inc.	P0265401	\$ 890.43	W	
Salka Office Furniture	P0271979	\$ 497.10	W	
Shred-It	P0264177	\$ 451.00	SB	
Suburban Stationers, Inc.	E0009306	\$ 2,367.54	SB	
Suburban Stationers, Inc.	P0265407	\$ 3,037.84	SB	
Suburban Stationers, Inc.	P0271316	\$ 1,789.22	SB	
Tec Control Systems, Inc.	P0271764	\$ 950.00	SB	
Tradesman of New England, LLC	P0265343	\$ 3,485.00	SB	
SBE/MBE TOTAL		\$ 79,557.71		

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2011-2012)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

4th Quarter

Fiscal Year Period

Apr 1 - Jun 30 2012

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	goneill@trcc.commnet.edu
Tel. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 31,315,801.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,033,129.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 258,282.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 64,571.00

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,000,930.05	237	\$ 6,144,678.58	1,011

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 46,928.48	20	\$ 288,010.88	86
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 14,415.04	7	\$ 52,284.51	25
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 2,464.20	1	\$ 31,469.69	1
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 16,879.24	8	\$ 83,754.20	26

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2011-2012

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Apr - Jun 30 2012	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000		
Report Prepared by:	Gayle O'Neill	Agency Number:		
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Aa Lock & Key	P0264181	\$ 1,411.72	W	
Adnet Technologies	P0279622	\$ 2,900.00	SB	
Aztec Technologies, LLC	P0267978	\$ 920.18	W	
Aztec Technologies, LLC	P0276331	\$ 2,375.92	W	
Aztec Technologies, LLC	P0278800	\$ 4,690.23	W	
C&C Janitorial Suplies	P0264179	\$ 2,464.20	IW	
Central Mechanical Services	P0278351	\$ 175.00	W	
Central Mechanical Services	P0278934	\$ 342.50	W	
Chase Graphics	P0276565	\$ 608.73	SB	
Connecticut Advertising Services	P0275330	\$ 579.50	W	
D H Marvin & Son Inc	P0269432	\$ 163.80	SB	
D H Marvin & Son Inc	P0271498	\$ 3,451.73	SB	
Fire Protection Testing	P0264810	\$ 567.50	SB	
Fire Protection Testing	P0279744	\$ 567.50	SB	
Gano's Power Equip	P0273634	\$ 3,148.20	SB	
Guardian Pest Control	P0264078	\$ 170.00	SB	
Huntington Power Equipment, Inc.	P0264079	\$ 2,003.95	W	
Institute of Environmental Management and Technology, Inc.	P0277702	\$ 260.00	W	
Logo Concepts LLC	P0276864	\$ 554.25	W	
Marcus Communications LLC	P0277549	\$ 480.00	SB	
Northeast Ind. Services Inc.	P0264196	\$ 800.00	SB	
Post Road Stages	P0279056	\$ 950.00	SB	
R n B Enterprises	P0276660	\$ 839.98	SB	
Royal Printing Service	P0278539	\$ 1,395.00	SB	
Royal Printing Service	P0279472	\$ 506.05	SB	
Royal Printing Service	P0279480	\$ 396.00	SB	
Ryan Business Systems, Inc.	P0260360	\$ 10.47	W	
Ryan Business Systems, Inc.	P0265401	\$ 1,091.32	W	
Shred-It	P0264177	\$ 715.20	SB	
Suburban Stationers, Inc.	E0009306	\$ 3,171.49	SB	
Suburban Stationers, Inc.	P0265407	\$ 3,937.56	SB	
Tec Control Systems, Inc.	P0279767	\$ 340.50	SB	
Tec Control Systems, Inc.	P0280087	\$ 4,940.00	SB	
SBE/MBE TOTAL		\$ 46,928.48		

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2012-2013)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1st Quarter

Fiscal Year Period

Jul 1- Sep 30 2012

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail	goneill@trcc.commnet.edu
Tel. # -	860-892-5710	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,049,299.43	309	\$ 1,049,299.43	309

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 126,204.60	29	\$ 126,204.60	29
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 11,305.51	9	\$ 11,305.51	9
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 9,122.76	2	\$ 9,122.76	2
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 20,428.27	11	\$ 20,428.27	11

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2012-2013

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jul 1 - Sep 30 2012	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000	
Report Prepared by:	Gayle O'Neill	Agency Number:	
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES	SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category
A Second Chance CPR & First Aid Training, LLC	P0280773	\$ 200.00	SB
Aa Lock & Key	P0283519	\$ 636.00	W
AAIS Corp	P0284429	\$ 36,479.26	SB
Burnett's Landscaping, Inc.	P0278853	\$ 5,431.76	W
C & C Janitorial Supplies	P0264179	\$ 1,372.36	IW
C & C Janitorial Supplies	P0283518	\$ 7,750.40	IW
Central Mechanical Services	P0279891	\$ 1,262.50	W
Central Mechanical Services	P0281913	\$ 922.48	W
Central Mechanical Services	P0281926	\$ 70.00	W
Chase Glass Company, Inc	P0280998	\$ 2,624.00	SB
G. Donovan Associates Inc.	P0276903	\$ 5,785.56	SB
Guardian Pest Control, LLC	P0282216	\$ 255.00	SB
High Tech Consultants, LLC	P0268115	\$ 37,018.30	SB
Huntington Power Equipment, Inc.	P0279481	\$ 733.40	W
Huntington Power Equipment, Inc.	P0279757	\$ 1,169.20	W
Overhead Door Co. of Norwich	P0280689	\$ 180.00	SB
Royal Printing Service	P0280610	\$ 798.00	SB
Royal Printing Service	P0282190	\$ 375.00	SB
Royal Printing Service	P0282238	\$ 120.00	SB
Royal Printing Service	P0283268	\$ 300.00	SB
Ryan Business Systems, Inc.	P0260360	\$ 11.27	W
Ryan Business Systems, Inc.	P0265401	\$ 1,068.90	W
Shred-It	P0281024	\$ 652.75	SB
Suburban Stationers, Inc.	E0009306	\$ 3,283.18	SB
Suburban Stationers, Inc.	P0265407	\$ 5,603.88	SB
Suburban Stationers, Inc.	P0281662	\$ 1,400.00	SB
Suburban Stationers, Inc.	P0282727	\$ 7,216.40	SB
Tradesman of New England LLC	P0265343	\$ 3,485.00	SB
SBE/MBE TOTAL		\$ 126,204.60	

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2012-2013)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

2nd Quarter

Fiscal Year Period

Oct 1- Dec 31 2012

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail	goneill@trcc.commnet.edu
Tel. # -	860-892-5710	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,797,854.58	334	\$ 2,837,883.54	551

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 159,722.46	31	\$ 285,927.06	51
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 12,694.05	5	\$ 23,999.56	11
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 10,250.27	1	\$ 19,373.03	2
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 22,944.32	6	\$ 43,372.59	13

Fiscal Year
2012-2013

FY QUARTER PERIOD	Oct 1 - Dec 31 2012	In reporting data below, does your Agency utilize C.O.R.E.?	NO

60

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2012-2013)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd Quarter

Fiscal Year Period

Jan 1- Mar 31 2013

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail:	goneill@trcc.commnet.edu
Tel. # -	860-892-5710	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,513,565.26	241	\$ 4,351,448.80	703

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 75,257.00	29	\$ 361,184.06	68
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 13,592.26	7	\$ 37,591.82	14
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 10,277.25	1	\$ 29,650.28	2
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 23,869.51	8	\$ 67,242.10	16

Fiscal Year
2012-2013

FY QUARTER PERIOD	Jan 1 - Mar 31 2013	In reporting data below, does your Agency utilize C.O.R.E.?	NO

62

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2012

(2012-2013)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

4th Quarter

Fiscal Year Period

Apr 1- Jun 30 2013

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail	goneill@trcc.comnet.edu
Tel. # -	860-892-5710	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,036,443.70	267	\$ 5,387,892.50	876

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 119,507.04	25	\$ 480,691.10	79
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 6,420.25	7	\$ 44,012.07	17
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 8,019.64	1	\$ 37,669.92	2
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (DW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 14,439.89	8	\$ 81,681.99	19

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2012-2013

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Apr 1 - Jun 30 2013	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000		
Report Prepared by:	Gayle O'Neill	Agency Number:		
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
<input type="checkbox"/> HB Communications	P0284283	1,950.00	SB	
<input type="checkbox"/> HB Communications	P0290123	692.56	SB	
<input type="checkbox"/> Aa Lock & Key	P0283519	451.76	W	
<input type="checkbox"/> Aztec Technologies, LLC	P0282899	1,789.28	W	
<input type="checkbox"/> C & C Janitorial Supplies	P0283518	8,019.64	WP	
<input type="checkbox"/> G. Donovan Associates Inc.	P0292715	5,300.00	SB	
<input type="checkbox"/> Guardian Pest Control LLC	P0282216	255.00	SB	
<input type="checkbox"/> High Tech Consultants, LLC.	P0286030	40,424.31	SB	
<input type="checkbox"/> Huntington Power Equipment, Inc.	P0290955	2,210.00	W	
<input type="checkbox"/> Logo Concepts LLC	P0293305	754.73	W	
<input type="checkbox"/> Modern Mechanical Systems, Inc	P0290696	26,000.00	SB	
<input type="checkbox"/> Northeast Ind. Services Inc.	P0280090	1,590.00	SB	
<input type="checkbox"/> Offshore Construction, Inc.	P0293933	495.83	W	
<input type="checkbox"/> Prime Electric LLC	P0293217	2,497.38	SB	
<input type="checkbox"/> Royal Printing Service	P0294625	1,685.60	SB	
<input type="checkbox"/> Roybal and Sons Fire Equipment	P0290489	450.00	SB	
<input type="checkbox"/> Roybal and Sons Fire Equipment	P0294870	1,881.28	SB	
<input type="checkbox"/> Ryan Business Systems Inc.	P0260360	6.05	W	
<input type="checkbox"/> Ryan Business Systems Inc.	P0289021	712.60	W	
<input type="checkbox"/> Shred-It	P0281024	449.80	SB	
<input type="checkbox"/> Suburban Stationers, Inc.	E0009306	2,397.73	SB	
<input type="checkbox"/> Suburban Stationers, Inc.	P0265407	2,175.99	SB	
<input type="checkbox"/> Suburban Stationers, Inc.	P0282727	7,932.50	SB	
<input type="checkbox"/> Tec Control Systems, Inc.	P0291866	5,900.00	SB	
<input type="checkbox"/> Tradesmen of New England LLC.	P0283860	3,485.00	SB	
SBE/MBE TOTAL		\$ 119,507.04		

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period **1st**

ENTER THIS QTR-

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	goneill@trcc.commnet.edu
Tel. # -	(860) 215-9276	<i>Please Submit a copy of this form and Back-Up Sheets via InterOffice Mail to CHD@25 SIGURNEY ST, Hartford CT 06105</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 39,276,424.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,540,043.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 385,010.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 96,252.69

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 915,135.75	255	\$ 915,135.75	255

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 122,318.60	31	\$ 122,318.60	31
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 14,503.87	6	\$ 14,503.87	6
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 6,428.61	1	\$ 6,428.61	1
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 20,932.48		\$ 20,932.48	
MBE TOTAL (Lines A - W)	\$ 20,932.48		\$ 20,932.48	

**Fiscal Year
2013 - 2014**

FY QUARTER PERIOD	Jul 1 to Sep 30 2013	In reporting data below, does your Agency utilize C.O.R.E.?	YES
If not utilizing C.O.R.E. , DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes <u>X</u> No <u> </u>			NO X

Agency Name:	Three Rivers Community College		
Report Prepared by:	Gayle C. O'Neill	Agency Number:	CCC80100
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES	SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category
A Second Chance CPR & First Aid Training, LLC		\$ 56.00	SB
Central Mechanical Services		\$ 2,755.90	SB
D H Marvin & Son Inc		\$ 3,185.65	SB
Guardian Pest Control LLC		\$ 170.00	SB
High Tech Consultants, LLC.		\$ 33,428.39	SB
John C. Digertt, Inc.		\$ 1,462.50	SB
Mattern Construction, Inc.		\$ 27,418.00	SB
Northeast Ind. Services Inc.		\$ 1,760.00	SB
Prime Electric LLC	Multiple	\$ 2,316.27	SB
Royal Printing Service	Multiple	\$ 3,410.00	SB
Roybal and Sons Fire Equipment		\$ 203.10	SB
Suburban Stationers, Inc.	Multiple	\$ 14,485.31	SB
Tec Control Systems, Inc.		\$ 5,900.00	SB
Technical Education Solutions, LLC		\$ 1,350.00	SB
Tradesmen of New England LLC.		\$ 3,485.00	SB
		\$ 101,386.12	
Aa Lock & Key		\$ 168.00	W
Aztec Technologies, LLC		\$ 1,250.66	W
Kropp Environmental Contracts, Inc		\$ 1,080.00	W
Ryan Business Systems Inc.	Multiple	\$ 12,005.21	W
		\$ 14,503.87	
C & C Janitorial Supplies		\$ 6,428.61	WP
	SBE/MBE TOTAL	\$ 122,318.60	

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period **2nd**

ENTER THIS QTR-

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	goneill@trcc.commnet.edu
Tel. # -	(860) 215-9276	<i>Please Submit a copy of this form and Back-Up Sheets via InterOffice Mail to CHD@25 SIGURNEY ST, Hartford CT 06105</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 39,276,424.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,540,043.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 385,010.75
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 96,252.69

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,576,371.62	191	\$ 2,491,507.37	446

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 122,217.90	18	\$ 244,536.50	49
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 22,287.38	4	\$ 36,791.25	8
M) Woman American Indian (NW)				
N) Woman Asian (AW)	\$ 23,615.26	1	\$ 23,615.26	1
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 17,289.11	1	\$ 23,717.72	1
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 63,191.75	6	\$ 84,124.23	10
MBE TOTAL (Lines A - W)	\$ 63,191.75	6	\$ 84,124.23	10

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year
 2013 - 2014

BE SURE TO INCLUDE SUBTOTALS FOR EACH MINORITY CATEGORY!!!

FY QUARTER PERIOD	Oct 1 to Dec 31 2013	In reporting data below, does your Agency utilize C.O.R.E.?	NO
If not utilizing C.O.R.E. , DID YOU VALIDATE COMPANY AS A CURRENT SBE AND/OR MBE Yes <u>X</u> No _____			

Agency Name:	Three Rivers Community College		
Report Prepared by:	Gayle C. O'Neill	Agency Number:	CCC80100
CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES	SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category
Aa Lock and Key		\$ 1,763.56	SB
Central Mechanical Services		\$ 210.00	SB
Chase Glass Company, Inc.		\$ 1,065.00	SB
G. Donovan Associates, Inc.		\$ 5,685.00	SB
Guardian Pest Control, LLC		\$ 85.00	SB
HB Communications, Inc.		\$ 6,731.00	SB
High Tech Consultants		\$ 10,098.46	SB
Lindquist Security Technologies		\$ 810.00	SB
Modern Mechanical Systems, Inc.		\$ 5,700.00	SB
Northeast Ind. Services, Inc.		\$ 395.00	SB
Prime Electric LLC		\$ 1,392.27	SB
Roybal and Sons Fire Equip		\$ 2,527.52	SB
Service Station Equipment Inc		\$ 6,347.20	SB
Suburban Stationers		\$ 12,439.14	SB
Tradesmen of New England LLC		\$ 3,777.00	SB
Subtotal Small Business		\$ 59,026.15	SB
Aztec Technologies. LLC		\$ 4,509.27	W
Logo Concepts LLC		\$ 490.36	W
Offshore Construction, Inc.		\$ 776.08	W
Ryan Business Systems		\$ 16,511.67	W
Subtotal Woman		\$ 22,287.38	
C&C Janitorial Supplies		\$ 17,289.11	WP
Optimus Management Group, LLC		\$ 23,615.26	WA
SBE/MBE TOTAL		\$ 122,217.89	

Position Announcements

The following section contains the position announcement documents used to advertise the full-time appointments that were made during the current filing period of calendar years 2012 and 2013.

POSTING DATE: September 6, 2012

POSITION ANNOUNCEMENT

POSITION: Administrative Assistant
OFFICE: Continuing Education
CLOSING DATE: September 21, 2012
ELIGIBILITY REQUIREMENTS:

APPLICANTS MUST MEET ONE OF THE FOLLOWING CRITERIA

*Be on the State of CT Administrative Assistant layoff, reemployment or SEBAC list

First preference will be given to individuals on a layoff/reemployment/SEBAC list.

- * On a current State of CT Administrative Assistant candidate list
- * Currently employed by the State of CT as an Administrative Assistant
- * Currently employed by the State of CT and have previous status as an Administrative Assistant

AND

Have considerable knowledge of office administration (budgeting, personnel administration, purchasing, etc.) and management; considerable knowledge of department and/or unit policies and procedures; considerable knowledge of proper grammar, punctuation and spelling; considerable knowledge of business communications; knowledge of business math; considerable interpersonal skills; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to manager).

HOURS: Full-time, 40 hours per week. M-F 8:30am-5:00pm

DUTIES INCLUDE:

- Providing administrative office management services to fully support the Associate Dean of Continuing Education/Office.
- Assisting Continuing Education Office with handling internal and external inquiries and takes appropriate action by interpreting established policies and procedures. Screening personal contacts, telephone and mail inquiries (including email) and independently taking action to provide information or services requested.
- Assisting the Associate Dean with various phases of budget preparation for the office including personnel, operating supplies and equipment forecasts. Preparing and authorizing purchase requisitions in compliance with the approved budget plan and monitors the budget by reconciling monthly encumbrance/expenditure report.
- Independently arranging and coordinating appointments, meetings, and conferences for the Associate Dean on-campus and outside of the College. Trouble-shooting and frequently resolving complex and delicate issues, relieving the Associate Dean of further action.
- Researching and assembling information and data from sources and preparing statistical and/or narrative reports; assisting with the preparation of accreditation reports, departmental annual reports, etc.
- Developing effective office procedures as well as supervision of clerical employees to expedite the smooth and effective operation of the Continuing Education office.
- Other duties as assigned by the Associate Dean

MINIMUM SALARY: \$49,357 approximate annual plus excellent State supported fringe benefits

TO APPLY:

Submit a cover letter, resume and the required CT-HR-12* and CT-HR-13* to:
Barbara Billups Human Resources
Three Rivers Community College
574 New London Tpk
Norwich, CT 06360

*CT-HR-12 (Application for Employment or Exam) and CT-HR-13(12A) can be found at:
http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf and http://das.ct.gov/HR/Forms/CT-HR-12A_Addendum.pdf.

Three Rivers Community College

SEARCH

For the position of:

Administrative Assistant to the Dean of Student Development

This position will be filled in accordance with SEBAC Rules.

FIRST PREFERENCE WILL BE GIVEN TO INDIVIDUALS ON A LAYOFF/SEBAC LIST

If the Layoff/SEBAC List is cleared, in order to be considered for this position you must meet the following conditions:

- 1) You currently hold the position of Administrative Assistant at a state agency
or
- 2) You are on the State of Connecticut Certification list for Administrative Assistant

Approximate Annual Salary: \$49,357 approx annual (\$50,838 aa effective 8/26/13)

Hours : Monday Through Friday 8:30am-5:00pm

Performs the most complex office administrative duties as described in the following areas:

TYPING: Using a personal computer or other electronic equipment, formats and types a full range of correspondence, reports, bills, drafts, etc. from rough draft, transcription, dictated notes, etc.; proofreads for content; edits using knowledge of grammar, punctuation and spelling.

FILING: Designs office filing systems; organizes and maintains files (including confidential files); maintains, updates and reviews references materials and manuals.

CORRESPONDENCE: Composes complex letters and/or memoranda, etc. (e.g. explaining department practices and/or policies) for own or manager's signature.

PROCESSING: Screens letters, memos, reports and other materials to determine action required; may make recommendations to supervisor.

ARRANGES and COORDINATES meetings (including space and equipment); researches, assembles and coordinates meeting materials (e.g. charts, graphs, reports); writes minutes of meetings,

OFFICE MANAGEMENT: Develops office and/or department procedural manuals;

MINIMUM QUALIFICATIONS REQUIRED

KNOWLEDGE, SKILL AND ABILITY:

Considerable knowledge of office administration and management; considerable knowledge of department and/or unit policies and procedures; considerable knowledge of proper grammar, punctuation and spelling; considerable knowledge of business communications; knowledge of business math; considerable interpersonal skills; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to manager).

To Apply:

If you are interested in being considered for this position please submit a cover letter, resume and completed application form –see link below:

(http://das.ct.gov/HR/Forms/CT-HR-12_Application.pdf)

To:

Barbara Billups

TRCC- Human Resources Department

574 New London Turnpike

Norwich, CT 06360

Application Deadline: August 19, 2013

POSITION ANNOUNCEMENT-REVISED 1/13/12

THREE RIVERS COMMUNITY COLLEGE is recruiting to fill 2 permanent full-time Custodian positions.

The filling of this position will be in accordance with re-employment and SEBAC rules

POSITION: Custodian-2 Positions

OFFICE: Building Maintenance

CLOSING DATE: January 24, 2012

MINIMUM QUALIFICATIONS:

- Some interpersonal, oral and written communication skills;
- Ability to operate, care for and perform minor maintenance on tools and equipment used in daily work
- Ability to follow written and oral instructions, simple record keeping
- Ability to lift moderate to heavy weights;
- Must have and be able to maintain adequate physical strength, stamina and agility. *A physical exam will be required*
- Must possess a valid CT driver's license.

HOURS: Full - time 37.5 hours per week.
Position shift is 9:00 pm -5:00 am

DUTIES INCLUDE: Performs custodial tasks and maintenance of areas such as, classrooms, offices, auditoriums, wards, kitchens, dining rooms and lavatories including outdoor areas (i.e. trash around buildings); dusts, mops, sweeps, scrubs, strips, waxes and polishes floors using appropriate equipment such as floor polishers and buffers; washes, dusts and polishes glass including windows, woodwork, walls, furniture and metal equipment; sweeps walks; collects and disposes of trash; reports needs for repairs; performs minor maintenance; runs errands; inspects buildings for damage and reports conditions to supervisor; may change light bulbs and replace fuses; may lubricate or tighten door hinges, drawers, cabinets, etc.; may replace ceiling or floor tiles; may remove snow and ice from stairways and walkways around buildings; may sand and salt stairways and walkways; may move furniture and/or set-up classrooms; performs related duties as required.

MINIMUM SALARY: \$14.67 per hour approximate starting rate, \$16.30 per hour after successful completion of a working test period, plus State medical insurance, retirement and related fringe benefits.

TO APPLY: Submit a State of CT Employment Application form (Link to form - http://www.das.state.ct.us/HR/Forms/CT-HR-12_Application.pdf) to:

Human Resources Office
Three Rivers Community College
574 New London Turnpike
Norwich, CT 06360
Fax #: 860-859-9213

THREE RIVERS COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER, M/F.
PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY

**THREE RIVERS COMMUNITY COLLEGE
ANNOUNCEMENT OF POSITION OPENING**

**Director of Institutional Advancement/CCP19
12-month, Tenure Track Position**

ANTICIPATED

STARTING DATE: July 2012

MINIMUM

QUALIFICATIONS:

Bachelor's Degree in a related field with at least two years of experience in professional fund raising, Foundation relations, grant proposal writing, public and organization or association relations at an executive level; fiscal management and grant administration; supervision of staff. Strong information technology literacy skills and effective oral and written communications.

Applicants who do not meet the minimum qualifications noted above may be considered for this position by stating in writing precisely how their experience has prepared them for the responsibilities of this position and by providing appropriate references. Exceptions to the degree requirements may be made for compelling reasons.

RESPONSIBILITIES:

Under the supervision of the President, The Director of Institutional Advancement is accountable for providing for the long-term financial support of the College from sources external to the College's regular funding through effective performance in these essential functional areas:

- Identifying and developing funding sources;
- Working with the College's Foundation to promote awareness and leverage support;
- Cultivating and soliciting voluntary fund sources;
- Managing, allocating, safeguarding and accounting for development funds.

MINIMUM

SALARY: \$62,613 approximate annual

TO APPLY:

Submit a cover letter, detailed resume, and names of three (3) references to:
Human Resources
Three Rivers Community College
574 New London Turnpike
Norwich, CT 06360

Link to Application Form:

http://www.trcc.commnet.edu/Div_Administrative/HumanResources/Forms/EMPLOYMENT_APPLICATION.doc

APPLICATION

DEADLINE: Review of applications will begin immediately and will continue until position is filled.

**THREE RIVERS COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER, M/F,
PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY.**

Three Rivers Community College
ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

POSITION:	Director of Learning Initiatives CC 19 Full-Time/12-Month Tenure Track Position
ANTICIPATED STARTING DATE:	August 2013
MINIMUM QUALIFICATIONS:	<p>Master's Degree in Higher Education Administration or Student Development or an academic related field.</p> <p>Two years' experience in developmental and higher education models, techniques and program assessment. Two years' experience in supervision of staff. Two years' experience teaching at a community college or 4 year institution. Preferred qualifications include: Demonstrated excellence in leadership and negotiating skills and oral and written communication; familiarity with learning disabilities; proficiency with computer-based and multi-media instructional technology including information technology literacy skills; demonstrated commitment to diverse student populations.</p> <p>Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position and by providing appropriate</p>
RESPONSIBILITIES:	<p>Under the direction of the Academic Dean, the Director of Learning Initiatives implements, coordinates, oversees and evaluates a comprehensive program of college learning initiatives. The Director assists students in achieving their learning goals by providing strategic support for faculty and staff in meeting the learning needs of all students. Areas of essential duties would include: to plan, develop and assess new programs for college learners; to plan, develop and execute programs for faculty and staff professional development; to direct the operation of academic student support centers, and consult on activities involved in the implementation of statewide initiatives. Duties include the following:</p> <ul style="list-style-type: none">• Development of strategies and initiatives that support students, faculty and staff in meeting identified learning needs at every learning level.• Assessment of initiatives related to student learning and developmental education• Development of a long range institutional professional development plan focusing on how learners learn.• Direct supervision of tutoring services.• Collaboration with Student Services staff to coordinate in-take, registration and retention services to students needing developmental through honors coursework.• Advocacy for learners at every level at campus and state levels as well as community outreach efforts.• Other duties as assigned, including: service on committees/task forces, teaching, attendance at official college functions and professional meetings.
MINIMUM SALARY:	\$64,491.00. Approximate annual

**Announcement of Anticipated Position Opening
Three Rivers Community College**

Position: **Director of Student Development CC21**
Full-Time, 12 Month Tenure Track Position

Anticipated Starting Date: **December 2011**

Three Rivers Community College has experienced significant growth in student enrollment over the past five years. With a new, state-of-the-art facility and emerging academic programs, the college is positioned to continue this growth trend. As such, we are looking for a strong leader with qualified experience to work along with the Chief Student Affairs Officer to develop and implement systematic models for growing and sustaining student enrollment.

Minimum Qualifications: Master's degree in Higher Education Administration, Student Personnel or appropriately related field together with four years of experience in Student Services administration and support and two years experience in the supervision of others; Experience in strategic planning and enrollment management; Strong information technology literacy skills; Effective oral and written communications.

Preferred Qualifications: Five years experience supervising professional staff. Five years experience providing student support services in a community college setting. Familiarity with the administration of Federal financial aid and student development theory/counseling.

Applicants who do not meet the minimum qualifications noted above may be considered for this position by stating in writing precisely how their experience has prepared them for the responsibilities of this position and by providing appropriate references. Exceptions to the degree requirements may be made for compelling reasons.

RESPONSIBILITIES:

The Director of Student Development works under the direction of the Dean of Student Services and manages the work of professionals at the director level who provide student services in the functional fields as assigned (admissions, counseling, financial aid, and registration).

The Director of Student Development/Services is responsible for developing a systematic approach to integrating admissions, counseling, financial aid and registration services; providing leadership in the creation and implementation of support services across the functional areas; assisting in the development of policies and procedures; and responsible for evaluating and assessing the effectiveness of services.

The Director of Student Development/Services is accountable for promoting student success by attracting, retaining and providing services conducive to positive experiences and development of students at the College through effective performance in these essential functional areas:

Program planning and development;	Serving a diverse student population;
Program assessment;	Knowledge and use of technology;
Managing student enrollment;	Development and management of staff;
Budget and fiscal management.	

Minimum Salary: \$74,065 approximate annual salary

Application Procedure: Send letter of intent, resume, college transcripts, names and contact information for three references to: Barbara Billups, Human Resources, Three Rivers Community College, 574 New London Tpk, Norwich, CT 06360

Application Deadline: *Review of applications will begin immediately and continue until the position is filled.*

THREE RIVERS COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER, M/F.
PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY.

Three Rivers Community College
Announcement of Position Opening

EXECUTIVE ASSISTANT TO THE PRESIDENT
12-month, Excluded/Confidential position

ANTICIPATED
STARTING DATE: July 2013

MINIMUM
QUALIFICATIONS:

Associate's Degree with at least two years of administrative and executive secretarial experience. Candidates must possess strong organizational, oral and written communication skills. The following core skills are required: demonstrated involvement in support of diversity; demonstrated ability to respond to and work with multiple constituencies; demonstrated ability to handle multiple tasks simultaneously; proven history of strict confidentiality; and demonstrated proficiency in Microsoft Office products (Word, PowerPoint, Publisher, etc.).

Applicants who do not meet the minimum qualifications noted above may be considered for this position by stating in writing precisely how their experience has prepared them for the responsibilities of this position and by providing appropriate references. Exceptions to the degree requirements may be made for compelling reasons.

RESPONSIBILITIES:

Under the supervision of the President, the Executive Assistant to the President provides managerial, administrative, professional and confidential assistance, as required to ensure the successful operation of the Office of the President. Among the duties that the Executive Assistant will be required to perform are: provide liaison with deans and other college administrators, staff, students, offices, other agencies and the public; prepare and manage correspondence; arrange meetings and maintain appointment calendars; assist in the planning and coordination of College activities and events; special assignments; projects and other related tasks.

MINIMUM
SALARY: \$52,725 approximate annual

TO APPLY: Send letter of intent, resume, transcripts, the names of three references and a completed application form –link below
<http://www.commnet.edu/Employment/Employment%20Application.docx>
to:

Barbara Billups
Human Resources
Three Rivers Community College
574 new London Turnpike
Norwich, CT 06360

APPLICATION DEADLINE: Review of applications will begin immediately and will continue until position is filled.

Three Rivers Community College is an Affirmative Action/Equal Opportunity Employer, M/F.
Protected group members are strongly encouraged to apply.

ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

POSITION: Instructor-Biology/Anatomy and Physiology
Full Time/10 Month Tenure Track Position

**ANTICIPATED
STARTING DATE:** August 25, 2013

MINIMUM

QUALIFICATIONS: Master's Degree in Biology (With at least 18 graduate credits in Human Anatomy and Physiology or Mammalian Physiology or Cell Biology or Molecular Biology). Demonstrated computer literacy including instructional applications. An understanding of the mission of community colleges. College teaching experience **preferred**.

Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience are equivalent to the stated qualifications by providing appropriate references.

RESPONSIBILITIES: - Primary teaching responsibilities: **To teach lecture and lab sections in Anatomy and Physiology I and II.**
- Other teaching assignment may include: General Biology I and II and Human Biology as needed by the department.
- Serve on Departmental and College Committees.
- Student advisement.
- Other duties related to the position as determined by the Department Chairperson and/or the Academic Dean.

MINIMUM SALARY: \$47,705 Approximate annual.

**APPLICATION
PROCEDURE:**

Send letter of intent, resume, names and address of three references, college transcripts and completed application form* to :
Human Resources Office
Three Rivers Community College
574 New London Turnpike
Norwich, CT 06030

*Link to form : <http://www.commnet.edu/Employment/Employment%20Application.docx>

**APPLICATION
DEADLINE:** Review of applications will commence effective January 15, 2013.

**THREE RIVERS COMMUNITY COLLEGE IS AN AFFIRMATIVE
ACTION/EQUAL OPPORTUNITY EMPLOYER; M/F AND PROTECTED GROUP
MEMBERS ARE STRONGLY ENCOURAGED TO APPLY.**

ANNOUNCEMENT OF POSITION OPENING

POSITION: ASSISTANT PROFESSOR/TECHNOLOGIES
(10-month, tenure track position)

**ANTICIPATED
STARTING DATE:** August 25,2013

**MINIMUM
QUALIFICATIONS:** B.S. in Engineering with a specialization in either the mechanical, electro-mechanical or robotics/mechatronics field. Master's degree in Engineering Technology, or related field. Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing in their cover letter precisely how their background and experience have prepared them for the responsibilities of this position. Exceptions to the degree requirements may be made for compelling reasons.

**PREFERRED
QUALIFICATIONS:** Knowledge of higher education accreditation (ABET experience preferred). In-depth Knowledge of SolidWorks mechanical design system software

RESPONSIBILITIES: Under the supervision of the Division Director, the Assistant Professor of Engineering Technology is responsible for :

Teaching Engineering Technology courses, performing Additional Responsibilities, advisement of students, special college projects as assigned, and other college and community service activities consistent with a strong commitment to the Community College Mission. This position requires the incumbent to participate in commencement ceremonies, convocation activities, and special college meetings.

STARTING SALARY: \$51,520 approximate annual

TO APPLY: Send letter of intent, resume, names and address of three references, college transcripts and completed application form* to :

Three Rivers Community College
Human Resources
574 New London Turnpike
Norwich, CT 06360

*Link to form : <http://www.comnet.edu/Employment/Employment%20Application.docx>

**APPLICATION
DEADLINE:** Review of applications will commence effective January 15,2013.

Three Rivers Community College
ANNOUNCEMENT OF ANTICIPATED POSITION OPENINGS
Filling of these positions is contingent upon available funding.

POSITIONS: 2 Positions –One Tenure Track and One Non Tenure Track

- 1) **Assistant Professor – Nursing**
10-month, Tenure-Track Position
- 2) **Full Time Lecturer – Nursing**
10-month, Non-Tenure-Track Position

ANTICIPATED STARTING DATE: August 25, 2013

MINIMUM QUALIFICATIONS:

For Tenure Track Position : A minimum of a Master's degree in Nursing and two (2) years collegiate teaching experience and four (4) years of current experience in psychiatric nursing is required.

Eligibility for or current CT licensure required **PREFERRED QUALIFICATIONS:**

College teaching experience preferably in an ADN program. Experience in medical-surgical nursing along with the required psychiatric specialty is preferred. A demonstrated understanding of the mission of the community college and its unique student population is essential.

For Non tenure Track Position : A minimum of a Master's degree in Nursing and two (2) years collegiate teaching experience and four (4) years of current experience in medical surgical nursing are required. Eligibility for or current CT licensure required. **PREFERRED QUALIFICATIONS:**

College teaching experience will preferably be in an ADN program. A demonstrated understanding of the mission of the community college and its unique student population is essential.

For Both Positions:

Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position. They must also provide appropriate references. Exceptions to the degree requirements may be made for compelling reasons.

RESPONSIBILITIES:

Course and curriculum development; teaching responsibilities in a range of content in the teaching discipline, clinical supervision, advising and evaluation of students; participation in community service activities, college committees and other assigned duties relevant to college faculty. In addition, for the tenure track position, academic course coordinator/leader is required.

MINIMUM SALARY: \$51,520 approximate annual, plus excellent state benefits.

TO APPLY : Send letter of intent, resume, transcripts, and the names of three references to:

Human Resources
Three Rivers Community College
574 new London Turnpike
Norwich, CT 06360

Three Rivers Community College is an Affirmative Action/Equal Opportunity Employer, M/F. Protected group members are strongly encouraged to apply.

A Member of the Connecticut Community College System
An Equal Opportunity Employer

ANNOUNCEMENT OF ANTICIPATED POSITION OPENING
12-Month, Tenure Track Position

POSITION: Registration Services Assistant
(Community College Professional 13)

**ANTICIPATED
STARTING DATE:** July 2012

**MINIMUM
QUALIFICATIONS:** Associate's degree in an appropriately related field with up to two years of experience in student registration or related area. Excellent interpersonal, organizational and communication skills a must. Demonstrated knowledge of student records practices and methods, as well as knowledge of computerized and manual systems for collecting, preserving and reporting student information essential. Supervisory experience desired. An understanding of the mission of the community college, strong information technology literacy skills, and a demonstrated ability to respond to and work with multiple constituencies and involvement in support of a culturally and ethnically diverse population are essential.

Applicants who do not meet the minimum qualifications as stated must put in writing precisely how their experience has prepared them for the responsibilities of this position.

RESPONSIBILITIES: The Registration Services Assistant, under the supervision of the Registrar or Associate Registrar, assists in the administration of all registration activities and data collection activities. The Assistant has specific responsibility for reception and daily registration services, assisting with staff scheduling for registration services, and processing of all registrations.

MINIMUM SALARY: \$39,386. approximate annual.

**APPLICATION
PROCEDURE:** Send letter of intent, resume, names and addresses of three references, college transcripts and completed application form* to:

Three Rivers Community College
Human Resources Office
574 New London Turnpike
Norwich, CT 06360-2497

*Link to form: <http://www.commnet.edu/Employment/Employment%20Application.docx>

APPLICATION DEADLINE: *Review of applications will begin immediately and continue until the position is filled.*

THREE RIVERS COMMUNITY COLLEGE IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER, M/F. PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY.

Assignment of Responsibility

(Section 46a-68-36)

Assignment of Responsibility

(Section 46a-68-36)

Overview

The ultimate responsibility for promoting and enforcing Affirmative Action rests with the Board of Regents for Higher Education and individually with the Chairperson of the Board, Nicholas M. Donofrio, and with the Board President, Dr. Gregory W. Gray.

However, at each of the individual colleges, the College President is responsible for the implementation of the college's Affirmative Action Program. To acquaint employees with their specific responsibilities under the plan, the Board President and the College President shall each schedule regular meetings that emphasize:

- human relations and inter-group relations;
- nondiscriminatory employment practices;
- the legal authority for Affirmative Action and the appointing authority's commitment thereto;
- review of the Affirmative Action Program; and
- identification of obstacles in meeting the goals of the Plan.

The College President appoints an Equity and Diversity Officer for each college (a position formerly referred to as "Equal Employment Opportunity Officer" or "Affirmative Action Officer"). The duties of the Equity and Diversity Officer are specified below. The Equity and Diversity Officer reports directly to the President. He/She:

- develops, maintains, and monitors the agency Affirmative Action Program;
- initiates and maintains contact with recruiting sources and organizations serving members of protected classes; and
- informs the agency of developments in Affirmative Action law.

In compliance with 46a-68-36(e), the College evaluates and monitors the Affirmative Action performance of any employee assigned Affirmative Action responsibilities. Subject to Chapters 67 and 68 of the Connecticut General Statutes, such performance shall be considered in promotion and salary increase decisions.

No employee shall be coerced, intimidated, or retaliated against by the agency or any person for performing any of the duties recited in this section. Any person so aggrieved may file a complaint with the Commission on Human Rights and Opportunities provided that nothing herein shall preclude an agency from disciplining or discharging an employee for just cause.

The College maintains a record of each person performing any duty related to the development or implementation of the Affirmative Action plan by name, job title, percentage of time devoted to Affirmative Action duties and an outline of specific responsibilities. The Equity and Diversity Officer duties for 2014 were assigned to Gregory Souza. Mr. Souza assumed the responsibilities as the Equity and Diversity Officer on March 21, 2014. These responsibilities represent

approximately 50% of Mr. Souza's overall work. He otherwise serves the college as a tutor and an instructor of English composition and literature.

Though the College has historically maintained an Affirmative Action Advisory Committee, the departure of Dr. George Rezendes, the College's former Equity and Diversity Officer, resulted in a temporary delay in the committee's regular functions. In the interim, President Jones, in cooperation with the Director of Human Resources, personally ensured that the college uphold the traditions of fair and equitable employment procedures established in part by Dr. Rezendes and the committee. As of April 2014, the committee has resumed its functions under the direction of Mr. Souza. The committee has also changed its title to the "Equity and Diversity Advisory Committee" in order to better reflect the broader goals of a uniformly fair and inclusive organization.

President Jones has consistently expressed her commitment and legal authority to direct and support Affirmative Action efforts at the College. With the committee and the Equity and Diversity Officer once more in place, the President will be apprised of all practices pertaining to hiring and advancement through her personal contact with those entities. Furthermore, it will be the annual duty of the Equity and Diversity Officer to present the Affirmative Action Plan to the President's Cabinet, thus ensuring that the campus leaders are aware of the College's ongoing mission.

The precise duties of the Equity and Diversity Officer are detailed below.

Equity and Diversity Officer
(Part-time Position – approximately 19.5 hours per week)

The Equity and Diversity Officer reports directly to the President in carrying out the EEO/Diversity function. The Equity and Diversity Officer is a specialized resource to the college on policies, functions and procedures relating to Affirmative Action. The Equity and Diversity Officer represents the college in all matters relating to the function.

Effectiveness Areas:

Affirmative Action:

- Development and administration of Affirmative Action plan and programs
- Liaison and community outreach and recruitment activities to
- facilitate Affirmative Action goals
- Investigation and resolution of CHRO, sexual harassment and related EEO/AA complaints
- Counseling on matters related to Affirmative Action

Functional Responsibilities:

Affirmative Action:

- Directs the college's Affirmative Action program providing support and technical expertise to the President, management, and staff in developing awareness at all levels of the needs of protected class members.
- Assists the President in development and dissemination of policies, procedures, and directives concerning Affirmative Action and equal employment opportunities.
- Acts as advisor to search committees regarding appropriate search and selection techniques. Advises contract committees on policies related to promotion and tenure.
- Coordinates and prepares the college's Affirmative Action Plan and all major reports governing Affirmative Action and equal opportunity employment to ensure that the college is in compliance with all Federal and State regulations.
- Counsels protected group members in matters of Affirmative Action equal employment opportunities and ensures confidentiality of records.
- Reviews personnel actions to ensure compliance with Affirmative Action guidelines.
- Conducts and completes complaint investigations involving discrimination and sexual harassment.
- Maintains appropriate liaison with community based organizations.
- Conducts research on attrition and retention patterns from under-represented social and ethnic groups.
- Performs related duties as required.

Equity and Diversity Advisory Committee

Mission:

The mission of the Three Rivers Equity and Diversity Advisory Committee is to advise the President on the implementation of the Affirmative Action program at the College. This will be accomplished by facilitating an on-going dialogue regarding the value of having a culturally diverse and inclusive community where differences can be understood, respected, and practiced with civility and equity by each of its members.

Major Goals:

1. To recommend annual program goals for the Colleges Affirmative Action plan that will encourage understanding across social barriers within the College community.
2. To monitor progress of the College's annual Affirmative Action plan program goals.
3. To continually review College hiring practices, training procedures, and other policies and procedures relative to the Affirmative Action Plan as appropriate to make recommendations for improvements.

Membership:

The Equity and Diversity Advisory Committee will be chaired by the Equity and Diversity Officer. Membership of the committee will be appointed by the President on an annual basis for duration of one year.

Affirmative Action Advisory Committee
Membership List

Barbara Billups
Administrative Assistant Human Resources

Mildred Hodge
Director Library Services

Laura Qin
Acting Director of Institutional Research

Gregory Souza
Equity and Diversity Officer

Louise Summa
Director of Human Resources

Organizational Analysis

(Section 46a-68-37)

Organizational Analysis

(Section 46a-68-37)

Overview

Three Rivers Community College has prepared a Job Title and Occupational Category Study in the following manner:

1. Job Title Study - Each office, position and position classification shall be arranged into lines of progression that depict the order of jobs through which an employee may advance. Titles without promotional opportunity shall be listed separately. Unclassified titles are also identified.

2. Occupational Category Study - Each office, position classification listed in the job title study shall be placed in an occupational category with other offices, positions or position classifications having similar job content, compensation schedules and opportunity. Titles within an occupational category shall be ranked from the highest to lowest according to compensation schedules. The salary range for each office, position and position classification are noted.

Job Title Study and Lines of Progression

The job titles presented in this section have been arranged by their general hierarchy within the College; however, due to union rules, contractual obligations, and the highly-specialized nature of the work involved, not every title allows for simple progression from one to the next. Therefore, nearly all vacancies in the work force are met with a full search. The advancement procedures for the relevant occupational categories are detailed below.

Community College Professional/Non-Faculty. The levels of advancement within titles remain 10-24. Progression and advancement are possible through the criteria established by the Board of Regents. When the criteria are met, the Promotion Committee makes its recommendation to the President, who submits the recommendations to the Board.

Faculty / Faculty below Professor. The process of promotion is based on criteria established by the Board of Regents in conjunction with the union contract. When the criteria are met, the Promotion Committee makes its recommendation to the President, who submits the recommendations to the Board.

Technical / Paraprofessional. The progression and/or advancement of this category can be accomplished through the state testing system. However, merit-based promotion is also possible.

Clerical / Secretarial. The progression and/or advancement of this category can be accomplished through the state testing system. However, merit-based promotion is also possible.

Maintenance. The progression and/or advancement of this category can be accomplished through the state testing system. However, merit-based promotion is also possible.

Job Titles Providing Promotional Opportunity

Instructor
Assistant Professor
Associate Professor
Professor

Associate Dean
Dean

Maintainer
Custodian
Lead / Supervisory Custodian
Skilled Maintainer (Vacant)
Building Superintendent

Librarian
Director of Library Services

Registration Services Assistant
Assistant Registrar
Associate Registrar
Registrar

Associate Director of Admissions
Director of Admissions (Vacant)

Financial Aid Assistant
Associate Director of Financial Aid
Director of Financial Aid (Vacant)

IT Technician I
IT Technician II
Coordinator of Information Technology
Network Manager
Assistant Director of Information
Technology
Director of Information Technology

Counselor
Director of Student Development

Financial Clerk
Fiscal Services Officer
Assistant Accountant
Accountant
Associate Fiscal Services Officer
Director of Finance and Administrative
Services

Clerk - Typist
Secretary I
Secretary II
Office Assistant
Administrative Assistant

Assistant Director of Human Resources
Associate Director of Human Resources
Director of Human Resources

Jobs That Do Not Lend Themselves to Promotional Opportunities

Academic Assistant
Administrative Assistant
Associate Dean of Continuing Ed
Building Superintendent
Continuing Education Aide
Coordinator of Continuing Education (Vacant)
Coordinator of HRIS & Employee Benefits
Coordinator of Information Technology
Coordinator of the Writing Center
Dean of Academics
Dean of Administration
Dean of Information Technology
Dean of Student Services
Director of Academic Division
Director of Academic Division – Nursing (Occupied by Acting Director)
Director of Business and Industry
Director of Career Services
Director of Child Development
Director of Data Processing
Director of Distance Learning
Director of Facilities
Director of Finance and Administration
Director of Human Resources
Director of Institutional Advancement
Director of Institutional Research (Occupied by Acting Director)
Director of Learning Initiatives
Director of Library Services
Director of Student Development
Executive Assistant to the President
Facilities Scheduler
Nursing Lab Coordinator
Nursing Research Coordinator
Payroll Clerk
Placement Testing Specialist
President
Processing Technician
Professor
Purchasing Assistant
Public Relations Associate (Vacant)
Registrar
Registration Assistant
Storekeeper
Telecom Dispatcher
(All EA / part-time positions are not considered to have direct promotional opportunity)

Occupational Category Study

EXECUTIVE / MANAGERIAL	
Classification	Job Title
Unclassified / M1	President
Unclassified / M1	Dean
CCP 22-12	Director of Academic Division
CCP 22-12	Director of Academic Division – Nursing
CCP 21-12	Director of Finance and Administration
CCP 20-12	Director of Library Services
CCAdmin IV / M1	Director of Human Resources
CCAdmin II / MP	Associate Director of Human Resources
CCAdmin I / MP	Assistant Director of Human Resources
CCAdmin I / M1	Associate Dean

FACULTY	
Classification	Job Title
Professor	CC Professor/Nursing
	CC Professor
Associate Professor	CC Associate Professor/Nursing
	CC Associate Professor
Assistant Professor	CC Assistant Professor/Nursing
	CC Assistant Professor
Instructor	CC Instructor

PROFESSIONAL / NON-FACULTY	
Classification	Job Title
CCP 21-12	Director of Student Development
AR 26	Associate Fiscal Services Officer
AR 23	Accountant
AR 23	Fiscal Services Officer
Unclassified / M1	Executive Assistant to the President
CCP 19-12	Counselor
CCP 19-12	Director of Admissions
CCP 19-12	Director of Business and Industry
CCP 19-12	Director of Career Services
CCP 19-12	Director of Child Development
CCP 19-12	Director of Data Processing

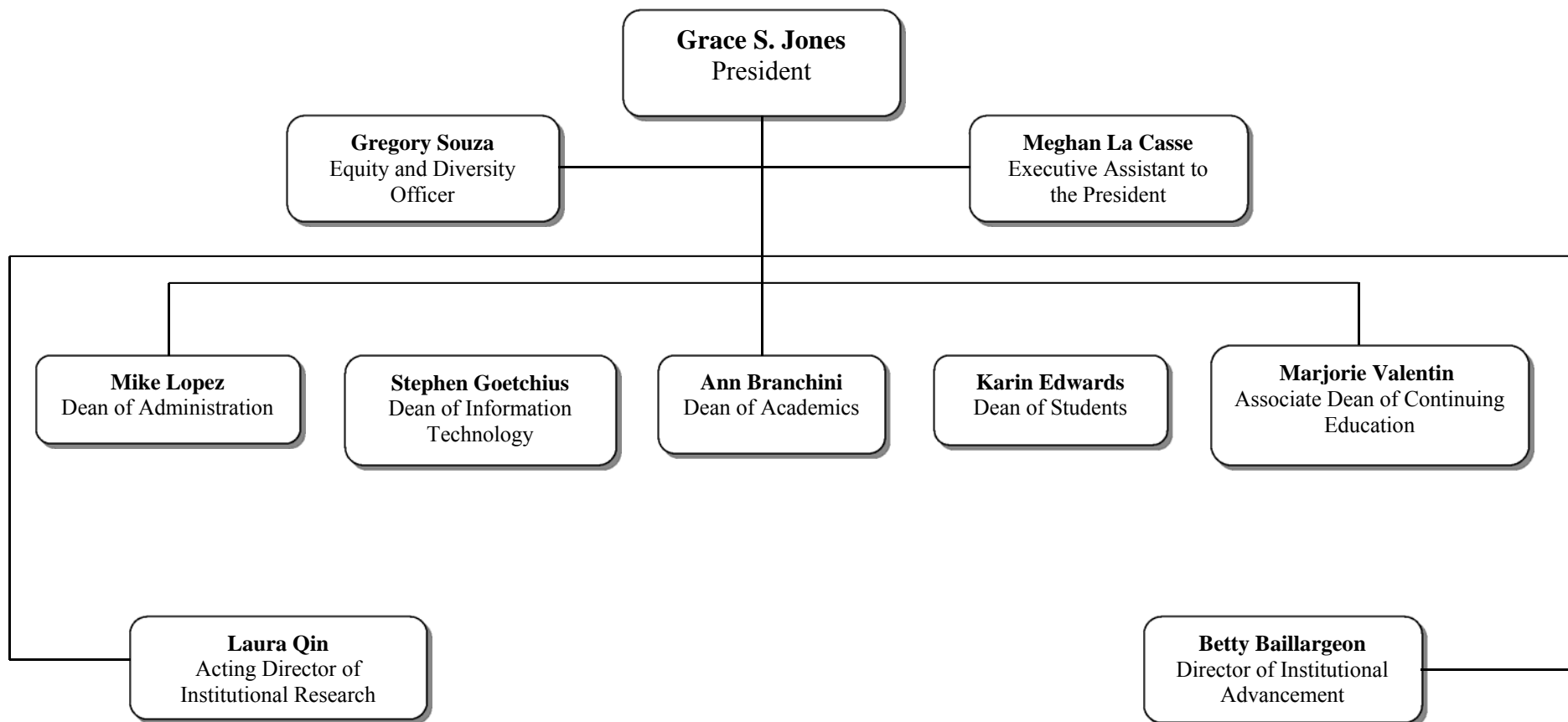
CCP 19-12	Director of Facilities
CCP 19-12	Director of Institutional Advancement
CCP 19-12	Director of Institutional Research
CCP 19-12	Director of Learning Initiatives
CCP 19-12	Registrar
CCP 18-12	Assistant Director of Information Technology
CCP 18-12	Associate Director of Admissions
CCP 18-12	Director of Distance Learning
CCP 18-12	Librarian
CCP 18-12	Network Manager
CCP 17-12	Coordinator of Information Technology
CCP 17-12	Coordinator of the Writing Center
CCP 17-12	Nursing Lab Coordinator
CCP 17-12	Nursing Research Coordinator
CCP 16-12	Associate Registrar
CCP 16-12	Continuing Education Aide
CCP 16-12	Coordinator of Continuing Education (Vacant)
CCP 16-12	Coordinator of HRIS & Employee Benefits
CCP 16-12	Information Technology Technician
CCP 16-12	Information Technology Technician II
CCP 16-12	Public Relations Associate (Vacant)
CCP 15-12	Placement Testing Specialist
CCP 14-12	Assistant Registrar
CCP 13-12	Registration Services Assistant

TECHNICAL / PARA-PROFESSIONAL	
Classification	Job Title
CL 23	Purchasing Assistant
CCP 14-12	Assistant Accountant
CCP 14-12	Facilities Scheduler
CCP 14-12	Financial Aid Assistant
CCP 13-12	Academic Assistant
CCP 13-12	Registration Assistant

CLERICAL / SECRETARIAL	
Classification	Job Title
CT 19	Administrative Assistant
CL 19	Administrative Assistant
CL 19	Clerk - Typist
CL 16	Processing Technician
CL 16	Secretary 2
CL 15	Telecom Dispatcher
CL 14	Secretary 1
CL 13	Financial Clerk
CL 13	Office Assistant
CL 13	Payroll Clerk

SERVICE / MAINTENANCE	
Classification	Job Title
TC 22	Building Maint Spvr
TC 11	Lead/Supev Custodian
TC 12	StoreKeeper
TC 15	General Trades Worker
TC 18	Building Superintendent
TC 9	Custodian
TC 9	Maintainer

Three Rivers Community College Organizational Chart



=ROUNDUP((SUM(F7*1.03),0)

12 Month ACL

ACL Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Value	At Max Lump
8		\$31,246	\$32,287	\$33,341	\$34,406	\$35,480	\$36,567	\$37,664	\$38,771	\$39,891	\$41,021	\$42,162	\$43,314	\$44,477	\$45,653	\$46,841	\$48,040	\$49,253	\$50,476	\$1,131	\$1,000
9		\$32,413	\$33,489	\$34,578	\$35,678	\$36,787	\$37,909	\$39,041	\$40,183	\$41,338	\$42,504	\$43,681	\$44,872	\$46,074	\$47,287	\$48,514	\$49,752	\$51,001	\$52,264	\$1,168	\$1,000
10		\$33,752	\$34,878	\$36,014	\$37,161	\$38,321	\$39,492	\$40,676	\$41,872	\$43,079	\$44,298	\$45,529	\$46,773	\$48,029	\$49,296	\$50,577	\$51,871	\$53,178	\$54,497	\$1,220	\$1,000
11		\$35,398	\$36,574	\$37,764	\$38,965	\$40,177	\$41,403	\$42,640	\$43,888	\$45,150	\$46,424	\$47,711	\$49,012	\$50,325	\$51,651	\$52,990	\$54,344	\$55,709	\$57,089	\$1,276	\$1,100
12		\$37,229	\$38,472	\$39,726	\$40,992	\$42,272	\$43,565	\$44,871	\$46,189	\$47,522	\$48,867	\$50,225	\$51,597	\$52,982	\$54,382	\$55,796	\$57,224	\$58,667	\$60,123	\$1,347	\$1,100
13		\$39,386	\$40,699	\$42,026	\$43,366	\$44,720	\$46,084	\$47,464	\$48,859	\$50,267	\$51,691	\$53,127	\$54,578	\$56,044	\$57,523	\$59,018	\$60,529	\$62,054	\$63,594	\$1,424	\$1,200
14		\$41,901	\$43,297	\$44,706	\$46,130	\$47,568	\$49,021	\$50,488	\$51,969	\$53,464	\$54,975	\$56,502	\$58,044	\$59,600	\$61,173	\$62,761	\$64,365	\$65,986	\$67,623	\$1,513	\$1,200
15		\$45,315	\$46,827	\$48,353	\$49,895	\$51,453	\$53,024	\$54,612	\$56,216	\$57,838	\$59,474	\$61,127	\$62,797	\$64,482	\$66,186	\$67,905	\$69,642	\$71,398	\$73,170	\$1,639	\$1,300
16		\$49,211	\$50,851	\$52,508	\$54,180	\$55,870	\$57,576	\$59,299	\$61,040	\$62,798	\$64,574	\$66,367	\$68,178	\$70,007	\$71,855	\$73,721	\$75,606	\$77,510	\$79,432	\$1,778	\$1,300
17		\$53,111	\$54,885	\$56,676	\$58,484	\$60,311	\$62,156	\$64,021	\$65,904	\$67,805	\$69,725	\$71,664	\$73,623	\$75,603	\$77,600	\$79,619	\$81,657	\$83,715	\$85,795	\$1,923	\$1,400
18		\$57,739	\$59,666	\$61,614	\$63,581	\$65,567	\$67,573	\$69,599	\$71,646	\$73,713	\$75,802	\$77,910	\$80,039	\$82,190	\$84,363	\$86,557	\$88,773	\$91,012	\$93,272	\$2,090	\$1,400
19		\$62,613	\$64,700	\$66,809	\$68,939	\$71,090	\$73,262	\$75,457	\$77,671	\$79,910	\$82,170	\$84,453	\$86,758	\$89,087	\$91,438	\$93,814	\$96,213	\$98,637	\$101,084	\$2,263	\$1,500
20		\$68,218	\$70,491	\$72,788	\$75,109	\$77,451	\$79,817	\$82,207	\$84,621	\$87,059	\$89,520	\$92,008	\$94,520	\$97,058	\$99,620	\$102,207	\$104,821	\$107,461	\$110,127	\$2,465	\$1,500
21		\$74,065	\$76,533	\$79,027	\$81,544	\$84,087	\$86,654	\$89,248	\$91,869	\$94,516	\$97,188	\$99,887	\$102,614	\$105,368	\$108,148	\$110,957	\$113,793	\$116,659	\$119,552	\$2,676	\$1,500
22		\$80,884	\$83,579	\$86,302	\$89,053	\$91,831	\$94,635	\$97,469	\$100,331	\$103,221	\$106,139	\$109,088	\$112,066	\$115,073	\$118,111	\$121,180	\$124,278	\$127,408	\$130,569	\$2,923	\$1,500

ACL Salary Grid Effective 8/23/2013 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Value	At Max Lump
8		\$32,183	\$33,256	\$34,341	\$35,438	\$36,544	\$37,664	\$38,794	\$39,934	\$41,088	\$42,252	\$43,427	\$44,613	\$45,811	\$47,023	\$48,246	\$49,481	\$50,731	\$51,990	\$1,165	\$1,000
9		\$33,385	\$34,494	\$35,615	\$36,748	\$37,891	\$39,046	\$40,212	\$41,388	\$42,578	\$43,779	\$44,991	\$46,218	\$47,456	\$48,706	\$49,969	\$51,245	\$52,531	\$53,832	\$1,203	\$1,000
10		\$34,765	\$35,924	\$37,094	\$38,276	\$39,471	\$40,677	\$41,896	\$43,128	\$44,371	\$45,627	\$46,895	\$48,176	\$49,470	\$50,775	\$52,094	\$53,427	\$54,773	\$56,132	\$1,257	\$1,000
11		\$36,460	\$37,671	\$38,897	\$40,134	\$41,382	\$42,645	\$43,919	\$45,205	\$46,505	\$47,817	\$49,142	\$50,482	\$51,835	\$53,201	\$54,580	\$55,974	\$57,380	\$58,802	\$1,314	\$1,100
12		\$38,346	\$39,626	\$40,918	\$42,222	\$43,540	\$44,872	\$46,217	\$47,575	\$48,948	\$50,333	\$51,732	\$53,145	\$54,571	\$56,013	\$57,470	\$58,941	\$60,427	\$61,927	\$1,387	\$1,100
13		\$40,568	\$41,920	\$43,287	\$44,667	\$46,062	\$47,467	\$48,888	\$50,325	\$51,775	\$53,242	\$54,721	\$56,215	\$57,725	\$59,249	\$60,789	\$62,345	\$63,916	\$65,502	\$1,467	\$1,200
14		\$43,158	\$44,596	\$46,047	\$47,514	\$48,995	\$50,492	\$52,003	\$53,528	\$55,068	\$56,624	\$58,197	\$59,785	\$61,388	\$63,008	\$64,644	\$66,296	\$67,966	\$69,652	\$1,558	\$1,200
15		\$46,674	\$48,232	\$49,804	\$51,392	\$52,997	\$54,615	\$56,250	\$57,902	\$59,573	\$61,258	\$62,961	\$64,681	\$66,416	\$68,172	\$69,942	\$71,731	\$73,540	\$75,365	\$1,688	\$1,300
16		\$50,687	\$52,377	\$54,083	\$55,805	\$57,546	\$59,303	\$61,078	\$62,871	\$64,682	\$66,511	\$68,358	\$70,223	\$72,107	\$74,011	\$75,933	\$77,874	\$79,835	\$81,815	\$1,831	\$1,300
17		\$54,704	\$56,532	\$58,376	\$60,239	\$62,120	\$64,021	\$65,942	\$67,881	\$69,839	\$71,817	\$73,814	\$75,832	\$77,871	\$79,928	\$82,008	\$84,107	\$86,226	\$88,369	\$1,981	\$1,400
18		\$59,471	\$61,456	\$63,462	\$65,488	\$67,534	\$69,600	\$71,687	\$73,795	\$75,924	\$78,076	\$80,247	\$82,440	\$84,656	\$86,894	\$89,154	\$91,436	\$93,742	\$96,070	\$2,153	\$1,400
19		\$64,491	\$66,641	\$68,813	\$71,007	\$73,223	\$75,460	\$77,721	\$80,001	\$82,307	\$84,635	\$86,987	\$89,361	\$91,760	\$94,181	\$96,628	\$99,099	\$101,596	\$104,117	\$2,331	\$1,500
20		\$70,265	\$72,606	\$74,972	\$77,362	\$79,775	\$82,212	\$84,673	\$87,160	\$89,671	\$92,206	\$94,768	\$97,356	\$99,970	\$102,609	\$105,273	\$107,966	\$110,685	\$113,431	\$2,539	\$1,500
21		\$76,287	\$78,829	\$81,398	\$83,990	\$86,610	\$89,254	\$91,925	\$94,625	\$97,351	\$100,104	\$102,884	\$105,692	\$108,529	\$111,392	\$114,286	\$117,207	\$120,159	\$123,139	\$2,756	\$1,500
22		\$83,311	\$86,086	\$88,891	\$91,725	\$94,586	\$97,474	\$100,393	\$103,341	\$106,318	\$109,323	\$112,361	\$115,428	\$118,525	\$121,654	\$124,815	\$128,006	\$131,230	\$134,486	\$3,011	\$1,500

ACL Salary Grid Effective 6/27/2014 Pursuant to the 2011 Concession Agreement

Group	Step																		Avg AI Valu At Max Lurr	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
8	\$33,148	\$34,254	\$35,371	\$36,501	\$37,640	\$38,794	\$39,958	\$41,132	\$42,321	\$43,520	\$44,730	\$45,951	\$47,185	\$48,434	\$49,693	\$50,965	\$52,253	\$53,550	\$1,200	\$1,000
9	\$34,387	\$35,529	\$36,683	\$37,850	\$39,028	\$40,217	\$41,418	\$42,630	\$43,855	\$45,092	\$46,341	\$47,605	\$48,880	\$50,167	\$51,468	\$52,782	\$54,107	\$55,447	\$1,239	\$1,000
10	\$35,808	\$37,002	\$38,207	\$39,424	\$40,655	\$41,897	\$43,153	\$44,422	\$45,702	\$46,996	\$48,302	\$49,621	\$50,954	\$52,298	\$53,657	\$55,030	\$56,416	\$57,816	\$1,295	\$1,000
11	\$37,554	\$38,801	\$40,064	\$41,338	\$42,623	\$43,924	\$45,237	\$46,561	\$47,900	\$49,252	\$50,616	\$51,996	\$53,390	\$54,797	\$56,217	\$57,653	\$59,101	\$60,566	\$1,353	\$1,100
12	\$39,496	\$40,815	\$42,146	\$43,489	\$44,846	\$46,218	\$47,604	\$49,002	\$50,416	\$51,843	\$53,284	\$54,739	\$56,208	\$57,693	\$59,194	\$60,709	\$62,240	\$63,785	\$1,429	\$1,100
13	\$41,785	\$43,178	\$44,586	\$46,007	\$47,444	\$48,891	\$50,355	\$51,835	\$53,328	\$54,839	\$56,363	\$57,901	\$59,457	\$61,026	\$62,613	\$64,215	\$65,833	\$67,467	\$1,511	\$1,200
14	\$44,453	\$45,934	\$47,428	\$48,939	\$50,465	\$52,007	\$53,563	\$55,134	\$56,720	\$58,323	\$59,943	\$61,579	\$63,230	\$64,898	\$66,583	\$68,285	\$70,005	\$71,742	\$1,605	\$1,200
15	\$48,074	\$49,679	\$51,298	\$52,934	\$54,587	\$56,253	\$57,938	\$59,639	\$61,360	\$63,096	\$64,850	\$66,621	\$68,408	\$70,217	\$72,040	\$73,883	\$75,746	\$77,626	\$1,739	\$1,300
16	\$52,208	\$53,948	\$55,705	\$57,479	\$59,272	\$61,082	\$62,910	\$64,757	\$66,622	\$68,506	\$70,409	\$72,330	\$74,270	\$76,231	\$78,211	\$80,210	\$82,230	\$84,269	\$1,886	\$1,300
17	\$56,345	\$58,228	\$60,127	\$62,046	\$63,984	\$65,942	\$67,920	\$69,917	\$71,934	\$73,972	\$76,028	\$78,107	\$80,207	\$82,326	\$84,468	\$86,630	\$88,813	\$91,020	\$2,040	\$1,400
18	\$61,255	\$63,300	\$65,366	\$67,453	\$69,560	\$71,688	\$73,838	\$76,009	\$78,202	\$80,418	\$82,654	\$84,913	\$87,196	\$89,501	\$91,829	\$94,179	\$96,554	\$98,952	\$2,218	\$1,400
19	\$66,426	\$68,640	\$70,877	\$73,137	\$75,420	\$77,724	\$80,053	\$82,401	\$84,776	\$87,174	\$89,597	\$92,042	\$94,513	\$97,006	\$99,527	\$102,072	\$104,644	\$107,241	\$2,401	\$1,500
20	\$72,373	\$74,784	\$77,221	\$79,683	\$82,168	\$84,678	\$87,213	\$89,775	\$92,361	\$94,972	\$97,611	\$100,277	\$102,969	\$105,687	\$108,431	\$111,205	\$114,006	\$116,834	\$2,615	\$1,500
21	\$78,576	\$81,194	\$83,840	\$86,510	\$89,208	\$91,932	\$94,683	\$97,464	\$100,272	\$103,107	\$105,971	\$108,863	\$111,785	\$114,734	\$117,715	\$120,723	\$123,764	\$126,833	\$2,839	\$1,500
22	\$85,810	\$88,669	\$91,558	\$94,477	\$97,424	\$100,398	\$103,405	\$106,441	\$109,508	\$112,603	\$115,732	\$118,891	\$122,081	\$125,304	\$128,559	\$131,846	\$135,167	\$138,521	\$3,101	\$1,500

ACL Salary Grid Effective 6/26/2015 Pursuant to the 2011 Concession Agreement

Group	Step																		Avg AI Valu At Max Lurr	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
8	\$34,142	\$35,282	\$36,432	\$37,596	\$38,769	\$39,958	\$41,157	\$42,366	\$43,591	\$44,826	\$46,072	\$47,330	\$48,601	\$49,887	\$51,184	\$52,494	\$53,821	\$55,157	\$1,236	\$1,000
9	\$35,419	\$36,595	\$37,783	\$38,986	\$40,199	\$41,424	\$42,661	\$43,909	\$45,171	\$46,445	\$47,731	\$49,033	\$50,346	\$51,672	\$53,012	\$54,365	\$55,730	\$57,110	\$1,276	\$1,000
10	\$36,882	\$38,112	\$39,353	\$40,607	\$41,875	\$43,154	\$44,448	\$45,755	\$47,073	\$48,406	\$49,751	\$51,110	\$52,483	\$53,867	\$55,267	\$56,681	\$58,108	\$59,550	\$1,334	\$1,000
11	\$38,681	\$39,965	\$41,266	\$42,578	\$43,902	\$45,242	\$46,594	\$47,958	\$49,337	\$50,730	\$52,134	\$53,556	\$54,992	\$56,441	\$57,904	\$59,383	\$60,874	\$62,383	\$1,394	\$1,100
12	\$40,681	\$42,039	\$43,410	\$44,794	\$46,191	\$47,605	\$49,032	\$50,472	\$51,928	\$53,398	\$54,883	\$56,381	\$57,894	\$59,424	\$60,970	\$62,530	\$64,107	\$65,699	\$1,472	\$1,100
13	\$43,039	\$44,473	\$45,924	\$47,387	\$48,867	\$50,358	\$51,866	\$53,390	\$54,928	\$56,484	\$58,054	\$59,638	\$61,241	\$62,857	\$64,491	\$66,141	\$67,808	\$69,491	\$1,556	\$1,200
14	\$45,787	\$47,312	\$48,851	\$50,407	\$51,979	\$53,567	\$55,170	\$56,788	\$58,422	\$60,073	\$61,741	\$63,426	\$65,127	\$66,845	\$68,580	\$70,334	\$72,105	\$73,894	\$1,653	\$1,200
15	\$49,516	\$51,169	\$52,837	\$54,522	\$56,225	\$57,941	\$59,676	\$61,428	\$63,201	\$64,989	\$66,796	\$68,620	\$70,460	\$72,324	\$74,201	\$76,099	\$78,018	\$79,955	\$1,791	\$1,300
16	\$53,774	\$55,566	\$57,376	\$59,203	\$61,050	\$62,914	\$64,797	\$66,700	\$68,621	\$70,561	\$72,521	\$74,500	\$76,498	\$78,518	\$80,557	\$82,616	\$84,697	\$86,797	\$1,943	\$1,300
17	\$58,035	\$59,975	\$61,931	\$63,907	\$65,904	\$67,920	\$69,958	\$72,015	\$74,092	\$76,191	\$78,309	\$80,450	\$82,613	\$84,796	\$87,002	\$89,229	\$91,477	\$93,751	\$2,101	\$1,400
18	\$63,093	\$65,199	\$67,327	\$69,477	\$71,647	\$73,839	\$76,053	\$78,289	\$80,548	\$82,831	\$85,134	\$87,460	\$89,812	\$92,186	\$94,584	\$97,004	\$99,451	\$101,921	\$2,285	\$1,400
19	\$68,419	\$70,699	\$73,003	\$75,331	\$77,683	\$80,056	\$82,455	\$84,873	\$87,319	\$89,789	\$92,285	\$94,803	\$97,348	\$99,916	\$102,513	\$105,134	\$107,783	\$110,458	\$2,473	\$1,500
20	\$74,544	\$77,028	\$79,538	\$82,073	\$84,633	\$87,218	\$89,829	\$92,468	\$95,132	\$97,821	\$100,539	\$103,285	\$106,058	\$108,858	\$111,684	\$114,541	\$117,426	\$120,339	\$2,693	\$1,500
21	\$80,933	\$83,630	\$86,355	\$89,105	\$91,884	\$94,690	\$97,523	\$100,388	\$103,280	\$106,200	\$109,150	\$112,129	\$115,139	\$118,176	\$121,246	\$124,345	\$127,477	\$130,638	\$2,924	\$1,500
22	\$88,384	\$91,329	\$94,305	\$97,311	\$100,347	\$103,410	\$106,507	\$109,634	\$112,793	\$115,981	\$119,204	\$122,458	\$125,743	\$129,063	\$132,416	\$135,801	\$139,222	\$142,677	\$3,194	\$1,500

11 Month ACL**ACL Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement**

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Valu	At Max Lurr
8		\$28,642	\$29,596	\$30,563	\$31,539	\$32,523	\$33,520	\$34,525	\$35,540	\$36,567	\$37,603	\$38,649	\$39,705	\$40,771	\$41,849	\$42,938	\$44,037	\$45,149	\$46,270	\$1,037	\$1,000
9		\$29,712	\$30,698	\$31,697	\$32,705	\$33,721	\$34,750	\$35,788	\$36,834	\$37,893	\$38,962	\$40,041	\$41,133	\$42,235	\$43,346	\$44,471	\$45,606	\$46,751	\$47,909	\$1,071	\$1,000
10		\$30,939	\$31,972	\$33,013	\$34,064	\$35,128	\$36,201	\$37,286	\$38,383	\$39,489	\$40,607	\$41,735	\$42,875	\$44,027	\$45,188	\$46,362	\$47,548	\$48,747	\$49,956	\$1,118	\$1,000
11		\$32,448	\$33,526	\$34,617	\$35,718	\$36,829	\$37,953	\$39,087	\$40,231	\$41,388	\$42,555	\$43,735	\$44,928	\$46,131	\$47,347	\$48,574	\$49,815	\$51,067	\$52,332	\$1,170	\$1,100
12		\$34,127	\$35,266	\$36,416	\$37,576	\$38,749	\$39,935	\$41,132	\$42,340	\$43,562	\$44,795	\$46,040	\$47,297	\$48,567	\$49,850	\$51,146	\$52,455	\$53,778	\$55,113	\$1,235	\$1,100
13		\$36,104	\$37,307	\$38,524	\$39,752	\$40,993	\$42,244	\$43,509	\$44,787	\$46,078	\$47,383	\$48,700	\$50,030	\$51,374	\$52,729	\$54,100	\$55,485	\$56,883	\$58,295	\$1,305	\$1,200
14		\$38,409	\$39,689	\$40,981	\$42,286	\$43,604	\$44,936	\$46,281	\$47,638	\$49,009	\$50,394	\$51,794	\$53,207	\$54,633	\$56,075	\$57,531	\$59,001	\$60,487	\$61,988	\$1,387	\$1,200
15		\$41,539	\$42,925	\$44,324	\$45,737	\$47,165	\$48,605	\$50,061	\$51,531	\$53,018	\$54,518	\$56,033	\$57,564	\$59,109	\$60,671	\$62,246	\$63,839	\$65,448	\$67,073	\$1,502	\$1,300
16		\$45,110	\$46,613	\$48,132	\$49,665	\$51,214	\$52,778	\$54,357	\$55,953	\$57,565	\$59,193	\$60,836	\$62,497	\$64,173	\$65,867	\$67,578	\$69,306	\$71,051	\$72,813	\$1,630	\$1,300
17		\$48,685	\$50,311	\$51,953	\$53,610	\$55,285	\$56,976	\$58,686	\$60,412	\$62,155	\$63,915	\$65,692	\$67,488	\$69,303	\$71,133	\$72,984	\$74,852	\$76,739	\$78,645	\$1,763	\$1,400
18		\$52,927	\$54,694	\$56,480	\$58,283	\$60,103	\$61,942	\$63,799	\$65,676	\$67,570	\$69,485	\$71,418	\$73,369	\$75,341	\$77,333	\$79,344	\$81,375	\$83,428	\$85,499	\$1,916	\$1,400
19		\$57,395	\$59,308	\$61,242	\$63,194	\$65,166	\$67,157	\$69,169	\$71,198	\$73,251	\$75,323	\$77,415	\$79,528	\$81,663	\$83,818	\$85,996	\$88,195	\$90,417	\$92,660	\$2,074	\$1,500
20		\$62,533	\$64,617	\$66,722	\$68,850	\$70,997	\$73,166	\$75,356	\$77,569	\$79,804	\$82,060	\$84,341	\$86,643	\$88,970	\$91,318	\$93,690	\$96,086	\$98,506	\$100,950	\$2,260	\$1,500
21		\$67,893	\$70,155	\$72,441	\$74,749	\$77,080	\$79,433	\$81,811	\$84,213	\$86,640	\$89,089	\$91,563	\$94,063	\$96,587	\$99,136	\$101,711	\$104,310	\$106,937	\$109,589	\$2,453	\$1,500
22		\$74,144	\$76,614	\$79,110	\$81,632	\$84,178	\$86,749	\$89,347	\$91,970	\$94,619	\$97,294	\$99,997	\$102,727	\$105,484	\$108,268	\$111,082	\$113,922	\$116,791	\$119,688	\$2,679	\$1,500

ACL Salary Grid Effective 8/23/2013 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Valu	At Max Lurr
8		\$29,501	\$30,484	\$31,479	\$32,485	\$33,499	\$34,525	\$35,561	\$36,606	\$37,664	\$38,731	\$39,808	\$40,896	\$41,994	\$43,104	\$44,226	\$45,358	\$46,503	\$47,658	\$1,068	\$1,000
9		\$30,603	\$31,619	\$32,647	\$33,686	\$34,733	\$35,792	\$36,861	\$37,939	\$39,030	\$40,131	\$41,242	\$42,367	\$43,502	\$44,647	\$45,805	\$46,974	\$48,153	\$49,346	\$1,103	\$1,000
10		\$31,868	\$32,931	\$34,003	\$35,086	\$36,181	\$37,287	\$38,405	\$39,534	\$40,674	\$41,825	\$42,987	\$44,162	\$45,347	\$46,544	\$47,753	\$48,975	\$50,209	\$51,454	\$1,152	\$1,000
11		\$33,422	\$34,532	\$35,656	\$36,789	\$37,934	\$39,091	\$40,259	\$41,438	\$42,629	\$43,832	\$45,047	\$46,275	\$47,515	\$48,767	\$50,031	\$51,310	\$52,599	\$53,902	\$1,205	\$1,100
12		\$35,150	\$36,324	\$37,508	\$38,703	\$39,912	\$41,133	\$42,366	\$43,610	\$44,869	\$46,139	\$47,421	\$48,716	\$50,024	\$51,346	\$52,681	\$54,029	\$55,391	\$56,766	\$1,272	\$1,100
13		\$37,187	\$38,427	\$39,680	\$40,945	\$42,223	\$43,511	\$44,814	\$46,131	\$47,460	\$48,805	\$50,161	\$51,531	\$52,915	\$54,311	\$55,723	\$57,149	\$58,589	\$60,043	\$1,344	\$1,200
14		\$39,562	\$40,880	\$42,210	\$43,554	\$44,912	\$46,284	\$47,669	\$49,067	\$50,479	\$51,906	\$53,347	\$54,803	\$56,272	\$57,758	\$59,257	\$60,771	\$62,302	\$63,847	\$1,429	\$1,200
15		\$42,785	\$44,212	\$45,653	\$47,109	\$48,580	\$50,063	\$51,563	\$53,077	\$54,609	\$56,153	\$57,714	\$59,291	\$60,882	\$62,491	\$64,114	\$65,754	\$67,412	\$69,085	\$1,547	\$1,300
16		\$46,463	\$48,012	\$49,576	\$51,155	\$52,751	\$54,361	\$55,988	\$57,632	\$59,292	\$60,969	\$62,662	\$64,371	\$66,098	\$67,843	\$69,605	\$71,385	\$73,182	\$74,997	\$1,679	\$1,300
17		\$50,146	\$51,821	\$53,512	\$55,219	\$56,944	\$58,686	\$60,446	\$62,224	\$64,019	\$65,832	\$67,663	\$69,512	\$71,382	\$73,267	\$75,174	\$77,098	\$79,041	\$81,005	\$1,816	\$1,400
18		\$54,515	\$56,335	\$58,174	\$60,031	\$61,906	\$63,800	\$65,713	\$67,646	\$69,597	\$71,570	\$73,560	\$75,570	\$77,601	\$79,653	\$81,724	\$83,817	\$85,930	\$88,064	\$1,973	\$1,400
19		\$59,117	\$61,088	\$63,079	\$65,090	\$67,121	\$69,172	\$71,244	\$73,334	\$75,448	\$77,582	\$79,738	\$81,914	\$84,113	\$86,333	\$88,576	\$90,841	\$93,130	\$95,440	\$2,137	\$1,500
20		\$64,409	\$66,555	\$68,724	\$70,915	\$73,127	\$75,361	\$77,617	\$79,896	\$82,198	\$84,522	\$86,871	\$89,243	\$91,639	\$94,058	\$96,500	\$98,968	\$101,461	\$103,978	\$2,327	\$1,500
21		\$69,930	\$72,260	\$74,615	\$76,991	\$79,392	\$81,816	\$84,265	\$86,740	\$89,239	\$91,762	\$94,310	\$96,885	\$99,485	\$102,110	\$104,762	\$107,440	\$110,146	\$112,877	\$2,527	\$1,500
22		\$76,368	\$78,913	\$81,483	\$84,081	\$86,704	\$89,351	\$92,027	\$94,729	\$97,458	\$100,213	\$102,997	\$105,809	\$108,648	\$111,516	\$114,414	\$117,339	\$120,294	\$123,279	\$2,760	\$1,500

11 Month ACL

ACL Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement

	Step																			Avg AI Valu	At Max Lurr
Group		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
8		\$28,642	\$29,596	\$30,563	\$31,539	\$32,523	\$33,520	\$34,525	\$35,540	\$36,567	\$37,603	\$38,649	\$39,705	\$40,771	\$41,849	\$42,938	\$44,037	\$45,149	\$46,270	\$1,037	\$1,000
9		\$29,712	\$30,698	\$31,697	\$32,705	\$33,721	\$34,750	\$35,788	\$36,834	\$37,893	\$38,962	\$40,041	\$41,133	\$42,235	\$43,346	\$44,471	\$45,606	\$46,751	\$47,909	\$1,071	\$1,000
10		\$30,939	\$31,972	\$33,013	\$34,064	\$35,128	\$36,201	\$37,286	\$38,383	\$39,489	\$40,607	\$41,735	\$42,875	\$44,027	\$45,188	\$46,362	\$47,548	\$48,747	\$49,956	\$1,118	\$1,000
11		\$32,448	\$33,526	\$34,617	\$35,718	\$36,829	\$37,953	\$39,087	\$40,231	\$41,388	\$42,555	\$43,735	\$44,928	\$46,131	\$47,347	\$48,574	\$49,815	\$51,067	\$52,332	\$1,170	\$1,100
12		\$34,127	\$35,266	\$36,416	\$37,576	\$38,749	\$39,935	\$41,132	\$42,340	\$43,562	\$44,795	\$46,040	\$47,297	\$48,567	\$49,850	\$51,146	\$52,455	\$53,778	\$55,113	\$1,235	\$1,100
13		\$36,104	\$37,307	\$38,524	\$39,752	\$40,993	\$42,244	\$43,509	\$44,787	\$46,078	\$47,383	\$48,700	\$50,030	\$51,374	\$52,729	\$54,100	\$55,485	\$56,883	\$58,295	\$1,305	\$1,200
14		\$38,409	\$39,689	\$40,981	\$42,286	\$43,604	\$44,936	\$46,281	\$47,638	\$49,009	\$50,394	\$51,794	\$53,207	\$54,633	\$56,075	\$57,531	\$59,001	\$60,487	\$61,988	\$1,387	\$1,200
15		\$41,539	\$42,925	\$44,324	\$45,737	\$47,165	\$48,605	\$50,061	\$51,531	\$53,018	\$54,518	\$56,033	\$57,564	\$59,109	\$60,671	\$62,246	\$63,839	\$65,448	\$67,073	\$1,502	\$1,300
16		\$45,110	\$46,613	\$48,132	\$49,665	\$51,214	\$52,778	\$54,357	\$55,953	\$57,565	\$59,193	\$60,836	\$62,497	\$64,173	\$65,867	\$67,578	\$69,306	\$71,051	\$72,813	\$1,630	\$1,300
17		\$48,685	\$50,311	\$51,953	\$53,610	\$55,285	\$56,976	\$58,686	\$60,412	\$62,155	\$63,915	\$65,692	\$67,488	\$69,303	\$71,133	\$72,984	\$74,852	\$76,739	\$78,645	\$1,763	\$1,400
18		\$52,927	\$54,694	\$56,480	\$58,283	\$60,103	\$61,942	\$63,799	\$65,676	\$67,570	\$69,485	\$71,418	\$73,369	\$75,341	\$77,333	\$79,344	\$81,375	\$83,428	\$85,499	\$1,916	\$1,400
19		\$57,395	\$59,308	\$61,242	\$63,194	\$65,166	\$67,157	\$69,169	\$71,198	\$73,251	\$75,323	\$77,415	\$79,528	\$81,663	\$83,818	\$85,996	\$88,195	\$90,417	\$92,660	\$2,074	\$1,500
20		\$62,533	\$64,617	\$66,722	\$68,850	\$70,997	\$73,166	\$75,356	\$77,569	\$79,804	\$82,060	\$84,341	\$86,643	\$88,970	\$91,318	\$93,690	\$96,086	\$98,506	\$100,950	\$2,260	\$1,500
21		\$67,893	\$70,155	\$72,441	\$74,749	\$77,080	\$79,433	\$81,811	\$84,213	\$86,640	\$89,089	\$91,563	\$94,063	\$96,587	\$99,136	\$101,711	\$104,310	\$106,937	\$109,589	\$2,453	\$1,500
22		\$74,144	\$76,614	\$79,110	\$81,632	\$84,178	\$86,749	\$89,347	\$91,970	\$94,619	\$97,294	\$99,997	\$102,727	\$105,484	\$108,268	\$111,082	\$113,922	\$116,791	\$119,688	\$2,679	\$1,500

ACL Salary Grid Effective 8/23/2013 Pursuant to the 2011 Concession Agreement

	Step																			Avg AI	Valu	At Max	Lurr
Group		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18				
	8	\$29,501	\$30,484	\$31,479	\$32,485	\$33,499	\$34,525	\$35,561	\$36,606	\$37,664	\$38,731	\$39,808	\$40,896	\$41,994	\$43,104	\$44,226	\$45,358	\$46,503	\$47,658	\$1,068	\$1,000		
	9	\$30,603	\$31,619	\$32,647	\$33,686	\$34,733	\$35,792	\$36,861	\$37,939	\$39,030	\$40,131	\$41,242	\$42,367	\$43,502	\$44,647	\$45,805	\$46,974	\$48,153	\$49,346	\$1,103	\$1,000		
	10	\$31,868	\$32,931	\$34,003	\$35,086	\$36,181	\$37,287	\$38,405	\$39,534	\$40,674	\$41,825	\$42,987	\$44,162	\$45,347	\$46,544	\$47,753	\$48,975	\$50,209	\$51,454	\$1,152	\$1,000		
	11	\$33,422	\$34,532	\$35,656	\$36,789	\$37,934	\$39,091	\$40,259	\$41,438	\$42,629	\$43,832	\$45,047	\$46,275	\$47,515	\$48,767	\$50,031	\$51,310	\$52,599	\$53,902	\$1,205	\$1,100		
	12	\$35,150	\$36,324	\$37,508	\$38,703	\$39,912	\$41,133	\$42,366	\$43,610	\$44,869	\$46,139	\$47,421	\$48,716	\$50,024	\$51,346	\$52,681	\$54,029	\$55,391	\$56,766	\$1,272	\$1,100		
	13	\$37,187	\$38,427	\$39,680	\$40,945	\$42,223	\$43,511	\$44,814	\$46,131	\$47,460	\$48,805	\$50,161	\$51,531	\$52,915	\$54,311	\$55,723	\$57,149	\$58,589	\$60,043	\$1,344	\$1,200		
	14	\$39,562	\$40,880	\$42,210	\$43,554	\$44,912	\$46,284	\$47,669	\$49,067	\$50,479	\$51,906	\$53,347	\$54,803	\$56,272	\$57,758	\$59,257	\$60,771	\$62,302	\$63,847	\$1,429	\$1,200		
	15	\$42,785	\$44,212	\$45,653	\$47,109	\$48,580	\$50,063	\$51,563	\$53,077	\$54,609	\$56,153	\$57,714	\$59,291	\$60,882	\$62,491	\$64,114	\$65,754	\$67,412	\$69,085	\$1,547	\$1,300		
	16	\$46,463	\$48,012	\$49,576	\$51,155	\$52,751	\$54,361	\$55,988	\$57,632	\$59,292	\$60,969	\$62,662	\$64,371	\$66,098	\$67,843	\$69,605	\$71,385	\$73,182	\$74,997	\$1,679	\$1,300		
	17	\$50,146	\$51,821	\$53,512	\$55,219	\$56,944	\$58,686	\$60,446	\$62,224	\$64,019	\$65,832	\$67,663	\$69,512	\$71,382	\$73,267	\$75,174	\$77,098	\$79,041	\$81,005	\$1,816	\$1,400		
	18	\$54,515	\$56,335	\$58,174	\$60,031	\$61,906	\$63,800	\$65,713	\$67,646	\$69,597	\$71,570	\$73,560	\$75,570	\$77,601	\$79,653	\$81,724	\$83,817	\$85,930	\$88,064	\$1,973	\$1,400		
	19	\$59,117	\$61,088	\$63,079	\$65,090	\$67,121	\$69,172	\$71,244	\$73,334	\$75,448	\$77,582	\$79,738	\$81,914	\$84,113	\$86,333	\$88,576	\$90,841	\$93,130	\$95,440	\$2,137	\$1,500		
	20	\$64,409	\$66,555	\$68,724	\$70,915	\$73,127	\$75,361	\$77,617	\$79,896	\$82,198	\$84,522	\$86,871	\$89,243	\$91,639	\$94,058	\$96,500	\$98,968	\$101,461	\$103,978	\$2,327	\$1,500		
	21	\$69,930	\$72,260	\$74,615	\$76,991	\$79,392	\$81,816	\$84,265	\$86,740	\$89,239	\$91,762	\$94,310	\$96,885	\$99,485	\$102,110	\$104,762	\$107,440	\$110,146	\$112,877	\$2,527	\$1,500		
	22	\$76,368	\$78,913	\$81,483	\$84,081	\$86,704	\$89,351	\$92,027	\$94,729	\$97,458	\$100,213	\$102,997	\$105,809	\$108,648	\$111,516	\$114,414	\$117,339	\$120,294	\$123,279	\$2,760	\$1,500		

ACL Salary Grid Effective 6/27/2014 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Valu	At Max Lurr
8		\$30,386	\$31,399	\$32,423	\$33,460	\$34,504	\$35,561	\$36,628	\$37,704	\$38,794	\$39,893	\$41,002	\$42,123	\$43,254	\$44,397	\$45,553	\$46,719	\$47,898	\$49,088	\$1,100	\$1,000
9		\$31,521	\$32,568	\$33,626	\$34,697	\$35,775	\$36,866	\$37,967	\$39,077	\$40,201	\$41,335	\$42,479	\$43,638	\$44,807	\$45,986	\$47,179	\$48,383	\$49,598	\$50,826	\$1,136	\$1,000
10		\$32,824	\$33,919	\$35,023	\$36,139	\$37,266	\$38,406	\$39,557	\$40,720	\$41,894	\$43,080	\$44,277	\$45,487	\$46,707	\$47,940	\$49,186	\$50,444	\$51,715	\$52,998	\$1,187	\$1,000
11		\$34,425	\$35,568	\$36,726	\$37,893	\$39,072	\$40,264	\$41,467	\$42,681	\$43,908	\$45,147	\$46,398	\$47,663	\$48,940	\$50,230	\$51,532	\$52,849	\$54,177	\$55,519	\$1,241	\$1,100
12		\$36,205	\$37,414	\$38,633	\$39,864	\$41,109	\$42,367	\$43,637	\$44,918	\$46,215	\$47,523	\$48,844	\$50,177	\$51,525	\$52,886	\$54,261	\$55,650	\$57,053	\$58,469	\$1,310	\$1,100
13		\$38,303	\$39,580	\$40,870	\$42,173	\$43,490	\$44,816	\$46,158	\$47,515	\$48,884	\$50,269	\$51,666	\$53,077	\$54,502	\$55,940	\$57,395	\$58,863	\$60,347	\$61,844	\$1,384	\$1,200
14		\$40,749	\$42,106	\$43,476	\$44,861	\$46,259	\$47,673	\$49,099	\$50,539	\$51,993	\$53,463	\$54,947	\$56,447	\$57,960	\$59,491	\$61,035	\$62,594	\$64,171	\$65,762	\$1,472	\$1,200
15		\$44,069	\$45,538	\$47,023	\$48,522	\$50,037	\$51,565	\$53,110	\$54,669	\$56,247	\$57,838	\$59,445	\$61,070	\$62,708	\$64,366	\$66,037	\$67,727	\$69,434	\$71,158	\$1,593	\$1,300
16		\$47,857	\$49,452	\$51,063	\$52,690	\$54,334	\$55,992	\$57,668	\$59,361	\$61,071	\$62,798	\$64,542	\$66,302	\$68,081	\$69,878	\$71,693	\$73,527	\$75,377	\$77,247	\$1,729	\$1,300
17		\$51,650	\$53,376	\$55,117	\$56,876	\$58,652	\$60,447	\$62,259	\$64,091	\$65,940	\$67,807	\$69,693	\$71,597	\$73,523	\$75,465	\$77,429	\$79,411	\$81,412	\$83,435	\$1,870	\$1,400
18		\$56,150	\$58,025	\$59,919	\$61,832	\$63,763	\$65,714	\$67,684	\$69,675	\$71,685	\$73,717	\$75,767	\$77,837	\$79,929	\$82,043	\$84,176	\$86,332	\$88,508	\$90,706	\$2,032	\$1,400
19		\$60,891	\$62,921	\$64,971	\$67,043	\$69,135	\$71,247	\$73,381	\$75,534	\$77,711	\$79,909	\$82,130	\$84,371	\$86,636	\$88,923	\$91,233	\$93,566	\$95,924	\$98,303	\$2,201	\$1,500
20		\$66,341	\$68,552	\$70,786	\$73,042	\$75,321	\$77,622	\$79,946	\$82,293	\$84,664	\$87,058	\$89,477	\$91,920	\$94,388	\$96,880	\$99,395	\$101,937	\$104,505	\$107,097	\$2,397	\$1,500
21		\$72,028	\$74,428	\$76,853	\$79,301	\$81,774	\$84,270	\$86,793	\$89,342	\$91,916	\$94,515	\$97,139	\$99,792	\$102,470	\$105,173	\$107,905	\$110,663	\$113,450	\$116,263	\$2,603	\$1,500
22		\$78,659	\$81,280	\$83,927	\$86,603	\$89,305	\$92,032	\$94,788	\$97,571	\$100,382	\$103,219	\$106,087	\$108,983	\$111,907	\$114,861	\$117,846	\$120,859	\$123,903	\$126,977	\$2,843	\$1,500

ACL Salary Grid Effective 6/26/2015 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Valu	At Max Lurr
8		\$31,298	\$32,341	\$33,396	\$34,464	\$35,539	\$36,628	\$37,727	\$38,835	\$39,958	\$41,090	\$42,232	\$43,387	\$44,552	\$45,729	\$46,920	\$48,121	\$49,335	\$50,561	\$1,133	\$1,000
9		\$32,467	\$33,545	\$34,635	\$35,738	\$36,848	\$37,972	\$39,106	\$40,249	\$41,407	\$42,575	\$43,753	\$44,947	\$46,151	\$47,366	\$48,594	\$49,834	\$51,086	\$52,351	\$1,170	\$1,000
10		\$33,809	\$34,937	\$36,074	\$37,223	\$38,384	\$39,558	\$40,744	\$41,942	\$43,151	\$44,372	\$45,605	\$46,852	\$48,108	\$49,378	\$50,662	\$51,957	\$53,266	\$54,588	\$1,223	\$1,000
11		\$35,458	\$36,635	\$37,828	\$39,030	\$40,244	\$41,472	\$42,711	\$43,961	\$45,225	\$46,501	\$47,790	\$49,093	\$50,408	\$51,737	\$53,078	\$54,434	\$55,802	\$57,185	\$1,278	\$1,100
12		\$37,291	\$38,536	\$39,792	\$41,060	\$42,342	\$43,638	\$44,946	\$46,266	\$47,601	\$48,949	\$50,309	\$51,682	\$53,071	\$54,473	\$55,889	\$57,320	\$58,765	\$60,223	\$1,349	\$1,100
13		\$39,452	\$40,767	\$42,096	\$43,438	\$44,795	\$46,160	\$47,543	\$48,940	\$50,351	\$51,777	\$53,216	\$54,669	\$56,137	\$57,618	\$59,117	\$60,629	\$62,157	\$63,699	\$1,426	\$1,200
14		\$41,971	\$43,369	\$44,780	\$46,207	\$47,647	\$49,103	\$50,572	\$52,055	\$53,553	\$55,067	\$56,595	\$58,140	\$59,699	\$61,276	\$62,866	\$64,472	\$66,096	\$67,735	\$1,516	\$1,200
15		\$45,391	\$46,904	\$48,434	\$49,978	\$51,538	\$53,112	\$54,703	\$56,309	\$57,934	\$59,573	\$61,228	\$62,902	\$64,589	\$66,297	\$68,018	\$69,759	\$71,517	\$73,293	\$1,641	\$1,300
16		\$49,293	\$50,936	\$52,595	\$54,271	\$55,964	\$57,672	\$59,398	\$61,142	\$62,903	\$64,682	\$66,478	\$68,291	\$70,123	\$71,974	\$73,844	\$75,733	\$77,638	\$79,564	\$1,781	\$1,300
17		\$53,200	\$54,977	\$56,771	\$58,582	\$60,412	\$62,260	\$64,127	\$66,014	\$67,918	\$69,841	\$71,784	\$73,745	\$75,729	\$77,729	\$79,752	\$81,793	\$83,854	\$85,938	\$1,926	\$1,400
18		\$57,835	\$59,766	\$61,717	\$63,687	\$65,676	\$67,685	\$69,715	\$71,765	\$73,836	\$75,929	\$78,040	\$80,172	\$82,327	\$84,504	\$86,701	\$88,922	\$91,163	\$93,427	\$2,093	\$1,400
19		\$62,718	\$64,809	\$66,920	\$69,054	\$71,209	\$73,384	\$75,582	\$77,800	\$80,042	\$82,306	\$84,594	\$86,902	\$89,235	\$91,591	\$93,970	\$96,373	\$98,802	\$101,252	\$2,267	\$1,500
20		\$68,331	\$70,609	\$72,910	\$75,233	\$77,581	\$79,951	\$82,344	\$84,762	\$87,204	\$89,670	\$92,161	\$94,678	\$97,220	\$99,786	\$102,377	\$104,995	\$107,640	\$110,310	\$2,469	\$1,500
21		\$74,189	\$76,661	\$79,159	\$81,680	\$84,227	\$86,798	\$89,397	\$92,022	\$94,673	\$97,350	\$100,053	\$102,786	\$105,544	\$108,328	\$111,142	\$113,983	\$116,854	\$119,751	\$2,681	\$1,500
22		\$81,019	\$83,718	\$86,445	\$89,201	\$91,984	\$94,793	\$97,632	\$100,498	\$103,393	\$106,316	\$109,270	\$112,252	\$115,264	\$118,307	\$121,381	\$124,485	\$127,620	\$130,786	\$2,928	\$1,500

10 Month ACL

ACL Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Valu	At Max Lurr
8		\$26,038	\$26,906	\$27,784	\$28,672	\$29,567	\$30,473	\$31,387	\$32,309	\$33,243	\$34,184	\$35,135	\$36,095	\$37,064	\$38,044	\$39,034	\$40,033	\$41,044	\$42,063	\$943	\$1,000
9		\$27,011	\$27,908	\$28,815	\$29,732	\$30,656	\$31,591	\$32,534	\$33,486	\$34,448	\$35,420	\$36,401	\$37,393	\$38,395	\$39,406	\$40,428	\$41,460	\$42,501	\$43,553	\$973	\$1,000
10		\$28,127	\$29,065	\$30,012	\$30,968	\$31,934	\$32,910	\$33,897	\$34,893	\$35,899	\$36,915	\$37,941	\$38,978	\$40,024	\$41,080	\$42,148	\$43,226	\$44,315	\$45,414	\$1,017	\$1,000
11		\$29,498	\$30,478	\$31,470	\$32,471	\$33,481	\$34,503	\$35,533	\$36,573	\$37,625	\$38,687	\$39,759	\$40,843	\$41,938	\$43,043	\$44,158	\$45,287	\$46,424	\$47,574	\$1,063	\$1,100
12		\$31,024	\$32,060	\$33,105	\$34,160	\$35,227	\$36,304	\$37,393	\$38,491	\$39,602	\$40,723	\$41,854	\$42,998	\$44,152	\$45,318	\$46,497	\$47,687	\$48,889	\$50,103	\$1,123	\$1,100
13		\$32,822	\$33,916	\$35,022	\$36,138	\$37,267	\$38,403	\$39,553	\$40,716	\$41,889	\$43,076	\$44,273	\$45,482	\$46,703	\$47,936	\$49,182	\$50,441	\$51,712	\$52,995	\$1,187	\$1,200
14		\$34,918	\$36,081	\$37,255	\$38,442	\$39,640	\$40,851	\$42,073	\$43,308	\$44,553	\$45,813	\$47,085	\$48,370	\$49,667	\$50,978	\$52,301	\$53,638	\$54,988	\$56,353	\$1,261	\$1,200
15		\$37,763	\$39,023	\$40,294	\$41,579	\$42,878	\$44,187	\$45,510	\$46,847	\$48,198	\$49,562	\$50,939	\$52,331	\$53,735	\$55,155	\$56,588	\$58,035	\$59,498	\$60,975	\$1,366	\$1,300
16		\$41,009	\$42,376	\$43,757	\$45,150	\$46,558	\$47,980	\$49,416	\$50,867	\$52,332	\$53,812	\$55,306	\$56,815	\$58,339	\$59,879	\$61,434	\$63,005	\$64,592	\$66,193	\$1,482	\$1,300
17		\$44,259	\$45,738	\$47,230	\$48,737	\$50,259	\$51,797	\$53,351	\$54,920	\$56,504	\$58,104	\$59,720	\$61,353	\$63,003	\$64,667	\$66,349	\$68,048	\$69,763	\$71,496	\$1,603	\$1,400
18		\$48,116	\$49,722	\$51,345	\$52,984	\$54,639	\$56,311	\$57,999	\$59,705	\$61,428	\$63,168	\$64,925	\$66,699	\$68,492	\$70,303	\$72,131	\$73,978	\$75,843	\$77,727	\$1,742	\$1,400
19		\$52,178	\$53,917	\$55,674	\$57,449	\$59,242	\$61,052	\$62,881	\$64,726	\$66,592	\$68,475	\$70,378	\$72,298	\$74,239	\$76,198	\$78,178	\$80,178	\$82,198	\$84,237	\$1,886	\$1,500
20		\$56,848	\$58,743	\$60,657	\$62,591	\$64,543	\$66,514	\$68,506	\$70,518	\$72,549	\$74,600	\$76,673	\$78,767	\$80,882	\$83,017	\$85,173	\$87,351	\$89,551	\$91,773	\$2,054	\$1,500
21		\$61,721	\$63,778	\$65,856	\$67,953	\$70,073	\$72,212	\$74,373	\$76,558	\$78,763	\$80,990	\$83,239	\$85,512	\$87,807	\$90,123	\$92,464	\$94,828	\$97,216	\$99,627	\$2,230	\$1,500
22		\$67,403	\$69,649	\$71,918	\$74,211	\$76,526	\$78,863	\$81,224	\$83,609	\$86,018	\$88,449	\$90,907	\$93,388	\$95,894	\$98,426	\$100,983	\$103,565	\$106,173	\$108,808	\$2,436	\$1,500

10 Month ACL

ACL Salary Grid Effective 9/20/2013 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	At Max Lump Value	
8		\$26,819	\$27,713	\$28,618	\$29,532	\$30,454	\$31,387	\$32,328	\$33,278	\$34,240	\$35,210	\$36,189	\$37,178	\$38,176	\$39,185	\$40,205	\$41,234	\$42,275	\$43,325	\$971	\$1,000
9		\$27,821	\$28,745	\$29,679	\$30,624	\$31,576	\$32,539	\$33,510	\$34,490	\$35,482	\$36,483	\$37,493	\$38,515	\$39,547	\$40,588	\$41,641	\$42,704	\$43,776	\$44,860	\$1,003	\$1,000
10		\$28,970	\$29,937	\$30,912	\$31,897	\$32,892	\$33,897	\$34,914	\$35,940	\$36,976	\$38,022	\$39,079	\$40,147	\$41,225	\$42,312	\$43,412	\$44,523	\$45,644	\$46,777	\$1,047	\$1,000
11		\$30,383	\$31,393	\$32,414	\$33,445	\$34,485	\$35,538	\$36,599	\$37,671	\$38,754	\$39,847	\$40,952	\$42,069	\$43,196	\$44,334	\$45,483	\$46,645	\$47,817	\$49,001	\$1,095	\$1,100
12		\$31,955	\$33,022	\$34,098	\$35,185	\$36,283	\$37,393	\$38,514	\$39,646	\$40,790	\$41,944	\$43,110	\$44,287	\$45,476	\$46,678	\$47,892	\$49,117	\$50,356	\$51,606	\$1,156	\$1,100
13		\$33,806	\$34,933	\$36,072	\$37,222	\$38,385	\$39,555	\$40,740	\$41,937	\$43,146	\$44,368	\$45,601	\$46,846	\$48,104	\$49,374	\$50,657	\$51,954	\$53,263	\$54,585	\$1,222	\$1,200
14		\$35,965	\$37,163	\$38,373	\$39,595	\$40,829	\$42,076	\$43,336	\$44,607	\$45,890	\$47,187	\$48,498	\$49,821	\$51,157	\$52,507	\$53,870	\$55,247	\$56,638	\$58,043	\$1,299	\$1,200
15		\$38,895	\$40,193	\$41,503	\$42,827	\$44,164	\$45,512	\$46,875	\$48,252	\$49,644	\$51,049	\$52,467	\$53,901	\$55,347	\$56,810	\$58,285	\$59,776	\$61,283	\$62,804	\$1,407	\$1,300
16		\$42,239	\$43,647	\$45,069	\$46,505	\$47,955	\$49,419	\$50,898	\$52,393	\$53,902	\$55,426	\$56,965	\$58,519	\$60,089	\$61,676	\$63,277	\$64,895	\$66,529	\$68,179	\$1,526	\$1,300
17		\$45,587	\$47,110	\$48,647	\$50,199	\$51,767	\$53,351	\$54,951	\$56,568	\$58,199	\$59,847	\$61,512	\$63,193	\$64,893	\$66,607	\$68,340	\$70,089	\$71,855	\$73,641	\$1,651	\$1,400
18		\$49,559	\$51,213	\$52,885	\$54,574	\$56,278	\$58,000	\$59,739	\$61,496	\$63,270	\$65,063	\$66,873	\$68,700	\$70,546	\$72,412	\$74,295	\$76,197	\$78,119	\$80,058	\$1,794	\$1,400
19		\$53,743	\$55,534	\$57,344	\$59,173	\$61,019	\$62,883	\$64,767	\$66,668	\$68,589	\$70,529	\$72,489	\$74,467	\$76,466	\$78,484	\$80,524	\$82,583	\$84,663	\$86,764	\$1,942	\$1,500
20		\$58,554	\$60,505	\$62,476	\$64,469	\$66,479	\$68,510	\$70,561	\$72,633	\$74,726	\$76,838	\$78,974	\$81,130	\$83,308	\$85,507	\$87,728	\$89,971	\$92,237	\$94,526	\$2,116	\$1,500
21		\$63,572	\$65,691	\$67,832	\$69,992	\$72,175	\$74,378	\$76,605	\$78,854	\$81,126	\$83,420	\$85,736	\$88,077	\$90,441	\$92,827	\$95,238	\$97,672	\$100,132	\$102,615	\$2,297	\$1,500
22		\$69,425	\$71,739	\$74,076	\$76,437	\$78,822	\$81,228	\$83,661	\$86,117	\$88,598	\$91,103	\$93,634	\$96,190	\$98,771	\$101,379	\$104,013	\$106,672	\$109,359	\$112,072	\$2,509	\$1,500

10 Month ACLACL Salary Grid Effective **7/25/2014** Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	At Max Lump Value	
8		\$27,624	\$28,544	\$29,477	\$30,418	\$31,368	\$32,329	\$33,298	\$34,276	\$35,267	\$36,266	\$37,275	\$38,293	\$39,321	\$40,361	\$41,411	\$42,471	\$43,543	\$44,625	\$1,000	\$1,000
9		\$28,656	\$29,607	\$30,569	\$31,543	\$32,523	\$33,515	\$34,515	\$35,525	\$36,546	\$37,577	\$38,618	\$39,670	\$40,733	\$41,806	\$42,890	\$43,985	\$45,089	\$46,206	\$1,033	\$1,000
10		\$29,839	\$30,835	\$31,839	\$32,854	\$33,879	\$34,914	\$35,961	\$37,018	\$38,085	\$39,163	\$40,251	\$41,351	\$42,462	\$43,581	\$44,714	\$45,859	\$47,013	\$48,180	\$1,078	\$1,000
11		\$31,294	\$32,335	\$33,386	\$34,448	\$35,520	\$36,604	\$37,697	\$38,801	\$39,917	\$41,042	\$42,181	\$43,331	\$44,492	\$45,664	\$46,847	\$48,044	\$49,252	\$50,471	\$1,128	\$1,100
12		\$32,914	\$34,013	\$35,121	\$36,241	\$37,371	\$38,515	\$39,669	\$40,835	\$42,014	\$43,202	\$44,403	\$45,616	\$46,840	\$48,078	\$49,329	\$50,591	\$51,867	\$53,154	\$1,191	\$1,100
13		\$34,820	\$35,981	\$37,154	\$38,339	\$39,537	\$40,742	\$41,962	\$43,195	\$44,440	\$45,699	\$46,969	\$48,251	\$49,547	\$50,855	\$52,177	\$53,513	\$54,861	\$56,223	\$1,259	\$1,200
14		\$37,044	\$38,278	\$39,524	\$40,783	\$42,054	\$43,338	\$44,636	\$45,945	\$47,267	\$48,603	\$49,953	\$51,316	\$52,692	\$54,082	\$55,486	\$56,904	\$58,337	\$59,784	\$1,338	\$1,200
15		\$40,062	\$41,399	\$42,748	\$44,112	\$45,489	\$46,877	\$48,281	\$49,700	\$51,133	\$52,580	\$54,041	\$55,518	\$57,007	\$58,514	\$60,034	\$61,569	\$63,121	\$64,688	\$1,449	\$1,300
16		\$43,506	\$44,956	\$46,421	\$47,900	\$49,394	\$50,902	\$52,425	\$53,965	\$55,519	\$57,089	\$58,674	\$60,275	\$61,892	\$63,526	\$65,175	\$66,842	\$68,525	\$70,224	\$1,572	\$1,300
17		\$46,955	\$48,523	\$50,106	\$51,705	\$53,320	\$54,952	\$56,600	\$58,265	\$59,945	\$61,642	\$63,357	\$65,089	\$66,840	\$68,605	\$70,390	\$72,192	\$74,011	\$75,850	\$1,701	\$1,400
18		\$51,046	\$52,749	\$54,472	\$56,211	\$57,966	\$59,740	\$61,531	\$63,341	\$65,168	\$67,015	\$68,879	\$70,761	\$72,662	\$74,584	\$76,524	\$78,483	\$80,463	\$82,460	\$1,848	\$1,400
19		\$55,355	\$57,200	\$59,064	\$60,948	\$62,850	\$64,769	\$66,710	\$68,668	\$70,647	\$72,645	\$74,664	\$76,701	\$78,760	\$80,839	\$82,940	\$85,060	\$87,203	\$89,367	\$2,000	\$1,500
20		\$60,311	\$62,320	\$64,350	\$66,403	\$68,473	\$70,565	\$72,678	\$74,812	\$76,968	\$79,143	\$81,343	\$83,564	\$85,807	\$88,072	\$90,360	\$92,670	\$95,004	\$97,362	\$2,179	\$1,500
21		\$65,479	\$67,662	\$69,867	\$72,092	\$74,340	\$76,609	\$78,903	\$81,220	\$83,560	\$85,923	\$88,308	\$90,719	\$93,154	\$95,612	\$98,095	\$100,602	\$103,136	\$105,693	\$2,366	\$1,500
22		\$71,508	\$73,891	\$76,298	\$78,730	\$81,187	\$83,665	\$86,171	\$88,701	\$91,256	\$93,836	\$96,443	\$99,076	\$101,734	\$104,420	\$107,133	\$109,872	\$112,640	\$115,434	\$2,584	\$1,500

10 Month ACLACL Salary Grid Effective **7/24/2015** Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	At Max Lump Value	
8		\$28,453	\$29,400	\$30,361	\$31,331	\$32,309	\$33,299	\$34,297	\$35,304	\$36,325	\$37,354	\$38,393	\$39,442	\$40,501	\$41,572	\$42,653	\$43,745	\$44,849	\$45,964	\$1,030	\$1,000
9		\$29,516	\$30,495	\$31,486	\$32,489	\$33,499	\$34,520	\$35,550	\$36,591	\$37,642	\$38,704	\$39,777	\$40,860	\$41,955	\$43,060	\$44,177	\$45,305	\$46,442	\$47,592	\$1,064	\$1,000
10		\$30,734	\$31,760	\$32,794	\$33,840	\$34,895	\$35,961	\$37,040	\$38,129	\$39,228	\$40,338	\$41,459	\$42,592	\$43,736	\$44,888	\$46,055	\$47,235	\$48,423	\$49,625	\$1,110	\$1,000
11		\$32,233	\$33,305	\$34,388	\$35,481	\$36,586	\$37,702	\$38,828	\$39,965	\$41,115	\$42,273	\$43,446	\$44,631	\$45,827	\$47,034	\$48,252	\$49,485	\$50,730	\$51,985	\$1,162	\$1,100
12		\$33,901	\$35,033	\$36,175	\$37,328	\$38,492	\$39,670	\$40,859	\$42,060	\$43,274	\$44,498	\$45,735	\$46,984	\$48,245	\$49,520	\$50,809	\$52,109	\$53,423	\$54,749	\$1,227	\$1,100
13		\$35,865	\$37,060	\$38,269	\$39,489	\$40,723	\$41,964	\$43,221	\$44,491	\$45,773	\$47,070	\$48,378	\$49,699	\$51,033	\$52,381	\$53,742	\$55,118	\$56,507	\$57,910	\$1,297	\$1,200
14		\$38,155	\$39,426	\$40,710	\$42,006	\$43,316	\$44,638	\$45,975	\$47,323	\$48,685	\$50,061	\$51,452	\$52,855	\$54,273	\$55,704	\$57,151	\$58,611	\$60,087	\$61,578	\$1,378	\$1,200
15		\$41,264	\$42,641	\$44,030	\$45,435	\$46,854	\$48,283	\$49,729	\$51,191	\$52,667	\$54,157	\$55,662	\$57,184	\$58,717	\$60,269	\$61,835	\$63,416	\$65,015	\$66,629	\$1,492	\$1,300
16		\$44,811	\$46,305	\$47,814	\$49,337	\$50,876	\$52,429	\$53,998	\$55,584	\$57,185	\$58,802	\$60,434	\$62,083	\$63,749	\$65,432	\$67,130	\$68,847	\$70,581	\$72,331	\$1,619	\$1,300
17		\$48,364	\$49,979	\$51,609	\$53,256	\$54,920	\$56,601	\$58,298	\$60,013	\$61,743	\$63,491	\$65,258	\$67,042	\$68,845	\$70,663	\$72,502	\$74,358	\$76,231	\$78,126	\$1,752	\$1,400
18		\$52,577	\$54,331	\$56,106	\$57,897	\$59,705	\$61,532	\$63,377	\$65,241	\$67,123	\$69,025	\$70,945	\$72,884	\$74,842	\$76,822	\$78,820	\$80,837	\$82,877	\$84,934	\$1,903	\$1,400
19		\$57,016	\$58,916	\$60,836	\$62,776	\$64,736	\$66,712	\$68,711	\$70,728	\$72,766	\$74,824	\$76,904	\$79,002	\$81,123	\$83,264	\$85,428	\$87,612	\$89,819	\$92,048	\$2,060	\$1,500
20		\$62,120	\$64,190	\$66,281	\$68,395	\$70,527	\$72,682	\$74,858	\$77,056	\$79,277	\$81,517	\$83,783	\$86,071	\$88,381	\$90,714	\$93,071	\$95,450	\$97,854	\$100,283	\$2,244	\$1,500
21		\$67,443	\$69,692	\$71,963	\$74,255	\$76,570	\$78,907	\$81,270	\$83,657	\$86,067	\$88,501	\$90,957	\$93,441	\$95,949	\$98,480	\$101,038	\$103,620	\$106,230	\$108,864	\$2,437	\$1,500
22		\$73,653	\$76,108	\$78,587	\$81,092	\$83,623	\$86,175	\$88,756	\$91,362	\$93,994	\$96,651	\$99,336	\$102,048	\$104,786	\$107,553	\$110,347	\$113,168	\$116,019	\$118,897	\$2,662	\$1,500

9 Month ACL**ACL Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement**

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	At Max Lump Value	
8		\$23,435	\$24,215	\$25,006	\$25,805	\$26,610	\$27,425	\$28,248	\$29,078	\$29,918	\$30,766	\$31,622	\$32,486	\$33,358	\$34,240	\$35,131	\$36,030	\$36,940	\$37,857	\$848	\$1,000
9		\$24,310	\$25,117	\$25,934	\$26,759	\$27,590	\$28,432	\$29,281	\$30,137	\$31,004	\$31,878	\$32,761	\$33,654	\$34,556	\$35,465	\$36,386	\$37,314	\$38,251	\$39,198	\$876	\$1,000
10		\$25,314	\$26,159	\$27,011	\$27,871	\$28,741	\$29,619	\$30,507	\$31,404	\$32,309	\$33,224	\$34,147	\$35,080	\$36,022	\$36,972	\$37,933	\$38,903	\$39,884	\$40,873	\$915	\$1,000
11		\$26,549	\$27,431	\$28,323	\$29,224	\$30,133	\$31,052	\$31,980	\$32,916	\$33,863	\$34,818	\$35,783	\$36,759	\$37,744	\$38,738	\$39,743	\$40,758	\$41,782	\$42,817	\$957	\$1,100
12		\$27,922	\$28,854	\$29,795	\$30,744	\$31,704	\$32,674	\$33,653	\$34,642	\$35,642	\$36,650	\$37,669	\$38,698	\$39,737	\$40,787	\$41,847	\$42,918	\$44,000	\$45,092	\$1,010	\$1,100
13		\$29,540	\$30,524	\$31,520	\$32,525	\$33,540	\$34,563	\$35,598	\$36,644	\$37,700	\$38,768	\$39,845	\$40,934	\$42,033	\$43,142	\$44,264	\$45,397	\$46,541	\$47,696	\$1,068	\$1,200
14		\$31,426	\$32,473	\$33,530	\$34,598	\$35,676	\$36,766	\$37,866	\$38,977	\$40,098	\$41,231	\$42,377	\$43,533	\$44,700	\$45,880	\$47,071	\$48,274	\$49,490	\$50,717	\$1,135	\$1,200
15		\$33,986	\$35,120	\$36,265	\$37,421	\$38,590	\$39,768	\$40,959	\$42,162	\$43,379	\$44,606	\$45,845	\$47,098	\$48,362	\$49,640	\$50,929	\$52,232	\$53,549	\$54,878	\$1,229	\$1,300
16		\$36,908	\$38,138	\$39,381	\$40,635	\$41,903	\$43,182	\$44,474	\$45,780	\$47,099	\$48,431	\$49,775	\$51,134	\$52,505	\$53,891	\$55,291	\$56,705	\$58,133	\$59,574	\$1,334	\$1,300
17		\$39,833	\$41,164	\$42,507	\$43,863	\$45,233	\$46,617	\$48,016	\$49,428	\$50,854	\$52,294	\$53,748	\$55,217	\$56,702	\$58,200	\$59,714	\$61,243	\$62,786	\$64,346	\$1,442	\$1,400
18		\$43,304	\$44,750	\$46,211	\$47,686	\$49,175	\$50,680	\$52,199	\$53,735	\$55,285	\$56,852	\$58,433	\$60,029	\$61,643	\$63,272	\$64,918	\$66,580	\$68,259	\$69,954	\$1,568	\$1,400
19		\$46,960	\$48,525	\$50,107	\$51,704	\$53,318	\$54,947	\$56,593	\$58,253	\$59,933	\$61,628	\$63,340	\$65,069	\$66,815	\$68,579	\$70,361	\$72,160	\$73,978	\$75,813	\$1,697	\$1,500
20		\$51,164	\$52,868	\$54,591	\$56,332	\$58,088	\$59,863	\$61,655	\$63,466	\$65,294	\$67,140	\$69,006	\$70,890	\$72,794	\$74,715	\$76,655	\$78,616	\$80,596	\$82,595	\$1,849	\$1,500
21		\$55,549	\$57,400	\$59,270	\$61,158	\$63,065	\$64,991	\$66,936	\$68,902	\$70,887	\$72,891	\$74,915	\$76,961	\$79,026	\$81,111	\$83,218	\$85,345	\$87,494	\$89,664	\$2,007	\$1,500
22		\$60,663	\$62,684	\$64,727	\$66,790	\$68,873	\$70,976	\$73,102	\$75,248	\$77,416	\$79,604	\$81,816	\$84,050	\$86,305	\$88,583	\$90,885	\$93,209	\$95,556	\$97,927	\$2,192	\$1,500

ACL Salary Grid Effective 9/20/2013 Pursuant to the 2011 Concession Agreement

Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	At Max Lump Value	
8		\$24,138	\$24,942	\$25,756	\$26,579	\$27,408	\$28,248	\$29,095	\$29,951	\$30,816	\$31,689	\$32,570	\$33,460	\$34,358	\$35,267	\$36,185	\$37,111	\$38,048	\$38,993	\$874	\$1,000
9		\$25,039	\$25,870	\$26,712	\$27,561	\$28,418	\$29,285	\$30,159	\$31,041	\$31,934	\$32,834	\$33,744	\$34,664	\$35,592	\$36,529	\$37,477	\$38,433	\$39,398	\$40,374	\$902	\$1,000
10		\$26,073	\$26,943	\$27,821	\$28,707	\$29,603	\$30,508	\$31,422	\$32,346	\$33,279	\$34,220	\$35,171	\$36,132	\$37,102	\$38,081	\$39,071	\$40,070	\$41,080	\$42,099	\$942	\$1,000
11		\$27,345	\$28,253	\$29,173	\$30,100	\$31,037	\$31,984	\$32,939	\$33,903	\$34,878	\$35,863	\$36,857	\$37,862	\$38,876	\$39,900	\$40,935	\$41,981	\$43,035	\$44,101	\$986	\$1,100
12		\$28,759	\$29,720	\$30,688	\$31,666	\$32,655	\$33,654	\$34,663	\$35,681	\$36,711	\$37,750	\$38,799	\$39,859	\$40,929	\$42,010	\$43,102	\$44,206	\$45,320	\$46,445	\$1,041	\$1,100
13		\$30,426	\$31,440	\$32,465	\$33,500	\$34,546	\$35,600	\$36,666	\$37,744	\$38,831	\$39,931	\$41,041	\$42,162	\$43,294	\$44,437	\$45,591	\$46,759	\$47,937	\$49,126	\$1,100	\$1,200
14		\$32,369	\$33,447	\$34,535	\$35,635	\$36,746	\$37,869	\$39,002	\$40,146	\$41,301	\$42,468	\$43,648	\$44,839	\$46,041	\$47,256	\$48,483	\$49,722	\$50,974	\$52,239	\$1,169	\$1,200
15		\$35,006	\$36,174	\$37,353	\$38,544	\$39,747	\$40,961	\$42,188	\$43,427	\$44,680	\$45,944	\$47,221	\$48,511	\$49,812	\$51,129	\$52,457	\$53,798	\$55,155	\$56,524	\$1,266	\$1,300
16		\$38,015	\$39,282	\$40,562	\$41,854	\$43,160	\$44,477	\$45,808	\$47,153	\$48,511	\$49,883	\$51,269	\$52,668	\$54,080	\$55,508	\$56,949	\$58,406	\$59,876	\$61,361	\$1,374	\$1,300
17		\$41,028	\$42,399	\$43,782	\$45,179	\$46,590	\$48,016	\$49,456	\$50,911	\$52,379	\$53,863	\$55,360	\$56,874	\$58,403	\$59,946	\$61,506	\$63,080	\$64,670	\$66,277	\$1,486	\$1,400
18		\$44,603	\$46,092	\$47,597	\$49,116	\$50,651	\$52,200	\$53,765	\$55,347	\$56,943	\$58,557	\$60,185	\$61,830	\$63,492	\$65,170	\$66,865	\$68,577	\$70,307	\$72,053	\$1,615	\$1,400
19		\$48,369	\$49,981	\$51,610	\$53,255	\$54,917	\$56,595	\$58,291	\$60,001	\$61,730	\$63,476	\$65,240	\$67,021	\$68,820	\$70,636	\$72,471	\$74,325	\$76,197	\$78,087	\$1,748	\$1,500
20		\$52,698	\$54,454	\$56,229	\$58,022	\$59,831	\$61,659	\$63,505	\$65,370	\$67,253	\$69,154	\$71,076	\$73,017	\$74,977	\$76,956	\$78,955	\$80,974	\$83,014	\$85,073	\$1,904	\$1,500
21		\$57,215	\$59,122	\$61,048	\$62,993	\$64,957	\$66,940	\$68,944	\$70,969	\$73,014	\$75,078	\$77,163	\$79,269	\$81,397	\$83,544	\$85,714	\$87,905	\$90,119	\$92,354	\$2,067	\$1,500
22		\$62,483	\$64,565	\$66,668	\$68,793	\$70,939	\$73,106	\$75,295	\$77,506	\$79,738	\$81,992	\$84,270	\$86,571	\$88,894	\$91,241	\$93,612	\$96,005	\$98,423	\$100,865	\$2,258	\$1,500

ACL Salary		Grid Effective 7/25/2014 Pursuant to the 2011 Concession Agreement																		At Max Lump Value	
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
8		\$24,862	\$25,690	\$26,529	\$27,376	\$28,230	\$29,095	\$29,968	\$30,850	\$31,740	\$32,640	\$33,547	\$34,464	\$35,389	\$36,325	\$37,271	\$38,224	\$39,189	\$40,163	\$900	\$1,000
9		\$25,790	\$26,646	\$27,513	\$28,388	\$29,271	\$30,164	\$31,064	\$31,972	\$32,892	\$33,819	\$34,756	\$35,704	\$36,660	\$37,625	\$38,601	\$39,586	\$40,580	\$41,585	\$929	\$1,000
10		\$26,855	\$27,751	\$28,656	\$29,568	\$30,491	\$31,423	\$32,365	\$33,316	\$34,277	\$35,247	\$36,226	\$37,216	\$38,215	\$39,223	\$40,243	\$41,272	\$42,312	\$43,362	\$970	\$1,000
11		\$28,165	\$29,101	\$30,048	\$31,003	\$31,968	\$32,944	\$33,927	\$34,920	\$35,924	\$36,939	\$37,963	\$38,998	\$40,042	\$41,097	\$42,163	\$43,240	\$44,326	\$45,424	\$1,016	\$1,100
12		\$29,622	\$30,612	\$31,609	\$32,616	\$33,635	\$34,664	\$35,703	\$36,751	\$37,812	\$38,883	\$39,963	\$41,055	\$42,157	\$43,270	\$44,395	\$45,532	\$46,680	\$47,838	\$1,072	\$1,100
13		\$31,339	\$32,383	\$33,439	\$34,505	\$35,582	\$36,668	\$37,766	\$38,876	\$39,996	\$41,129	\$42,272	\$43,427	\$44,593	\$45,770	\$46,959	\$48,162	\$49,375	\$50,600	\$1,133	\$1,200
14		\$33,340	\$34,450	\$35,571	\$36,704	\$37,848	\$39,005	\$40,172	\$41,350	\$42,540	\$43,742	\$44,957	\$46,184	\$47,422	\$48,674	\$49,937	\$51,214	\$52,503	\$53,806	\$1,204	\$1,200
15		\$36,056	\$37,259	\$38,474	\$39,700	\$40,939	\$42,190	\$43,454	\$44,730	\$46,020	\$47,322	\$48,638	\$49,966	\$51,306	\$52,663	\$54,031	\$55,412	\$56,810	\$58,220	\$1,304	\$1,300
16		\$39,155	\$40,460	\$41,779	\$43,110	\$44,455	\$45,811	\$47,182	\$48,568	\$49,966	\$51,379	\$52,807	\$54,248	\$55,702	\$57,173	\$58,657	\$60,158	\$61,672	\$63,202	\$1,415	\$1,300
17		\$42,259	\$43,671	\$45,095	\$46,534	\$47,988	\$49,456	\$50,940	\$52,438	\$53,950	\$55,479	\$57,021	\$58,580	\$60,155	\$61,744	\$63,351	\$64,972	\$66,610	\$68,265	\$1,531	\$1,400
18		\$45,941	\$47,475	\$49,025	\$50,589	\$52,171	\$53,766	\$55,378	\$57,007	\$58,651	\$60,314	\$61,991	\$63,685	\$65,397	\$67,125	\$68,871	\$70,634	\$72,416	\$74,215	\$1,663	\$1,400
19		\$49,820	\$51,480	\$53,158	\$54,853	\$56,565	\$58,293	\$60,040	\$61,801	\$63,582	\$65,380	\$67,197	\$69,032	\$70,885	\$72,755	\$74,645	\$76,555	\$78,483	\$80,430	\$1,800	\$1,500
20		\$54,279	\$56,088	\$57,916	\$59,763	\$61,626	\$63,509	\$65,410	\$67,331	\$69,271	\$71,229	\$73,208	\$75,208	\$77,226	\$79,265	\$81,324	\$83,403	\$85,504	\$87,625	\$1,961	\$1,500
21		\$58,931	\$60,896	\$62,879	\$64,883	\$66,906	\$68,948	\$71,012	\$73,098	\$75,204	\$77,330	\$79,478	\$81,647	\$83,839	\$86,050	\$88,285	\$90,542	\$92,823	\$95,125	\$2,129	\$1,500
22		\$64,357	\$66,502	\$68,668	\$70,857	\$73,067	\$75,299	\$77,554	\$79,831	\$82,130	\$84,452	\$86,798	\$89,168	\$91,561	\$93,978	\$96,420	\$98,885	\$101,376	\$103,891	\$2,326	\$1,500

ACL Salary		Grid Effective 7/24/2015 Pursuant to the 2011 Concession Agreement																		At Max Lump Value	
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
8		\$25,608	\$26,461	\$27,325	\$28,197	\$29,077	\$29,968	\$30,867	\$31,776	\$32,692	\$33,619	\$34,553	\$35,498	\$36,451	\$37,415	\$38,389	\$39,371	\$40,365	\$41,368	\$927	\$1,000
9		\$26,564	\$27,445	\$28,338	\$29,240	\$30,149	\$31,069	\$31,996	\$32,931	\$33,879	\$34,834	\$35,799	\$36,775	\$37,760	\$38,754	\$39,759	\$40,774	\$41,797	\$42,833	\$957	\$1,000
10		\$27,661	\$28,584	\$29,516	\$30,455	\$31,406	\$32,366	\$33,336	\$34,315	\$35,305	\$36,304	\$37,313	\$38,332	\$39,361	\$40,400	\$41,450	\$42,510	\$43,581	\$44,663	\$999	\$1,000
11		\$29,010	\$29,974	\$30,949	\$31,933	\$32,927	\$33,932	\$34,945	\$35,968	\$37,002	\$38,047	\$39,102	\$40,168	\$41,243	\$42,330	\$43,428	\$44,537	\$45,656	\$46,787	\$1,046	\$1,100
12		\$30,511	\$31,530	\$32,557	\$33,594	\$34,644	\$35,704	\$36,774	\$37,854	\$38,946	\$40,049	\$41,162	\$42,287	\$43,422	\$44,568	\$45,727	\$46,898	\$48,080	\$49,273	\$1,104	\$1,100
13		\$32,279	\$33,354	\$34,442	\$35,540	\$36,649	\$37,768	\$38,899	\$40,042	\$41,196	\$42,363	\$43,540	\$44,730	\$45,931	\$47,143	\$48,368	\$49,607	\$50,856	\$52,118	\$1,167	\$1,200
14		\$34,340	\$35,484	\$36,638	\$37,805	\$38,983	\$40,175	\$41,377	\$42,591	\$43,816	\$45,054	\$46,306	\$47,570	\$48,845	\$50,134	\$51,435	\$52,750	\$54,078	\$55,420	\$1,240	\$1,200
15		\$37,138	\$38,377	\$39,628	\$40,891	\$42,167	\$43,456	\$44,758	\$46,072	\$47,401	\$48,742	\$50,097	\$51,465	\$52,845	\$54,243	\$55,652	\$57,074	\$58,514	\$59,967	\$1,343	\$1,300
16		\$40,330	\$41,674	\$43,032	\$44,403	\$45,789	\$47,185	\$48,597	\$50,025	\$51,465	\$52,920	\$54,391	\$55,875	\$57,373	\$58,888	\$60,417	\$61,963	\$63,522	\$65,098	\$1,457	\$1,300
17		\$43,527	\$44,981	\$46,448	\$47,930	\$49,428	\$50,940	\$52,468	\$54,011	\$55,569	\$57,143	\$58,732	\$60,337	\$61,960	\$63,596	\$65,252	\$66,921	\$68,608	\$70,313	\$1,577	\$1,400
18		\$47,319	\$48,899	\$50,496	\$52,107	\$53,736	\$55,379	\$57,039	\$58,717	\$60,411	\$62,123	\$63,851	\$65,596	\$67,359	\$69,139	\$70,937	\$72,753	\$74,588	\$76,441	\$1,713	\$1,400
19		\$51,315	\$53,024	\$54,753	\$56,499	\$58,262	\$60,042	\$61,841	\$63,655	\$65,489	\$67,341	\$69,213	\$71,103	\$73,012	\$74,938	\$76,884	\$78,852	\$80,837	\$82,843	\$1,854	\$1,500
20		\$55,907	\$57,771	\$59,653	\$61,556	\$63,475	\$65,414	\$67,372	\$69,351	\$71,349	\$73,366	\$75,404	\$77,464	\$79,543	\$81,643	\$83,764	\$85,905	\$88,069	\$90,254	\$2,020	\$1,500
21		\$60,699	\$62,723	\$64,765	\$66,829	\$68,913	\$71,016	\$73,142	\$75,291	\$77,460	\$79,650	\$81,862	\$84,096	\$86,354	\$88,632	\$90,934	\$93,258	\$95,608	\$97,979	\$2,193	\$1,500
22		\$66,288	\$68,497	\$70,728	\$72,983	\$75,259	\$77,558	\$79,881	\$82,226	\$84,594	\$86,986	\$89,402	\$91,843	\$94,308	\$96,797	\$99,313	\$101,852	\$104,417	\$107,008	\$2,396	\$1,500

Faculty Salary Grid Effective 8/26/2011 Pursuant to the 2011 Concession Agreement

		Step														At Max	
	Group	1	2	3	4	5	6	7	8	9	10	11	12	13	14	AI Value	Lump
INSTR	1	\$47,705	\$49,280	\$50,855	\$52,430	\$54,005	\$55,580	\$57,155	\$58,730	\$60,305	\$61,880	\$63,455	\$65,030			\$1,575	\$1,200
ASS'T	2	\$51,520	\$53,221	\$54,922	\$56,623	\$58,324	\$60,025	\$61,726	\$63,427	\$65,128	\$66,829	\$68,530	\$70,231	\$71,932		\$1,701	\$1,300
ASSOC	3	\$58,196	\$60,119	\$62,042	\$63,965	\$65,888	\$67,811	\$69,734	\$71,657	\$73,580	\$75,503	\$77,426	\$79,349	\$81,272	\$83,195	\$1,923	\$1,400
PROF	4	\$66,787	\$68,989	\$71,191	\$73,393	\$75,595	\$77,797	\$79,999	\$82,201	\$84,403	\$86,605	\$88,807	\$91,009	\$93,211	\$95,413	\$2,202	\$1,500

FY2014 (2013-2014)

Faculty Salary Grid Effective 9/20/2013 Pursuant to the 2011 Concession Agreement

		Step														At Max	
	Group	1	2	3	4	5	6	7	8	9	10	11	12	13	14	AI Value	Lump
INSTR	1	\$49,136	\$50,758	\$52,381	\$54,003	\$55,625	\$57,247	\$58,870	\$60,492	\$62,114	\$63,736	\$65,359	\$66,981			\$1,622	\$1,200
ASS'T	2	\$53,066	\$54,818	\$56,570	\$58,322	\$60,074	\$61,826	\$63,578	\$65,330	\$67,082	\$68,834	\$70,586	\$72,338	\$74,090		\$1,752	\$1,300
ASSOC	3	\$59,942	\$61,923	\$63,903	\$65,884	\$67,865	\$69,845	\$71,826	\$73,807	\$75,787	\$77,768	\$79,749	\$81,729	\$83,710	\$85,691	\$1,981	\$1,400
PROF	4	\$68,791	\$71,059	\$73,327	\$75,595	\$77,863	\$80,131	\$82,399	\$84,667	\$86,935	\$89,203	\$91,471	\$93,739	\$96,007	\$98,275	\$2,268	\$1,500

FY2015 (2014-2015)

Faculty Salary Grid Effective 7/25/2014 Pursuant to the 2011 Concession Agreement

		Step														At Max	
	Group	1	2	3	4	5	6	7	8	9	10	11	12	13	14	AI Value	Lump
INSTR	1	\$50,610	\$52,281	\$53,952	\$55,623	\$57,294	\$58,964	\$60,636	\$62,307	\$63,977	\$65,648	\$67,320	\$68,990			\$1,671	\$1,200
ASS'T	2	\$54,658	\$56,463	\$58,267	\$60,072	\$61,876	\$63,681	\$65,485	\$67,290	\$69,094	\$70,899	\$72,704	\$74,508	\$76,313		\$1,805	\$1,300
ASSOC	3	\$61,740	\$63,781	\$65,820	\$67,861	\$69,901	\$71,940	\$73,981	\$76,021	\$78,061	\$80,101	\$82,141	\$84,181	\$86,221	\$88,262	\$2,040	\$1,400
PROF	4	\$70,855	\$73,191	\$75,527	\$77,863	\$80,199	\$82,535	\$84,871	\$87,207	\$89,543	\$91,879	\$94,215	\$96,551	\$98,887	\$101,223	\$2,336	\$1,500

FY2016 (2015-2016)

Faculty Salary Grid Effective 7/24/2015 Pursuant to the 2011 Concession Agreement

		Step														At Max	
	Group	1	2	3	4	5	6	7	8	9	10	11	12	13	14	AI Value	Lump
INSTR	1	\$52,128	\$53,849	\$55,571	\$57,292	\$59,013	\$60,733	\$62,455	\$64,176	\$65,896	\$67,617	\$69,340	\$71,060			\$1,721	\$1,200
ASS'T	2	\$56,298	\$58,157	\$60,015	\$61,874	\$63,732	\$65,591	\$67,450	\$69,309	\$71,167	\$73,026	\$74,885	\$76,743	\$78,602		\$1,859	\$1,300
ASSOC	3	\$63,592	\$65,694	\$67,795	\$69,897	\$71,998	\$74,098	\$76,200	\$78,302	\$80,403	\$82,504	\$84,605	\$86,706	\$88,808	\$90,910	\$2,101	\$1,400
PROF	4	\$72,981	\$75,387	\$77,793	\$80,199	\$82,605	\$85,011	\$87,417	\$89,823	\$92,229	\$94,635	\$97,041	\$99,448	\$101,854	\$104,260	\$2,406	\$1,500

**LONGEVITY SCHEDULES FOR CONGRESS AND
AFSCME 2013-14 through 2015-16**

2013-14 Longevity

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2692	\$673	\$1,346	\$2,019	\$2692
II	\$2088	\$522	\$1,044	\$1,566	\$2088
III	\$1848	\$462	\$924	\$1,386	\$1848
IV	\$1640	\$410	\$820	\$1,230	\$1640
V	\$1400	\$350	\$700	\$1,050	\$1400
VI	\$1216	\$304	\$608	\$912	\$1216
VII	\$1052	\$263	\$526	\$789	\$1052
VIII	\$908	\$227	\$454	\$681	\$908

2014-15 Longevity

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2828	\$707	\$1,414	\$2,121	\$2828
II	\$2192	\$548	\$1,096	\$1,644	\$2192
III	\$1940	\$485	\$970	\$1,455	\$1940
IV	\$1724	\$431	\$862	\$1,293	\$1724
V	\$1472	\$368	\$736	\$1,104	\$1472
VI	\$1276	\$319	\$638	\$957	\$1276
VII	\$1104	\$276	\$552	\$828	\$1104
VIII	\$956	\$239	\$478	\$717	\$956

2015-16 Longevity

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2972	\$743	\$1,486	\$2,229	\$2972
II	\$2304	\$576	\$1,152	\$1,728	\$2304
III	\$2040	\$510	\$1,020	\$1,530	\$2040
IV	\$1812	\$453	\$906	\$1,359	\$1812
V	\$1548	\$387	\$774	\$1,161	\$1548
VI	\$1340	\$335	\$670	\$1,005	\$1340
VII	\$1160	\$290	\$580	\$870	\$1160
VIII	\$1004	\$251	\$502	\$753	\$1004

LONGEVITY CATEGORIES

Category I

Community College Professional 21 (12 month) and above

Category II

Professor

Community College Professional 21 (10 month)

Community College Professional 20 (12 month)

Community College Professional 20 (11 month)

Community College Professional 20 (10 month)

Community College Professional 19 (12 month)

Category III

Associate Professor

Community College Professional 19 (11 month)

Community College Professional 19 (10 month)

Community College Professional 18 (12 month)

Category IV

Assistant Professor

Community College Professional 18 (10 month)

Community College Professional 17 (12 month)

Community College Professional 16 (12 month)

Category V

Instructor

Community College Professional 17 (10 month)

Community College Professional 17 (9 month)

Community College Professional 16 (10 month)

Community College Professional 15 (12 month)

Community College Professional 14 (12 month)

Category VI

Community College Professional 15 (10 month)

Community College Professional 14 (10 month)

Community College Professional 13 (12 month)

Community College Professional 12 (12 month)

Category VII

Community College Professional 13 (10 month)

Community College Professional 12 (10 month)

Community College Professional 11 (12 month)

Community College Professional 10 (12 month)

Category VIII

Community College Professional 11 (10 month)

Community College Professional 10 (10 month)

Community College Professional 9 (12 month)

Community College Professional 9 (10 month)

Community College Professional 8 (12 month)

Community College Professional 8 (10 month)

Community College Professional 8 (9 month)

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 8/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	1	Annual	\$25,909.00	\$26,407.00	\$26,902.00	\$27,403.00	\$27,910.00	\$28,409.00	\$28,905.00	\$29,625.00	\$30,366.00	\$31,106.00
		Bi-Wk	\$992.69	\$1,011.77	\$1,030.73	\$1,049.93	\$1,069.35	\$1,088.47	\$1,107.48	\$1,135.06	\$1,163.45	\$1,191.81
		Daily	\$99.27	\$101.18	\$103.08	\$105.00	\$106.94	\$108.85	\$110.75	\$113.51	\$116.35	\$119.19
		Hourly	\$13.24	\$13.50	\$13.75	\$14.00	\$14.26	\$14.52	\$14.77	\$15.14	\$15.52	\$15.90
TC	2	Annual	\$26,902.00	\$27,403.00	\$27,910.00	\$28,409.00	\$28,905.00	\$29,402.00	\$29,900.00	\$30,649.00	\$31,415.00	\$32,183.00
		Bi-Wk	\$1,030.73	\$1,049.93	\$1,069.35	\$1,088.47	\$1,107.48	\$1,126.52	\$1,145.60	\$1,174.30	\$1,203.64	\$1,233.07
		Daily	\$103.08	\$105.00	\$106.94	\$108.85	\$110.75	\$112.66	\$114.56	\$117.43	\$120.37	\$123.31
		Hourly	\$13.75	\$14.00	\$14.26	\$14.52	\$14.77	\$15.03	\$15.28	\$15.66	\$16.05	\$16.45
TC	3	Annual	\$27,403.00	\$27,910.00	\$28,409.00	\$28,905.00	\$29,402.00	\$29,900.00	\$30,397.00	\$31,159.00	\$31,936.00	\$32,716.00
		Bi-Wk	\$1,049.93	\$1,069.35	\$1,088.47	\$1,107.48	\$1,126.52	\$1,145.60	\$1,164.64	\$1,193.84	\$1,223.61	\$1,253.49
		Daily	\$105.00	\$106.94	\$108.85	\$110.75	\$112.66	\$114.56	\$116.47	\$119.39	\$122.37	\$125.35
		Hourly	\$14.00	\$14.26	\$14.52	\$14.77	\$15.03	\$15.28	\$15.53	\$15.92	\$16.32	\$16.72
TC	4	Annual	\$28,119.00	\$28,724.00	\$29,330.00	\$29,940.00	\$30,542.00	\$31,146.00	\$31,755.00	\$32,553.00	\$33,365.00	\$34,178.00
		Bi-Wk	\$1,077.36	\$1,100.54	\$1,123.76	\$1,147.13	\$1,170.20	\$1,193.34	\$1,216.67	\$1,247.25	\$1,278.36	\$1,309.51
		Daily	\$107.74	\$110.06	\$112.38	\$114.72	\$117.02	\$119.34	\$121.67	\$124.73	\$127.84	\$130.96
		Hourly	\$14.37	\$14.68	\$14.99	\$15.30	\$15.61	\$15.92	\$16.23	\$16.63	\$17.05	\$17.47
TC	5	Annual	\$28,689.00	\$29,330.00	\$29,971.00	\$30,608.00	\$31,248.00	\$31,884.00	\$32,524.00	\$33,339.00	\$34,175.00	\$35,004.00
		Bi-Wk	\$1,099.20	\$1,123.76	\$1,148.32	\$1,172.73	\$1,197.25	\$1,221.61	\$1,246.14	\$1,277.36	\$1,309.39	\$1,341.15
		Daily	\$109.92	\$112.38	\$114.84	\$117.28	\$119.73	\$122.17	\$124.62	\$127.74	\$130.94	\$134.12
		Hourly	\$14.66	\$14.99	\$15.32	\$15.64	\$15.97	\$16.29	\$16.62	\$17.04	\$17.46	\$17.89
TC	6	Annual	\$29,476.00	\$30,120.00	\$30,756.00	\$31,397.00	\$32,037.00	\$32,675.00	\$33,315.00	\$34,147.00	\$35,001.00	\$35,858.00
		Bi-Wk	\$1,129.35	\$1,154.03	\$1,178.40	\$1,202.96	\$1,227.48	\$1,251.92	\$1,276.44	\$1,308.32	\$1,341.04	\$1,373.87
		Daily	\$112.94	\$115.41	\$117.84	\$120.30	\$122.75	\$125.20	\$127.65	\$130.84	\$134.11	\$137.39
		Hourly	\$15.06	\$15.39	\$15.72	\$16.04	\$16.37	\$16.70	\$17.02	\$17.45	\$17.89	\$18.32
TC	7	Annual	\$30,189.00	\$30,826.00	\$31,466.00	\$32,107.00	\$32,741.00	\$33,385.00	\$34,021.00	\$34,871.00	\$35,740.00	\$36,613.00
		Bi-Wk	\$1,156.67	\$1,181.08	\$1,205.60	\$1,230.16	\$1,254.45	\$1,279.12	\$1,303.49	\$1,336.06	\$1,369.35	\$1,402.80
		Daily	\$115.67	\$118.11	\$120.56	\$123.02	\$125.45	\$127.92	\$130.35	\$133.61	\$136.94	\$140.28
		Hourly	\$15.43	\$15.75	\$16.08	\$16.41	\$16.73	\$17.06	\$17.38	\$17.82	\$18.26	\$18.71

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 8/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	8	Annual	\$32,037.00	\$32,822.00	\$33,600.00	\$34,414.00	\$35,254.00	\$36,092.00	\$36,981.00	\$37,904.00	\$38,854.00	\$39,799.00
		Bi-Wk	\$1,227.48	\$1,257.55	\$1,287.36	\$1,318.55	\$1,350.73	\$1,382.84	\$1,416.90	\$1,452.27	\$1,488.66	\$1,524.87
		Daily	\$122.75	\$125.76	\$128.74	\$131.86	\$135.08	\$138.29	\$141.69	\$145.23	\$148.87	\$152.49
		Hourly	\$16.37	\$16.77	\$17.17	\$17.59	\$18.01	\$18.44	\$18.90	\$19.37	\$19.85	\$20.34
TC	9	Annual	\$32,850.00	\$33,669.00	\$34,519.00	\$35,395.00	\$36,271.00	\$37,199.00	\$38,140.00	\$39,095.00	\$40,073.00	\$41,050.00
		Bi-Wk	\$1,258.63	\$1,290.00	\$1,322.57	\$1,356.14	\$1,389.70	\$1,425.25	\$1,461.31	\$1,497.90	\$1,535.37	\$1,572.80
		Daily	\$125.87	\$129.00	\$132.26	\$135.62	\$138.97	\$142.53	\$146.14	\$149.79	\$153.54	\$157.28
		Hourly	\$16.79	\$17.20	\$17.64	\$18.09	\$18.53	\$19.01	\$19.49	\$19.98	\$20.48	\$20.98
TC	10	Annual	\$33,791.00	\$34,690.00	\$35,599.00	\$36,523.00	\$37,499.00	\$38,496.00	\$39,524.00	\$40,510.00	\$41,524.00	\$42,535.00
		Bi-Wk	\$1,294.68	\$1,329.12	\$1,363.95	\$1,399.35	\$1,436.75	\$1,474.95	\$1,514.33	\$1,552.11	\$1,590.96	\$1,629.70
		Daily	\$129.47	\$132.92	\$136.40	\$139.94	\$143.68	\$147.50	\$151.44	\$155.22	\$159.10	\$162.97
		Hourly	\$17.27	\$17.73	\$18.19	\$18.66	\$19.16	\$19.67	\$20.20	\$20.70	\$21.22	\$21.73
TC	11	Annual	\$34,731.00	\$35,684.00	\$36,657.00	\$37,672.00	\$38,726.00	\$39,789.00	\$40,864.00	\$41,886.00	\$42,935.00	\$43,981.00
		Bi-Wk	\$1,330.69	\$1,367.21	\$1,404.49	\$1,443.38	\$1,483.76	\$1,524.49	\$1,565.68	\$1,604.83	\$1,645.02	\$1,685.10
		Daily	\$133.07	\$136.73	\$140.45	\$144.34	\$148.38	\$152.45	\$156.57	\$160.49	\$164.51	\$168.51
		Hourly	\$17.75	\$18.23	\$18.73	\$19.25	\$19.79	\$20.33	\$20.88	\$21.40	\$21.94	\$22.47
TC	12	Annual	\$35,739.00	\$36,762.00	\$37,820.00	\$38,921.00	\$40,028.00	\$41,146.00	\$42,255.00	\$43,315.00	\$44,398.00	\$45,480.00
		Bi-Wk	\$1,369.32	\$1,408.51	\$1,449.05	\$1,491.23	\$1,533.64	\$1,576.48	\$1,618.97	\$1,659.58	\$1,701.08	\$1,742.53
		Daily	\$136.94	\$140.86	\$144.91	\$149.13	\$153.37	\$157.65	\$161.90	\$165.96	\$170.11	\$174.26
		Hourly	\$18.26	\$18.79	\$19.33	\$19.89	\$20.45	\$21.02	\$21.59	\$22.13	\$22.69	\$23.24
TC	13	Annual	\$37,639.00	\$38,988.00	\$40,347.00	\$41,701.00	\$43,064.00	\$44,423.00	\$45,780.00	\$46,927.00	\$48,103.00	\$49,274.00
		Bi-Wk	\$1,442.11	\$1,493.80	\$1,545.87	\$1,597.74	\$1,649.97	\$1,702.04	\$1,754.03	\$1,797.97	\$1,843.03	\$1,887.90
		Daily	\$144.22	\$149.38	\$154.59	\$159.78	\$165.00	\$170.21	\$175.41	\$179.80	\$184.31	\$188.79
		Hourly	\$19.23	\$19.92	\$20.62	\$21.31	\$22.00	\$22.70	\$23.39	\$23.98	\$24.58	\$25.18
TC	14	Annual	\$39,358.00	\$40,759.00	\$42,160.00	\$43,559.00	\$44,958.00	\$46,362.00	\$47,755.00	\$48,948.00	\$50,176.00	\$51,400.00
		Bi-Wk	\$1,507.97	\$1,561.65	\$1,615.33	\$1,668.93	\$1,722.53	\$1,776.33	\$1,829.70	\$1,875.41	\$1,922.46	\$1,969.35
		Daily	\$150.80	\$156.17	\$161.54	\$166.90	\$172.26	\$177.64	\$182.97	\$187.55	\$192.25	\$196.94
		Hourly	\$20.11	\$20.83	\$21.54	\$22.26	\$22.97	\$23.69	\$24.40	\$25.01	\$25.64	\$26.26

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	15	Annual	\$41,180.00	\$42,630.00	\$44,068.00	\$45,511.00	\$46,957.00	\$48,404.00	\$49,846.00	\$51,093.00	\$52,370.00	\$53,645.00
		Bi-Wk	\$1,577.78	\$1,633.34	\$1,688.43	\$1,743.72	\$1,799.12	\$1,854.56	\$1,909.81	\$1,957.59	\$2,006.52	\$2,055.37
		Daily	\$157.78	\$163.34	\$168.85	\$174.38	\$179.92	\$185.46	\$190.99	\$195.76	\$200.66	\$205.54
		Hourly	\$21.04	\$21.78	\$22.52	\$23.25	\$23.99	\$24.73	\$25.47	\$26.11	\$26.76	\$27.41
TC	16	Annual	\$43,135.00	\$44,622.00	\$46,108.00	\$47,595.00	\$49,077.00	\$50,564.00	\$52,043.00	\$53,348.00	\$54,681.00	\$56,013.00
		Bi-Wk	\$1,652.69	\$1,709.66	\$1,766.60	\$1,823.57	\$1,880.35	\$1,937.32	\$1,993.99	\$2,043.99	\$2,095.06	\$2,146.10
		Daily	\$165.27	\$170.97	\$176.66	\$182.36	\$188.04	\$193.74	\$199.40	\$204.40	\$209.51	\$214.61
		Hourly	\$22.04	\$22.80	\$23.56	\$24.32	\$25.08	\$25.84	\$26.59	\$27.26	\$27.94	\$28.62
TC	17	Annual	\$45,212.00	\$46,748.00	\$48,266.00	\$49,800.00	\$51,326.00	\$52,855.00	\$54,384.00	\$55,745.00	\$57,140.00	\$58,530.00
		Bi-Wk	\$1,732.27	\$1,791.12	\$1,849.28	\$1,908.05	\$1,966.52	\$2,025.10	\$2,083.68	\$2,135.83	\$2,189.28	\$2,242.53
		Daily	\$173.23	\$179.12	\$184.93	\$190.81	\$196.66	\$202.51	\$208.37	\$213.59	\$218.93	\$224.26
		Hourly	\$23.10	\$23.89	\$24.66	\$25.45	\$26.23	\$27.01	\$27.79	\$28.48	\$29.20	\$29.91
TC	18	Annual	\$47,436.00	\$48,999.00	\$50,564.00	\$52,134.00	\$53,697.00	\$55,260.00	\$56,833.00	\$58,253.00	\$59,710.00	\$61,166.00
		Bi-Wk	\$1,817.48	\$1,877.36	\$1,937.32	\$1,997.48	\$2,057.36	\$2,117.25	\$2,177.51	\$2,231.92	\$2,287.74	\$2,343.53
		Daily	\$181.75	\$187.74	\$193.74	\$199.75	\$205.74	\$211.73	\$217.76	\$223.20	\$228.78	\$234.36
		Hourly	\$24.24	\$25.04	\$25.84	\$26.64	\$27.44	\$28.23	\$29.04	\$29.76	\$30.51	\$31.25
TC	19	Annual	\$49,708.00	\$51,326.00	\$52,939.00	\$54,553.00	\$56,166.00	\$57,773.00	\$59,383.00	\$60,868.00	\$62,389.00	\$63,909.00
		Bi-Wk	\$1,904.53	\$1,966.52	\$2,028.32	\$2,090.16	\$2,151.96	\$2,213.53	\$2,275.22	\$2,332.11	\$2,390.39	\$2,448.63
		Daily	\$190.46	\$196.66	\$202.84	\$209.02	\$215.20	\$221.36	\$227.53	\$233.22	\$239.04	\$244.87
		Hourly	\$25.40	\$26.23	\$27.05	\$27.87	\$28.70	\$29.52	\$30.34	\$31.10	\$31.88	\$32.65
TC	20	Annual	\$52,182.00	\$53,833.00	\$55,488.00	\$57,137.00	\$58,784.00	\$60,444.00	\$62,088.00	\$63,641.00	\$65,231.00	\$66,822.00
		Bi-Wk	\$1,999.32	\$2,062.57	\$2,125.98	\$2,189.16	\$2,252.27	\$2,315.87	\$2,378.86	\$2,438.36	\$2,499.28	\$2,560.23
		Daily	\$199.94	\$206.26	\$212.60	\$218.92	\$225.23	\$231.59	\$237.89	\$243.84	\$249.93	\$256.03
		Hourly	\$26.66	\$27.51	\$28.35	\$29.19	\$30.04	\$30.88	\$31.72	\$32.52	\$33.33	\$34.14
TC	21	Annual	\$54,699.00	\$56,397.00	\$58,089.00	\$59,789.00	\$61,489.00	\$63,178.00	\$64,879.00	\$66,501.00	\$68,164.00	\$69,825.00
		Bi-Wk	\$2,095.75	\$2,160.81	\$2,225.64	\$2,290.77	\$2,355.91	\$2,420.62	\$2,485.79	\$2,547.94	\$2,611.65	\$2,675.29
		Daily	\$209.58	\$216.09	\$222.57	\$229.08	\$235.60	\$242.07	\$248.58	\$254.80	\$261.17	\$267.53
		Hourly	\$27.95	\$28.82	\$29.68	\$30.55	\$31.42	\$32.28	\$33.15	\$33.98	\$34.83	\$35.68

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	22	Annual	\$56,166.00	\$58,178.00	\$60,194.00	\$62,201.00	\$64,219.00	\$66,233.00	\$68,246.00	\$69,954.00	\$71,704.00	\$73,454.00
		Bi-Wk	\$2,151.96	\$2,229.05	\$2,306.29	\$2,383.19	\$2,460.50	\$2,537.67	\$2,614.79	\$2,680.23	\$2,747.28	\$2,814.33
		Daily	\$215.20	\$222.91	\$230.63	\$238.32	\$246.05	\$253.77	\$261.48	\$268.03	\$274.73	\$281.44
		Hourly	\$28.70	\$29.73	\$30.76	\$31.78	\$32.81	\$33.84	\$34.87	\$35.74	\$36.64	\$37.53
TC	23	Annual	\$58,766.00	\$60,869.00	\$62,963.00	\$65,059.00	\$67,163.00	\$69,255.00	\$71,356.00	\$73,143.00	\$74,973.00	\$76,798.00
		Bi-Wk	\$2,251.58	\$2,332.15	\$2,412.38	\$2,492.69	\$2,573.30	\$2,653.45	\$2,733.95	\$2,802.42	\$2,872.53	\$2,942.46
		Daily	\$225.16	\$233.22	\$241.24	\$249.27	\$257.33	\$265.35	\$273.40	\$280.25	\$287.26	\$294.25
		Hourly	\$30.03	\$31.10	\$32.17	\$33.24	\$34.32	\$35.38	\$36.46	\$37.37	\$38.31	\$39.24
TC	24	Annual	\$61,539.00	\$63,725.00	\$65,913.00	\$68,101.00	\$70,285.00	\$72,473.00	\$74,659.00	\$76,526.00	\$78,439.00	\$80,353.00
		Bi-Wk	\$2,357.82	\$2,441.58	\$2,525.41	\$2,609.24	\$2,692.92	\$2,776.75	\$2,860.50	\$2,932.04	\$3,005.33	\$3,078.66
		Daily	\$235.79	\$244.16	\$252.55	\$260.93	\$269.30	\$277.68	\$286.05	\$293.21	\$300.54	\$307.87
		Hourly	\$31.44	\$32.56	\$33.68	\$34.79	\$35.91	\$37.03	\$38.14	\$39.10	\$40.08	\$41.05
TC	25	Annual	\$64,483.00	\$66,752.00	\$69,021.00	\$71,283.00	\$73,556.00	\$75,819.00	\$78,091.00	\$80,044.00	\$82,045.00	\$84,043.00
		Bi-Wk	\$2,470.62	\$2,557.55	\$2,644.49	\$2,731.15	\$2,818.24	\$2,904.95	\$2,992.00	\$3,066.82	\$3,143.49	\$3,220.04
		Daily	\$247.07	\$255.76	\$264.45	\$273.12	\$281.83	\$290.50	\$299.20	\$306.69	\$314.35	\$322.01
		Hourly	\$32.95	\$34.11	\$35.26	\$36.42	\$37.58	\$38.74	\$39.90	\$40.90	\$41.92	\$42.94
TC	26	Annual	\$67,607.00	\$69,955.00	\$72,304.00	\$74,659.00	\$77,012.00	\$79,363.00	\$81,709.00	\$83,754.00	\$85,845.00	\$87,942.00
		Bi-Wk	\$2,590.31	\$2,680.27	\$2,770.27	\$2,860.50	\$2,950.66	\$3,040.73	\$3,130.62	\$3,208.97	\$3,289.09	\$3,369.43
		Daily	\$259.04	\$268.03	\$277.03	\$286.05	\$295.07	\$304.08	\$313.07	\$320.90	\$328.91	\$336.95
		Hourly	\$34.54	\$35.74	\$36.94	\$38.14	\$39.35	\$40.55	\$41.75	\$42.79	\$43.86	\$44.93
TC	27	Annual	\$70,901.00	\$73,330.00	\$75,771.00	\$78,203.00	\$80,635.00	\$83,064.00	\$85,503.00	\$87,642.00	\$89,830.00	\$92,023.00
		Bi-Wk	\$2,716.52	\$2,809.58	\$2,903.11	\$2,996.29	\$3,089.47	\$3,182.53	\$3,275.98	\$3,357.94	\$3,441.77	\$3,525.79
		Daily	\$271.66	\$280.96	\$290.32	\$299.63	\$308.95	\$318.26	\$327.60	\$335.80	\$344.18	\$352.58
		Hourly	\$36.23	\$37.47	\$38.71	\$39.96	\$41.20	\$42.44	\$43.68	\$44.78	\$45.90	\$47.02
TC	28	Annual	\$74,420.00	\$76,944.00	\$79,458.00	\$81,976.00	\$84,489.00	\$87,009.00	\$89,524.00	\$91,764.00	\$94,060.00	\$96,351.00
		Bi-Wk	\$2,851.35	\$2,948.05	\$3,044.37	\$3,140.85	\$3,237.13	\$3,333.68	\$3,430.04	\$3,515.87	\$3,603.84	\$3,691.61
		Daily	\$285.14	\$294.81	\$304.44	\$314.09	\$323.72	\$333.37	\$343.01	\$351.59	\$360.39	\$369.17
		Hourly	\$38.02	\$39.31	\$40.60	\$41.88	\$43.17	\$44.45	\$45.74	\$46.88	\$48.06	\$49.23

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	29	Annual	\$75,126.00	\$77,898.00	\$80,676.00	\$83,451.00	\$86,226.00	\$88,996.00	\$91,775.00	\$94,072.00	\$96,424.00	\$98,773.00
		Bi-Wk	\$2,878.40	\$2,984.60	\$3,091.04	\$3,197.36	\$3,303.68	\$3,409.81	\$3,516.29	\$3,604.30	\$3,694.41	\$3,784.41
		Daily	\$287.84	\$298.46	\$309.11	\$319.74	\$330.37	\$340.99	\$351.63	\$360.43	\$369.45	\$378.45
		Hourly	\$38.38	\$39.80	\$41.22	\$42.64	\$44.05	\$45.47	\$46.89	\$48.06	\$49.26	\$50.46
TC	30	Annual	\$78,091.00	\$80,943.00	\$83,801.00	\$86,654.00	\$89,513.00	\$92,366.00	\$95,225.00	\$97,606.00	\$100,049.00	\$102,483.00
		Bi-Wk	\$2,992.00	\$3,101.27	\$3,210.77	\$3,320.08	\$3,429.62	\$3,538.93	\$3,648.47	\$3,739.70	\$3,833.30	\$3,926.56
		Daily	\$299.20	\$310.13	\$321.08	\$332.01	\$342.97	\$353.90	\$364.85	\$373.97	\$383.33	\$392.66
		Hourly	\$39.90	\$41.36	\$42.82	\$44.27	\$45.73	\$47.19	\$48.65	\$49.87	\$51.12	\$52.36
TC	31	Annual	\$81,177.00	\$84,124.00	\$87,050.00	\$89,992.00	\$92,938.00	\$95,873.00	\$98,819.00	\$101,289.00	\$103,821.00	\$106,352.00
		Bi-Wk	\$3,110.23	\$3,223.15	\$3,335.25	\$3,447.97	\$3,560.85	\$3,673.30	\$3,786.17	\$3,880.81	\$3,977.82	\$4,074.79
		Daily	\$311.03	\$322.32	\$333.53	\$344.80	\$356.09	\$367.33	\$378.62	\$388.09	\$397.79	\$407.48
		Hourly	\$41.47	\$42.98	\$44.47	\$45.98	\$47.48	\$48.98	\$50.49	\$51.75	\$53.04	\$54.34
TC	32	Annual	\$84,384.00	\$87,404.00	\$90,421.00	\$93,440.00	\$96,470.00	\$99,485.00	\$102,512.00	\$105,073.00	\$107,700.00	\$110,328.00
		Bi-Wk	\$3,233.11	\$3,348.82	\$3,464.41	\$3,580.08	\$3,696.17	\$3,811.69	\$3,927.67	\$4,025.79	\$4,126.44	\$4,227.13
		Daily	\$323.32	\$334.89	\$346.45	\$358.01	\$369.62	\$381.17	\$392.77	\$402.58	\$412.65	\$422.72
		Hourly	\$43.11	\$44.66	\$46.20	\$47.74	\$49.29	\$50.83	\$52.37	\$53.68	\$55.02	\$56.37
TC	33	Annual	\$87,730.00	\$90,834.00	\$93,936.00	\$97,048.00	\$100,156.00	\$103,259.00	\$106,364.00	\$109,024.00	\$111,752.00	\$114,476.00
		Bi-Wk	\$3,361.31	\$3,480.23	\$3,599.09	\$3,718.32	\$3,837.40	\$3,956.29	\$4,075.25	\$4,177.17	\$4,281.69	\$4,386.06
		Daily	\$336.14	\$348.03	\$359.91	\$371.84	\$383.74	\$395.63	\$407.53	\$417.72	\$428.17	\$438.61
		Hourly	\$44.82	\$46.41	\$47.99	\$49.58	\$51.17	\$52.76	\$54.34	\$55.70	\$57.09	\$58.49
TC	34	Annual	\$91,291.00	\$94,484.00	\$97,675.00	\$100,867.00	\$104,055.00	\$107,245.00	\$110,431.00	\$113,193.00	\$116,024.00	\$118,852.00
		Bi-Wk	\$3,497.74	\$3,620.08	\$3,742.34	\$3,864.64	\$3,986.79	\$4,109.01	\$4,231.08	\$4,336.90	\$4,445.37	\$4,553.72
		Daily	\$349.78	\$362.01	\$374.24	\$386.47	\$398.68	\$410.91	\$423.11	\$433.69	\$444.54	\$455.38
		Hourly	\$46.64	\$48.27	\$49.90	\$51.53	\$53.16	\$54.79	\$56.42	\$57.83	\$59.28	\$60.72
TC	35	Annual	\$95,003.00	\$98,264.00	\$101,544.00	\$104,811.00	\$108,081.00	\$111,352.00	\$114,630.00	\$117,495.00	\$120,431.00	\$123,368.00
		Bi-Wk	\$3,639.97	\$3,764.91	\$3,890.58	\$4,015.75	\$4,141.04	\$4,266.37	\$4,391.96	\$4,501.73	\$4,614.22	\$4,726.75
		Daily	\$364.00	\$376.50	\$389.06	\$401.58	\$414.11	\$426.64	\$439.20	\$450.18	\$461.43	\$472.68
		Hourly	\$48.54	\$50.20	\$51.88	\$53.55	\$55.22	\$56.89	\$58.56	\$60.03	\$61.53	\$63.03

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	36	Annual	\$98,901.00	\$102,254.00	\$105,612.00	\$108,969.00	\$112,322.00	\$115,680.00	\$119,036.00	\$122,009.00	\$125,060.00	\$128,108.00
		Bi-Wk	\$3,789.32	\$3,917.78	\$4,046.44	\$4,175.06	\$4,303.53	\$4,432.19	\$4,560.77	\$4,674.68	\$4,791.58	\$4,908.36
		Daily	\$378.94	\$391.78	\$404.65	\$417.51	\$430.36	\$443.22	\$456.08	\$467.47	\$479.16	\$490.84
		Hourly	\$50.53	\$52.24	\$53.96	\$55.67	\$57.39	\$59.10	\$60.82	\$62.33	\$63.89	\$65.45
TC	37	Annual	\$102,955.00	\$106,405.00	\$109,849.00	\$113,297.00	\$116,747.00	\$120,191.00	\$123,641.00	\$126,733.00	\$129,898.00	\$133,067.00
		Bi-Wk	\$3,944.64	\$4,076.82	\$4,208.78	\$4,340.89	\$4,473.07	\$4,605.02	\$4,737.21	\$4,855.68	\$4,976.94	\$5,098.36
		Daily	\$394.47	\$407.69	\$420.88	\$434.09	\$447.31	\$460.51	\$473.73	\$485.57	\$497.70	\$509.84
		Hourly	\$52.60	\$54.36	\$56.12	\$57.88	\$59.65	\$61.41	\$63.17	\$64.75	\$66.36	\$67.98
TC	38	Annual	\$107,154.00	\$110,681.00	\$114,213.00	\$117,741.00	\$121,269.00	\$124,800.00	\$128,330.00	\$131,534.00	\$134,824.00	\$138,111.00
		Bi-Wk	\$4,105.52	\$4,240.66	\$4,375.98	\$4,511.15	\$4,646.33	\$4,781.61	\$4,916.86	\$5,039.62	\$5,165.68	\$5,291.61
		Daily	\$410.56	\$424.07	\$437.60	\$451.12	\$464.64	\$478.17	\$491.69	\$503.97	\$516.57	\$529.17
		Hourly	\$54.75	\$56.55	\$58.35	\$60.15	\$61.96	\$63.76	\$65.56	\$67.20	\$68.88	\$70.56
TC	39	Annual	\$111,566.00	\$115,180.00	\$118,785.00	\$122,404.00	\$126,016.00	\$129,625.00	\$133,235.00	\$136,569.00	\$139,982.00	\$143,395.00
		Bi-Wk	\$4,274.56	\$4,413.03	\$4,551.15	\$4,689.81	\$4,828.20	\$4,966.48	\$5,104.79	\$5,232.53	\$5,363.30	\$5,494.07
		Daily	\$427.46	\$441.31	\$455.12	\$468.99	\$482.82	\$496.65	\$510.48	\$523.26	\$536.33	\$549.41
		Hourly	\$57.00	\$58.85	\$60.69	\$62.54	\$64.38	\$66.22	\$68.07	\$69.77	\$71.52	\$73.26
TC	40	Annual	\$116,166.00	\$119,854.00	\$123,547.00	\$127,229.00	\$130,923.00	\$134,613.00	\$138,306.00	\$141,761.00	\$145,310.00	\$148,851.00
		Bi-Wk	\$4,450.81	\$4,592.11	\$4,733.61	\$4,874.68	\$5,016.21	\$5,157.59	\$5,299.09	\$5,431.46	\$5,567.44	\$5,703.11
		Daily	\$445.09	\$459.22	\$473.37	\$487.47	\$501.63	\$515.76	\$529.91	\$543.15	\$556.75	\$570.32
		Hourly	\$59.35	\$61.23	\$63.12	\$65.00	\$66.89	\$68.77	\$70.66	\$72.42	\$74.24	\$76.05
TC	41	Annual	\$120,975.00	\$124,758.00	\$128,532.00	\$132,315.00	\$136,093.00	\$139,866.00	\$143,642.00	\$147,236.00	\$150,916.00	\$154,597.00
		Bi-Wk	\$4,635.06	\$4,780.00	\$4,924.60	\$5,069.55	\$5,214.30	\$5,358.86	\$5,503.53	\$5,641.23	\$5,782.23	\$5,923.26
		Daily	\$463.51	\$478.00	\$492.46	\$506.96	\$521.43	\$535.89	\$550.36	\$564.13	\$578.23	\$592.33
		Hourly	\$61.81	\$63.74	\$65.67	\$67.60	\$69.53	\$71.46	\$73.39	\$75.22	\$77.10	\$78.98
TC	42	Annual	\$125,971.00	\$129,837.00	\$133,700.00	\$137,556.00	\$141,421.00	\$145,282.00	\$149,147.00	\$152,875.00	\$156,701.00	\$160,521.00
		Bi-Wk	\$4,826.48	\$4,974.60	\$5,122.61	\$5,270.35	\$5,418.43	\$5,566.37	\$5,714.45	\$5,857.28	\$6,003.87	\$6,150.23
		Daily	\$482.65	\$497.46	\$512.27	\$527.04	\$541.85	\$556.64	\$571.45	\$585.73	\$600.39	\$615.03
		Hourly	\$64.36	\$66.33	\$68.31	\$70.28	\$72.25	\$74.22	\$76.20	\$78.10	\$80.06	\$82.01

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 8/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
TC	43	Annual	\$131,264.00	\$135,210.00	\$139,145.00	\$143,086.00	\$147,028.00	\$150,966.00	\$154,905.00	\$158,776.00	\$162,747.00	\$166,717.00
		Bi-Wk	\$5,029.28	\$5,180.46	\$5,331.23	\$5,482.23	\$5,633.26	\$5,784.14	\$5,935.06	\$6,083.38	\$6,235.52	\$6,387.63
		Daily	\$502.93	\$518.05	\$533.13	\$548.23	\$563.33	\$578.42	\$593.51	\$608.34	\$623.56	\$638.77
		Hourly	\$67.06	\$69.08	\$71.09	\$73.10	\$75.12	\$77.13	\$79.14	\$81.12	\$83.15	\$85.17

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	1	Annual	\$27,143.00	\$27,604.00	\$28,064.00	\$28,524.00	\$28,983.00	\$29,443.00	\$29,896.00	\$30,644.00	\$31,486.00	\$32,328.00
		Bi-Wk	\$1,039.97	\$1,057.63	\$1,075.25	\$1,092.88	\$1,110.46	\$1,128.09	\$1,145.45	\$1,174.10	\$1,206.37	\$1,238.63
		Daily	\$104.00	\$105.77	\$107.53	\$109.29	\$111.05	\$112.81	\$114.55	\$117.41	\$120.64	\$123.87
		Hourly	\$13.00	\$13.23	\$13.45	\$13.67	\$13.89	\$14.11	\$14.32	\$14.68	\$15.08	\$15.49
CL	2	Annual	\$28,064.00	\$28,524.00	\$28,983.00	\$29,443.00	\$29,896.00	\$30,359.00	\$30,811.00	\$31,580.00	\$32,451.00	\$33,319.00
		Bi-Wk	\$1,075.25	\$1,092.88	\$1,110.46	\$1,128.09	\$1,145.45	\$1,163.19	\$1,180.50	\$1,209.97	\$1,243.34	\$1,276.60
		Daily	\$107.53	\$109.29	\$111.05	\$112.81	\$114.55	\$116.32	\$118.05	\$121.00	\$124.34	\$127.66
		Hourly	\$13.45	\$13.67	\$13.89	\$14.11	\$14.32	\$14.54	\$14.76	\$15.13	\$15.55	\$15.96
CL	3	Annual	\$28,524.00	\$28,983.00	\$29,443.00	\$29,896.00	\$30,359.00	\$30,811.00	\$31,273.00	\$32,056.00	\$32,937.00	\$33,817.00
		Bi-Wk	\$1,092.88	\$1,110.46	\$1,128.09	\$1,145.45	\$1,163.19	\$1,180.50	\$1,198.20	\$1,228.20	\$1,261.96	\$1,295.68
		Daily	\$109.29	\$111.05	\$112.81	\$114.55	\$116.32	\$118.05	\$119.82	\$122.82	\$126.20	\$129.57
		Hourly	\$13.67	\$13.89	\$14.11	\$14.32	\$14.54	\$14.76	\$14.98	\$15.36	\$15.78	\$16.20
CL	4	Annual	\$29,178.00	\$29,735.00	\$30,289.00	\$30,845.00	\$31,409.00	\$31,963.00	\$32,524.00	\$33,336.00	\$34,249.00	\$35,168.00
		Bi-Wk	\$1,117.94	\$1,139.28	\$1,160.50	\$1,181.81	\$1,203.41	\$1,224.64	\$1,246.14	\$1,277.25	\$1,312.23	\$1,347.44
		Daily	\$111.80	\$113.93	\$116.05	\$118.19	\$120.35	\$122.47	\$124.62	\$127.73	\$131.23	\$134.75
		Hourly	\$13.98	\$14.25	\$14.51	\$14.78	\$15.05	\$15.31	\$15.58	\$15.97	\$16.41	\$16.85
CL	5	Annual	\$29,703.00	\$30,289.00	\$30,877.00	\$31,464.00	\$32,057.00	\$32,644.00	\$33,254.00	\$34,082.00	\$35,018.00	\$35,955.00
		Bi-Wk	\$1,138.05	\$1,160.50	\$1,183.03	\$1,205.52	\$1,228.24	\$1,250.73	\$1,274.10	\$1,305.83	\$1,341.69	\$1,377.59
		Daily	\$113.81	\$116.05	\$118.31	\$120.56	\$122.83	\$125.08	\$127.41	\$130.59	\$134.17	\$137.76
		Hourly	\$14.23	\$14.51	\$14.79	\$15.07	\$15.36	\$15.64	\$15.93	\$16.33	\$16.78	\$17.22
CL	6	Annual	\$30,429.00	\$31,014.00	\$31,599.00	\$32,195.00	\$32,783.00	\$33,400.00	\$34,088.00	\$34,939.00	\$35,901.00	\$36,860.00
		Bi-Wk	\$1,165.87	\$1,188.28	\$1,210.69	\$1,233.53	\$1,256.06	\$1,279.70	\$1,306.06	\$1,338.66	\$1,375.52	\$1,412.27
		Daily	\$116.59	\$118.83	\$121.07	\$123.36	\$125.61	\$127.97	\$130.61	\$133.87	\$137.56	\$141.23
		Hourly	\$14.58	\$14.86	\$15.14	\$15.42	\$15.71	\$16.00	\$16.33	\$16.74	\$17.20	\$17.66
CL	7	Annual	\$31,555.00	\$32,425.00	\$33,295.00	\$34,168.00	\$35,038.00	\$35,903.00	\$36,775.00	\$37,694.00	\$38,733.00	\$39,769.00
		Bi-Wk	\$1,209.01	\$1,242.34	\$1,275.68	\$1,309.12	\$1,342.46	\$1,375.60	\$1,409.01	\$1,444.22	\$1,484.03	\$1,523.72
		Daily	\$120.91	\$124.24	\$127.57	\$130.92	\$134.25	\$137.56	\$140.91	\$144.43	\$148.41	\$152.38
		Hourly	\$15.12	\$15.53	\$15.95	\$16.37	\$16.79	\$17.20	\$17.62	\$18.06	\$18.56	\$19.05

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	8	Annual	\$32,783.00	\$33,551.00	\$34,414.00	\$35,298.00	\$36,175.00	\$37,061.00	\$37,944.00	\$38,893.00	\$39,963.00	\$41,031.00
		Bi-Wk	\$1,256.06	\$1,285.48	\$1,318.55	\$1,352.42	\$1,386.02	\$1,419.97	\$1,453.80	\$1,490.16	\$1,531.15	\$1,572.07
		Daily	\$125.61	\$128.55	\$131.86	\$135.25	\$138.61	\$142.00	\$145.38	\$149.02	\$153.12	\$157.21
		Hourly	\$15.71	\$16.07	\$16.49	\$16.91	\$17.33	\$17.75	\$18.18	\$18.63	\$19.14	\$19.66
CL	9	Annual	\$33,583.00	\$34,484.00	\$35,404.00	\$36,329.00	\$37,253.00	\$38,164.00	\$39,098.00	\$40,072.00	\$41,174.00	\$42,276.00
		Bi-Wk	\$1,286.71	\$1,321.23	\$1,356.48	\$1,391.92	\$1,427.32	\$1,462.23	\$1,498.01	\$1,535.33	\$1,577.55	\$1,619.78
		Daily	\$128.68	\$132.13	\$135.65	\$139.20	\$142.74	\$146.23	\$149.81	\$153.54	\$157.76	\$161.98
		Hourly	\$16.09	\$16.52	\$16.96	\$17.40	\$17.85	\$18.28	\$18.73	\$19.20	\$19.72	\$20.25
CL	10	Annual	\$34,565.00	\$35,526.00	\$36,486.00	\$37,452.00	\$38,414.00	\$39,396.00	\$40,407.00	\$41,417.00	\$42,553.00	\$43,693.00
		Bi-Wk	\$1,324.33	\$1,361.15	\$1,397.94	\$1,434.95	\$1,471.81	\$1,509.43	\$1,548.17	\$1,586.86	\$1,630.39	\$1,674.07
		Daily	\$132.44	\$136.12	\$139.80	\$143.50	\$147.19	\$150.95	\$154.82	\$158.69	\$163.04	\$167.41
		Hourly	\$16.56	\$17.02	\$17.48	\$17.94	\$18.40	\$18.87	\$19.36	\$19.84	\$20.38	\$20.93
CL	11	Annual	\$35,568.00	\$36,577.00	\$37,580.00	\$38,586.00	\$39,615.00	\$40,668.00	\$41,724.00	\$42,769.00	\$43,949.00	\$45,124.00
		Bi-Wk	\$1,362.76	\$1,401.42	\$1,439.85	\$1,478.40	\$1,517.82	\$1,558.17	\$1,598.63	\$1,638.66	\$1,683.87	\$1,728.89
		Daily	\$136.28	\$140.15	\$143.99	\$147.84	\$151.79	\$155.82	\$159.87	\$163.87	\$168.39	\$172.89
		Hourly	\$17.04	\$17.52	\$18.00	\$18.48	\$18.98	\$19.48	\$19.99	\$20.49	\$21.05	\$21.62
CL	12	Annual	\$36,637.00	\$37,682.00	\$38,723.00	\$39,812.00	\$40,902.00	\$42,001.00	\$43,144.00	\$44,221.00	\$45,436.00	\$46,654.00
		Bi-Wk	\$1,403.72	\$1,443.76	\$1,483.64	\$1,525.37	\$1,567.13	\$1,609.24	\$1,653.03	\$1,694.30	\$1,740.85	\$1,787.51
		Daily	\$140.38	\$144.38	\$148.37	\$152.54	\$156.72	\$160.93	\$165.31	\$169.43	\$174.09	\$178.76
		Hourly	\$17.55	\$18.05	\$18.55	\$19.07	\$19.59	\$20.12	\$20.67	\$21.18	\$21.77	\$22.35
CL	13	Annual	\$38,552.00	\$39,873.00	\$41,210.00	\$42,561.00	\$43,966.00	\$45,369.00	\$46,775.00	\$47,947.00	\$49,265.00	\$50,582.00
		Bi-Wk	\$1,477.09	\$1,527.71	\$1,578.93	\$1,630.69	\$1,684.53	\$1,738.28	\$1,792.15	\$1,837.05	\$1,887.55	\$1,938.01
		Daily	\$147.71	\$152.78	\$157.90	\$163.07	\$168.46	\$173.83	\$179.22	\$183.71	\$188.76	\$193.81
		Hourly	\$18.47	\$19.10	\$19.74	\$20.39	\$21.06	\$21.73	\$22.41	\$22.97	\$23.60	\$24.23
CL	14	Annual	\$40,233.00	\$41,620.00	\$43,031.00	\$44,481.00	\$45,922.00	\$47,370.00	\$48,821.00	\$50,043.00	\$51,419.00	\$52,793.00
		Bi-Wk	\$1,541.50	\$1,594.64	\$1,648.70	\$1,704.26	\$1,759.47	\$1,814.95	\$1,870.54	\$1,917.36	\$1,970.08	\$2,022.73
		Daily	\$154.15	\$159.47	\$164.87	\$170.43	\$175.95	\$181.50	\$187.06	\$191.74	\$197.01	\$202.28
		Hourly	\$19.27	\$19.94	\$20.61	\$21.31	\$22.00	\$22.69	\$23.39	\$23.97	\$24.63	\$25.29

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	15	Annual	\$42,039.00	\$43,516.00	\$45,008.00	\$46,500.00	\$47,994.00	\$49,486.00	\$50,983.00	\$52,258.00	\$53,696.00	\$55,131.00
		Bi-Wk	\$1,610.69	\$1,667.28	\$1,724.45	\$1,781.61	\$1,838.86	\$1,896.02	\$1,953.38	\$2,002.23	\$2,057.32	\$2,112.30
		Daily	\$161.07	\$166.73	\$172.45	\$178.17	\$183.89	\$189.61	\$195.34	\$200.23	\$205.74	\$211.23
		Hourly	\$20.14	\$20.85	\$21.56	\$22.28	\$22.99	\$23.71	\$24.42	\$25.03	\$25.72	\$26.41
CL	16	Annual	\$44,038.00	\$45,579.00	\$47,120.00	\$48,643.00	\$50,185.00	\$51,719.00	\$53,256.00	\$54,586.00	\$56,088.00	\$57,588.00
		Bi-Wk	\$1,687.28	\$1,746.33	\$1,805.37	\$1,863.72	\$1,922.80	\$1,981.58	\$2,040.46	\$2,091.42	\$2,148.97	\$2,206.44
		Daily	\$168.73	\$174.64	\$180.54	\$186.38	\$192.28	\$198.16	\$204.05	\$209.15	\$214.90	\$220.65
		Hourly	\$21.10	\$21.83	\$22.57	\$23.30	\$24.04	\$24.77	\$25.51	\$26.15	\$26.87	\$27.59
CL	17	Annual	\$46,191.00	\$47,769.00	\$49,344.00	\$50,936.00	\$52,507.00	\$54,082.00	\$55,670.00	\$57,061.00	\$58,631.00	\$60,197.00
		Bi-Wk	\$1,769.78	\$1,830.23	\$1,890.58	\$1,951.58	\$2,011.77	\$2,072.11	\$2,132.96	\$2,186.25	\$2,246.40	\$2,306.40
		Daily	\$176.98	\$183.03	\$189.06	\$195.16	\$201.18	\$207.22	\$213.30	\$218.63	\$224.64	\$230.64
		Hourly	\$22.13	\$22.88	\$23.64	\$24.40	\$25.15	\$25.91	\$26.67	\$27.33	\$28.08	\$28.83
CL	18	Annual	\$48,487.00	\$50,100.00	\$51,719.00	\$53,342.00	\$54,957.00	\$56,581.00	\$58,193.00	\$59,651.00	\$61,291.00	\$62,931.00
		Bi-Wk	\$1,857.74	\$1,919.55	\$1,981.58	\$2,043.76	\$2,105.64	\$2,167.86	\$2,229.62	\$2,285.48	\$2,348.32	\$2,411.15
		Daily	\$185.78	\$191.96	\$198.16	\$204.38	\$210.57	\$216.79	\$222.97	\$228.55	\$234.84	\$241.12
		Hourly	\$23.23	\$24.00	\$24.77	\$25.55	\$26.33	\$27.10	\$27.88	\$28.57	\$29.36	\$30.14
CL	19	Annual	\$50,838.00	\$52,507.00	\$54,173.00	\$55,844.00	\$57,512.00	\$59,169.00	\$60,841.00	\$62,359.00	\$64,075.00	\$65,788.00
		Bi-Wk	\$1,947.82	\$2,011.77	\$2,075.60	\$2,139.62	\$2,203.53	\$2,267.02	\$2,331.08	\$2,389.24	\$2,454.99	\$2,520.62
		Daily	\$194.79	\$201.18	\$207.56	\$213.97	\$220.36	\$226.71	\$233.11	\$238.93	\$245.50	\$252.07
		Hourly	\$24.35	\$25.15	\$25.95	\$26.75	\$27.55	\$28.34	\$29.14	\$29.87	\$30.69	\$31.51
CL	20	Annual	\$53,387.00	\$55,095.00	\$56,807.00	\$58,511.00	\$60,213.00	\$61,926.00	\$63,631.00	\$65,221.00	\$67,014.00	\$68,808.00
		Bi-Wk	\$2,045.48	\$2,110.92	\$2,176.52	\$2,241.81	\$2,307.02	\$2,372.65	\$2,437.97	\$2,498.89	\$2,567.59	\$2,636.33
		Daily	\$204.55	\$211.10	\$217.66	\$224.19	\$230.71	\$237.27	\$243.80	\$249.89	\$256.76	\$263.64
		Hourly	\$25.57	\$26.39	\$27.21	\$28.03	\$28.84	\$29.66	\$30.48	\$31.24	\$32.10	\$32.96
CL	21	Annual	\$55,990.00	\$57,745.00	\$59,496.00	\$61,255.00	\$63,006.00	\$64,765.00	\$66,512.00	\$68,178.00	\$70,051.00	\$71,925.00
		Bi-Wk	\$2,145.22	\$2,212.46	\$2,279.55	\$2,346.94	\$2,414.03	\$2,481.42	\$2,548.36	\$2,612.19	\$2,683.95	\$2,755.75
		Daily	\$214.53	\$221.25	\$227.96	\$234.70	\$241.41	\$248.15	\$254.84	\$261.22	\$268.40	\$275.58
		Hourly	\$26.82	\$27.66	\$28.50	\$29.34	\$30.18	\$31.02	\$31.86	\$32.66	\$33.55	\$34.45

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
CL *	22	Annual	\$57,512.00	\$59,586.00	\$61,669.00	\$63,750.00	\$65,828.00	\$67,908.00	\$69,996.00	\$71,746.00	\$73,718.00	\$75,692.00
		Bi-Wk	\$2,203.53	\$2,282.99	\$2,362.80	\$2,442.53	\$2,522.15	\$2,601.84	\$2,681.84	\$2,748.89	\$2,824.45	\$2,900.08
		Daily	\$220.36	\$228.30	\$236.28	\$244.26	\$252.22	\$260.19	\$268.19	\$274.89	\$282.45	\$290.01
		Hourly	\$27.55	\$28.54	\$29.54	\$30.54	\$31.53	\$32.53	\$33.53	\$34.37	\$35.31	\$36.26
CL	23	Annual	\$60,200.00	\$62,365.00	\$64,530.00	\$66,698.00	\$68,869.00	\$71,039.00	\$73,208.00	\$75,039.00	\$77,099.00	\$79,163.00
		Bi-Wk	\$2,306.52	\$2,389.47	\$2,472.42	\$2,555.48	\$2,638.66	\$2,721.81	\$2,804.91	\$2,875.06	\$2,953.99	\$3,033.07
		Daily	\$230.66	\$238.95	\$247.25	\$255.55	\$263.87	\$272.19	\$280.50	\$287.51	\$295.40	\$303.31
		Hourly	\$28.84	\$29.87	\$30.91	\$31.95	\$32.99	\$34.03	\$35.07	\$35.94	\$36.93	\$37.92
CL	24	Annual	\$63,063.00	\$65,318.00	\$67,584.00	\$69,838.00	\$72,097.00	\$74,357.00	\$76,620.00	\$78,534.00	\$80,696.00	\$82,853.00
		Bi-Wk	\$2,416.21	\$2,502.61	\$2,589.43	\$2,675.79	\$2,762.34	\$2,848.93	\$2,935.64	\$3,008.97	\$3,091.81	\$3,174.45
		Daily	\$241.63	\$250.27	\$258.95	\$267.58	\$276.24	\$284.90	\$293.57	\$300.90	\$309.19	\$317.45
		Hourly	\$30.21	\$31.29	\$32.37	\$33.45	\$34.53	\$35.62	\$36.70	\$37.62	\$38.65	\$39.69
CL	25	Annual	\$66,106.00	\$68,444.00	\$70,791.00	\$73,133.00	\$75,477.00	\$77,820.00	\$80,164.00	\$82,167.00	\$84,429.00	\$86,685.00
		Bi-Wk	\$2,532.80	\$2,622.38	\$2,712.30	\$2,802.04	\$2,891.84	\$2,981.61	\$3,071.42	\$3,148.17	\$3,234.83	\$3,321.27
		Daily	\$253.28	\$262.24	\$271.23	\$280.21	\$289.19	\$298.17	\$307.15	\$314.82	\$323.49	\$332.13
		Hourly	\$31.66	\$32.78	\$33.91	\$35.03	\$36.15	\$37.28	\$38.40	\$39.36	\$40.44	\$41.52
CL	26	Annual	\$69,331.00	\$71,754.00	\$74,191.00	\$76,620.00	\$79,048.00	\$81,481.00	\$83,908.00	\$86,009.00	\$88,378.00	\$90,739.00
		Bi-Wk	\$2,656.37	\$2,749.20	\$2,842.57	\$2,935.64	\$3,028.66	\$3,121.88	\$3,214.87	\$3,295.37	\$3,386.14	\$3,476.60
		Daily	\$265.64	\$274.92	\$284.26	\$293.57	\$302.87	\$312.19	\$321.49	\$329.54	\$338.62	\$347.66
		Hourly	\$33.21	\$34.37	\$35.54	\$36.70	\$37.86	\$39.03	\$40.19	\$41.20	\$42.33	\$43.46
CL	27	Annual	\$72,734.00	\$75,249.00	\$77,770.00	\$80,277.00	\$82,798.00	\$85,307.00	\$87,821.00	\$90,019.00	\$92,496.00	\$94,968.00
		Bi-Wk	\$2,786.75	\$2,883.11	\$2,979.70	\$3,075.75	\$3,172.34	\$3,268.47	\$3,364.79	\$3,449.01	\$3,543.91	\$3,638.63
		Daily	\$278.68	\$288.32	\$297.97	\$307.58	\$317.24	\$326.85	\$336.48	\$344.91	\$354.40	\$363.87
		Hourly	\$34.84	\$36.04	\$37.25	\$38.45	\$39.66	\$40.86	\$42.06	\$43.12	\$44.30	\$45.49
CL ***	28	Annual	\$76,370.00	\$78,976.00	\$81,574.00	\$84,187.00	\$86,783.00	\$89,377.00	\$91,982.00	\$94,283.00	\$96,873.00	\$99,469.00
		Bi-Wk	\$2,926.06	\$3,025.91	\$3,125.45	\$3,225.56	\$3,325.02	\$3,424.41	\$3,524.22	\$3,612.38	\$3,711.61	\$3,811.08
		Daily	\$292.61	\$302.60	\$312.55	\$322.56	\$332.51	\$342.45	\$352.43	\$361.24	\$371.17	\$381.11
		Hourly	\$36.58	\$37.83	\$39.07	\$40.32	\$41.57	\$42.81	\$44.06	\$45.16	\$46.40	\$47.64

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	29	Annual	\$77,101.00	\$79,967.00	\$82,836.00	\$85,701.00	\$88,571.00	\$91,443.00	\$94,306.00	\$96,665.00	\$99,323.00	\$101,981.00
		Bi-Wk	\$2,954.07	\$3,063.87	\$3,173.80	\$3,283.57	\$3,393.53	\$3,503.57	\$3,613.26	\$3,703.64	\$3,805.48	\$3,907.32
		Daily	\$295.41	\$306.39	\$317.38	\$328.36	\$339.36	\$350.36	\$361.33	\$370.37	\$380.55	\$390.74
		Hourly	\$36.93	\$38.30	\$39.68	\$41.05	\$42.42	\$43.80	\$45.17	\$46.30	\$47.57	\$48.85
CL	30	Annual	\$80,164.00	\$83,118.00	\$86,068.00	\$89,015.00	\$91,967.00	\$94,918.00	\$97,872.00	\$100,317.00	\$103,077.00	\$105,839.00
		Bi-Wk	\$3,071.42	\$3,184.60	\$3,297.63	\$3,410.54	\$3,523.64	\$3,636.71	\$3,749.89	\$3,843.57	\$3,949.32	\$4,055.14
		Daily	\$307.15	\$318.46	\$329.77	\$341.06	\$352.37	\$363.68	\$374.99	\$384.36	\$394.94	\$405.52
		Hourly	\$38.40	\$39.81	\$41.23	\$42.64	\$44.05	\$45.46	\$46.88	\$48.05	\$49.37	\$50.69
CL	31	Annual	\$83,353.00	\$86,389.00	\$89,429.00	\$92,471.00	\$95,505.00	\$98,539.00	\$101,586.00	\$104,124.00	\$106,988.00	\$109,851.00
		Bi-Wk	\$3,193.61	\$3,309.93	\$3,426.40	\$3,542.96	\$3,659.20	\$3,775.45	\$3,892.19	\$3,989.43	\$4,099.16	\$4,208.86
		Daily	\$319.37	\$331.00	\$342.64	\$354.30	\$365.92	\$377.55	\$389.22	\$398.95	\$409.92	\$420.89
		Hourly	\$39.93	\$41.38	\$42.83	\$44.29	\$45.74	\$47.20	\$48.66	\$49.87	\$51.24	\$52.62
CL	32	Annual	\$86,671.00	\$89,794.00	\$92,912.00	\$96,032.00	\$99,157.00	\$102,279.00	\$105,402.00	\$108,043.00	\$111,011.00	\$113,982.00
		Bi-Wk	\$3,320.73	\$3,440.39	\$3,559.85	\$3,679.39	\$3,799.12	\$3,918.74	\$4,038.40	\$4,139.58	\$4,253.30	\$4,367.13
		Daily	\$332.08	\$344.04	\$355.99	\$367.94	\$379.92	\$391.88	\$403.84	\$413.96	\$425.33	\$436.72
		Hourly	\$41.51	\$43.01	\$44.50	\$46.00	\$47.49	\$48.99	\$50.48	\$51.75	\$53.17	\$54.59
CL	33	Annual	\$90,130.00	\$93,341.00	\$96,544.00	\$99,753.00	\$102,963.00	\$106,166.00	\$109,382.00	\$112,118.00	\$115,200.00	\$118,284.00
		Bi-Wk	\$3,453.26	\$3,576.29	\$3,699.01	\$3,821.96	\$3,944.95	\$4,067.67	\$4,190.89	\$4,295.71	\$4,413.80	\$4,531.96
		Daily	\$345.33	\$357.63	\$369.91	\$382.20	\$394.50	\$406.77	\$419.09	\$429.58	\$441.38	\$453.20
		Hourly	\$43.17	\$44.71	\$46.24	\$47.78	\$49.32	\$50.85	\$52.39	\$53.70	\$55.18	\$56.65
CL	34	Annual	\$93,813.00	\$97,108.00	\$100,400.00	\$103,699.00	\$106,998.00	\$110,295.00	\$113,592.00	\$116,433.00	\$119,633.00	\$122,835.00
		Bi-Wk	\$3,594.37	\$3,720.62	\$3,846.75	\$3,973.15	\$4,099.55	\$4,225.87	\$4,352.19	\$4,461.04	\$4,583.64	\$4,706.33
		Daily	\$359.44	\$372.07	\$384.68	\$397.32	\$409.96	\$422.59	\$435.22	\$446.11	\$458.37	\$470.64
		Hourly	\$44.93	\$46.51	\$48.09	\$49.67	\$51.25	\$52.83	\$54.41	\$55.77	\$57.30	\$58.83
CL	35	Annual	\$97,636.00	\$101,013.00	\$104,404.00	\$107,783.00	\$111,155.00	\$114,541.00	\$117,920.00	\$120,866.00	\$124,191.00	\$127,513.00
		Bi-Wk	\$3,740.85	\$3,870.23	\$4,000.16	\$4,129.62	\$4,258.82	\$4,388.55	\$4,518.01	\$4,630.89	\$4,758.28	\$4,885.56
		Daily	\$374.09	\$387.03	\$400.02	\$412.97	\$425.89	\$438.86	\$451.81	\$463.09	\$475.83	\$488.56
		Hourly	\$46.77	\$48.38	\$50.01	\$51.63	\$53.24	\$54.86	\$56.48	\$57.89	\$59.48	\$61.07

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	36	Annual	\$101,668.00	\$105,136.00	\$108,607.00	\$112,069.00	\$115,538.00	\$119,010.00	\$122,472.00	\$125,538.00	\$128,988.00	\$132,441.00
		Bi-Wk	\$3,895.33	\$4,028.20	\$4,161.19	\$4,293.84	\$4,426.75	\$4,559.78	\$4,692.42	\$4,809.89	\$4,942.07	\$5,074.37
		Daily	\$389.54	\$402.82	\$416.12	\$429.39	\$442.68	\$455.98	\$469.25	\$480.99	\$494.21	\$507.44
		Hourly	\$48.70	\$50.36	\$52.02	\$53.68	\$55.34	\$57.00	\$58.66	\$60.13	\$61.78	\$63.43
CL	37	Annual	\$105,860.00	\$109,428.00	\$112,990.00	\$116,551.00	\$120,118.00	\$123,675.00	\$127,233.00	\$130,414.00	\$134,000.00	\$137,585.00
		Bi-Wk	\$4,055.94	\$4,192.65	\$4,329.12	\$4,465.56	\$4,602.23	\$4,738.51	\$4,874.83	\$4,996.71	\$5,134.10	\$5,271.46
		Daily	\$405.60	\$419.27	\$432.92	\$446.56	\$460.23	\$473.86	\$487.49	\$499.68	\$513.41	\$527.15
		Hourly	\$50.70	\$52.41	\$54.12	\$55.82	\$57.53	\$59.24	\$60.94	\$62.46	\$64.18	\$65.90
CL	38	Annual	\$110,206.00	\$113,845.00	\$117,499.00	\$121,140.00	\$124,782.00	\$128,437.00	\$132,076.00	\$135,381.00	\$139,102.00	\$142,824.00
		Bi-Wk	\$4,222.46	\$4,361.88	\$4,501.88	\$4,641.38	\$4,780.92	\$4,920.96	\$5,060.39	\$5,187.02	\$5,329.58	\$5,472.19
		Daily	\$422.25	\$436.19	\$450.19	\$464.14	\$478.10	\$492.10	\$506.04	\$518.71	\$532.96	\$547.22
		Hourly	\$52.79	\$54.53	\$56.28	\$58.02	\$59.77	\$61.52	\$63.26	\$64.84	\$66.62	\$68.41
CL	39	Annual	\$114,758.00	\$118,489.00	\$122,223.00	\$125,957.00	\$129,692.00	\$133,425.00	\$137,155.00	\$140,587.00	\$144,453.00	\$148,318.00
		Bi-Wk	\$4,396.86	\$4,539.81	\$4,682.88	\$4,825.94	\$4,969.05	\$5,112.07	\$5,254.99	\$5,386.48	\$5,534.60	\$5,682.69
		Daily	\$439.69	\$453.99	\$468.29	\$482.60	\$496.91	\$511.21	\$525.50	\$538.65	\$553.46	\$568.27
		Hourly	\$54.97	\$56.75	\$58.54	\$60.33	\$62.12	\$63.91	\$65.69	\$67.34	\$69.19	\$71.04
CL	40	Annual	\$119,506.00	\$123,321.00	\$127,136.00	\$130,952.00	\$134,761.00	\$138,580.00	\$142,388.00	\$145,950.00	\$149,963.00	\$153,979.00
		Bi-Wk	\$4,578.78	\$4,724.95	\$4,871.12	\$5,017.32	\$5,163.26	\$5,309.58	\$5,455.48	\$5,591.96	\$5,745.71	\$5,899.58
		Daily	\$457.88	\$472.50	\$487.12	\$501.74	\$516.33	\$530.96	\$545.55	\$559.20	\$574.58	\$589.96
		Hourly	\$57.24	\$59.07	\$60.89	\$62.72	\$64.55	\$66.37	\$68.20	\$69.90	\$71.83	\$73.75
CL	41	Annual	\$124,481.00	\$128,391.00	\$132,295.00	\$136,197.00	\$140,102.00	\$144,004.00	\$147,910.00	\$151,608.00	\$155,778.00	\$159,946.00
		Bi-Wk	\$4,769.39	\$4,919.20	\$5,068.78	\$5,218.28	\$5,367.90	\$5,517.40	\$5,667.05	\$5,808.74	\$5,968.51	\$6,128.20
		Daily	\$476.94	\$491.92	\$506.88	\$521.83	\$536.79	\$551.74	\$566.71	\$580.88	\$596.86	\$612.82
		Hourly	\$59.62	\$61.49	\$63.36	\$65.23	\$67.10	\$68.97	\$70.84	\$72.61	\$74.61	\$76.61
CL	42	Annual	\$129,645.00	\$133,636.00	\$137,627.00	\$141,617.00	\$145,615.00	\$149,601.00	\$153,590.00	\$157,432.00	\$161,761.00	\$166,094.00
		Bi-Wk	\$4,967.25	\$5,120.16	\$5,273.07	\$5,425.94	\$5,579.12	\$5,731.84	\$5,884.68	\$6,031.88	\$6,197.74	\$6,363.76
		Daily	\$496.73	\$512.02	\$527.31	\$542.60	\$557.92	\$573.19	\$588.47	\$603.19	\$619.78	\$636.38
		Hourly	\$62.10	\$64.01	\$65.92	\$67.83	\$69.74	\$71.65	\$73.56	\$75.40	\$77.48	\$79.55

NP-3 CL 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
CL	43	Annual	\$135,114.00	\$139,191.00	\$143,258.00	\$147,332.00	\$151,403.00	\$155,475.00	\$159,544.00	\$163,535.00	\$168,033.00	\$172,529.00
		Bi-Wk	\$5,176.79	\$5,332.99	\$5,488.82	\$5,644.91	\$5,800.89	\$5,956.90	\$6,112.80	\$6,265.71	\$6,438.05	\$6,610.31
		Daily	\$517.68	\$533.30	\$548.89	\$564.50	\$580.09	\$595.69	\$611.28	\$626.58	\$643.81	\$661.04
		Hourly	\$64.71	\$66.67	\$68.62	\$70.57	\$72.52	\$74.47	\$76.41	\$78.33	\$80.48	\$82.63

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	1	Annual	\$25,408.00	\$26,039.00	\$26,648.00	\$27,272.00	\$27,886.00	\$28,512.00	\$29,122.00	\$29,997.00	\$30,897.00
		Bi-Wk	\$973.49	\$997.67	\$1,021.00	\$1,044.91	\$1,068.43	\$1,092.42	\$1,115.79	\$1,149.32	\$1,183.80
		Daily	\$97.35	\$99.77	\$102.10	\$104.50	\$106.85	\$109.25	\$111.58	\$114.94	\$118.38
		Hourly	\$12.17	\$12.48	\$12.77	\$13.07	\$13.36	\$13.66	\$13.95	\$14.37	\$14.80
AR	2	Annual	\$26,648.00	\$27,272.00	\$27,886.00	\$28,512.00	\$29,122.00	\$29,743.00	\$30,361.00	\$31,272.00	\$32,211.00
		Bi-Wk	\$1,021.00	\$1,044.91	\$1,068.43	\$1,092.42	\$1,115.79	\$1,139.58	\$1,163.26	\$1,198.17	\$1,234.14
		Daily	\$102.10	\$104.50	\$106.85	\$109.25	\$111.58	\$113.96	\$116.33	\$119.82	\$123.42
		Hourly	\$12.77	\$13.07	\$13.36	\$13.66	\$13.95	\$14.25	\$14.55	\$14.98	\$15.43
AR	3	Annual	\$27,272.00	\$27,886.00	\$28,512.00	\$29,122.00	\$29,743.00	\$30,361.00	\$30,980.00	\$31,909.00	\$32,867.00
		Bi-Wk	\$1,044.91	\$1,068.43	\$1,092.42	\$1,115.79	\$1,139.58	\$1,163.26	\$1,186.98	\$1,222.57	\$1,259.28
		Daily	\$104.50	\$106.85	\$109.25	\$111.58	\$113.96	\$116.33	\$118.70	\$122.26	\$125.93
		Hourly	\$13.07	\$13.36	\$13.66	\$13.95	\$14.25	\$14.55	\$14.84	\$15.29	\$15.75
AR	4	Annual	\$28,150.00	\$28,901.00	\$29,653.00	\$30,406.00	\$31,168.00	\$31,908.00	\$32,663.00	\$33,645.00	\$34,655.00
		Bi-Wk	\$1,078.55	\$1,107.32	\$1,136.14	\$1,164.99	\$1,194.18	\$1,222.53	\$1,251.46	\$1,289.09	\$1,327.78
		Daily	\$107.86	\$110.74	\$113.62	\$116.50	\$119.42	\$122.26	\$125.15	\$128.91	\$132.78
		Hourly	\$13.49	\$13.85	\$14.21	\$14.57	\$14.93	\$15.29	\$15.65	\$16.12	\$16.60
AR	5	Annual	\$28,855.00	\$29,653.00	\$30,449.00	\$31,239.00	\$32,036.00	\$32,830.00	\$33,625.00	\$34,633.00	\$35,672.00
		Bi-Wk	\$1,105.56	\$1,136.14	\$1,166.63	\$1,196.90	\$1,227.44	\$1,257.86	\$1,288.32	\$1,326.94	\$1,366.75
		Daily	\$110.56	\$113.62	\$116.67	\$119.69	\$122.75	\$125.79	\$128.84	\$132.70	\$136.68
		Hourly	\$13.82	\$14.21	\$14.59	\$14.97	\$15.35	\$15.73	\$16.11	\$16.59	\$17.09
AR	6	Annual	\$29,838.00	\$30,635.00	\$31,423.00	\$32,217.00	\$33,011.00	\$33,802.00	\$34,595.00	\$35,632.00	\$36,701.00
		Bi-Wk	\$1,143.22	\$1,173.76	\$1,203.95	\$1,234.37	\$1,264.79	\$1,295.10	\$1,325.48	\$1,365.22	\$1,406.17
		Daily	\$114.33	\$117.38	\$120.40	\$123.44	\$126.48	\$129.51	\$132.55	\$136.53	\$140.62
		Hourly	\$14.30	\$14.68	\$15.05	\$15.43	\$15.81	\$16.19	\$16.57	\$17.07	\$17.58
AR	7	Annual	\$30,715.00	\$31,506.00	\$32,306.00	\$33,102.00	\$33,893.00	\$34,685.00	\$35,479.00	\$36,543.00	\$37,640.00
		Bi-Wk	\$1,176.82	\$1,207.13	\$1,237.78	\$1,268.28	\$1,298.59	\$1,328.93	\$1,359.35	\$1,400.12	\$1,442.15
		Daily	\$117.69	\$120.72	\$123.78	\$126.83	\$129.86	\$132.90	\$135.94	\$140.02	\$144.22
		Hourly	\$14.72	\$15.09	\$15.48	\$15.86	\$16.24	\$16.62	\$17.00	\$17.51	\$18.03

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	8	Annual	\$33,011.00	\$33,984.00	\$34,959.00	\$35,929.00	\$36,907.00	\$37,873.00	\$38,849.00	\$40,015.00	\$41,216.00
		Bi-Wk	\$1,264.79	\$1,302.07	\$1,339.43	\$1,376.60	\$1,414.07	\$1,451.08	\$1,488.47	\$1,533.15	\$1,579.16
		Daily	\$126.48	\$130.21	\$133.95	\$137.66	\$141.41	\$145.11	\$148.85	\$153.32	\$157.92
		Hourly	\$15.81	\$16.28	\$16.75	\$17.21	\$17.68	\$18.14	\$18.61	\$19.17	\$19.74
AR	9	Annual	\$34,023.00	\$35,038.00	\$36,050.00	\$37,067.00	\$38,080.00	\$39,096.00	\$40,116.00	\$41,321.00	\$42,561.00
		Bi-Wk	\$1,303.57	\$1,342.46	\$1,381.23	\$1,420.20	\$1,459.01	\$1,497.94	\$1,537.02	\$1,583.19	\$1,630.69
		Daily	\$130.36	\$134.25	\$138.13	\$142.02	\$145.91	\$149.80	\$153.71	\$158.32	\$163.07
		Hourly	\$16.30	\$16.79	\$17.27	\$17.76	\$18.24	\$18.73	\$19.22	\$19.79	\$20.39
AR	10	Annual	\$35,120.00	\$36,183.00	\$37,235.00	\$38,306.00	\$39,363.00	\$40,443.00	\$41,559.00	\$42,806.00	\$44,091.00
		Bi-Wk	\$1,345.60	\$1,386.33	\$1,426.63	\$1,467.67	\$1,508.17	\$1,549.55	\$1,592.30	\$1,640.08	\$1,689.32
		Daily	\$134.56	\$138.64	\$142.67	\$146.77	\$150.82	\$154.96	\$159.23	\$164.01	\$168.94
		Hourly	\$16.82	\$17.33	\$17.84	\$18.35	\$18.86	\$19.37	\$19.91	\$20.51	\$21.12
AR	11	Annual	\$36,238.00	\$37,335.00	\$38,445.00	\$39,547.00	\$40,689.00	\$41,847.00	\$43,011.00	\$44,301.00	\$45,631.00
		Bi-Wk	\$1,388.43	\$1,430.46	\$1,472.99	\$1,515.22	\$1,558.97	\$1,603.34	\$1,647.94	\$1,697.36	\$1,748.32
		Daily	\$138.85	\$143.05	\$147.30	\$151.53	\$155.90	\$160.34	\$164.80	\$169.74	\$174.84
		Hourly	\$17.36	\$17.89	\$18.42	\$18.95	\$19.49	\$20.05	\$20.60	\$21.22	\$21.86
AR	12	Annual	\$37,411.00	\$38,568.00	\$39,707.00	\$40,905.00	\$42,103.00	\$43,316.00	\$44,517.00	\$45,852.00	\$47,228.00
		Bi-Wk	\$1,433.38	\$1,477.71	\$1,521.35	\$1,567.25	\$1,613.15	\$1,659.62	\$1,705.64	\$1,756.79	\$1,809.51
		Daily	\$143.34	\$147.78	\$152.14	\$156.73	\$161.32	\$165.97	\$170.57	\$175.68	\$180.96
		Hourly	\$17.92	\$18.48	\$19.02	\$19.60	\$20.17	\$20.75	\$21.33	\$21.96	\$22.62
AR	13	Annual	\$39,522.00	\$40,980.00	\$42,447.00	\$43,917.00	\$45,393.00	\$46,857.00	\$48,337.00	\$49,788.00	\$51,282.00
		Bi-Wk	\$1,514.26	\$1,570.12	\$1,626.33	\$1,682.65	\$1,739.20	\$1,795.29	\$1,852.00	\$1,907.59	\$1,964.83
		Daily	\$151.43	\$157.02	\$162.64	\$168.27	\$173.92	\$179.53	\$185.20	\$190.76	\$196.49
		Hourly	\$18.93	\$19.63	\$20.33	\$21.04	\$21.74	\$22.45	\$23.15	\$23.85	\$24.57
AR	14	Annual	\$41,369.00	\$42,893.00	\$44,408.00	\$45,928.00	\$47,443.00	\$48,963.00	\$50,483.00	\$51,998.00	\$53,558.00
		Bi-Wk	\$1,585.02	\$1,643.41	\$1,701.46	\$1,759.70	\$1,817.74	\$1,875.98	\$1,934.22	\$1,992.27	\$2,052.04
		Daily	\$158.51	\$164.35	\$170.15	\$175.97	\$181.78	\$187.60	\$193.43	\$199.23	\$205.21
		Hourly	\$19.82	\$20.55	\$21.27	\$22.00	\$22.73	\$23.45	\$24.18	\$24.91	\$25.66

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	15	Annual	\$43,353.00	\$44,920.00	\$46,480.00	\$48,048.00	\$49,607.00	\$51,181.00	\$52,745.00	\$54,328.00	\$55,958.00
		Bi-Wk	\$1,661.04	\$1,721.08	\$1,780.85	\$1,840.92	\$1,900.66	\$1,960.96	\$2,020.89	\$2,081.54	\$2,143.99
		Daily	\$166.11	\$172.11	\$178.09	\$184.10	\$190.07	\$196.10	\$202.09	\$208.16	\$214.40
		Hourly	\$20.77	\$21.52	\$22.27	\$23.02	\$23.76	\$24.52	\$25.27	\$26.02	\$26.80
AR	16	Annual	\$45,466.00	\$47,077.00	\$48,687.00	\$50,302.00	\$51,909.00	\$53,521.00	\$55,128.00	\$56,783.00	\$58,487.00
		Bi-Wk	\$1,742.00	\$1,803.72	\$1,865.41	\$1,927.28	\$1,988.86	\$2,050.62	\$2,112.19	\$2,175.60	\$2,240.89
		Daily	\$174.20	\$180.38	\$186.55	\$192.73	\$198.89	\$205.07	\$211.22	\$217.56	\$224.09
		Hourly	\$21.78	\$22.55	\$23.32	\$24.10	\$24.87	\$25.64	\$26.41	\$27.20	\$28.02
AR	17	Annual	\$47,717.00	\$49,375.00	\$51,033.00	\$52,686.00	\$54,344.00	\$56,002.00	\$57,662.00	\$59,389.00	\$61,171.00
		Bi-Wk	\$1,828.24	\$1,891.77	\$1,955.29	\$2,018.63	\$2,082.15	\$2,145.68	\$2,209.28	\$2,275.45	\$2,343.72
		Daily	\$182.83	\$189.18	\$195.53	\$201.87	\$208.22	\$214.57	\$220.93	\$227.55	\$234.38
		Hourly	\$22.86	\$23.65	\$24.45	\$25.24	\$26.03	\$26.83	\$27.62	\$28.45	\$29.30
AR	18	Annual	\$50,126.00	\$51,824.00	\$53,521.00	\$55,222.00	\$56,915.00	\$58,615.00	\$60,313.00	\$62,123.00	\$63,987.00
		Bi-Wk	\$1,920.54	\$1,985.60	\$2,050.62	\$2,115.79	\$2,180.66	\$2,245.79	\$2,310.85	\$2,380.20	\$2,451.61
		Daily	\$192.06	\$198.56	\$205.07	\$211.58	\$218.07	\$224.58	\$231.09	\$238.02	\$245.17
		Hourly	\$24.01	\$24.82	\$25.64	\$26.45	\$27.26	\$28.08	\$28.89	\$29.76	\$30.65
AR	19	Annual	\$52,593.00	\$54,344.00	\$56,094.00	\$57,845.00	\$59,585.00	\$61,332.00	\$63,080.00	\$64,973.00	\$66,923.00
		Bi-Wk	\$2,015.06	\$2,082.15	\$2,149.20	\$2,216.29	\$2,282.96	\$2,349.89	\$2,416.86	\$2,489.39	\$2,564.10
		Daily	\$201.51	\$208.22	\$214.92	\$221.63	\$228.30	\$234.99	\$241.69	\$248.94	\$256.41
		Hourly	\$25.19	\$26.03	\$26.87	\$27.71	\$28.54	\$29.38	\$30.22	\$31.12	\$32.06
AR	20	Annual	\$55,273.00	\$57,060.00	\$58,855.00	\$60,642.00	\$62,424.00	\$64,218.00	\$66,004.00	\$67,984.00	\$70,024.00
		Bi-Wk	\$2,117.74	\$2,186.21	\$2,254.99	\$2,323.45	\$2,391.73	\$2,460.46	\$2,528.89	\$2,604.76	\$2,682.92
		Daily	\$211.78	\$218.63	\$225.50	\$232.35	\$239.18	\$246.05	\$252.89	\$260.48	\$268.30
		Hourly	\$26.48	\$27.33	\$28.19	\$29.05	\$29.90	\$30.76	\$31.62	\$32.56	\$33.54
AR	21	Annual	\$57,997.00	\$59,843.00	\$61,681.00	\$63,514.00	\$65,357.00	\$67,194.00	\$69,035.00	\$71,108.00	\$73,242.00
		Bi-Wk	\$2,222.11	\$2,292.84	\$2,363.26	\$2,433.49	\$2,504.10	\$2,574.49	\$2,645.02	\$2,724.45	\$2,806.21
		Daily	\$222.22	\$229.29	\$236.33	\$243.35	\$250.41	\$257.45	\$264.51	\$272.45	\$280.63
		Hourly	\$27.78	\$28.67	\$29.55	\$30.42	\$31.31	\$32.19	\$33.07	\$34.06	\$35.08

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	22	Annual	\$59,585.00	\$61,770.00	\$63,954.00	\$66,137.00	\$68,319.00	\$70,502.00	\$72,683.00	\$74,864.00	\$77,110.00
		Bi-Wk	\$2,282.96	\$2,366.67	\$2,450.35	\$2,533.99	\$2,617.59	\$2,701.23	\$2,784.79	\$2,868.36	\$2,954.41
		Daily	\$228.30	\$236.67	\$245.04	\$253.40	\$261.76	\$270.13	\$278.48	\$286.84	\$295.45
		Hourly	\$28.54	\$29.59	\$30.63	\$31.68	\$32.72	\$33.77	\$34.81	\$35.86	\$36.94
AR	23	Annual	\$62,411.00	\$64,689.00	\$66,948.00	\$69,227.00	\$71,501.00	\$73,777.00	\$76,052.00	\$78,332.00	\$80,682.00
		Bi-Wk	\$2,391.23	\$2,478.51	\$2,565.06	\$2,652.38	\$2,739.51	\$2,826.71	\$2,913.87	\$3,001.23	\$3,091.27
		Daily	\$239.13	\$247.86	\$256.51	\$265.24	\$273.96	\$282.68	\$291.39	\$300.13	\$309.13
		Hourly	\$29.90	\$30.99	\$32.07	\$33.16	\$34.25	\$35.34	\$36.43	\$37.52	\$38.65
AR	24	Annual	\$65,408.00	\$67,779.00	\$70,151.00	\$72,523.00	\$74,893.00	\$77,262.00	\$79,634.00	\$82,022.00	\$84,483.00
		Bi-Wk	\$2,506.06	\$2,596.90	\$2,687.78	\$2,778.66	\$2,869.47	\$2,960.23	\$3,051.12	\$3,142.61	\$3,236.90
		Daily	\$250.61	\$259.69	\$268.78	\$277.87	\$286.95	\$296.03	\$305.12	\$314.27	\$323.69
		Hourly	\$31.33	\$32.47	\$33.60	\$34.74	\$35.87	\$37.01	\$38.14	\$39.29	\$40.47
AR	25	Annual	\$68,607.00	\$71,068.00	\$73,514.00	\$75,974.00	\$78,440.00	\$80,896.00	\$83,351.00	\$85,851.00	\$88,427.00
		Bi-Wk	\$2,628.63	\$2,722.92	\$2,816.63	\$2,910.89	\$3,005.37	\$3,099.47	\$3,193.53	\$3,289.32	\$3,388.01
		Daily	\$262.87	\$272.30	\$281.67	\$291.09	\$300.54	\$309.95	\$319.36	\$328.94	\$338.81
		Hourly	\$32.86	\$34.04	\$35.21	\$36.39	\$37.57	\$38.75	\$39.92	\$41.12	\$42.36
AR	26	Annual	\$71,988.00	\$74,567.00	\$77,087.00	\$79,634.00	\$82,183.00	\$84,726.00	\$87,270.00	\$89,888.00	\$92,585.00
		Bi-Wk	\$2,758.17	\$2,856.98	\$2,953.53	\$3,051.12	\$3,148.78	\$3,246.21	\$3,343.68	\$3,443.99	\$3,547.32
		Daily	\$275.82	\$285.70	\$295.36	\$305.12	\$314.88	\$324.63	\$334.37	\$344.40	\$354.74
		Hourly	\$34.48	\$35.72	\$36.92	\$38.14	\$39.36	\$40.58	\$41.80	\$43.05	\$44.35
AR	27	Annual	\$75,553.00	\$78,196.00	\$80,836.00	\$83,461.00	\$86,108.00	\$88,737.00	\$91,381.00	\$94,124.00	\$96,948.00
		Bi-Wk	\$2,894.76	\$2,996.02	\$3,097.17	\$3,197.74	\$3,299.16	\$3,399.89	\$3,501.19	\$3,606.29	\$3,714.49
		Daily	\$289.48	\$299.61	\$309.72	\$319.78	\$329.92	\$339.99	\$350.12	\$360.63	\$371.45
		Hourly	\$36.19	\$37.46	\$38.72	\$39.98	\$41.24	\$42.50	\$43.77	\$45.08	\$46.44
AR	28	Annual	\$79,369.00	\$82,099.00	\$84,832.00	\$87,562.00	\$90,287.00	\$93,013.00	\$95,739.00	\$98,612.00	\$101,571.00
		Bi-Wk	\$3,040.96	\$3,145.56	\$3,250.27	\$3,354.87	\$3,459.28	\$3,563.72	\$3,668.17	\$3,778.24	\$3,891.61
		Daily	\$304.10	\$314.56	\$325.03	\$335.49	\$345.93	\$356.38	\$366.82	\$377.83	\$389.17
		Hourly	\$38.02	\$39.32	\$40.63	\$41.94	\$43.25	\$44.55	\$45.86	\$47.23	\$48.65

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	29	Annual	\$80,130.00	\$83,139.00	\$86,151.00	\$89,154.00	\$92,163.00	\$95,167.00	\$98,174.00	\$101,121.00	\$104,155.00
		Bi-Wk	\$3,070.12	\$3,185.41	\$3,300.81	\$3,415.87	\$3,531.15	\$3,646.25	\$3,761.46	\$3,874.37	\$3,990.62
		Daily	\$307.02	\$318.55	\$330.09	\$341.59	\$353.12	\$364.63	\$376.15	\$387.44	\$399.07
		Hourly	\$38.38	\$39.82	\$41.27	\$42.70	\$44.14	\$45.58	\$47.02	\$48.43	\$49.89
AR	30	Annual	\$83,351.00	\$86,440.00	\$89,541.00	\$92,629.00	\$95,725.00	\$98,817.00	\$101,918.00	\$104,978.00	\$108,128.00
		Bi-Wk	\$3,193.53	\$3,311.88	\$3,430.69	\$3,549.01	\$3,667.63	\$3,786.10	\$3,904.91	\$4,022.15	\$4,142.84
		Daily	\$319.36	\$331.19	\$343.07	\$354.91	\$366.77	\$378.61	\$390.50	\$402.22	\$414.29
		Hourly	\$39.92	\$41.40	\$42.89	\$44.37	\$45.85	\$47.33	\$48.82	\$50.28	\$51.79
AR	31	Annual	\$86,698.00	\$89,876.00	\$93,064.00	\$96,250.00	\$99,439.00	\$102,624.00	\$105,808.00	\$108,982.00	\$112,252.00
		Bi-Wk	\$3,321.77	\$3,443.53	\$3,565.68	\$3,687.74	\$3,809.93	\$3,931.96	\$4,053.95	\$4,175.56	\$4,300.85
		Daily	\$332.18	\$344.36	\$356.57	\$368.78	\$381.00	\$393.20	\$405.40	\$417.56	\$430.09
		Hourly	\$41.53	\$43.05	\$44.58	\$46.10	\$47.63	\$49.15	\$50.68	\$52.20	\$53.77
AR	32	Annual	\$90,172.00	\$93,441.00	\$96,710.00	\$99,986.00	\$103,265.00	\$106,530.00	\$109,819.00	\$113,112.00	\$116,506.00
		Bi-Wk	\$3,454.87	\$3,580.12	\$3,705.37	\$3,830.89	\$3,956.52	\$4,081.61	\$4,207.63	\$4,333.80	\$4,463.84
		Daily	\$345.49	\$358.02	\$370.54	\$383.09	\$395.66	\$408.17	\$420.77	\$433.38	\$446.39
		Hourly	\$43.19	\$44.76	\$46.32	\$47.89	\$49.46	\$51.03	\$52.60	\$54.18	\$55.80
AR	33	Annual	\$93,797.00	\$97,161.00	\$100,525.00	\$103,892.00	\$107,261.00	\$110,625.00	\$113,997.00	\$117,417.00	\$120,940.00
		Bi-Wk	\$3,593.76	\$3,722.65	\$3,851.54	\$3,980.54	\$4,109.62	\$4,238.51	\$4,367.71	\$4,498.74	\$4,633.72
		Daily	\$359.38	\$372.27	\$385.16	\$398.06	\$410.97	\$423.86	\$436.78	\$449.88	\$463.38
		Hourly	\$44.93	\$46.54	\$48.15	\$49.76	\$51.38	\$52.99	\$54.60	\$56.24	\$57.93
AR	34	Annual	\$97,661.00	\$101,119.00	\$104,572.00	\$108,037.00	\$111,488.00	\$114,946.00	\$118,398.00	\$121,950.00	\$125,609.00
		Bi-Wk	\$3,741.81	\$3,874.30	\$4,006.60	\$4,139.35	\$4,271.58	\$4,404.07	\$4,536.33	\$4,672.42	\$4,812.61
		Daily	\$374.19	\$387.43	\$400.66	\$413.94	\$427.16	\$440.41	\$453.64	\$467.25	\$481.27
		Hourly	\$46.78	\$48.43	\$50.09	\$51.75	\$53.40	\$55.06	\$56.71	\$58.41	\$60.16
AR	35	Annual	\$101,672.00	\$105,213.00	\$108,766.00	\$112,310.00	\$115,851.00	\$119,392.00	\$122,941.00	\$126,630.00	\$130,429.00
		Bi-Wk	\$3,895.48	\$4,031.15	\$4,167.28	\$4,303.07	\$4,438.74	\$4,574.41	\$4,710.39	\$4,851.73	\$4,997.28
		Daily	\$389.55	\$403.12	\$416.73	\$430.31	\$443.88	\$457.45	\$471.04	\$485.18	\$499.73
		Hourly	\$48.70	\$50.39	\$52.10	\$53.79	\$55.49	\$57.19	\$58.88	\$60.65	\$62.47

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	36	Annual	\$105,904.00	\$109,532.00	\$113,174.00	\$116,811.00	\$120,448.00	\$124,085.00	\$127,717.00	\$131,549.00	\$135,496.00
		Bi-Wk	\$4,057.63	\$4,196.63	\$4,336.17	\$4,475.52	\$4,614.87	\$4,754.22	\$4,893.38	\$5,040.20	\$5,191.42
		Daily	\$405.77	\$419.67	\$433.62	\$447.56	\$461.49	\$475.43	\$489.34	\$504.02	\$519.15
		Hourly	\$50.73	\$52.46	\$54.21	\$55.95	\$57.69	\$59.43	\$61.17	\$63.01	\$64.90
AR	37	Annual	\$110,298.00	\$114,026.00	\$117,770.00	\$121,505.00	\$125,239.00	\$128,974.00	\$132,711.00	\$136,692.00	\$140,793.00
		Bi-Wk	\$4,225.98	\$4,368.82	\$4,512.27	\$4,655.37	\$4,798.43	\$4,941.54	\$5,084.72	\$5,237.25	\$5,394.37
		Daily	\$422.60	\$436.89	\$451.23	\$465.54	\$479.85	\$494.16	\$508.48	\$523.73	\$539.44
		Hourly	\$52.83	\$54.62	\$56.41	\$58.20	\$59.99	\$61.77	\$63.56	\$65.47	\$67.43
AR	38	Annual	\$114,852.00	\$118,669.00	\$122,499.00	\$126,321.00	\$130,143.00	\$133,965.00	\$137,788.00	\$141,921.00	\$146,179.00
		Bi-Wk	\$4,400.46	\$4,546.71	\$4,693.45	\$4,839.89	\$4,986.33	\$5,132.76	\$5,279.24	\$5,437.59	\$5,600.73
		Daily	\$440.05	\$454.68	\$469.35	\$483.99	\$498.64	\$513.28	\$527.93	\$543.76	\$560.08
		Hourly	\$55.01	\$56.84	\$58.67	\$60.50	\$62.33	\$64.16	\$66.00	\$67.97	\$70.01
AR	39	Annual	\$119,629.00	\$123,540.00	\$127,450.00	\$131,372.00	\$135,289.00	\$139,194.00	\$143,116.00	\$147,410.00	\$151,833.00
		Bi-Wk	\$4,583.49	\$4,733.34	\$4,883.15	\$5,033.41	\$5,183.49	\$5,333.11	\$5,483.38	\$5,647.90	\$5,817.36
		Daily	\$458.35	\$473.34	\$488.32	\$503.35	\$518.35	\$533.32	\$548.34	\$564.79	\$581.74
		Hourly	\$57.30	\$59.17	\$61.04	\$62.92	\$64.80	\$66.67	\$68.55	\$70.60	\$72.72
AR	40	Annual	\$124,612.00	\$128,607.00	\$132,609.00	\$136,606.00	\$140,606.00	\$144,604.00	\$148,606.00	\$153,064.00	\$157,656.00
		Bi-Wk	\$4,774.41	\$4,927.48	\$5,080.81	\$5,233.95	\$5,387.21	\$5,540.39	\$5,693.72	\$5,864.53	\$6,040.46
		Daily	\$477.45	\$492.75	\$508.09	\$523.40	\$538.73	\$554.04	\$569.38	\$586.46	\$604.05
		Hourly	\$59.69	\$61.60	\$63.52	\$65.43	\$67.35	\$69.26	\$71.18	\$73.31	\$75.51
AR	41	Annual	\$129,827.00	\$133,919.00	\$138,013.00	\$142,105.00	\$146,207.00	\$150,299.00	\$154,392.00	\$159,025.00	\$163,796.00
		Bi-Wk	\$4,974.22	\$5,131.00	\$5,287.86	\$5,444.64	\$5,601.81	\$5,758.59	\$5,915.41	\$6,092.92	\$6,275.71
		Daily	\$497.43	\$513.10	\$528.79	\$544.47	\$560.19	\$575.86	\$591.55	\$609.30	\$627.58
		Hourly	\$62.18	\$64.14	\$66.10	\$68.06	\$70.03	\$71.99	\$73.95	\$76.17	\$78.45
AR	42	Annual	\$135,231.00	\$139,421.00	\$143,613.00	\$147,783.00	\$151,981.00	\$156,165.00	\$160,353.00	\$165,164.00	\$170,119.00
		Bi-Wk	\$5,181.27	\$5,341.81	\$5,502.42	\$5,662.19	\$5,823.03	\$5,983.34	\$6,143.80	\$6,328.13	\$6,517.97
		Daily	\$518.13	\$534.19	\$550.25	\$566.22	\$582.31	\$598.34	\$614.38	\$632.82	\$651.80
		Hourly	\$64.77	\$66.78	\$68.79	\$70.78	\$72.79	\$74.80	\$76.80	\$79.11	\$81.48

P-5 AR 40-Hours Salary Plan Effective 08/26/2013

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	43	Annual	\$140,976.00	\$145,245.00	\$149,515.00	\$153,779.00	\$158,059.00	\$162,321.00	\$166,587.00	\$171,585.00	\$176,733.00
		Bi-Wk	\$5,401.38	\$5,564.95	\$5,728.55	\$5,891.92	\$6,055.91	\$6,219.20	\$6,382.65	\$6,574.14	\$6,771.38
		Daily	\$540.14	\$556.50	\$572.86	\$589.20	\$605.60	\$621.92	\$638.27	\$657.42	\$677.14
		Hourly	\$67.52	\$69.57	\$71.61	\$73.65	\$75.70	\$77.74	\$79.79	\$82.18	\$84.65

MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 7/12/2013

Plan	Group	Period	Minimum	Maximum	PARS Bonus
MP	51	Annual	\$44,216.00	\$60,291.00	A lump sum bonus over position/rate maximum may be given in accordance with an approved performance assessment and recognition system if funds are available.
		Bi-Wk	\$1,694.10	\$2,310.00	
		Daily	\$169.41	\$231.00	
		Hourly	\$21.18	\$28.88	
MP	52	Annual	\$46,429.00	\$63,315.00	
		Bi-Wk	\$1,778.89	\$2,425.87	
		Daily	\$177.89	\$242.59	
		Hourly	\$22.24	\$30.33	
MP	53	Annual	\$48,750.00	\$66,475.00	
		Bi-Wk	\$1,867.82	\$2,546.94	
		Daily	\$186.79	\$254.70	
		Hourly	\$23.35	\$31.84	
MP	54	Annual	\$51,193.00	\$69,796.00	
		Bi-Wk	\$1,961.42	\$2,674.18	
		Daily	\$196.15	\$267.42	
		Hourly	\$24.52	\$33.43	
MP	55	Annual	\$53,752.00	\$73,292.00	
		Bi-Wk	\$2,059.47	\$2,808.13	
		Daily	\$205.95	\$280.82	
		Hourly	\$25.75	\$35.11	
MP	56	Annual	\$56,436.00	\$76,953.00	
		Bi-Wk	\$2,162.30	\$2,948.40	
		Daily	\$216.23	\$294.84	
		Hourly	\$27.03	\$36.86	
MP	57	Annual	\$59,261.00	\$80,808.00	
		Bi-Wk	\$2,270.54	\$3,096.10	
		Daily	\$227.06	\$309.61	
		Hourly	\$28.39	\$38.71	
MP	58	Annual	\$62,229.00	\$84,847.00	
		Bi-Wk	\$2,384.26	\$3,250.85	
		Daily	\$238.43	\$325.09	
		Hourly	\$29.81	\$40.64	
MP	59	Annual	\$65,339.00	\$89,091.00	
		Bi-Wk	\$2,503.41	\$3,413.45	
		Daily	\$250.35	\$341.35	
		Hourly	\$31.30	\$42.67	

MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 7/12/2013

Plan	Group	Period	Minimum	Maximum	PARS Bonus
MP	60	Annual	\$68,603.00	\$93,544.00	A lump sum bonus over position/rate maximum may be given in accordance with an approved performance assessment and recognition system if funds are available.
		Bi-Wk	\$2,628.47	\$3,584.07	
		Daily	\$262.85	\$358.41	
		Hourly	\$32.86	\$44.81	
MP	61	Annual	\$72,044.00	\$98,223.00	
		Bi-Wk	\$2,760.31	\$3,763.34	
		Daily	\$276.04	\$376.34	
		Hourly	\$34.51	\$47.05	
MP	62	Annual	\$74,924.00	\$102,159.00	
		Bi-Wk	\$2,870.66	\$3,914.14	
		Daily	\$287.07	\$391.42	
		Hourly	\$35.89	\$48.93	
MP	63	Annual	\$77,923.00	\$106,240.00	
		Bi-Wk	\$2,985.56	\$4,070.50	
		Daily	\$298.56	\$407.05	
		Hourly	\$37.32	\$50.89	
MP	64	Annual	\$81,033.00	\$110,494.00	
		Bi-Wk	\$3,104.72	\$4,233.49	
		Daily	\$310.48	\$423.35	
		Hourly	\$38.81	\$52.92	
MP	65	Annual	\$84,284.00	\$114,914.00	
		Bi-Wk	\$3,229.28	\$4,402.84	
		Daily	\$322.93	\$440.29	
		Hourly	\$40.37	\$55.04	
MP	66	Annual	\$87,652.00	\$119,518.00	
		Bi-Wk	\$3,358.32	\$4,579.24	
		Daily	\$335.84	\$457.93	
		Hourly	\$41.98	\$57.25	
MP	67	Annual	\$91,161.00	\$124,298.00	
		Bi-Wk	\$3,492.76	\$4,762.38	
		Daily	\$349.28	\$476.24	
		Hourly	\$43.66	\$59.53	

MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 7/12/2013

Plan	Group	Period	Minimum	Maximum	PARS Bonus
MP	68	Annual	\$94,803.00	\$129,274.00	A lump sum bonus over position/rate maximum may be given in accordance with an approved performance assessment and recognition system if funds are available.
		Bi-Wk	\$3,632.30	\$4,953.03	
		Daily	\$363.23	\$495.31	
		Hourly	\$45.41	\$61.92	
MP	69	Annual	\$98,600.00	\$134,443.00	
		Bi-Wk	\$3,777.78	\$5,151.08	
		Daily	\$377.78	\$515.11	
		Hourly	\$47.23	\$64.39	
MP	70	Annual	\$102,546.00	\$139,826.00	
		Bi-Wk	\$3,928.97	\$5,357.32	
		Daily	\$392.90	\$535.74	
		Hourly	\$49.12	\$66.97	
MP	71	Annual	\$106,646.00	\$145,407.00	
		Bi-Wk	\$4,086.06	\$5,571.15	
		Daily	\$408.61	\$557.12	
		Hourly	\$51.08	\$69.64	
MP	72	Annual	\$110,910.00	\$151,230.00	
		Bi-Wk	\$4,249.43	\$5,794.26	
		Daily	\$424.95	\$579.43	
		Hourly	\$53.12	\$72.43	
MP	73	Annual	\$115,352.00	\$157,284.00	
		Bi-Wk	\$4,419.62	\$6,026.21	
		Daily	\$441.97	\$602.63	
		Hourly	\$55.25	\$75.33	
MP	74	Annual	\$120,597.00	\$163,581.00	
		Bi-Wk	\$4,620.58	\$6,267.48	
		Daily	\$462.06	\$626.75	
		Hourly	\$57.76	\$78.35	
MP	75	Annual	\$124,760.00	\$170,116.00	
		Bi-Wk	\$4,780.08	\$6,517.86	
		Daily	\$478.01	\$651.79	
		Hourly	\$59.76	\$81.48	

MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 7/12/2013

Plan	Group	Period	Minimum	Maximum	PARS Bonus
MP	76	Annual	\$129,748.00	\$176,928.00	A lump sum bonus over position/rate maximum may be given in accordance with an approved performance assessment and recognition system if funds are available.
		Bi-Wk	\$4,971.19	\$6,778.86	
		Daily	\$497.12	\$677.89	
		Hourly	\$62.14	\$84.74	
MP	77	Annual	\$134,748.00	\$183,996.00	
		Bi-Wk	\$5,162.76	\$7,049.66	
		Daily	\$516.28	\$704.97	
		Hourly	\$64.54	\$88.13	
MP	78	Annual	\$140,139.00	\$191,358.00	
		Bi-Wk	\$5,369.32	\$7,331.73	
		Daily	\$536.94	\$733.18	
		Hourly	\$67.12	\$91.65	
MP	79	Annual	\$145,743.00	\$199,007.00	
		Bi-Wk	\$5,584.03	\$7,624.79	
		Daily	\$558.41	\$762.48	
		Hourly	\$69.81	\$95.31	
MP	80	Annual	\$151,576.00	\$206,968.00	
		Bi-Wk	\$5,807.51	\$7,929.81	
		Daily	\$580.76	\$792.99	
		Hourly	\$72.60	\$99.13	

Workforce Analysis

(Section 46a-68-38)

Workforce Analysis

(Section 46a-68-38)

Overview

The following narrative explains changes in the workforce during calendar years 2012 and 2013. Form 38A follows, and it reports the demographics of the full-time employees within the EEO-6 categories.

Executive / Administrative / Managerial

2012

Hires: There were no hires in this category during this period.

Promotions: There were two (2) promotions within the occupational category during this period.

- One (1) White female was promoted from Human Resources Associate to Associate Director of Human Resources.
- One (1) White male was promoted from Assistant Director of Human Resources to Associate Director of Human Resources.

Retirements / Resignations: There was one (1) resignation during this period.

- One (1) White male resigned from the position of Academic Division Director.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There were no hires in this category during this period.

Promotions: There were no promotions in this category during this period.

Retirements / Resignations: There was one (1) retirement during this period.

- One (1) White female retired from the position of Academic Division Director (Nursing).

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Net Change: -2

Faculty - Professor

2012

Hires: There were no hires in this category during this period. (This title can only be attained through promotion).

Promotions: There were two (2) promotions into the category during this period.

- One (1) White male was promoted to Professor from Associate Professor.
- One (1) White female was promoted to Professor from Associate Professor.

Retirements / Resignations: There were no departures during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There were no hires in this category during this period. (This title can only be attained through promotion).

Promotions: There were five (5) promotions into the category during this period.

- Two (2) White males were promoted to Professor from Associate Professor.
- Three (3) White females were promoted to Professor from Associate Professor.

Retirements / Resignations: There was one (1) retirement during this period.

- One (1) White female retired.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Faculty - Below Professor

2012

Hires: There were five (5) hires from non-tenured faculty into tenure-track faculty during this period. These actions were approved by the President on the grounds that each individual had recently been hired through a full job search equivalent to that of a tenured position. Based on those searches, it was determined that another full-length search would not yield applicants more qualified for these highly-specialized positions than those individuals who had already been selected. The availability of funding for additional searches and the speed with which such appointments needed to be made were also factors.

- One (1) White male was hired and appointed leader of the Graphic and Communication Arts Certificate program.
- One (1) White female was hired and appointed leader of the Foreign Languages curriculum.
- One (1) White female was hired and appointed Coordinator of Exercise Science and Leisure Management.
- One (1) White female was hired from non-tenure position to the Nursing faculty.
- One (1) White female was hired from non-tenure position to the Math faculty.

Promotions: There were two (2) promotions within this category during this period.

- One (1) White male was promoted within the category to Associate Professor from Assistant Professor.
- One (1) Black male was promoted within the category to Assistant Professor from Instructor.

Retirements / Resignations: There were no departures during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There were four (4) hires in this category during this period.

- One (1) White male was hired as an Assistant Professor.
- One (1) White female was hired as an Assistant Professor.
- One (1) White female was hired as an Instructor.
- One (1) White female was hired from a non-tenure position to the nursing faculty. In addition to teaching, this individual had previously served as the Nursing Department Chair: a position that is considered permanent internally, but, due to strict fiscal guidelines, it is limited to annual appointments. Once a Nursing tenure track slot becomes available, by attrition or otherwise, Chair incumbent is considered for transition to tenure track. This individual's hire into the tenured full-time faculty was approved accordingly.

Promotions: There were six (6) promotions within the category during this period.

- One (1) White male was promoted to Assistant Professor from Instructor.

- Two (2) White females were promoted to Associate Professor from Assistant Professor.
- Two (2) White female was promoted to Assistant Professor from Instructor.
- One (1) Other female was promoted to Assistant Professor from Instructor.

Retirements / Resignations: There were two (2) resignations and one (1) retirement during this period.

- One (1) White female resigned from the position of Associate Professor.
- One (1) White female resigned from the position of Assistant Professor.
- One (1) White male retired from the position of Instructor.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Net Change: 5 (Professor & Below Professor)

Professional/Non-Faculty

2012

Hires: There were four (4) hires during this period.

- One (1) White female was hired as the Director of Institutional Advancement.
- One (1) Black female was hired as the Director of Student Development.
- One (1) White female was hired from part-time Educational Assistant (Counselor) to a Tenure Track Counselor. This position is the second of two that received funding from the System Office as a result of workforce consolidation.
- One (1) White female was reclassified from a part-time Educational Assistant (Librarian) to a Tenure Track Librarian. The vacancy left by the departure of a full-time Librarian in 2010 was partially addressed by this individual's part-time service and, later, her full-time hours, to address student needs and documented NEASC (New England Association of Schools and Colleges) concerns. This individual's appointments reached the threshold of the contractual limitation of three (3) appointments in a full-time non-permanent position. Upon the recommendation of the senior Dean and the Director of Library Services, the President decided to transition this individual into the tenure track vacancy as a means of remaining contractually compliant as well as demonstrating commitment to NEASC standards.

Promotions: There were three (3) promotions within this category during this period.

- Three (3) White males were given pay grade increases.

Retirements / Resignations: There was one (1) retirements and two (2) resignations during this period.

- One (1) White male retired from the position of Director of Financial Aid.
- One (1) White female resigned from the position of Continuing Education Coordinator.
- One (1) White female resigned from the position of Public Relations Associate.

Reclassifications / Transfers: There were no reclassifications into this category during this period.

2013

Hires: There were two (2) hires during this period.

- One (1) White female was hired as the Executive Assistant to the President.
- One (1) White female was hired as the Director of Learning Initiatives.

Promotions: There were seven (7) promotions within the category during this period. These promotions were pay grade increases.

- One (1) White male was promoted.
- Three (3) White females were promoted.
- One (1) Black male was promoted.
- One (1) Hispanic male was promoted.
- One (1) Other female was promoted.

Retirements / Resignations: There were three (3) resignations during this period.

- One (1) White male resigned from the position of Director of Institutional Research
- One (1) White male resigned from the position of Director of Learning Initiatives
- One (1) White female resigned from the position of Associate Director of Admissions.

Reclassifications / Transfers: There was one (1) transfer during this period.

- One (1) Black female transferred from the position of Executive Assistant to the President to the position of Educational Assistant – Library.

Net Change: -1

Technical/Paraprofessional

2012

Hires: There was one hire in this category during this period.

- One (1) White male was hired as a Registration Services Assistant.

Promotions: There were no promotions during this period.

Retirements / Resignations: There were no retirements or resignations during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There were no hires during this period.

Promotions: There were no promotions during this period.

Retirements / Resignations: There was one (1) resignation during this period.

- One (1) White female resigned.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Net Change: 0

Secretarial/Clerical

2012

Hires: There was one hire during this period, but the candidate was already serving the college within this occupational category. Therefore, the hire cancels itself out in terms of the final employee count.

- One (1) White female was hired as an Administrative Assistant.

Promotions: There were no promotions during this period.

Retirements / Resignations: There were no retirements or resignations during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There was one (1) hire during this period.

- One (1) White female was hired as an Administrative Assistant.

Promotions: There were no promotions during this period.

Retirements / Resignations: There were two (2) retirements and one (1) resignation during this period.

- One (1) White female retired from the position of Office Assistant.
- One (1) White female retired from the position of Administrative Assistant.
- One (1) White female resigned from the position of Secretary 2.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Net Change: -1

Service / Maintenance

2012

Hires: There were two (2) hires during this period.

- One (1) White male was hired as a custodian.
- One (1) Hispanic male was hired as a custodian.

Promotions: There were no promotions during this period.

Retirements / Resignations: There were no retirements or resignations during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

2013

Hires: There were no hires during this period.

Promotions: There were no promotions during this period.

Retirements / Resignations: There were no retirements or resignations during this period.

Reclassifications / Transfers: There were no reclassifications or transfers during this period.

Net Change: +2

Workforce Analysis

TOTAL WORKFORCE				(46a-68-38)				Dec 31/2013			
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Executive/Managerial	11	3	8	3	5	0	3	0	0	0	0
Faculty	68	31	37	27	34	2	2	0	0	2	1
Professional	39	15	24	12	20	2	1	1	1	0	2
Tech/Paraprofessional	7	1	6	1	4	0	0	0	1	0	1
Secretarial/Clerical	17	0	17	0	11	0	6	0	0	0	0
Service/Maintenance	16	13	3	9	3	2	0	2	0	0	0
TOTALS	158	63	95	52	77	6	12	3	2	2	4
TOTAL WORKFORCE Percentages (as a percentage of column totals)											
CATEGORY	Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Executive/Managerial	7.0%	4.8%	8.4%	5.8%	6.5%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Faculty	43.0%	49.2%	38.9%	51.9%	44.2%	33.3%	16.7%	0.0%	0.0%	100.0%	25.0%
Professional	24.7%	23.8%	25.3%	23.1%	26.0%	33.3%	8.3%	33.3%	50.0%	0.0%	50.0%
Tech/Paraprofessional	4.4%	1.6%	6.3%	1.9%	5.2%	0.0%	0.0%	0.0%	50.0%	0.0%	25.0%
Secretarial/Clerical	10.8%	0.0%	17.9%	0.0%	14.3%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	10.1%	20.6%	3.2%	17.3%	3.9%	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%
percentage of total workforce	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		40%	60%	33%	49%	4%	8%	2%	1%	1%	3%

Labor Market: NATIONAL											
Classification: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
President	1	0	1	0	0	0	1	0	0	0	0
Dean of Academics	1	0	1	0	1	0	0	0	0	0	0
Dean of Administration	1	1	0	1	0	0	0	0	0	0	0
Dean of Information Technology	1	1	0	1	0	0	0	0	0	0	0
Dean of Student Services	1	0	1	0	0	0	1	0	0	0	0
Associate Dean of Continuing Ed	1	0	1	0	1	0	0	0	0	0	0
Director of Academic Division	0	0	0	0	0	0	0	0	0	0	0
Director of Academic Division - Nursing	0	0	0	0	0	0	0	0	0	0	0
Director of Human Resources	1	0	1	0	1	0	0	0	0	0	0
Director of Finance and Administration	1	0	1	0	1	0	0	0	0	0	0
Director of Library Services	1	0	1	0	0	0	1	0	0	0	0
Assistant Director of Human Resources	1	0	1	0	1	0	0	0	0	0	0
Associate Director of Human Resources	1	1	0	1	0	0	0	0	0	0	0
TOTALS	11	3	8	3	5	0	3	0	0	0	0
Disabled	1										

Labor Market: NATIONAL											
Classification: FACULTY											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Professor	35	14	21	12	19	1	2	0	0	1	0
Associate Professor	17	9	8	9	7	0	0	0	0	0	1
Assistant Professor	11	6	5	4	5	1	0	0	0	1	0
Instructor	5	2	3	2	3	0	0	0	0	0	0
TOTALS	68	31	37	27	34	2	2	0	0	2	1
Disabled	1										

Labor Market: NATIONAL											
Classification: PROFESSIONAL, NON-FACULTY											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Accountant	2	0	2		2						
Assistant Director of Info Technology	1	1	0	1							
Assistant Registrar	1	1	0	1							
Associate Director of Admissions	1	0	1						1		
Associate Fiscal Services Officer	1	0	1		1						
Associate Registrar	1	0	1		1						
Continuing Education Aide	1	0	1								1
Coordinator of HRIS & Employee Benefits	1	0	1		1						
Coordinator of Information Technology	1	1	0	1							
Coordinator of the Writing Center	1	1	0	1							
Counselor	4	1	3	1	2						1
Director of Business and Industry	1	0	1		1						
Director of Career Services	1	1	0	1							
Director of Child Development	1	0	1		1						
Director of Data Processing	1	0	1		1						
Director of Distance Learning	1	1	0			1					
Director of Facilities	1	1	0					1			
Director of Institutional Advancement	1	0	1		1						
Director of Learning Initiatives	1	0	1		1						
Director of Student Development	1	0	1				1				
Executive Assistant	1	0	1		1						
Fiscal Services Officer	1	1	0	1							
Information Technology Technician	2	2	0	1		1					
Information Technology Technician II	3	2	1	2	1						
Librarian	1	0	1		1						

Network Manager	1	1	0	1							
Nursing Lab Coordinator	1	0	1		1						
Nursing Research Coordinator	1	0	1		1						
Placement Testing Specialist	1	0	1		1						
Registrar	1	0	1		1						
Retention Coordinator	1	0	1		1						
Tutoring Center Associate	1	1	0	1							
TOTALS	39	15	24	12	20	2	1	1	1	0	2
Disability	0										

Labor Market: STATE											
Classification: CLERICAL AND SECRETARIAL											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Administrative Assistant	7	0	7		5		2				
ClerkTypist	1	0	1		1						
Financial Clerk	2	0	2				2				
Telecom Dispatcher	1	0	1		1						
Office Assistant	2	0	2		2						
Payroll Clerk	0	0	0								
Processing Technician	2	0	2		1		1				
Secretary 1	2	0	2		1		1				
Secretary 2	0	0	0								
TOTALS	17	0	17	0	11	0	6	0	0	0	0
Disability	0										

Labor Market: STATE											
Classification: TECHNICAL/PARAPROFESSIONAL											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Academic Assistant	1	0	1		1						
Assistant Accountant	0	0	0						0		
Facilities Scheduler	1	0	1		1						
Financial Aid Assistant	1	0	1						1		
Purchasing Assistant	1	0	1		1						
Registration Services Assistant	3	1	2	1	1						1
TOTALS	7	1	6	1	4	0	0	0	1	0	1
Disability	0										

Labor Market: STATE											
Classification: SERVICE/MAINTENANCE											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Building Maint Spvr	1	1	0	1							
Building Superintendent	1	1	0	1							
Custodian	7	5	2	2	2	1		2			
General Trades Worker	1	1	0	1							
Lead/Superv Custodian	3	3	0	2		1					
Maintainer	2	2	0	2							
StoreKeeper	1	0	1		1						
TOTALS	16	13	3	9	3	2	0	2	0	0	0
Disability	0										

Labor Market Area: STATE											
Classification: PART-TIME											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Educational Assistant	30	6	24	4	21	0	2	0	1	2	0
Lecturer	164	82	82	81	77	0	4	0	1	1	0
TOTALS	194	88	106	85	98	0	6	0	2	3	0

Age Analysis

Executive / Managerial				
Age Category Desc	Total	BF	WF	WM
45 to 49	1			1
50 to 54	5	1	3	1
55 to 59	3		2	1
65 to 69	1	1		
70+	1	1		

Faculty - Professor						
Age Category Desc	Total	OM	BF	BM	WF	WM
35 to 39	1					1
45 to 49	2				1	1
50 to 54	7				3	4
55 to 59	10				9	1
60 to 64	8		2		4	2
65 to 69	6			1	2	3
70+	1	1				

Faculty - Below Professor						
Age Category Desc	Total	OF	OM	BM	WF	WM
35 to 39	4				3	1
40 to 44	8			1	6	1
45 to 49	3				1	2
50 to 54	5				1	4
55 to 59	5	1			3	1
60 to 64	4				1	3
65 to 69	3					3
70+	1		1			

Professional / Non-Faculty								
Age Category Desc	Total	OF	BF	BM	HF	HM	WF	WM
30 to 34	3						1	2
35 to 39	1							1
40 to 44	6		1				4	1
45 to 49	5			1		1	2	1
50 to 54	8	2		1			4	1
55 to 59	7						5	2
60 to 64	7						3	4
65 to 69	1						1	
70+	1				1			

Clerical / Secretarial			
Age Category Desc	Total	BF	WF
45 to 49	5		5
50 to 54	7	2	5
55 to 59	2	2	
60 to 64	3	2	1

Technical / Paraprofessional					
Age Category Desc	Total	OF	HF	WF	WM
35 to 39	1	1			
40 to 44	1				1
50 to 54	3		1	2	
55 to 59	1			1	
60 to 64	1			1	

Service / Maintenance					
Age Category Desc	Total	BM	HM	WF	WM
25 to 29	1				1
30 to 34	1				1
35 to 39	1			1	
40 to 44	1			1	
50 to 54	8	1	2	1	4
55 to 59	4	1			3

Availability Analysis

(Section 46a-68-39)

Availability Analysis

Section 46a-68-39

Overview

Three Rivers Community College has conducted a complete analysis by occupational category to determine the availability base of protected group members for employment.

In accordance with regulations, the following were consulted in determining availability computations:

1. Employment figures (immediate labor market area).
2. Unemployment figures (immediate labor market area).
3. Racial and sexual composition of persons in feeder groups who are promotable and/or transferable.
4. Population figures (local, state, national).
5. Requisite skill figures (reasonable labor market area, local, state and national).
6. Educational/Technical training figures.

The sources used for the raw statistics listed in the availability worksheets are as follows:

1. Connecticut Occupational Statistics for Equal Employment Opportunity and Affirmative Action Planning – 2000 Census of Population and Housing – Special EEO Tabulation.
2. Table of Characteristics of Jobseekers registered with the Connecticut Department of Labor Employment Security Division, December, 2013.
3. Percentage of promotable and transferable employees in a relevant feeder group for each job classification.
4. Educational data from the Digest of Education Statistics table 287: “Employees in Degree Granting Institutions by Race/Ethnicity, Etc.” Winter 2011-12 (Table prepared July 2012).

OCCUPATIONAL CATEGORY: Executive/Administrative/Managerial																LABOR MARKET: National		
JOB TITLE: All in Category																		
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK		
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the immediate labor market area	65.6	0.12	7.9	34.4	0.12	4.1	60.1	0.12	7.2	30.6	0.12	3.7	2.0	0.12	0.2	2.2	0.12	0.3
2. Unemployment data in the immediate labor market area	56.2	0.02	1.1	43.8	0.02	0.9	43.5	0.02	0.9	30.9	0.02	0.6	4.1	0.02	0.1	5.8	0.02	0.1
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	45.8	0.86	39.4	54.2	0.86	46.6	37.9	0.86	32.6	42.6	0.86	36.6	3.7	0.86	3.2	6.0	0.86	5.2
FINAL AVAILABILITY FACTOR			48.4			51.6			40.7			40.9			3.5			5.6

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REASONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			STATISTIC			THE FACTOR		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	1.8	0.12	0.2	0.9	0.12	0.1	1.7	0.12	0.2	0.7	0.12	0.1	COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations (Weighted average of 110001-Chief Executives, 113000- Operations Specialities, 119030 - Education Administrators) Calculation at end of section.	Positions are advertised nationally, typically filled by individuals currently in higher education so only a 12% weight is given to the immediate labor market data				
2. Unemployment data in the immediate labor market area	3.8	0.02	0.1	3.7	0.02	0.1	4.7	0.02	0.1	3.3	0.02	0.1	CTDOL Jobseekers (12/13) page 4 (Statewide); SOC Code 11	These positions are nationally advertised positions and are not typically filled from the unemployed local labor market so weight is set very low.				
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
7. Other Source	2.2	0.86	1.9	3.3	0.86	2.8	1.9	0.86	1.6	2.3	0.86	2.0	Digest of Education Statistics 2012 table 287: Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; Positions are typically filled by members currently employed in Higher Education. Weight is set to account for this.				
FINAL AVAILABILITY FACTOR			2.2			3.0			1.9			2.2						

OCCUPA TIONAL CATEGORY: Faculty																LABOR MARKET: National		
JOB TITLE: Professor																		
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK		
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
2. Unemployment data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
3. Promotable/Transferrable	52.9	1.00	52.9	47.1	1.00	47.1	52.9	1.00	52.9	41.2	1.00	41.2	0.0	1.00	0.0	0.0	1.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
FINAL AVAILABILITY FACTOR			52.9			47.1			52.9			41.2			0.0			0.0

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REASONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			STATISTIC			THE FACTOR		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			Positions are only filled through promotion and thus availability is dependent on faculty below level of professor.		
2. Unemployment data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
3. Promotable/Transferrable	0.0	1.00	0.0	0.0	1.00	0.0	0.0	1.00	0.0	5.9	1.00	5.9	Workforce Analysis - Faculty Associate Professors - all are available for promotion			Only source for promotion to professor		
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
FINAL AVAILABILITY FACTOR			0.0			0.0			0.0			5.9						

OCCUPATIONAL CATEGORY: Faculty																LABOR MARKET: National		
JOB TITLE:Below Professor																		0
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK		
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the immediate labor market area	51.7	0.50	25.9	48.3	0.50	24.2	41.1	0.50	20.6	39.0	0.50	19.5	2.6	0.50	1.3	2.5	0.50	1.3
2. Unemployment data in the immediate labor market area	38.7	0.20	7.7	61.3	0.20	12.3	16.0	0.20	3.2	27.6	0.20	5.5	8.6	0.20	1.7	18.4	0.20	3.7
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	51.6	0.30	15.5	48.4	0.30	14.5	41.9	0.30	12.6	38.5	0.30	11.6	3.1	0.30	0.9	4.4	0.30	1.3
FINAL AVAILABILITY FACTOR			49.1			51.0			36.4			36.6			3.9			6.3

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REASONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			STATISTIC			THE FACTOR		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	2.4	0.50	1.2	2.5	0.50	1.3	5.6	0.50	2.8	4.3	0.50	2.2	COS 2000, Vol 2, pp. 6-7 Occupation PostSecondary Teachers (251000)	Faculty Positions are advertised nationally but many positions are filled from the immediate labor market so the weight is set at 50% to account for this state effect.				
2. Unemployment data in the immediate labor market area	8.0	0.20	1.6	11.0	0.20	2.2	6.1	0.20	1.2	4.3	0.20	0.9	CTDOL Jobseekers (12/13) page 5 (Statewide); SOC Code 25.10	Faculty positions are nationally advertised but many times filled from the local labor market so the unemplment data is considered important, weight is set to 20%				
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
7. Other Source	2.4	0.30	0.7	2.3	0.30	0.7	4.2	0.30	1.3	3.2	0.30	1.0	Digest of Education Statistics 2012 table 287: Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; Positions are not necessarily filled from members currently in Higher Education and so weight is set at a moderate level.				
FINAL AVAILABILITY FACTOR			3.5			4.2			5.3			4.1						

OCCUPATIONAL CATEGORY: Professional-Nonfaculty																LABOR MARKET: National		
JOB TITLE: All in Category																		0
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK		
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the immediate labor market area	41.9	0.12	5.0	58.1	0.12	7.0	37.2	0.12	4.5	50.8	0.12	6.1	2.7	0.12	0.3	4.0	0.12	0.5
2. Unemployment data in the immediate labor market area	24.6	0.02	0.5	75.4	0.02	1.5	10.3	0.02	0.2	26.6	0.02	0.5	6.0	0.02	0.1	20.8	0.02	0.4
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	38.5	0.86	33.1	61.5	0.86	52.9	29.7	0.86	25.5	45.4	0.86	39.0	3.6	0.86	3.1	7.3	0.86	6.3
FINAL AVAILABILITY FACTOR			38.6			61.4			30.2			45.6			3.5			7.2

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REASONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			STATISTIC			THE FACTOR		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	1.2	0.12	0.1	2.0	0.12	0.2	0.8	0.12	0.1	1.3	0.12	0.2	COS 2000, Vol 2, pp. 2-3 Occupation Education Administrators(119030)			Many positions are advertised nationally, and typically filled by individuals currently in higher education so only a 12% weight is given to the immediate labor market data		
2. Unemployment data in the immediate labor market area	6.6	0.02	0.1	20.1	0.02	0.4	1.8	0.02	0.0	7.9	0.02	0.2	CTDOL Jobseekers (12/13) page 5 (Statewide); SOC Code 25.90			These positions are nationally advertised and are not typically filled from the unemployed local labor market so weight is set very low.		
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-			-		
7. Other Source	2.3	0.86	2.0	4.0	0.86	3.4	3.0	0.86	2.6	4.7	0.86	4.0	Digest of Education Statistics 2012 table 287: Employees in Degree granting Institutions by race/ethnicity, etc.			National recruitment resources; favorably target protected classes; Positions are typically filled by members currently employed in Higher Education. Weight is set to account for this.		
FINAL AVAILABILITY FACTOR			2.2			4.0			2.7			4.4						

OCCUPATIONAL CATEGORY: Clerical and Secretarial																LABOR MARKET: State		
JOB TITLE: All in Category																		0
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK		
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
1. Employment data in the immediate labor market area	2.6	0.50	1.3	97.4	0.50	48.7	2.3	0.50	1.2	88.9	0.50	44.5	0.0	0.50	0.0	4.4	0.50	2.2
2. Unemployment data in the immediate labor market area	32.1	0.50	16.0	67.9	0.50	34.0	19.0	0.50	9.5	43.1	0.50	21.6	4.0	0.50	2.0	9.3	0.50	4.7
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
FINAL AVAILABILITY FACTOR			17.3			82.7			10.7			66.1			2.0			6.9

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REASONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			STATISTIC			THE FACTOR		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	0.0	0.50	0.0	1.8	0.50	0.9	0.3	0.50	0.2	2.3	0.50	1.2	COS 2000, Vol 2, pp. 196-197 Secretaries & Administrative Assistants (436000)	Higher weight given to local labor markets from which we hire most clerical staff				
2. Unemployment data in the immediate labor market area	3.1	0.50	1.6	8.4	0.50	4.2	5.9	0.50	3.0	7.0	0.50	3.5	CTDOL Jobseekers (12/13) page 29 (Norwich-New London-LMA); SOC Code 43	These positions are locally advertised and filled from the local labor market so the unempimnt data is considered important, weight is set to 50%				
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
FINAL AVAILABILITY FACTOR			1.6			5.1			3.2			4.7						

OCCUPATIONAL CATEGORY: Technical and Para pr ofessional																	LABOR MARKET: State		
JOB TITLE: All in Category																		0	
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK			
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE			
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	
1. Employment data in the immediate labor market area	24.2	0.70	16.9	75.8	0.70	53.1	21.4	0.70	15.0	68.5	0.70	48.0	0.8	0.70	0.6	2.5	0.70	1.8	
2. Unemployment data in the immediate labor market area	41.9	0.30	12.6	58.1	0.30	17.4	34.9	0.30	10.5	39.5	0.30	11.9	2.3	0.30	0.7	7.0	0.30	2.1	
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
FINAL AVAILABILITY FACTOR			29.5			70.5			25.5			59.9			1.3			3.9	

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF			REA SONS FOR WEIGHTING		
	MALE			FEMALE			MALE			FEMALE			S T A T I S T I C			T H E F A C T O R		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	0.7	0.70	0.5	2.2	0.70	1.5	1.3	0.70	0.9	2.6	0.70	1.8	COS 2000, Vol 2, pp. 196-197 Office & Admin Support Occupations (430000)	The majority of positions are filled from the local labor maket so greater emphasis is placed on this data and weight is set to 70%				
2. Unemployment data in the immediate labor market area	4.7	0.30	1.4	2.3	0.30	0.7	0.0	0.30	0.0	9.3	0.30	2.8	CTDOL Jobseekers (12/13) page 27 (Norwich-New London-LMA); SOC Code 19	These positions are locally advertised and filled from the local labor market so the unemplment data is considered im portant, weight is set to 30%				
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-				
FINAL AVAILABILITY FACTOR			1.9			2.2			0.9			4.6						

OCCUPATIONAL CATEGORY: Service/Maintenance																	LABOR MARKET: State		
JOB TITLE: All in Category																		0	
FACTOR	TOTAL			TOTAL			WHITE			WHITE			BLACK			BLACK			
	MALE			FEMALE			MALE			FEMALE			MALE			FEMALE			
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	
1. Employment data in the immediate labor market area	63.3	0.50	31.6	36.7	0.50	18.4	48.8	0.50	24.4	27.1	0.50	13.6	5.8	0.50	2.9	1.7	0.50	0.9	
2. Unemployment data in the immediate labor market area	69.2	0.50	34.6	30.8	0.50	15.4	38.4	0.50	19.2	11.8	0.50	5.9	9.4	0.50	4.7	5.4	0.50	2.7	
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
FINAL AVAILABILITY FACTOR			66.2			33.8			43.6			19.5			7.6			3.6	

FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF	REASONS FOR WEIGHTING
	MALE			FEMALE			MALE			FEMALE			STATISTIC	THE FACTOR
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF		
1. Employment data in the immediate labor market area	4.6	0.50	2.3	4.9	0.50	2.4	4.1	0.50	2.0	3.0	0.50	1.5	COS 2000, Vol 2, pp. 192-193 Occupation Bldng & Grounds Cleaning & Maint. (370001)	Higher weight given to local labor market
2. Unemployment data in the immediate labor market area	16.0	0.50	8.0	10.6	0.50	5.3	5.4	0.50	2.7	3.0	0.50	1.5	CTDOL Jobseekers (12/13) page 28 (Norwich-New London- LMA); SOC Code 37	These positions are locally advertised and filled from the local labor market so the unemplment data is considered important, weight is set to 50%
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
FINAL AVAILABILITY FACTOR			10.3			7.7			4.7			3.0		

Utilization Analysis

(Section 46a-68-40)

Utilization Analysis

(Section 46a-68-40)

Overview

The College has conducted the Utilization Analysis on the prescribed forms (40A) for each occupational category for which a separate availability base was calculated to determine if each group is fully and fairly utilized.

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos) 0											
CATEGORY: Exec/Adm/Mgr			PROJECTED HIRES (12 mos) 1											
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos) 0											
DATA RESOURCE			DATA CURRENT TO 12/31/2013											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.1	27.3	72.8	27.3	45.5	0.0	27.3	0.0	0.0	0.0	0.0	A
B	WORKFORCE PARITY %		99.9	48.3	51.6	40.7	40.9	3.5	5.6	2.2	3.0	1.9	2.2	B
C	WORKFORCE NUMBERS		11.0	3.0	8.0	3.0	5.0	0.0	3.0	0.0	0.0	0.0	0.0	C
D	WORKFORCE PARITY NOS.		10.9	5.3	5.6	4.5	4.5	0.4	0.6	0.2	0.3	0.2	0.2	D
E	NET UTILIZATION (+/-)			(2.3)	2.4	(1.5)	0.5	(0.4)	2.4	(0.2)	(0.3)	(0.2)	(0.2)	E
F	PREVIOUS UTILIZATION			(2.4)	2.3	(1.4)	0.7	(0.5)	2.3	(0.3)	(0.4)	(0.2)	(0.3)	F
G	HIRING GOALS	Previous	Short	1	1	0	1	0	0	0	0	0	0	G
H		Goals	Long	2	1	1	0	0	1	0	0	1	0	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	J
K		% Goals	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	1	1	0	1	0	0	0	0	0	0	M
N		Goals	Long	2	2	1	1	0	1	0	0	0	0	N
O	PROMOTION GOALS including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O
P		Goals	UM	0	0	0	0	0	0	0	0	0	0	P
Q		Current	Total	0	0	0	0	0	0	0	0	0	0	Q
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current	Total	0	0	0	0	0	0	0	0	0	0	U
V		Goals	UM	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: National														PROJECTED TURNOVER (12 mos)		0
CATEGORY: Faculty/Professor														PROJECTED HIRES (12 mos)		0
FACILITY IN AREA														PROJECTED PROMOTIONS (12 mos)		0
DATA RESOURCE														DATA CURRENT TO 12/31/2013		
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
A	WORKFORCE %		100.1	40.1	60.0	34.3	54.3	2.9	5.7	0.0	0.0	2.9	0.0	A		
B	WORKFORCE PARITY %		100.0	52.9	47.1	52.9	41.2	0.0	0.0	0.0	0.0	0.0	5.9	B		
C	WORKFORCE NUMBERS		35.0	14.0	21.0	12.0	19.0	1.0	2.0	0.0	0.0	1.0	0.0	C		
D	WORKFORCE PARITY NOS.		35.0	18.5	16.5	18.5	14.4	0.0	0.0	0.0	0.0	0.0	2.1	D		
E	NET UTILIZATION (+/-)			(4.5)	2.1	(6.5)	2.2	1.0	2.0	0.0	0.0	1.0	(2.1)	E		
F	PREVIOUS UTILIZATION			(4.2)	4.2	(6.2)	2.2	1.0	2.0	0.0	0.0	1.0	0.0	F		
G	HIRING GOALS	Previous Goals	Short	0	0	0	0	0	0	0	0	0	0	G		
H			Long	0	0	0	0	0	0	0	0	0	0	H		
I		Current Hires	Short	0	0	0	0	0	0	0	0	0	0	I		
J			Long	0	0	0	0	0	0	0	0	0	0	J		
K		% Goals Achieved	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K		
L			Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L		
M		Current Goals	Short	0	0	0	0	0	0	0	0	0	0	M		
N			Long	0	0	0	0	0	0	0	0	0	0	N		
O	PROMOTION GOALS including Upward Mobility	Previous Goals	Total	6	6	0	6	0	0	0	0	0	0	O		
P			UM	0	0	0	0	0	0	0	0	0	0	P		
Q		Current Promo	Total	7	3	4	3	4	0	0	0	0	0	Q		
R			UM	0	0	0	0	0	0	0	0	0	0	R		
S		% Goals Achieved	Total	50%	50%	0%	50%	0%	0%	0%	0%	0%	0%	S		
T			UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T		
U		Current Goals	Total	9	7	2	7	0	0	0	0	0	2	U		
V			UM	0	0	0	0	0	0	0	0	0	0	V		

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos)											0
CATEGORY: Faculty/ Below Professor			PROJECTED HIRES (12 mos)											0
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)											0
DATA RESOURCE			DATA CURRENT TO 12/31/2013											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.0	51.5	48.5	45.5	45.5	3.0	0.0	0.0	0.0	3.0	3.0	A
B	WORKFORCE PARITY %		100.3	49.1	51.2	36.4	36.6	3.9	6.3	3.5	4.2	5.3	4.1	B
C	WORKFORCE NUMBERS		33.0	17.0	16.0	15.0	15.0	1.0	0.0	0.0	0.0	1.0	1.0	C
D	WORKFORCE PARITY NOS.		33.2	16.2	17.0	12.0	12.1	1.3	2.1	1.2	1.4	1.7	1.4	D
E	NET UTILIZATION (+/-)			0.8	(1.0)	3.0	2.9	(0.3)	(2.1)	(1.2)	(1.4)	(0.7)	(0.4)	E
F	PREVIOUS UTILIZATION			1.7	(1.8)	4.3	2.2	(0.9)	(1.9)	(1.1)	(1.5)	(0.6)	(0.6)	F
G	HIRING GOALS	Previous Goals	Short	0	0	0	0	0	0	0	0	0	0	G
H			Long	8	3	5	0	0	1	2	1	1	1	H
I		Current Hires	Short	0	0	0	0	0	0	0	0	0	0	I
J			Long	9	2	7	2	7	0	0	0	0	0	J
K		% Goals Achieved	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L			Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current Goals	Short	0	0	0	0	0	0	0	0	0	0	M
N			Long	6	2	4	0	0	0	2	1	1	1	N
O	PROMOTION GOALS including Upward Mobility	Previous Goals	Total	0	0	0	0	0	0	0	0	0	0	O
P			UM	0	0	0	0	0	0	0	0	0	0	P
Q		Current Promo	Total	0	0	0	0	0	0	0	0	0	0	Q
R			UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals Achieved	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T			UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Goals	Total	0	0	0	0	0	0	0	0	0	0	U
V			UM	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos)											0
CATEGORY: Professional / Non-Faculty			PROJECTED HIRES (12 mos)											1
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)											0
DATA RESOURCE			DATA CURRENT TO 12/31/2013											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.1	38.5	61.6	30.8	51.3	5.1	2.6	2.6	2.6	0.0	5.1	A
B	WORKFORCE PARITY %		100.0	38.6	61.4	30.2	45.6	3.5	7.2	2.2	4.0	2.7	4.4	B
C	WORKFORCE NUMBERS		39.0	15.0	24.0	12.0	20.0	2.0	1.0	1.0	1.0	0.0	2.0	C
D	WORKFORCE PARITY NOS.		39.1	15.2	23.9	11.8	17.8	1.4	2.8	0.9	1.6	1.1	1.7	D
E	NET UTILIZATION (+/-)			(0.2)	0.1	0.2	2.2	0.6	(1.8)	0.1	(0.6)	(1.1)	0.3	E
F	PREVIOUS UTILIZATION			2.3	(2.5)	2.7	(0.4)	0.6	(1.8)	0.2	(0.5)	(1.2)	0.2	F
G	HIRING GOALS	Previous	Short	1	0	1	0	0	0	1	0	0	0	G
H		Goals	Long	3	1	2	0	0	0	1	0	1	0	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	6	0	6	0	5	0	1	0	0	0	J
K		% Goals	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	L
M		Current	Short	1	0	1	0	0	0	1	0	0	0	M
N		Goals	Long	3	1	2	0	0	0	1	0	1	0	N
O	PROMOTION GOALS including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O
P		Goals	UM	0	0	0	0	0	0	0	0	0	0	P
Q		Current	Total	0	0	0	0	0	0	0	0	0	0	Q
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current	Total	0	0	0	0	0	0	0	0	0	0	U
V		Goals	UM	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: State CATEGORY: Clerical and Secretarial FACILITY IN AREA DATA RESOURCE			PROJECTED TURNOVER (12 mos)												0
			PROJECTED HIRES (12 mos)												0
			PROJECTED PROMOTIONS (12 mos)												0
			DATA CURRENT TO 12/31/2013												
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %		100.0	0.0	100.0	0.0	64.7	0.0	35.3	0.0	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %		100.0	17.3	82.7	10.7	66.1	2.0	6.9	1.6	5.1	3.2	4.7	B	
C	WORKFORCE NUMBERS		17.0	0.0	17.0	0.0	11.0	0.0	6.0	0.0	0.0	0.0	0.0	C	
D	WORKFORCE PARITY NOS.		17.0	2.9	14.1	1.8	11.2	0.3	1.2	0.3	0.9	0.5	0.8	D	
E	NET UTILIZATION (+/-)			(2.9)	2.9	(1.8)	(0.2)	(0.3)	4.8	(0.3)	(0.9)	(0.5)	(0.8)	E	
F	PREVIOUS UTILIZATION			(2.9)	2.8	(1.8)	0.1	(0.4)	4.6	(0.2)	(1.0)	(0.5)	(0.9)	F	
G	HIRING GOALS	Previous Goals	Short	0	0	0	0	0	0	0	0	0	0	G	
H			Long	6	4	2	2	0	1	0	0	1	1	H	
I		Current Hires	Short	0	0	0	0	0	0	0	0	0	0	I	
J			Long	2	0	2	0	2	0	0	0	0	0	J	
K		% Goals Achieved	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K	
L			Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L	
M		Current Goals	Short	0	0	0	0	0	0	0	0	0	0	M	
N			Long	6	4	2	2	0	1	0	0	1	1	N	
O	PROMOTION GOALS including Upward Mobility	Previous Goals	Total	0	0	0	0	0	0	0	0	0	0	O	
P			UM	0	0	0	0	0	0	0	0	0	0	P	
Q		Current Promo	Total	0	0	0	0	0	0	0	0	0	0	Q	
R			UM	0	0	0	0	0	0	0	0	0	0	R	
S		% Goals Achieved	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S	
T			UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T	
U		Current Goals	Total	0	0	0	0	0	0	0	0	0	0	U	
V			UM	0	0	0	0	0	0	0	0	0	0	V	

RECRUITING AREA: State			PROJECTED TURNOVER (12 mos)											0
CATEGORY: Technical and Paraprofessional			PROJECTED HIRES (12 mos)											0
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)											0
DATA RESOURCE			DATA CURRENT TO 12/31/2013											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.0	14.3	85.7	14.3	57.1	0.0	0.0	0.0	14.3	0.0	14.3	A
B	WORKFORCE PARITY %		100.2	29.6	70.6	25.5	59.9	1.3	3.9	1.9	2.2	0.9	4.6	B
C	WORKFORCE NUMBERS		7.0	1.0	6.0	1.0	4.0	0.0	0.0	0.0	1.0	0.0	1.0	C
D	WORKFORCE PARITY NOS.		7.1	2.1	5.0	1.8	4.2	0.1	0.3	0.1	0.2	0.1	0.3	D
E	NET UTILIZATION (+/-)			(1.1)	1.0	(0.8)	(0.2)	(0.1)	(0.3)	(0.1)	0.8	(0.1)	0.7	E
F	PREVIOUS UTILIZATION			(2.2)	2.2	(1.9)	0.9	(0.1)	(0.2)	0.0	0.8	(0.2)	0.7	F
G	HIRING GOALS	Previous Goals	Short	0	0	0	0	0	0	0	0	0	0	G
H			Long	3	2	1	2	0	0	1	0	0	0	H
I		Current Hires	Short	0	0	0	0	0	0	0	0	0	0	I
J			Long	1	1	0	1	0	0	0	0	0	0	J
K		% Goals Achieved	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L			Long	50%	50%	0%	50%	0%	0%	0%	0%	0%	0%	L
M		Current Goals	Short	0	0	0	0	0	0	0	0	0	0	M
N			Long	2	1	1	1	0	0	1	0	0	0	N
O	PROMOTION GOALS including Upward Mobility	Previous Goals	Total	0	0	0	0	0	0	0	0	0	0	O
P			UM	0	0	0	0	0	0	0	0	0	0	P
Q		Current Promo	Total	0	0	0	0	0	0	0	0	0	0	Q
R			UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals Achieved	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T			UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Goals	Total	0	0	0	0	0	0	0	0	0	0	U
V			UM	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: State			PROJECTED TURNOVER (12 mos) 0											
CATEGORY: Service/Maintenance			PROJECTED HIRES (12 mos) 0											
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos) 0											
DATA RESOURCE			DATA CURRENT TO 12/31/2013											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.1	81.3	18.8	56.3	18.8	12.5	0.0	12.5	0.0	0.0	0.0	A
B	WORKFORCE PARITY %		100.0	66.2	33.8	43.6	19.5	7.6	3.6	10.3	7.7	4.7	3.0	B
C	WORKFORCE NUMBERS		16.0	13.0	3.0	9.0	3.0	2.0	0.0	2.0	0.0	0.0	0.0	C
D	WORKFORCE PARITY NOS.		16.0	10.6	5.4	7.0	3.1	1.2	0.6	1.6	1.2	0.8	0.5	D
E	NET UTILIZATION (+/-)			2.4	(2.4)	2.0	(0.1)	0.8	(0.6)	0.4	(1.2)	(0.8)	(0.5)	E
F	PREVIOUS UTILIZATION			1.8	(1.6)	2.1	0.4	0.7	(0.4)	(0.3)	(1.1)	(0.7)	(0.5)	F
G	HIRING GOALS	Previous Goals	Short	2	1	1	0	0	0	0	1	1	0	G
H			Long	2	0	2	0	0	0	1	0	0	1	H
I		Current Hires	Short	2	2	0	1	0	0	1	0	0	0	I
J			Long	0	0	0	0	0	0	0	0	0	0	J
K		% Goals Achieved	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L			Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current Goals	Short	0	0	0	0	0	0	0	0	0	0	M
N			Long	4	1	3	0	0	0	1	0	1	1	N
O	PROMOTION GOALS including Upward Mobility	Previous Goals	Total	0	0	0	0	0	0	0	0	0	0	O
P			UM	0	0	0	0	0	0	0	0	0	0	P
Q		Current Promo	Total	0	0	0	0	0	0	0	0	0	0	Q
R			UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals Achieved	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T			UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Goals	Total	0	0	0	0	0	0	0	0	0	0	U
V			UM	0	0	0	0	0	0	0	0	0	0	V

Hiring/Promotion Goals & Timetables

(Section 46a-68-41)

Hiring/Promotion Goals and Timetables (Section 46a-68-41)

Overview

Budget limitations somewhat constrained the College's efforts to expand our full-time workforce. The searches undertaken during the 2012 and 2013 calendar years were almost entirely in reaction to voluntary resignations and retirements of full-time employees, resulting in a net workforce change of only three (3) employees. Nonetheless, these vacancies were offered and filled with the College's tradition of careful adherence to Affirmative Action law.

In anticipation of budget limitations, the College's revised goals are primarily long-term. Promotion goals have only been established within the Faculty - Professor occupational category since this is the only way that appointments are made into this occupational category. All other positions are traditionally filled through externally advertised searches, though exceptions to this rule are detailed in the Organizational Analysis. On the following page, the College's Hiring and Promotion Goals for 2014 will be presented for each occupational category.

Affirmative Action Hiring Goals for 2014-15

Three Rivers Community College's Affirmative Action hiring goals for the calendar years 2014-15 are:

Executive/Administrative/Managerial

Short term: 1 White male
Long term: 1 White male, 1 Black male

Faculty—Professor

This position is only available through promotion, and so the goals below refer only to promotion from the Faculty-Below Professor category.

Short term: No anticipated short-term promotions in this occupational category.
Long term: 7 White males, 2 Other* females

Faculty—Below Professor

Short term: No anticipated short-term hiring in this occupational category
Long term: 2 Black females, 1 Hispanic male, 1 Hispanic female, 1 Other* male, 1 Other* female

Professional Non-faculty

Short term: 1 Black female
Long term: 1 Black female, 1 Hispanic female, 1 Other* male

Clerical and Secretarial

Short term: No anticipated short-term hiring in this occupational category
Long term: 2 White males, 1 Black male, 1 Hispanic female, 1 Other* male, 1 Other* female

Technical—Paraprofessional

Short term: No anticipated short-term hiring in this occupational category
Long term: 1 White male, 1 Black female

Service/Maintenance

Short term: No anticipated short-term hiring in this occupational category
Long term: 1 Black female, 1 Hispanic female, 1 Other* male, 1 Other* female

*Other = American Indian, Asian, Pacific Islander, Native Alaskan

Employment Analyses

(Section 46a-68-42)

Employment Analysis

(Section 46a-68-42)

Overview

Three Rivers Community College has completed a comprehensive review of the employment process to identify policies and practices that perpetuate or form barriers to equal opportunity. Separate statistical reports of personnel activity were prepared for each occupational category.

Employment Process Analysis

The College has determined and reported each instance of expansion or reduction in the workforce on Form #42A1 on the appropriate line that indicates the activity. All forms were proofed for accuracy and consistency.

Applicant Flow Analysis

The Applicant Flow Analysis Form tracks applicants through the hiring and promotional process to determine the point at which they were no longer a candidate for employment. Information was provided on the required Applicant Flow Analysis Form #42A2.

Personnel Evaluation Forms

The College has completed this section with data that was compiled by the Human Resources Office. The ratings are verified for accuracy and collective bargaining unit guidelines. The Personnel Evaluation Section of the Employment Analyses was completed on Form #42A3. If any reprimands, suspensions and demotions that occur during the reporting period are also reflected on this form.

The frequency and content of evaluations are governed in part by contracts and collective bargaining agreements, and so the information provided in this section will not reflect a complete evaluation of every current full-time permanent employee.

Training Analysis

All training activity during the reporting period is recorded on Form #42A4. Employees were encouraged to take advantage of free courses offered by the College. Participation in sexual harassment and diversity training is expected of all new employees. The training specified as “AAO / AA Training” refers to these required seminars on sexual harassment, diversity, and all other Affirmative Action topics. The training specified as “Continuing Ed / Conferences” refers to professional development events paid for by the College.

Employment Process Analysis

Executive/Administrative/Managerial													Form
All in Category													42A1
EMPLOYMENT PROCESS													0
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	11	3	8	3	5	0	3	0	0	0	0	A
B	Workforce Number/Prior	13	4	9	4	6	0	3	0	0	0	0	B
C	NET CHANGE +/-(-)	-2	-1	-1	-1	-1	0	0	0	0	0	0	C
D	Hires	0	0	0	0	0	0	0	0	0	0	0	D
E	Promotions from other categories	0	0	0	0	0	0	0	0	0	0	0	E
F	Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G	Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H	Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I	Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	J
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M	Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N	Retire (Voluntary)	2	1	1	1	1	0	0	0	0	0	0	N
O	Retire (Involuntary)	0	0	0	0	0	0	0	0	0	0	0	O
P	Resignations	0	0	0	0	0	0	0	0	0	0	0	P
Q	TOTAL REDUCTIONS	2	1	1	1	1	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Faculty POSITION CLASSIFICATION: Professor EMPLOYMENT PROCESS													Form 42A1 0
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	35	14	21	12	19	1	2	0	0	1	0	A
B	Workforce Number/Prior	29	11	18	9	16	1	2	0	0	1	0	B
C	NET CHANGE +/-(-)	6	3	3	3	3	0	0	0	0	0	0	C
D	Reclassification	0	0	0	0	0	0	0	0	0	0	0	D
E	Promotions	7	3	4	3	4	0	0	0	0	0	0	E
F	Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G	Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H	Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I	Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL INCREASES	7	3	4	3	4	0	0	0	0	0	0	J
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M	Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N	Retire (Voluntary)	1	0	1	0	1	0	0	0	0	0	0	N
O	Retire (Involuntary)	0	0	0	0	0	0	0	0	0	0	0	O
P	Resignations	0	0	0	0	0	0	0	0	0	0	0	P
Q	TOTAL REDUCTIONS	1	0	1	0	1	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Faculty													Form 42A1
POSITION CLASSIFICATION		Below professor											0
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	33	17	16	15	15	1	0	0	0	1	1	A
B	Workforce Number/Prior	34	19	15	17	14	1	0	0	0	1	1	B
C	NET CHANGE +/-(-)	-1	-2	1	-2	1	0	0	0	0	0	0	C
D	Hires	9	2	7	2	7	0	0	0	0	0	0	D
E	Promotions	0	0	0	0	0	0	0	0	0	0	0	E
F	Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G	Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H	Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I	Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL INCREASES	9	2	7	2	7	0	0	0	0	0	0	J
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Promotion to Other Category	7	3	4	3	4	0	0	0	0	0	0	L
M	Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N	Retire (Voluntary)	1	1	0	1	0	0	0	0	0	0	0	N
O	Retire (Involuntary)	0	0	0	0	0	0	0	0	0	0	0	O
P	Resignations	2	0	2	0	2	0	0	0	0	0	0	P
Q	TOTAL REDUCTIONS	10	4	6	4	6	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Professional Non-Faculty POSITION CLASSIFICATION: All in Category EMPLOYMENT PROCESS													Form 42A1 0
	ANALYSIS	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	39	15	24	12	20	2	1	1	1	0	2	A
B	Workforce Number/Prior	40	18	22	15	18	2	1	1	1	0	2	B
C	NET CHANGE +/-(-)	-1	-3	2	-3	2	0	0	0	0	0	0	C
D	Hires	6	0	6	0	5		1					D
E	Reclassification	0	0	0									E
F	Promotion from other categories	0	0	0									F
G	Temporary Appts	0	0	0									G
H	Emergency Appts	0	0	0									H
I	Intermittent Appts	0	0	0									I
J	TOTAL INCREASES	6	0	6	0	5	0	1	0	0	0	0	J
K	Dismissals	0	0	0									K
L	Transfers	1	0	1				1					L
M	Layoffs	0	0	0									M
N	Retire (Voluntary)	1	1	0	1								N
O	Retire (Involuntary)	0	0	0									O
P	Resignations	5	2	3	2	3							P
Q	TOTAL REDUCTIONS	7	3	4	3	3	0	1	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Secretarial & Clerical												Form 42A1	
POSITION CLASSIFICATION: All in Category												0	
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	17	0	17	0	11	0	6	0	0	0	0	A
B	Workforce Number/Prior	18	0	18	0	12	0	6	0	0	0	0	B
C	NET CHANGE +/-(-)	-1	0	-1	0	-1	0	0	0	0	0	0	C
D	Hires	2	0	2		2							D
E	Promotions (within category)	0	0	0									E
F	Provisional Appts	0	0	0									F
G	Temporary Appts	0	0	0									G
H	Emergency Appts	0	0	0									H
I	Intermittent Appts	0	0	0									I
J	TOTAL INCREASES	2	0	2	0	2	0	0	0	0	0	0	J
K	Dismissals	0	0	0									K
L	Transfers-Reclassification	0	0	0									L
M	Layoffs	0	0	0									M
N	Retire (Voluntary)	0	0	0		2							N
O	Retired (Involuntary)	0	0	0									O
P	Resignations	1	0	1		1							P
Q	TOTAL REDUCTIONS	3	0	3	0	3	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Technical & Paraprofessional POSITION CLASSIFICATION: All in Category EMPLOYMENT PROCESS												Form 42A1 0	
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	7	1	6	1	4	0	0	0	1	0	1	A
B	Workforce Number/Prior	7	0	7	0	5	0	0	0	1	0	1	B
C	NET CHANGE +/-(-)	0	1	-1	1	-1	0	0	0	0	0	0	C
F	Hires	1	1	0	1								D
G	Reclassification	0	0	0									E
F	Provisional Appts	0	0	0									F
G	Temporary Appts	0	0	0									G
H	Emergency Appts	0	0	0									H
I	Intermittent Appts	0	0	0									I
J	TOTAL INCREASES	1	1	0	1	0	0	0	0	0	0	0	J
K	Dismissals	0	0	0									K
L	Transfers	0	0	0									L
M	Layoffs	0	0	0									M
N	Retire (Voluntary)	0	0	0									N
O	Retire (Involuntary)	0	0	0									O
P	Resignations	1	0	1		1							P
Q	TOTAL REDUCTIONS	1	0	1	0	1	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Service/Maintenance POSITION CLASSIFICATION: All in Category													Form 42A1 0
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	16	13	3	9	3	2	0	2	0	0	0	A
B	Workforce Number/Prior	14	11	3	8	3	2	0	1	0	0	0	B
C	NET CHANGE +/-(-)	2	2	0	1	0	0	0	1	0	0	0	C
D	Hires	2	2	0	1				1				D
E	Promotions	0	0	0									E
F	Provisional Appts	0	0	0									F
G	Temporary Appts	0	0	0									G
H	Emergency Appts	0	0	0									H
I	Intermittent Appts	0	0	0									I
J	TOTAL INCREASES	2	2	0	1	0	0	0	1	0	0	0	J
K	Dismissals	0	0	0									K
L	Transfers	0	0	0									L
M	Layoffs	0	0	0									M
N	Retire (Voluntary)	0	0	0									N
O	Retire (Involuntary)	0	0	0									O
P	Resignations	0	0	0									P
Q	TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	Q

Applicant Flow Analysis

Executive/Administrative/Managerial															Form 42A2	
All in Category																
APPLICANT FLOW ANALYSIS																
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-Agency															A
B	Outside Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
C	Reemployment List															C
D	Employment List															D
E	Transfer List															E
F	Other Applicants															F
G	TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
H	TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
I	TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL TESTED															J
K	TOTAL PASSING EXAM															K
L	Earned Rating 1-5															L
M	Earned Rating 6-10															M
N	Earned Rating 11-15															N
O	TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position															R
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Faculty Professor																Form 42A2
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-agency	7	3	4	3	4	0	0	0	0	0	0	0	0	0	A
B	Outside Agency	0	0	0												B
C	Reemployment List	0	0	0												C
D	Employment List	0	0	0												D
E	Transfer List	0	0	0												E
F	Other Applicants	0	0	0												F
G	TOTAL APPLICANTS	7	3	4	3	4	0	0	0	0	0	0	0	0	0	G
H	TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
I	TOTAL QUALIFIED APPS	7	3	4	3	4	0	0	0	0	0	0	0	0	0	I
J	TOTAL TESTED	0	0	0												J
K	TOTAL PASSING EXAM	0	0	0												K
L	Earned Rating 1-5	0	0	0												L
M	Earned Rating 6-10	0	0	0												M
N	Earned Rating 11-15	0	0	0												N
O	TOTAL INTERVIEWED	7	3	4	3	4	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	7	3	4	3	4	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	7	3	4	3	4	0	0	0	0	0	0	0	0	0	S

Faculty Below Professor																Form 42A2
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-agency	6	1	5	1	5	0	0	0	0	0	0	0	0	0	A
B	Outside Agency	51	19	28	12	18	0	1	3	0	3	2	1	7	4	B
C	Reemployment List	0	0	0												C
D	Employment List	0	0	0												D
E	Transfer List	0	0	0												E
F	Other Applicants	0	0	0												F
G	TOTAL APPLICANTS	57	20	33	13	23	0	1	3	0	3	2	1	7	4	G
H	TOTAL REJECTED APPS	32	13	19	10	12	0	1	2	0	0	1	1	5	0	H
I	TOTAL QUALIFIED APPS	25	7	14	3	11	0	0	1	0	3	1	0	2	4	I
J	TOTAL TESTED	0	0	0												J
K	TOTAL PASSING EXAM	0	0	0												K
L	Earned Rating 1-5	0	0	0												L
M	Earned Rating 6-10	0	0	0												M
N	Earned Rating 11-15	0	0	0												N
O	TOTAL INTERVIEWED	25	7	14	3	11	0	0	1	0	3	1	0	2	4	O
P	Not Offered Position	16	5	7	1	4	0	0	1	0	3	1	0	2	4	P
Q	Offered Position	9	2	7	2	7	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	9	2	7	2	7	0	0	0	0	0	0	0	0	0	S

Professional/Non-faculty All in Category APPLICANT FLOW ANALYSIS																Form 42A2
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-agency	2	0	2	0	2	0	0	0	0	0	0	0	0	0	A
B	Outside Agency	203	55	142	23	95	11	7	4	2	2	9	15	29	6	B
C	Reemployment List	0	0	0												C
D	Employment List	0	0	0												D
E	Transfer List	0	0	0												E
F	Other Applicants	0	0	0												F
G	TOTAL APPLICANTS	205	55	144	23	97	11	7	4	2	2	9	15	29	6	G
H	TOTAL REJECTED APPS	166	42	118	16	79	10	5	3	2	2	7	11	25	6	H
I	TOTAL QUALIFIED APPS	39	13	26	7	18	1	2	1	0	0	2	4	4	0	I
J	TOTAL TESTED	0	0	0												J
K	TOTAL PASSING EXAM	0	0	0												K
L	Earned Rating 1-5	0	0	0												L
M	Earned Rating 6-10	0	0	0												M
N	Earned Rating 11-15	0	0	0												N
O	TOTAL INTERVIEWED	39	13	26	7	18	1	2	1	0	0	2	4	4	0	O
P	Not Offered Position	33	13	20	7	13	1	1	1	0	0	2	4	4	0	P
Q	Offered Position	6	0	6	0	5	0	1	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	6	0	6	0	5	0	1	0	0	0	0	0	0	0	S

Secretarial & Clerical All in Category APPLICANT FLOW ANALYSIS															Form 42A2 0	
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-Agency	0	0	0												A
B	Outside Agency	6	1	4	1	0	0	0	0	1	0	1	0	2	1	B
C	Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
D	Employment List	32	0	32	0	28	0	1	0	0	0	0	0	3	0	D
E	Transfer List	0	0	0												E
F	Other Applicants	0	0	0												F
G	TOTAL APPLICANTS	38	1	36	1	28	0	1	0	1	0	1	0	5	1	G
H	TOTAL REJECTED APPS	7	1	5	1	0	0	0	0	1	0	1	0	3	1	H
I	TOTAL QUALIFIED APPS	31	0	31	0	28	0	1	0	0	0	0	0	2	0	I
J	TOTAL TESTED	35	1	33	1	28	0	1	0	1	0	1	0	2	1	J
K	TOTAL PASSING EXAM	13	0	13	0	11	0	0	0	0	0	0	0	2	0	K
L	Earned Rating 1-5	0	0	0												L
M	Earned Rating 6-10	0	0	0												M
N	Earned Rating 11-15	0	0	0												N
O	TOTAL INTERVIEWED	13	0	13	0	11	0	0	0	0	0	0	0	2	0	O
P	Not Offered Position	11	0	11	0	9	0	0	0	0	0	0	0	2	0	P
Q	Offered Position	2	0	2	0	2	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	2	0	2	0	2	0	0	0	0	0	0	0	0	0	S

Technical & Paraprofessional															Form 42A2
All in Category															
APPLICANT FLOW ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
Intra-agency	0	0	0												A
Outside Agency	65	9	56	6	33	1	2	0	1	0	4	2	16	0	B
Reemployment List	0	0	0												C
Employment List	0	0	0												D
Transfer List	0	0	0												E
Other Applicants	0	0	0												F
TOTAL APPLICANTS*	65	9	56	6	33	1	2	0	1	0	4	2	16	0	G
TOTAL REJECTED APPS	52	3	49	2	30	1	2	0	1	0	3	0	13	0	H
TOTAL QUALIFIED APPS	13	6	7	4	3	0	0	0	0	0	1	2	3	0	I
TOTAL TESTED	0	0	0												J
TOTAL PASSING EXAM	0	0	0												K
Earned Rating 1-5	0	0	0												L
Earned Rating 6-10	0	0	0												M
Earned Rating 11-15	0	0	0												N
TOTAL INTERVIEWED	13	6	7	4	3	0	0	0	0	0	1	2	3	0	O
Not Offered Position	12	5	7	3	3	0	0	0	0	0	1	2	3	0	P
Offered Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0												R
TOTAL ACCESSIONS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	S

Service/Maintenance																Form 42A2
All in Category																0
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-Agency	0	0	0												A
B	Outside Agency	63	51	11	33	5	6	4	6	1	2	1	4	0	1	B
C	Reemployment List	0	0	0												C
D	Employment List	0	0	0												D
E	Transfer List	0	0	0												E
F	Other Applicants	0	0	0												F
G	TOTAL APPLICANTS	63	51	11	33	5	6	4	6	1	2	1	4	0	1	G
H	TOTAL REJECTED APPS	45	36	8	25	5	5	2	2	0	2	1	2	0	1	H
I	TOTAL QUALIFIED APPS	18	15	3	8	0	1	2	4	1	0	0	2	0	0	I
J	TOTAL TESTED	0	0	0												J
K	TOTAL PASSING EXAM	0	0	0												K
L	Earned Rating 1-5	0	0	0												L
M	Earned Rating 6-10	0	0	0												M
N	Earned Rating 11-15	0	0	0												N
O	TOTAL INTERVIEWED	18	15	3	8	0	1	2	4	1	0	0	2	0	0	O
P	Not Offered Position	16	13	3	7	0	1	2	3	1	0	0	2	0	0	P
Q	Offered Position	2	2	0	1	0	0	0	1	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	2	2	0	1	0	0	0	1	0	0	0	0	0	0	S

Personnel Evaluation Forms

Executive/Administrative/Managerial											Form
All in Category											42A3
PERSONNEL EVALUATION ANALYSIS											0
	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
Good	0	0	0								
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty**Form
42A3****Instructor****0**

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	2	1	1	1	1						
Good	1	1	0	1							
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty**Form
42A3****Assistant Professor****0**

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	1	0	1		1						
Good	4	2	1	2	2						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty**Form
42A3****Associate Professor****0**

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	2	1	1	1	1						
Good	3	1	2	1	2						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty

**Form
42A3**

Professor

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	2	0	1		2						
Good	1	1	0	1							
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Professional/ Non-Faculty

**Form
42A3**

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	2	1	1	1	1						
Good	4	1	3	1	3						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Secretarial/Clerical

**Form
42A3**

0

All in Category

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	10	0	10		6		4				
Good	6	0	6		4		2				
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Technical & Paraprofessional

**Form
42A3**

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
Good	2	0	2		2						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Service/Maintenance**Form
42A3****All in Category****0**

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	6	4	2	3	2			1			
Good	7	7	0	5		2					
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

Training Analysis

OCCUPATIONAL CATEGORY: Executive/Administrative/Managerial **Form 42A4**
All in Category **0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	1	1	0	1	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Faculty **Form 42A4**
Instructor **0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Faculty **Form 42A4**
Assistant Professor **0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	1	0	1	0	1	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Faculty**Form
42A4****Associate Professor****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	3	1	2	1	2	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Faculty**Form
42A4****Professor****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	8	3	5	2	5	0	0	0	0	1	0
AAO Mtgs/AA Training	Su/Fa/Sp	1	1	0	1	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Professional Non-faculty**Form
42A4****All in Category****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	1	0	1	0	0	0	0	0	0	0	1
AAO Mtgs/AA Training	Su/Fa/Sp	2	1	1	0	1	0	0	1	0	0	0

OCCUPATIONAL CATEGORY: Technical/Paraprofessional**Form
42A4****All in Category****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	1	0	1	0	1	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Secretarial/Clerical**Form
42A4****All in Category****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0

OCCUPATIONAL CATEGORY: Service/Maintenance**Form
42A4****All in Category****0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Ed / Conferences	Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
AAO Mtgs/AA Training	Fa/Sp	5	3	2	3	2	0	0	0	0	0	0

Identification of Problem Areas

(Section 46a-68-43)

Identification of Problem Areas

(Section 46a-68-43)

Employment Process

For each occupational category that experiences an increase or reduction in force, an examination is made of personnel policies and practices to identify the non-quantifiable aspects of the employment process that may impede or prevent the full and fair participation of all races, ethnicities, and sexes in the employment process.

The College is committed to regular reviews of its employment process to ensure equity for all. Such review is undertaken through an analysis of thirteen (13) elements, where applicable. Those elements are:

1. Employment Applications
2. Job Qualifications
3. Job Specifications
4. Recruitment Practices
5. Personnel Policies
6. Job Structuring
7. Orientation
8. Training
9. Counseling
10. Grievance Procedure
11. Evaluation
12. Layoffs
13. Termination

Each of the above is reviewed annually to identify whether any employment policy or practice may impede the full and fair participation of all jobseekers. Included are copies of checklists and memoranda that document the procedures and process for recruiting and selecting candidates to fill vacancies at Three Rivers. These documents have been designed to ensure equitable practices from beginning to end.

The College ensures equity and consistency in this process through a system of checks and balances. Job searches do not proceed until the Equity and Diversity Officer has reviewed all applicants relative to the candidates selected for interview and presented his analysis to the President. The President reviews all information presented by the Equity and Diversity Officer to ensure that the interview pool has an appropriate level of diversity and that no systematic selection bias is evident. Not until the President has personally approved the interview pool does the appointed search committee move forward with the search process and schedule interviews.

It is always desirable for the College to review each step of the process each and every year. In particular, the following activities are emphasized:

- Additional publications, organizations, and internet media which have a substantial minority readership/population continue to be added to the list where campus position openings are advertised.
- Supervisors are educated relative to Equal Employment Opportunity policies.
- The Equity and Diversity Officer provides counseling to students and staff.

Overall, the ethnic breakdown of the total College workforce closely follows the latest estimates of the service area demographics. The 2012 U.S. Population Estimates Program Census for New London County indicates that 84.6% of the overall population is estimated to be White, Non-Hispanic. This compares to the 81% of the College's workforce that identify as White, Non-Hispanic, as indicated in the Workforce Analysis.

Further analysis shows that there is underrepresentation within specific occupational categories, but the goals established by this Affirmative Action Plan strive to overcome these deficiencies. Moreover, the systematic review of the employment process through the use of Adverse Impact Tests helps the College to be proactive in improving its workforce.

Adverse Impact Tests

In all cases where there has been an increase and/or a reduction of workforce in an occupational category, Adverse Impact Tests have been conducted to determine whether any quantifiable aspect of the employment process has substantially disadvantaged members of any group. These tests are provided on the next page followed by a detailed narrative describing and contextualizing their results.

Executive/Administrative/Managerial All in Category												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	99.9	48.3	51.6	40.7	40.9	3.5	5.6	2.2	3.0	1.9	2.2
C	0.8 * % Workforce Parity	79.9	38.6	41.3	32.6	32.7	2.8	4.5	1.8	2.4	1.5	1.8
D	% Qualified Applicant Pool				No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps
E	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
F												
G	ADVERSE IMPACT TEST NO. 2			NOT APPLICABLE FOR THIS CATEGORY								
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8 * Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
O	Number Interviewed	0	0	0	0	0	0	0	0	0	0	0
P	Number Eligible	0	0	0	0	0	0	0	0	0	0	0
Q	Interview Rate				No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps
R	0.8 * Largest Line Q				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	0	0	0	0	0	0	0	0	0	0	0
C	Number Interviewed	0	0	0	0	0	0	0	0	0	0	0
D	Hiring Rate				None	None	None	None	None	None	None	None
E	0.8 * Largest Line D				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
F	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
I	Number Hired	0	0	0	0	0	0	0	0	0	0	0
J	Number Applied	0	0	0	0	0	0	0	0	0	0	0
K	Hiring Rate				None	None	None	None	None	None	None	None
L	0.8 * Largest Line K				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
M	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
N												
O	ADVERSE IMPACT TEST NO. 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
P	Number Reduced	2	1	1	1	1	0	0	0	0	0	0
Q	Reduction Rate				0.3	0.2	None	0.0	None	None	None	None
R	Impact Ratio				0.7	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				Adv Imp	OK	OK	OK	OK	OK	OK	OK

Faculty Professor												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1			NOT APPLICABLE FOR THIS CATEGORY								
B	Workforce Parity %											
C	0.8% Workforce Parity											
D	% Qualified Applicant Pool											
E	Affected Group(s) (*)											
F												
G	ADVERSE IMPACT TEST NO. 2			NOT APPLICABLE FOR THIS CATEGORY								
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8% Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3			NOT APPLICABLE FOR THIS CATEGORY								
O	Number Interviewed											
P	Number Eligible											
Q	Interview Rate											
R	0.8% Largest Line Q											
S	Affected Group(s) (*)											

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4			NOT APPLICABLE FOR THIS CATEGORY								
B	Number Hired											
C	Number Interviewed											
D	Hiring Rate											
E	0.8% Largest Line D											
F	Affected Group(s) (*)											
G												
H	ADVERSE IMPACT TEST NO. 5			NOT APPLICABLE FOR THIS CATEGORY								
I	Number Hired											
J	Number Applied											
K	Hiring Rate											
L	0.8% Largest Line K											
M	Affected Group(s) (*)											
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	1	0	1	0	1	0	0	0	0	0	0
Q	Reduction Rate				0.0	0.1	0.0	0.0	None	None	0.0	None
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Faculty Below Professor												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.3	49.1	51.2	36.4	36.6	3.9	6.3	3.5	4.2	5.3	4.1
C	0.8 * % Workforce Parity	80.2	39.3	41.0	29.1	29.3	3.1	5.0	2.8	3.4	4.2	3.3
D	% Qualified Applicant Pool				12.0	44.0	0.0	0.0	4.0	0.0	12.0	4.0
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	Adv Imp	OK	Adv Imp	OK	OK
F												
G	ADVERSE IMPACT TEST NO. 2			NOT APPLICABLE FOR THIS CATEGORY								
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8 * Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	25	7	14	3	11	0	0	1	0	3	1
P	Number Eligible	25	7	14	3	11	0	0	1	0	3	1
Q	Interview Rate				1.0	1.0	None	None	1.0	None	1.0	1.0
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	9	2	7	2	7	0	0	0	0	0	0
C	Number Interviewed	25	7	14	3	11	0	0	1	0	3	1
D	Hiring Rate				0.7	0.6	None	None	0.0	None	0.0	0.0
E	0.8 * Largest Line D				0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
F	Affected Group(s) (*)				OK	OK	OK	OK	Adv Imp	OK	Adv Imp	Adv Imp
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	9	2	7	2	7	0	0	0	0	0	0
J	Number Applied	57	20	33	13	23	0	1	3	0	3	2
K	Hiring Rate				0.2	0.3	None	0.0	0.0	None	0.0	0.0
L	0.8 * Largest Line K				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
M	Affected Group(s) (*)				Adv Imp	OK	OK	Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	10	4	6	4	6	0	0	0	0	0	0
Q	Reduction Rate				0.2	0.4	0.0	None	None	None	0.0	0.0
R	Impact Ratio				1.0	0.5	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	Adv Imp	OK	OK	OK	OK	OK	OK

Professional Non Faculty All in Category												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.0	38.6	61.4	30.2	45.6	3.5	7.2	2.2	4.0	2.7	4.4
C	0.8 * % Workforce Parity	80.0	30.9	49.1	24.2	36.5	2.8	5.8	1.8	3.2	2.2	3.5
D	% Qualified Applicant Pool				17.9	46.2	2.6	5.1	2.6	0.0	0.0	5.1
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp	OK
F												
G	ADVERSE IMPACT TEST NO. 2			NOT APPLICABLE FOR THIS CATEGORY								
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8% Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	39	13	26	7	18	1	2	1	0	0	2
P	Number Eligible	39	13	26	7	18	1	2	1	0	0	2
Q	Interview Rate				1.0	1.0	1.0	1.0	1.0	None	None	1.0
R	0.8% Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	6	0	6	0	5	0	1	0	0	0	0
C	Number Interviewed	39	13	26	7	18	1	2	1	0	0	2
D	Hiring Rate				0.0	0.3	0.0	0.5	0.0	None	None	0.0
E	0.8% Largest Line D				0.4	0.4	0.4	0.4	0.0	0.0	0.0	0.0
F	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	OK	OK	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	6	0	6	0	5	0	1	0	0	0	0
J	Number Applied	205	55	144	23	97	11	7	4	2	2	9
K	Hiring Rate				0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.0
L	0.8% Largest Line K				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
M	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	7	3	4	3	3	0	1	0	0	0	0
Q	Reduction Rate				0.2	0.2	0.0	1.0	0.0	0.0	None	0.0
R	Impact Ratio				0.8	1.0	None	0.2	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	OK	OK	OK

Secretarial/Clerical All in Category												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.0	17.3	82.7	10.7	66.1	2.0	6.9	1.6	5.1	3.2	4.7
C	0.8 * % Workforce Parity	80.0	13.8	66.2	8.6	52.9	1.6	5.5	1.3	4.1	2.6	3.8
D	% Qualified Applicant Pool				0.0	90.3	0.0	3.2	0.0	0.0	0.0	0.0
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2											
H	No. Passing Examination	7	1	5	0	11	0	0	0	0	0	0
I	Number Taking Test	6	1	4	1	28	0	1	0	1	0	1
J	Passing Rate				0.0	0.4	None	0.0	None	0.0	None	0.0
K	0.8 * Largest Line J				0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
L	Affected Group(s) (*)				Adv Imp	OK	OK	OK	OK	OK	OK	OK
M												
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	13	0	13	0	11	0	0	0	0	0	0
P	Number Eligible	31	0	31	0	28	0	1	0	0	0	0
Q	Interview Rate				None	0.4	None	0.0	None	None	None	None
R	0.8 * Largest Line Q				0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	2	0	2	0	2	0	0	0	0	0	0
C	Number Interviewed	13	0	13	0	11	0	0	0	0	0	0
D	Hiring Rate				None	0.2	None	None	None	None	None	None
E	0.8 * Largest Line D				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
F	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	2	0	2	0	2	0	0	0	0	0	0
J	Number Applied	31	0	31	0	28	0	1	0	0	0	0
K	Hiring Rate				None	0.1	None	0.0	None	None	None	None
L	0.8 * Largest Line K				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
M	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	OK	OK	OK
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	3	0	3	0	3	0	0	0	0	0	0
Q	Reduction Rate				None	0.3	None	0.0	None	None	None	None
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Technical/Paraprofessional All in Category												Form 43B 0
	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.2	29.6	70.6	25.5	59.9	1.3	3.9	1.9	2.2	0.9	4.6
C	0.8 * % Workforce Parity	80.2	23.7	56.5	20.4	47.9	1.0	3.1	1.5	1.8	0.7	3.7
D	% Qualified Applicant Pool				30.8	23.1	0.0	0.0	0.0	0.0	0.0	7.7
E	Affected Group(s) (*)				OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp	OK
F												
G	ADVERSE IMPACT TEST NO. 2			NOT APPLICABLE FOR THIS CATEGORY								
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8 * Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	13	6	7	4	3	0	0	0	0	0	1
P	Number Eligible	13	6	7	4	3	0	0	0	0	0	1
Q	Interview Rate				1.0	1.0	None	None	None	None	None	1.0
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	1	1	0	1	0	0	0	0	0	0	0
C	Number Interviewed	13	6	7	4	3	0	0	0	0	0	1
D	Hiring Rate				0.3	0.0	None	None	None	None	None	0.0
E	0.8 * Largest Line D				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
F	Affected Group(s) (*)				OK	Adv Imp	OK	OK	OK	OK	OK	Adv Imp
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	1	1	0	1	0	0	0	0	0	0	0
J	Number Applied	65	9	56	6	33	1	2	0	1	0	4
K	Hiring Rate				0.2	0.0	0.0	0.0	None	0.0	None	0.0
L	0.8 * Largest Line K				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
M	Affected Group(s) (*)				OK	Adv Imp	Adv Imp	Adv Imp	OK	Adv Imp	OK	Adv Imp
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	1	0	1	0	1	0	0	0	0	0	0
Q	Reduction Rate				None	0.2	None	None	None	0.0	None	0.0
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Service/Maintenance All in Category												Form 43B 0
A	ADVERSE IMPACT TESTS 1 - 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.0	66.2	33.8	43.6	19.5	7.6	3.6	10.3	7.7	4.7	3.0
C	0.8 * % Workforce Parity	80.0	53.0	27.0	34.9	15.6	6.1	2.9	8.2	6.2	3.8	2.4
D	% Qualified Applicant Pool				44.4	0.0	5.6	11.1	22.2	5.6	0.0	0.0
E	Affected Group(s) (*)				OK	Adv Imp	Adv Imp	OK	OK	Adv Imp	Adv Imp	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2		NOT APPLICABLE FOR THIS CATEGORY									
H	No. Passing Examination											
I	Number Taking Test											
J	Passing Rate											
K	0.8 * Largest Line J											
L	Affected Group(s) (*)											
M												
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	18	15	3	8	0	1	2	4	1	0	0
P	Number Eligible	18	15	3	8	0	1	2	4	1	0	0
Q	Interview Rate				1.0	None	1.0	1.0	1.0	1.0	None	None
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.0	0.0
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4											
B	Number Hired	2	2	0	1	0	0	0	1	0	0	0
C	Number Interviewed	18	15	3	8	0	1	2	4	1	0	0
D	Hiring Rate				0.1	None	0.0	0.0	0.3	0.0	None	None
E	0.8 * Largest Line D				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
F	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	Adv Imp	OK	Adv Imp	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	2	2	0	1	0	0	0	1	0	0	0
J	Number Applied	18	15	3	8	0	1	2	4	1	0	0
K	Hiring Rate				0.1	None	0.0	0.0	0.3	0.0	None	None
L	0.8 * Largest Line K				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
M	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	Adv Imp	OK	Adv Imp	OK	OK
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	0	0	0	0	0	0	0	0	0	0	0
Q	Reduction Rate		None	None	0.0	0.0	0.0	None	0.0	None	None	None
R	Impact Ratio				None	None	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Executive/Administrative/Managerial

For the Executive/Administrative/ Managerial occupational category, Adverse Impact Tests No. 1 through No. 5 do not apply since there were no hires in this occupational category in 2012 or 2013. There was only a single reduction due to the voluntary retirement of one (1) White male, and so Adverse Impact Test No. 6 is not significant for any group.

Faculty - Professor

For the Faculty - Professor occupational category, Adverse Impact Test No. 1 through 5 do not apply since there are no hires into this occupational category in 2012 and 2013. There was only a single reduction due to the retirement of one (1) White female, and so Adverse Impact Test No. 6 is not significant for any group.

Faculty - Below Professor

For the Faculty-Below Professor occupational category, Adverse Impact Tests No. 1 and Nos. 3-6 are applicable.

- **Adverse Impact Test No. 1.** This test revealed adverse impact for White males, Black males, Black females, and Hispanic females. However, this result is partially a product of the small sample sizes in jobs as well as in applicants. With the exception of White females, three (3) faculty searches yielded fewer than ten (10) applicants from each group. Nonetheless, these results present an opportunity for the College to further review its advertising and recruiting efforts.
- **Adverse Impact Test No. 3.** This test revealed no adverse impact since all eligible candidates were granted interviews.
- **Adverse Impact Test No. 4.** This test revealed adverse impact for Hispanic males, Other males, and Other females. These results suggest a trend in which White females may be favored, and so the College shall revisit the composition of and even the questions asked by the search committees.
- **Adverse Impact Test No. 5.** This test revealed adverse impact for White males, Black females, Hispanic males, Other males, and Other females. As before, this result suggests a tendency towards a greater likelihood of White female applicants ultimately being awarded jobs
- **Adverse Impact Test No. 6.** Though this test revealed an above average tendency for women to depart from the College, the majority of the reductions reflect four (4) promotions to the rank of full Professor. Therefore, the reductions in this respect do not reflect an adverse impact on the institution as a whole.

Promotion opportunity is strictly dictated by collective bargaining agreements and thus the College does have the responsibility to conduct professional development and career

counseling as a means of assisting individual members to better meet the established promotion criteria and ensure equal opportunity for those that have meet usual time in service requirements for promotion. The College's Director of Human Resources, Louise Summa, makes herself available to all employees for the purposes of career counseling.

Professional/Non-Faculty

For the Professional/ Non-Faculty occupational category, Adverse Impact Tests No. 1 and Nos. 3-6 are applicable.

- **Adverse Impact Test No. 1.** This test revealed adverse impact for White males, Black males, Black females, Hispanic females, and Other males. These results indicate an applicant pool that was underrepresented and having limited diversity of qualified applicants.
- **Adverse Impact Test No. 3.** This test showed no adverse impact relative to interview rates since all qualified applicants were interviewed.
- **Adverse Impact Test No. 4.** This test showed adverse impact for White males, White females, and Black males. Of these, White males are most notable in that there were no (0) hires out of six (6) interviewed applicants. However, these results are skewed by the disproportionate "Largest Line D" data created by the Black female category, whose sample size is notably small. Of two (2) Black females interviewed, one (1) was hired, creating an especially high standard of 40% for all other groups.
- **Adverse Impact Test No. 5.** This test revealed adverse impact for all groups except Black females, indicating an imbalance in the hiring rate when compared to the application rate. This rate speaks less to a true adverse impact on female candidates, especially White females, due to the exceptionally large number of female applicants for the Executive Assistant to the President position, for which only one (1) hire could be made.
- **Adverse Impact Test No. 6.** This test revealed adverse impact for Black females. However, these numbers include only one (1) individual, who voluntarily transferred to a part-time position. Therefore, these reductions do not provide any evidence to suggest a problem in the employment process.

Secretarial/Clerical

For the Secretarial/Clerical occupational category, Adverse Impact Tests Nos. 1-6 are applicable.

- **Adverse Impact Test No. 1.** This test revealed adverse impact for all groups except White females, which indicates underrepresentation and, thus, limited diversity of qualified applicants. Past reviews of this issue revealed that the positions qualifying criteria as dictated by collective bargaining agreements may have had an impact on the diversity of the applicant pool since it restricted applicants to only those individuals that satisfied one of four qualifying criteria which included: being on the State of CT Office Assistant Re-employment/layoff list; being on the current State of CT Office Assistant candidate list, being currently employed by the State of CT as an Office Assistant, or currently employed by the State of CT and having previous status as an Office Assistant.
- **Adverse Impact Test No. 2.** This test revealed adverse impact for White males, but this result is derived from the disqualification of only one (1) individual due to his testing status. Therefore, there is no evidence of any larger institutional bias.
- **Adverse Impact Test Nos. 3-4.** These tests returned no indication of adverse impact.
- **Adverse Impact Test No. 5.** This test revealed adverse impact for Black females; however, this number is based on only one (1) qualified applicant in two (2) searches, suggesting no evidence of any larger institutional bias.
- **Adverse Impact Test No. 6.** This test was not significant for any group since there were only two (2) voluntary retirements and one (1) voluntary resignation during this period.

Technical/Paraprofessional

For the Professional/ Non-Faculty occupational category, Adverse Impact Tests No. 1 and Nos. 3-6 are applicable.

- **Adverse Impact Test No. 1.** This test revealed adverse impact for all groups except White males and Other females. These results indicate an applicant pool that was underrepresented and having limited diversity of qualified applicants, though it must be noted that there was only one (1) job search for this category during this period.
- **Adverse Impact Test No. 3.** This test revealed no adverse impact relative to interview rates since all qualified applicants were interviewed.

- **Adverse Impact Test No. 4.** This test revealed adverse impact for White females and Other females. These numbers are skewed by the very small sample size. In the single search conducted, qualified applicants were found only among three (3) groups.
- **Adverse Impact Test No. 5.** This test revealed adverse impact for White females, Black males, Black females, Hispanic females, and Other females. This result is due in part to the lack of job searches in this category, with the exception of one (1).
- **Adverse Impact Test No. 6.** This test revealed no adverse impact since the only reduction was one (1) White female's voluntary resignation.

Service/Maintenance

For the Service/Maintenance category, Adverse Impact Tests No. 1 and Nos. 3-6 are applicable.

Adverse Impact Test No. 1. This test revealed adverse impact for White females, Black males, Hispanic females, Other males, and Other females, which indicates underrepresentation and, thus, limited diversity of qualified applicants. Though only two (2) positions were advertised in the years 2012 and 2013, this nonetheless suggests a need for the college to review its advertising and recruiting efforts in the local labor market from which such candidates are generally drawn.

Adverse Impact Test No. 3. This test revealed no adverse impact relative to interview rates since all qualified applicants were interviewed.

Adverse Impact Test No. 4. This test revealed adverse impact for White males, Black males, Black females, and Hispanic females. This result is a product of the imbalance in applicant groups: a great number of white males, and a small number of all other groups.

Adverse Impact Test No. 5. This test revealed adverse impact for White males, Black males, Black females, and Hispanic females. There were, however, very few applicants from groups other than White males.

Adverse Impact Test No. 6. This test revealed no indication of adverse impact.

Search Overview

Included below is an example of the document used to charge a new search followed by a PowerPoint presentation explaining the search and selection process.

Position : _____

DATE:

ANNOUNCEMENT

Mailings/Postings

ADS

Bulletin/Day/Career Builder

____ National ____ Local ____ College web site

_ Regional ____ Targeted Web site

EDO CHARGE/Role

See 2014-15 AA Hiring Goals /EEO Category:

The Equity and Diversity Officer reviews applicant pool for goal representation and monitors inclusion at each stage of decision making

SYSTEM GUIDELINES

Salary guidelines

Minimum qualifications/Exception appointments

4C's Side letter RE: Position vacancies-

3 Qualified applicants receive preliminary interview

PERSONNEL'S ROLE

Correspondence

Interview set up

Reference checks

Follow up letters

COMMITTEE'S ROLE

Advisory to President or designee

Fair and Objective-**Confidential**

Prepare detailed selection criteria (see example of excel sheet used to document applicants' qualifications)

Prepare search questions (to be reviewed by the Equity and Diversity Officer)

Screen applicants and recommend candidates (**minimum of 3 unranked**)

Affirmative Action Information

1. Equity and Diversity Officer (EDO) - Ensures a fair and open search is conducted

- Find the most qualified applicants consistent with set criteria
- Develop processes which ensures equal opportunity for all applicants
- Maintain confidentiality – no discussion outside of meetings with those not formally involved in the process.
- Set Criteria:
 - Minimum Criteria – Criteria required for the job.
 - Preferred Criteria – Criteria that helps to further qualify the candidate consistent with the position requirements as well as the specific needs of the job.
- Standards for Objective Criteria – Examples
 - Job related
 - Measurable/ can be documented
 - Fair and reasonable – are the criteria necessary to absolutely perform the job
 - Does the criteria allow for the consideration of non-traditional experience?
 - Examples
 - ❖ Degree attainment/discipline
 - ❖ X number of years teaching/level
 - ❖ Courses taught/level
 - ❖ Technical proficiencies
 - ❖ Community College experience
 - ❖ Work history/professional experience
- Reviewing Applicants – Use a grid which is tied to set criteria that is related to the Job Description
- Interview Candidates – Develop questions which are tied to established criteria so that candidates can be evaluated against the criteria. Consider doing telephone interviews for a first round of interviews to narrow the candidate pool prior to on-campus interviews.
- Provide Recommendations with information relative to established criteria.

2. The EDO monitors diversity of pool at each stage of the search process. (Applicants, Interview pool, and Recommendations brought forward)

- Occupational Category Goals: _____
- **Provide the EDO with a copy of the Applicant review criteria prior to reviewing applications.**
- **Provide the EDO with the list of candidates for interview prior to scheduling interviews. The president must review and approve the interview pool prior to scheduling interviews.**
- **Provide the EDO with the interview questions for reviewed prior to conducting interviews.**

3. The EDO is required to write detailed justifications for all hires as part of the Colleges Affirmative Action Plan. At the completion of the search committee **chairs must provide the EDO with detailed information about each candidate interviewed and why they were not recommended for the position.** This information must be related to the established criteria, the more detail the better.

Search & Selection Process

2013-14

Roles

President---Decision maker
Dean -Advisory to President
Usually involved in second round of interviews
Committee-- Advisory to President
Composition of Committee
HR - Interface between committee and applicants
Correspondence/Interview Set up
EEO-Presents the AA charge and monitors inclusion of goal candidates

Steps-Process

1. Authorization to re-fill or create position granted by President
2. Committee members and Chair appointed by President
3. Committee given AA charge and advised regarding search guidelines/policies/practices

4. Committee members ...
 - determine preferred criteria
 - develop questions for the interview
 - review candidates' materials
 - identify qualified applicants for interview
 - interview applicants
 - recommend applicants to President/Dean

5. President or Dean conducts next round of interviews

6. References are checked

a) Employment background—verified by HR

b) Quality of work—verified by Dean

7. Offer is made to top candidate by Dean or HR.

8. Once offer is accepted, contract prepared and sent.

Preferred Criteria

Criteria that helps to further qualify the candidate consistent with the position requirements as well as the specific needs of the job.

Example

Instructor level position

0-2 years experience

Minimum Criteria = Preferred Criteria=

0 years experience/no experience 2 years experience

Example

Asst Professor level position

4-6 years teaching experience

Minimum Criteria = Preferred Criteria=

4 years experience 6 years experience

Standards for Objective Criteria-Examples

Job related
Measurable/can be documented
Fair and reasonable

Examples

Degree attainment/discipline
X number of years teaching/level
Courses taught/level
College Coursework/level
Technical proficiencies
Community College experience
Work history/professional experience

Develop Questions

Objective
Job related
Open ended vs Yes /No questions
Allow candidate a fair opportunity to
describe how their background meets the
needs
Straightforward
May involve a demonstration of skills/knowledge

Top 10 questions of all time

- 1) Tell us about your background and how it has prepared you for this position ?
- 2) What is your understanding of the mission of the Community college ?
- 3) How do you rate your computer skills/ how have you integrated technology into the classroom ?

4) How do you address and manage the learning needs of a diverse student population ?

5) What have you done to further your own professional development in the last 2 years ?

6) Why do you want to work at TRCC ?

7) Give an example of working as a member of a team/committee and how your performance influenced a successful outcome?

8) Give an example of a time when you had to handle a disgruntled student... how did you resolve the situation ?

9) Describe the most creative thing you have done in the classroom.

10) Describe your strengths and weaknesses as a teacher ?

Review Applications

Tools
Excel Screening sheet

Review Applications

Tools
Excel Screening sheet

[illegible]

Interview Candidates

- Used Pre approved questions(AA proof)
- May include a demonstration
- Tech support arranged in advance by committee
- Allow time for the candidate to ask questions

Interview Candidates

- Used Pre approved questions(AA proof)
- May include a demonstration
- Tech support arranged in advance by committee
- Allow time for the candidate to ask questions

MA in Psychology or equivalent	Req'd Qual'ns	<p>Prefer'd Qual'ns A (Rank 1/2/3 for Strong/Acceptable/Weak)</p> <p>Prof'd Qual'ns A (Rank 1/2/3 for Strong/Acceptable/Weak)</p>	<p>Preferred Qualifications B (Rank 1/2/3 for Strong/Acceptable/Weak)</p>
Teaching Experience in Intro Psych			
Community College Experience			
Counselor or Teaching in Bio/Physio/Neuro			
Professional or Research Exp in Bio/Physio/Neuro			
Computer and Tech Skills			
Working With Diverse Populations			
Experiences in an O Admissions Ex			

Recommend Candidates

- Recommend a minimum of 3 candidates
- Rationale
- Advisory to President/committee
- does not have hiring authority

HR's Role

- Position posting/announcement
- Advertising
- Web site
- Correspondence
- Reference Checking/Note about Social Networks
- Search guidelines/Compliance with CBA's
- Consistency and Compliance

Side Letter Re: Position Vacancies

- "At least 3 qualified candidates form within the system receive a preliminary interview."

AA Charge

- # Hiring Goals
- # Ensure fair and open search
- # Monitor diversity of pool at each stage of search
- (interview stage/recommendation stage)
- # Review interview questions/compliance with EEO hiring

Committee members' job

Find the most qualified applicants
consistent with set criteria
Develop processes which ensure equal
opportunity for all
Maintain confidentiality
Interview and Recommend
Complete AA Applicant Flow -
details objective decision making

It is not the job of the committee to
find the goal hires
The AA Officer and President have
access to the AA Applicant Flow
Chart which details the gender/race
profile

ADA Compliance

Accommodations — requests for
Essential functions of the job
BFOQ's

2012 Hiring Goals Faculty Positions/ Below Professor

Short Term: No Goals
Long Term :
Black Male, Black Female
Hispanic Male, Hispanic Female
Other Male, Other Female

Administrative Tasks/Tools

Complete Applicant Flow/Review Chart (Sample provided)

detail reasons for including and excluding applicants

May use codes if sufficiently detailed

Administrative Tasks/Tools

Complete Applicant Flow/Review Chart (Sample provided)

detail reasons for including and excluding applicants

May use codes if sufficiently detailed

[illegible]

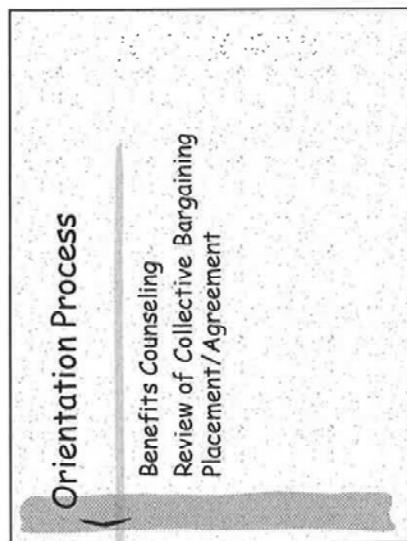
- # Minimum Qualifications
- # Exception appointments
- # Salary -Practices(hire at minimum/
\$47,705 - Instructor
\$51,520 Asst Professor
- # References (Committee members may
not serve as references for
candidates.)

- # Minimum Qualifications
- # Exception appointments
- # Salary -Practices(hire at minimum/
\$47,705 - Instructor
\$51,520 Asst Professor
- # References (Committee members may
not serve as references for
candidates.)

Employment

- # Board Application, resume, references
- # Official Transcripts
- # Files:
 - Personnel/Professional/Application
- # New Employee packet /I9
- # Benefits Counseling
- # Orientation/Bargaining Unit Placement

- # Employment
- # Board Application, resume, references
 - # Official Transcripts
 - # Files:
 - Personnel/Professional/Application
 - # New Employee packet /I9
 - # Benefits Counseling
 - # Orientation/Bargaining Unit Placement



Program Goals and Timetables

(Section 46a-68-44)

Program Goals and Timetables (Section 46a-68-44)

Overview

Though the Adverse Impact Tests were presented in the Identification of Problem Areas section, they appear here once again to be described more broadly across all occupational categories at once. The following narrative identifies trends within the results in order to place them in the context of the College's relevant institutional policies and recent hiring history. This is followed by proposed goals designed in response to the trends revealed. Finally, the College's efforts to implement the measures recommended within the Connecticut General Statutes are described.

Adverse Impact Summaries

Adverse Impact Test No. 1

This test revealed adverse impact for the following groups during this period.

White Males Faculty (Below Professor) Professional Non-Faculty Secretarial / Clerical	White Females Technical / Paraprofessional Service / Maintenance
Black Males Faculty (Below Professor) Professional / Non-Faculty Technical / Paraprofessional Secretarial / Clerical Service / Maintenance	Black Females Faculty (Below Professor) Professional Non-Faculty Technical / Paraprofessional Secretarial / Clerical
Hispanic Males Technical / Paraprofessional Service / Maintenance	Hispanic Females Faculty (Below Professor) Professional / Non-Faculty Technical / Paraprofessional Secretarial / Clerical Service / Maintenance
Other Males Professional / Non-Faculty Technical / Paraprofessional Secretarial / Clerical Service / Maintenance	Other Females Secretarial / Clerical Service / Maintenance

The breadth of these results suggests that the College must review its efforts to achieve sufficiently large and diverse applicant pools, though the highly-specialized nature of several advertised positions likely contributed to this result. The hire of a tenure-track nursing professor offers a relevant case-in-point. The College's efforts to remain current and competitive necessitated the appointment of a faculty member with this psychiatric nursing experience. Nursing searches are characteristically low-yield, and so this factor, combined with the need for this specialization, drew few applicants, and even fewer with appropriately current and relevant experience.

The College is, however, committed to increasing the visibility of job opportunities and the accessibility of interviews. All positions were advertised in appropriate labor markets by using both print and internet publications: venues in which the college has gradually expanded its funding. All positions were advertised well over the minimum 30 days required by Board policy. The College has also begun offering telephone interviews in order to reduce the burden of the application process on national candidates in appropriate searches. Given time, this increased investment in the interview process will allow the College to gradually increase the number of interested and available candidates and increase overall candidate diversity.

The President is an active participant throughout the search process in an effort to ensure appropriate oversight. After reviewing the applicant pool in all searches, search committees are required to submit the names of the candidates in the interview pool to the Equity and Diversity Officer. This information is presented to the President, and she approves the interview pool as having sufficient diversity to move forward to the interview portion of the process. This review process establishes a checks and balances in the search process that advances a good faith effort in achieving and maintaining equal opportunity hiring process.

Adverse Impact Test No. 2

This test was relevant only for the Secretarial / Clerical occupational category. It revealed adverse impact for White males, but this results is derived from the disqualification of only one (1) individual due to his testing status. Therefore, there is no evidence of any larger institutional bias.

Adverse Impact Test No. 3

This test was not significant for any group in any occupational category. These results reflect the College's history of granting interviews on the strict basis of merit. It is important, however, that the College emphasize recruiting efforts that develop sources of diverse and qualified applicants.

Adverse Impact Test No. 4

This test revealed adverse impact for the following groups during this period.

White Males
Professional Non-Faculty Service / Maintenance

White Females
Professional Non-Faculty Technical / Paraprofessional

Black Males
Professional Non-Faculty Service / Maintenance

Black Females
Service / Maintenance

Hispanic Males
Faculty (Below Professor)

Hispanic Females
Service / Maintenance

Other Males
Faculty (Below Professor)

Other Females
Faculty (Below Professor) Technical /Paraprofessional

It is useful to note that some of the adverse impact shown is an artifact of the formula itself. Though the college was required to fill several vacancies in 2012 and 2013, the overall number of appointments was still relatively small, and, as noted above, often in highly esoteric roles. However, the College shall nonetheless review its interview and hiring process to ensure that no inherit biases are endemic to the process.

Adverse Impact Test No. 5

This test revealed adverse impact for the following groups during this period.

White Males Faculty (Below Professor) Professional Non-Faculty Service / Maintenance	White Females Professional Non-Faculty Technical / Paraprofessional
Black Males Professional Non-Faculty Technical / Paraprofessional Service / Maintenance	Black Females Faculty (Below Professor) Clerical / Secretarial Technical / Paraprofessional Service / Maintenance
Hispanic Males Faculty (Below Professor) Professional Non-Faculty	Hispanic Females Professional / Non-Faculty Technical / Paraprofessional Service / Maintenance
Other Males Faculty (Below Professor) Professional Non-Faculty	Other Females Faculty (Below Professor) Professional Non-Faculty Technical / Paraprofessional

Since this test compares the hire rate to the application rate, the College's few appointments in any one occupational category produced results skewed in much the same way as Adverse Impact Test no. 4. The Technical / Paraprofessional category, for example, saw only a single appointment between 2012 and 2013, leaving every other group not hired necessarily underrepresented.

Adverse Impact Test No. 6

This test revealed limited adverse impact. White males in the Executive / Managerial category and Black females in the Professional / Non-Faculty category were identified as having been adversely impacted. However, the figures from which these results were derived refer only to the respective voluntary retirement and transfer of two individuals. There is therefore no evidence of detrimental institutional policies.

The Professor / Below Faculty category does show a number of departures, but it must be understood that this is merely the result of individuals moving upward into the title of full professor. Every filing in which there has been suitable promotion will result in adverse impact.

Program Goals: 2014-15

This section details the College's goals for the calendar years 2014 and 2015. These goals have been developed in response to the outcomes described for each impact test across all occupational categories.

Program Goal 1

Expand recruitment efforts and generate more consistently diverse pools

The College will complement its offer of telephone interviews with an offer of Skype interviews: a feature requested by young and tech savvy applicants. In addition to its current efforts, the College will also explore the feasibility of being represented in career fairs for statewide searches. For national searches, the College will explore the feasibility of expanding its presence in internet job search resources beyond those that solely target higher-ed.

Purpose: To address the results of Adverse Impact Test no. 1.

Timeline: By December 31, 2015.

Responsible parties:

Louise Summa, Director of Human Resources
Gregory Souza, Equity and Diversity Officer
Equity and Diversity Advisory Committee

Program Goal 2

Develop new standards for job posting specificity

The College will revise its approach to the development and expression of criteria in an effort to more clearly and fairly communicate the essential criteria upon which candidates shall be judged.

Purpose: To address the results of Adverse Impact Test no. 1.

Timeline: By December 31, 2015.

Responsible parties:

Louise Summa, Director of Human Resources
Gregory Souza, Equity and Diversity Officer
Equity and Diversity Advisory Committee

Program Goal 3

Produce an annual hiring review report

The College will review and critique the interview process after each completed search. The Equity and Diversity Officer, the Director of Human Resources, and the chair of the completed search committee will meet to discuss the search's results and to review all feedback. The Equity and Diversity Advisory Committee will then review the search, with confidential information redacted, and suggest corrective measures for current or future searches. This will culminate in a year-end report of all feedback and proposed policy changes, which will be shared internally and included in future Affirmative Action Plans.

Purpose: To address the results of Adverse Impact Test nos. 4 and 5.

Timeline: By December 31, 2015.

Responsible Parties:

Louise Summa, Director of Human Resources
Gregory Souza, Equity and Diversity Officer
Equity and Diversity Advisory Committee

Program Goal 4**Develop a standardized digital collection and storage system for AA search data.**

The College will ensure consistency in its review efforts by redesigning the methods through which data is collected and shared. In future searches, committees will submit all search documents to the Equity and Diversity Officer, who will record and digitize (as necessary) all materials for storage and sharing on the College's secure intranet. These materials shall include, but not be limited to, all handwritten notes, emails, and standard search documents. Standard search documents shall include a standard form in which the search chair describes, in quantitative and qualitative detail, for what reasons candidates have been recommended for hire. At the end of this process, hard copies of all such files will be stored within the Human Resources department.

Purpose: To address the results of Adverse Impact Test nos. 4 and 5.

Timeline: By December 31, 2015.

Responsible Parties:

Louise Summa, Director of Human Resources

Gregory Souza, Equity and Diversity Officer

Steve Goetchius, Dean of Technologies

Measures Suggested in the Connecticut General Statutes

For each of the standard measures described in the Connecticut General Statutes, the College's efforts at implementation are presented below.

The establishment of recruitment and training programs pursuant to Section 5-200 (a) of the Connecticut General Statutes.

The college is committed to the practices outlined in these statutes, including the offering of consideration to those on state employment lists. Furthermore, the College is willing, when reasonable, to consider candidates with transferrable experience rather than strictly identical experience.

The creation or cancellation of positions or position classifications or the filing of vacancies therein.

As outlined throughout this plan, the College has established a regular system of advertising and filling vacancies.

Continuous recruitment of applicants pursuant to Section 5-216 (b) of the Connecticut General Statutes.

The limited number of appointments for any given year makes strictly "continuous" employment unfeasible; however, due to the characteristically high rate of turnover in part-time adjunct faculty, such positions are regularly advertised on an as-needed basis, without application deadline, throughout the year.

The continuance or cancellation of employment lists pursuant to Section 5-216 (c) of the Connecticut General Statutes.

The college references and utilizes employment lists when appropriate.

Compensation for performance of duties of higher job classification in accordance with Section 5-209 of the Connecticut General Statutes.

Compensation is awarded according to the methodology and classifications described by the statutes.

Extension of employment lists pursuant to Section 5-217 of the Connecticut General Statutes.

The college utilizes and refers to employment lists, as applicable, according to the provisions detailed by the statutes.

Alteration of examination processes pursuant to Section 5-218 of the Connecticut General Statutes.

The College hires on the basis of, but does not administer, such examinations.

Consideration of volunteer experience in partial fulfillment of training and experience requirements pursuant to Section 5-219a of the Connecticut General Statutes.

The College is willing, when reasonable, to consider candidates with transferrable experience rather than strictly identical experience.

Making open competitive appointments rather than promotional appointments, pursuant to Section 5-228 of the Connecticut General Statutes where promotional appointments from the internal labor market area would perpetuate underutilization.

The College's Organizational Analysis section describes the provisions that dictate under what circumstances promotions are awarded. With few exceptions, the college fills its vacancies almost entirely from job searches.

Appointments pursuant to Section 5-234 (a) of the Connecticut General Statutes.

The college does not traditionally offer training programs as described in the statutes. However, its Educational Assistant positions (typically part-time, non-tenure-track positions) are contractually bound to no more than three consecutive appointments, after which full-time employment may be offered.

Appointments pursuant to Section 5-234 (b) of the Connecticut General Statutes.

(Addressed in conjunction with number 12)

Use of provisional, temporary, emergency and intermittent appointments pursuant to Section 5-235 of the Connecticut General Statutes in an affirmative manner.

The college does not traditionally offer training programs as described in the statutes. However, its Educational Assistant positions (typically part-time, non-tenure-track positions) are contractually bound to no more than three consecutive appointments, after which full-time employment may be offered.

Merit promotion system appointments pursuant to Section 5-220 (b) of the Connecticut General Statutes.

The promotion of employees is described in the Organizational Analysis section of this report.

Special training courses for employees pursuant to Section 5-265 of the Connecticut General Statutes.

The College offers career counseling through Louise Summa, the Director of Human Resources, and department heads make funding available for professional development opportunities.

Upward mobility training pursuant to Sections 4-61u and 4-61w of the Connecticut General Statutes.

The promotion of employees is described in the Organizational Analysis section of this report.

Use of job sharing arrangements and flex time.

The College offers such services as appropriate.

Use of Day care.

Childcare is available on-site to students and faculty/staff, which allows working mothers to more easily participate in the workforce and in education.

Requests for review and alteration of job specifications where they have an adverse impact on protected classes.

The College's efforts, described throughout the plan, are designed to identify and address aspects of employment that may adversely impact current and future employees.

Upward Mobility

(Section 46a-68-45)

Upward Mobility

(Section 46a-68-45)

The Director of Human Resources, Louise Summa, and individual supervisors provide career counseling for the agency's employees, and funds are made available for professional development events. Please see the Employment Analysis section, subsection Training Analysis, for a race/sex breakdown of these events' attendance. Access to such resources are an on-going part of the College's Affirmative Action efforts.

The State lists are requested to ensure that employees are made aware of other opportunities. The lists are posted on both campuses. All position announcements for both classified and unclassified personnel will also be posted on bulletin boards on both campuses.

Pursuant to the recommendations of the Regulations, the College will examine the number of entry-level positions which are made available to see if they can be filled through upward mobility. The College has often made entry-level positions available to its student workers. This practice acts as a bridge between the college's ultimate mission of providing educational training and our goal of assisting students in finding meaningful employment at the end of their educational experience. This process includes targeting minority and protected group members of our student community.

Ongoing career counseling for classified staff is provided by supervisors. It includes career opportunities within the College as well as other State Agencies. Supervisors in each area of the College routinely provide assistance to their staff by advising them on career opportunities. Additionally, all staff, including classified staff, have been encouraged to further develop job skills through training programs. Work schedules are adjusted to provide staff the opportunity to attend career-oriented classes, workshops, etc.

As part of its review process, the College routinely examines and revises, where appropriate, any artificial or non-job-related qualifications that may unfairly exclude individuals. Only Bona Fide Occupational Qualifications are used in advertising position announcements. In considering avenues of upward mobility for employees multiple measures of performance and credentials are considered, including current qualifications, evidence of demonstrated ability to perform work successfully in higher level positions, and substitution of experience including training for education if appropriate. The College shall use training programs to advance its workforce in measurable ways whenever possible.

For 2014-2015, the College has established no upward mobility goals since the number of positions that are available to the College for this purpose are very limited. All employees are encouraged to increase their qualification so that they may be competitive for college positions which are filled through the search process.

Grievance Procedure

(Section 46a-68-46)

Grievance Procedure

(Section 46a-68-46)

Overview

In this section, the Board of Trustees Policy on grievance procedures is presented along with the current guidelines for handling grievances. Each of the community colleges is governed by this policy. While this policy indicates the availability of confidential counseling in step one (1) of the Grievance Procedure steps, a memo has been directed to all staff to ensure universal awareness of such availability.

Records of Grievances, 2012 and 2013

In November 2012, an allegation of sex-based discrimination was filed with the CHRO against the Connecticut Board of Regents for Higher Education. In or around June, of 2013, the grievance failed to be resolved through mediation and transitioned into the fact-finding phase. The College has since received no further updates on the matter.

No other grievances have been reported as of this filing.

MODEL NOTICE

MEMORANDUM

TO: Employees who may wish to utilize the Affirmative Action grievance procedure


FROM: President

The Affirmative Action grievance procedure is a component of the college's commitment to ensure that employment decisions are free from unlawful discrimination. The procedure affords an informal means to raise concerns and for the college to make adjustments where appropriate. Employees who utilize the grievance procedure will not be subject to retaliation.

The Affirmative Action officer will investigate all grievances. After consultation with the president, the Affirmative Action officer may attempt to mediate the dispute. The purpose of this mediation is to effect informal resolution of the complaint. The Affirmative Action officer does not make conclusions about the merits of a complaint or resolve disputes about the facts of a case. If it is not possible to reach an amicable understanding, the employee retains the right to pursue other options.

Complaints may be filed with the Connecticut commission on human rights and opportunities; United States equal employment opportunity commission; United States department of labor, wage and hour division; and any other agencies, state, federal, or local, that enforce laws concerning discrimination in employment. The Connecticut commission on human rights and opportunities can provide assistance in filing and determining the legal options which may be available. In general, complaints must be filed within 180 days of the alleged discrimination. An exception exists for complaints which allege unlawful reliance on criminal records; Connecticut law requires that the complaint be filed within thirty days.

MEMO

TO: ALL MEMBERS OF THE COLLEGE COMMUNITY
FROM: GRACE S. JONES 
DATE: June 7, 2010
RE: SEXUAL HARASSMENT POLICY

Attached please find a copy of the implementing statement for the Board's policy against Sexual Harassment.

The policy statement is intended "to educate the campus community concerning sexual harassment, to discourage people from engaging in harassing behaviors and to make it as comfortable as possible for persons with bona fide complaints to come forward".

*In addition to the attached statement, a list of college officials designated as recipients of sexual harassment complaints will be displayed on designated bulletin board on both campuses.

Questions concerning the policy may be directed to Louise J. Summa, Director of Personnel, ext. 5734.

*COLLEGE OFFICIALS DESIGNATED

DEAN KARIN EDWARDS
LOUISE J. SUMMA

Attachment

Board of Regents Grievance Procedure

Reproduced below is the Board of Regents' most modern grievance procedure.

BOARD OF REGENTS FOR HIGHER EDUCATION AFFIRMATIVE ACTION PLAN SECTION 46a-68-46 GRIEVANCE PROCEDURE

The following procedures have been developed to address Discrimination, Sexual Harassment and Sexual Orientation. These procedures are designed to ensure fair consideration of any complaints related to discrimination, sexual harassment or sexual orientation.

Discrimination Policy & Procedure

The Board of Regents for Higher Education has adopted a policy of "zero-tolerance" with respect to unlawful employee harassment. In this connection, the Board expressly prohibits any form of unlawful employee harassment based on race, color, religious creed, sex, national origin, ancestry, age, sexual orientation, gender identity or expression, transgender status, physical disability, learning disability, genetic background information, intellectual disability, past or present history of mental disorder, status as a Vietnam-era or special disabled veteran or status in any group protected by state or local law (including marital status). Improper interference with the ability of Board employees to perform their expected job duties will not be tolerated.

The following procedure provides confidential counseling and is completely independent of any other grievance procedure presently in place. It is for the purpose of resolving employee allegations of discrimination at the Board of Regents for Higher Education in an expeditious and informal manner.

This procedure, or submission of a complaint to this procedure, in no way precludes the submission of a complaint of a discriminatory nature to the Connecticut Commission on Human Rights and Opportunities, the United State Equal Employment Opportunity Commission, the United States Department of Labor (Wage and Hour Division), or any other agency (state, federal or local) that enforces laws concerning discrimination in employment. Nor, does the establishment of this procedure foreclose any other legal options available to the employee. Violation of this policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Definition/Legal Basis

Race, Color, Religion, Sex or National Origin

Title VII of the Civil Rights Act of 1964 (as amended) and Executive Order 11246 (as amended) prohibit discrimination in employment against any person (e.g. applicants and employees) on the basis of race, color, religion (religious creed), sex or national origin.

Age

The Age Discrimination in Employment Act of 1967 (ADEA), (as amended) prohibits discrimination in employment on the basis of age against any person (e.g. applicants and employees) age forty (40) or older. Connecticut Sec. 46a-60 prohibits discrimination based on age and protects any worker eighteen (18) years of age or older.

Disability

The Rehabilitation Act of 1973 defines "disabled individual" as any person who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Section 7(b) of the Rehabilitation Act addresses drug and alcohol abuse, noting that the definition of "disabled individual" does not include any individual who: is "an alcoholic or a drug abuser whose current use of alcohol or drugs prevents such an individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to the property or the safety of others.

Persons with disability are defined in the Connecticut General Statutes Sec. 46a-8 as "any person who has a physical, mental, emotional, or other disability or dysfunction which constitutes a significant obstacle to such person's ability to function normally in society and includes those persons defined as developmentally disabled under Public law 94-103 and any amendments thereto." Physically disabled is defined under Connecticut General Statutes Sec. 46a-51(15) as "any individual who has any chronic physical handicap, infirmity or impairment, whether congenital or resulting from bodily injury, organic processes or changes from illness, including, but not limited to, epilepsy, deafness or hearing impairment or reliance on a wheelchair or other remedial appliance or device." Learning disability is defined in the Connecticut General Statutes Sec. 46a-51(19) as "an individual who exhibits a severe discrepancy between educational performance and measured intellectual ability and who exhibits a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, which may manifest itself in a diminished ability to listen, speak, read, write, spell or to do mathematical calculations."

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified individuals with disabilities. The ADA covers not only individuals who have disabilities, who have records of disabilities, or who are perceived as having disabilities, but also individuals related to, or associated with, persons who fit into one of these categories.

Status as a Vietnam-era or Special Disabled Veteran

The Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA) defines Vietnam-era veteran as an eligible veteran any part of whose active military, naval, or air service was during the Vietnam era (between August 5, 1964, and May 7, 1975).

To be an eligible veteran, a person must have served on active duty for a period of more than one hundred eighty (180) days and have been discharged or released therefrom with other than a dishonorable discharge or have been discharged or released from active duty because of a service connected disability.

VEVRAA defines a special disabled veteran as:

A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Veteran's Administration for a disability rated at thirty (30) percent or more, or rated at ten (10) or twenty (20) percent in the case of a veteran who has been determined to have a serious employment handicap; or
A person who was discharged or released from active duty because of a service-connected disability.

Resolution - Time Constraints

The Affirmative Action Officer will resolve any alleged discrimination or unfair employment practice within ninety (90) calendar days after the receipt of a written complaint.

Records Retention

All records relevant to employee grievances including counseling sessions and informal allegations which result in complaints to enforcement agencies, are maintained, regularly, reviewed and reported on by the agency Affirmative Action Officer in the Affirmative Action Plan.

Training/Notification

The Board of Regents for Higher Education will obtain/provide periodic training in counseling and grievance investigations for agency managers and supervisors.

Procedure for Handling and Investigating Discrimination Complaints

If you feel you have been a victim of discrimination please follow the following procedures:

Complainant requests a confidential meeting with the Affirmative Action Officer/Designee. The Affirmative Action Officer/Designee will advise the complainant of his or her rights in accordance with relevant laws and propose possible remedies.

If the complainant is unsatisfied with any of the possible remedies or if a remedy is not readily available the Complainant then has the right to file a written complaint with the assistance of the Affirmative Action Officer/Designee.

The written complaint must be filed on the complaint form provided by the Affirmative Action Office and include the following [please note: all grievances should be submitted within thirty (30) days of the alleged discriminatory treatment] :

- a. Complainant's name
- b. Work telephone number
- c. Job title
- d. Supervisor's name
- e. Supervisor's Title
- f. Complainant's home address
- g. Complainant's home telephone number
- h. Name of individual against whom the complaint is filed
- i. The nature of the complaint
- j. A description of the alleged act (s) of discrimination
- k. The date (s) the act (s) took place
- l. The date the complaint was filed
- m. The complainant's signature

The Affirmative Action Officer/Designee will notify the accused party of the particulars of the complaint within seven (7) calendar days after receipt of the written complaint.

Upon the filing of a complaint, the Affirmative Action Officer/Designee will conduct an investigation of the complaint. Within thirty (30) calendar days from the filing of the complaint, the Affirmative Action Officer/Designee will provide a written report to the Complainant, the Accused, the Commissioner and/or a Designee as appropriate. If there is evidence that indicates the Complainant was discriminated against, the parties shall endeavor to resolve the matter within thirty (30) calendar days and/or an administrative action (e.g. discipline up to and including dismissal from State service) will be applied to the "harasser". If the endeavors at mediation are successful, a written agreement will be prepared for signature (by the Complainant, the Accused and the Affirmative Action Officer/Designee).

If there is no evidence of discrimination, the Affirmative Action Officer/Designee will advise the parties involved and dismiss the complaint.

If the complainant does not agree with the findings made in the investigation, he/she may appeal for review and reconsideration by the President.

Any such appeal must be in writing and be filed within ten (10) calendar days from the date of the written report of the findings and must include specific information or evidence in support of the appeal.

The President will advise the Complainant in writing within fourteen (14) calendar days of receipt of the appeal as to his or her choice of action on the matter.

Retaliation for Discrimination Complaints

Retaliation for having filed or participated in a complaint or investigation of discrimination is presumptive employment discrimination in violation of the law and as such will not be tolerated.

Definition of Retaliation

Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation.

Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy. If you feel you have been the subject of retaliation for having filed or taken part in a discriminatory complaint/investigation please contact the Affirmative Action Officer immediately.

Sexual Harassment Policy & Procedure

It is the policy of the Board of Regents of Higher Education to prohibit harassment of one employee by another or supervisor on the basis of sex. The purpose of this policy is not to regulate our employees' personal morality; rather it is to assure that no employee harasses another on the basis of sex. In this regard, sexually offensive activity will not be tolerated.

Violations of the policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Definition

Sexual harassment is a form of sex discrimination that is prohibited under both Connecticut law and Title VII of the Federal Civil Rights Act of 1964. See C.G.S. 46a-60(a)(8) and 29 C.F.R. 1604.11.

"Sexual harassment" is defined under Connecticut law as: "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when (A) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (B) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (C) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

The Connecticut Courts have distinguished two general categories of sexually harassing behavior: Quid Pro Quo and Hostile Work Environment. The following are descriptions of conduct which constitute each category and are prohibited by this policy.

Quid Pro Quo (literally "this for that")

Quid Pro Quo sexual harassment occurs when an economic or job benefit is conditioned upon the granting of sexual favors. It may also occur when an employee is punished for failing to grant sexual favors in the workplace.

In a Quid Pro Quo case, the sexual overture or conduct is generally clear: for example, the supervisor demands that an employee go out with him or her in exchange for a promotion. Title VII is violated if the employee's response to such an overture is used as the basis for an employment decision affecting the employee.

Quid Pro Quo harassment may be based on a single incident.

Hostile Work Environment

Sexual harassment may also occur when there is unwanted sexual conduct that creates an intimidating, hostile or offensive work environment, or that has the effect of unreasonably interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- Verbal* - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.

- Non-verbal* - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.

- Physical* - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.

- Any other unwelcome conduct of a sexual nature.

Procedure for Handling and Investigating Sexual Harassment Complaints

If you feel you have been a victim of sexual harassment please follow the following procedures:

You should ask to review your personnel file and job evaluations. Obtain copies of anything concerning your work performance. Also, review your job description. Taking these steps may seem unnecessary, but they may protect you against retaliation in the future.

Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.

Seek assistance from the AAO/Director of Employee Relations Office, any Human Resources staff member, supervisor or manager about the harassment or issues.

Supervisors and managers will contact the Affirmative Action Officer/Designee and refer the employee to the Affirmative Action Officer/Designee. The Affirmative Action Officer/Designee shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.

Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser shall be called to the Employee Relations Office and will be presented with a copy of the complaint. The individual has the right to union representation or other representation at this meeting (so long as bargaining unit members have signed a waiver of union representation) and shall be given an opportunity to respond to the charges alleged in the complaint.

All complaints will be investigated expeditiously by the Affirmative Action Officer/or designee. Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Affirmative Action Officer/Designee will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

Retaliation for Sexual Harassment Complaints

Retaliation for having filed or participated in a complaint or investigation of sexual harassment will not be tolerated.

Definition of Retaliation

Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation.

Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy.

Please note: Harassment on the basis of race, color, religious creed, sex, national origin, ancestry, age, sexual orientation, gender identity or expression, transgender status, physical disability, learning disability, genetic background information, intellectual disability, past or present history of mental disorder, status as a Vietnam-era or special disabled veteran or status in any group protected by state or local law is prohibited.

Records of Complaints and Confidentiality

All records associated with complaints will be maintained in the Employee Relations Office.

All complaints and resulting documents will be held in strict confidence to the extent possible. Anyone involved in the intake, investigation, discipline and outcome of a complaint will be disciplined as appropriate for failing to protect the confidentiality of all involved in the investigation and outcome of a complaint.

DISCRIMINATION COMPLAINT AGENCIES

An individual has the right to file his or her complaint of discrimination with any or all of the relevant agencies listed below. The individual can also simultaneously avail himself or herself of the Board of Regents for Higher Education Internal Discrimination Grievance Procedure.

1. The Connecticut Commission on Human Rights & Opportunities

Southwest Region Office

350 Fairfield Avenue
6th Floor
Bridgeport, CT 06604
Tel: (203) 579-6246
TDD (203) 579 – 6246

West Central Region Office

Rowland State Government Center
55 West Main Street, Suite 210
Waterbury, CT 06702-2004
Tel: (203) 805-6530
TDD (203) 805-6579

Capitol Region Office

999 Asylum Avenue
Second Floor
Hartford, CT 06106
Tel: (860) 566-7710
TDD (860) 566 – 7710

Eastern Region Office

100 Broadway
Norwich, CT 06360
Tel: (860) 886-5703
TDD (860) 886 - 5707

Complaints should be filed with the Commission on Human Rights and Opportunities no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred.

2. The Equal Employment Opportunities Commission

John F. Kennedy Federal Office Building
Government Center, Room 475
Boston, MA 02203
Tel: (617) 565-3200

Complaints should be filed with the Equal Employment Opportunities Commission no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred, except, that in a case when the aggrieved person has initially filed a complaint with the Commission on Human Rights and Opportunities, such complaint should be filed no later than three hundred (300) days after the alleged act of employment discrimination occurred.

Alternatively:

3. Connecticut Permanent Commission on the Status of Women

18-20 Trinity Street
Hartford, CT 06106
Tel: (860) 240-8300

4. State of Connecticut: Employee Grievance Procedure

200 Folly Brook Boulevard
Wethersfield, CT 06109
Tel: (860) 566-3450

5. Wage and Hour and Public Contracts Division

United States Labor Department
135 High Street
Hartford, CT 06103
Tel: (860) 240-4277

Internal Program Evaluation

(Section 46a-68-47)

Internal Program Evaluation

(Section 46a-68-47)

Overview

It must be underscored that the College lacked an Equity and Diversity Officer for much of the calendar year 2013. As such, responsibilities for evaluation were temporarily distributed between Human Resources and the Office of the President. However, the College has once again appointed a member of staff to serve as its Equity and Diversity Officer. In this time of transition, the College shall refine its efforts at internal communication and documentation according to the methods described in the Program Goals section. As a foundation to those efforts, the College will observe the following essential steps of its internal evaluation process.

The Evaluation Process

The internal program evaluation process begins after each Affirmative Action Plan has been evaluated by the Commission on Human Rights and Opportunity (CHRO). The Equity and Diversity Officer meets with the President's management team to discuss:

- whether the previous plan's hiring and promotion goals were met;
- hiring and promotion goals for the current plan;
- any identifiable problems with implementation of the Affirmative Action Plan, and possible methods to ameliorate the problems.
- the completion of the previous year's program goals and established program goals for the upcoming year.

The Equity and Diversity Officer is responsible for the coordination and oversight of the Internal Program Evaluation. The Equity and Diversity Officer routinely meets with the President to confer on Affirmative Action efforts and may be asked to provide updates on Affirmative Action progress to the President's Cabinet.

The Equity and Diversity Officer and the President have provided written input to the internal program evaluation by incorporating the following memos with a review of activities for the reporting year.

General Statement of the Equity and Diversity Officer's Role

The Equity and Diversity Officer will devise, report, monitor and audit systems for the Community College System. The purpose of these systems shall be to:

- Provide for the monitoring of goals and timetables;
- Permit the analysis of the racial composition of applicant flow, referrals, selections, transfers, promotions, and terminations;
- Furnish initial and continuing reports on the utilization of minorities and women by job categories;
- Provide a basis to review program effectiveness results with all levels of administration, to advise the President of program effectiveness, and if required, to indicate need for remedial actions or adjustment.

The Hiring Process

The following are the standard procedures for the hiring process at Three Rivers Community College. They are consistent with the procedures of the System Office. These were thoroughly scrutinized by the Director of Human Resources and the Equity and Diversity Officer and reviewed with the President.

1. The Affirmative Action Goals are reviewed and evaluated by the Equity and Diversity Officer for the hire category before each search is begun.
2. Applications are screened and minorities invited to interview.
3. The Equity and Diversity Officer and Director of Human Resources meets with the committee chair and/or the appropriate Dean to select search committee participants. There is a diversity of representation on each committee.
4. The Equity and Diversity Officer and Director of Human Resources meets with the entire committee and/or the appropriate Dean to brief them on goals, position objectives, the use of equivalencies is discussed and encouraged if applies to protected class members.
5. A review of the interviewing process is discussed, (i.e., questions, atmosphere, and job description).
6. Questions are requested in advance for review by the Equity and Diversity Officer. If questions are not appropriate, they are changed or modified.
7. Networking is conducted with minority contacts in the community to recruit qualified goal candidates.
8. The Equity and Diversity Officer meets with the Committee and/or the appropriate Dean again prior to the first interview to review the process.
9. The Equity and Diversity Officer sits in on searches whenever possible. In all cases, the appropriate Dean is a non-voting committee member.
10. The Committee makes its recommendations to the President.
11. The President, the appropriate Dean, and the Equity and Diversity Officer meet to discuss the process, if goals can be met and what method, if any, can be used to hire protected group members. The President reserves the right to interview candidates, if necessary. The President has the authority to re-open job searches (classified and unclassified) when warranted by the Affirmative Action needs of the College. If there is a qualified minority for the position opening, the President has the authority to request from the President's Office either the opening or closing of a search.

12. The President makes his/her recommendations to the President's Office.

Standard Community College Employment Procedures

The following employment procedures are effective throughout the Community College system.

Selection Criteria

Prior to the preparation of the position announcement, the selection criteria shall consist of: applicant characteristics (knowledge, skills and abilities) and minimal requirements (education and experience).

Position Announcement

Job vacancy notices shall indicate minimal requirements as well as applicant characteristics which the college deems essential.

The notice shall also indicate that it is possible for an applicant to substitute equivalent experience to fulfill said job requirements concomitantly, it must be conveyed to the applicant that he/she must substantiate in writing precisely how his/her equivalent experience applies to job requirements and must supply address, names, and telephone numbers of references for each experience claimed.

Further, for the tag line the notice shall employ the language, "Three Rivers College is an Affirmative Action/Equal Opportunity Employer, M/F. Protected group members are strongly encouraged to apply"

Review of Position Announcement

Prior to the release of the position announcement, it must be reviewed by the Equity and Diversity Officer to ensure that the Affirmative Action guidelines are fulfilled. The Equity and Diversity Officer shall make his/her recommendation for any changes to the President. Once the President has approved the job announcement, the college may release the job announcement for recruitment purposes.

Recruitment

Each college shall make an effort to inform all protected groups about job vacancies. This is accomplished by utilizing the resources described in the section entitled External Communications.

Selection Process

Search committees and persons involved in the selection process are reminded that the Affirmative Action Plan specifies the following with regard to selection: Selection among candidates for employment must reflect continuing attention to individual ability and interest and a recognition that narrow interpretation of qualifications or credentials may have worked to the disadvantage of certain members in the protected classes, therefore, the System's employment practices must emphasize individual merit, performance, and potential in ways that reflect awareness that limited prior opportunity, social discrimination, and enforced segregation may have limited a person's formal record of accomplishment., As a result, it is imperative that the

selection process operate on the basis of individual merit for each applicant as measured against the selection criteria which relate to the actual requirements of the position.

Recordkeeping

There shall be maintained written documentation of each instance in which an applicant was identified, a statement of reasons why the person was not offered an appointment, and in each case in which an offer was made but not accepted, a statement of the reasons for non-acceptance of the appointment if such reasons are known. It is not sufficient to simply indicate that candidates were not offered appointments because they were less qualified than the applicant selected for the position. It is more appropriate to specify the basis for this conclusion, particularly as it relates to the selection criteria and requirements of the position. At the conclusion of the selection process, the Applicant Flow Chart is reviewed by the College's Equity and Diversity Officer.

Deans and administrative/supervisory personnel are evaluated based on system-wide criteria and forms generated for use in two categories: management and bargaining unit staff. The establishment of a system for evaluating supervisor's performance on Affirmative Action consistent with Chapters 67 and 68 of the Connecticut General Statutes will be addressed system-wide.

Employment Procedure

The employment procedure consists of three parts:

1. Job Description and Selection Criteria
2. Advertisement and Recruitment
3. Application Review and Selection

The employment procedure applies to all unclassified positions at Three Rivers Community College, full-time and part-time. Application to unclassified personnel is limited to those positions created by the Board of Regents of Community Colleges. Classified and unclassified positions created within the State Civil Service System are subject to the existing regulations of the classified service regarding recruitment and hiring.

1) Job Description and Selection Criteria

Prior to the announcement of the position opening, the specific job functions, applicant characteristics, and minimal requirements of education and experience must be established so that each applicant will be measured against a uniform set of criteria. Required applicant characteristics (skills and traits) and minimal requirements (educational and experience) must be directly related to the functional characteristics of the position. Selection criteria shall be determined within the provisions of current State and Board of Regents policies. The employment criteria and job description must be reduced to writing on the Individual Position Report/Personnel Requisition.

Personnel Requisition/Individual Positions Report Position announcement and advertisements must be approved by the Affirmative Action Person prior to their release.

Advertisement Review Position announcement and advertisements must be approved by the Affirmative Action person prior to their release.

2) Advertisement and Recruitment

Position announcements and position vacancy notices shall indicate minimal requirements and applicant characteristics which are job related for the position at the College.

Equivalent Experience

The following statement must appear in all position announcements and advertisements, “Applicants who do not meet the stated minimum qualifications, may state in writing how their background and experience are equivalent to the qualifications by providing appropriate references.”

Tag Line

A new tag will be developed by the merged institutions to read:

“Three Rivers Community College is an Affirmative Action/Equal Opportunity Employer, M/F. Protected Group Members are Strongly Encouraged to Apply,” must be included in all advertisements and position announcements.

30 Day Application Period

The advertisement must specify a closing date for receipt of applications which is at least 30 days after the date of the advertisement. The deadline for accepting applications should be stated in the advertisements.

Distribution of Position Announcements

Position announcements for all position vacancies must be sent to all of the Connecticut Community Colleges, and each Affirmative Action person. Position announcements for all position vacancies must be sent to all those on the current Affirmative Action mailing list, (copies available from the President’s Office Equity and Diversity Officer).

Recruitment

Recruiting personnel must take efforts to inform protected groups of job openings. The Equity and Diversity Officer maintains a resource file of recruitment sources for protected groups.

3) Application Review and Selection

Job Offers

A copy of the Applicant Flow Chart must be submitted to the Equity and Diversity Officer and then forwarded to the President’s Office Equity and Diversity Officer for review prior to the notification of the selected individual of a job offer. (See pages 9-11 for guidelines for interviews.)

Applicant Flow Chart

A copy of the attached applicant flow chart must be filed with the President's Equity and Diversity Officer identifying each applicant for a position. This chart must be completed by the individual responsible for the recruitment effort.

Goals

Each recruiting person is responsible for obtaining from the Equity and Diversity Officer the current approved goals for women and minorities for each position to be filled.

Rejection

For each applicant, a concise, specific written statement must be provided on the Applicant Flow Chart of the reasons why the individual was not offered the position, and in each case where an offer was made but not accepted, reasons for the non-acceptance if known. Generalized statements are not acceptable.

Protected Class Identification

To obtain information about the race, sex and other applicable protected class of the applicant, a Supplemental Information Sheet must be sent to the applicant with a postage paid return envelope addressed to the Equity and Diversity Officer.

Classified and Unclassified Positions Created Within the State Civil Service System - Notification and Advertisement of Classified Position Openings

Whenever a position vacancy occurs in the classified or unclassified service created by the State Civil Service System, announcement of the position will be posted. Non-competitive and unclassified positions created by State Civil Service must be advertised for at least five (5) days (Utilizing the Affirmative Action Person's List). Recruitment of classified and unclassified positions created by the State Civil Service System is subject to the State Civil Service procedures and as such as exempt from advertisement requirements of the President's Office Affirmative Action program. The remaining steps of the employment procedure including the Applicant Flow Chart must be completed and submitted to the Equity and Diversity Officer prior to selection of an employee.

Termination, Dismissal, Non-Renewal Affirmative Action Procedures

The following Affirmative Action procedure must be completed prior to the official notification to the Personnel Committee of the Board of Regents. This procedure applies to all personnel:

Termination, Dismissal, Non-renewal Affirmative Action Form

This form shall be submitted to the Affirmative Action Officer for review. The form shall be completed by a designee of the Executive Director.

Review and Report

A review of the proposed personnel action will be made by the Affirmative Action Person to the President's Office Equity and Diversity Officer, who will forward to the President, written comments in regard to equal opportunity.

Exit Interview

Following receipt of the report, the Equity and Diversity Officer shall identify if the employee under consideration is a protected class employee for Affirmative Action. Where it is determined that the employee is a protected class employee, the Equity and Diversity Officer shall have an interview with the employee to review the reason for termination.

Promotion and Transfer Affirmative Action Procedures

The following Affirmative Action procedures must be completed prior to the official notification to the Personnel Committee of the Board of Regents. The procedure applies to all personnel, although promotion for classified personnel will follow state civil service rules and regulations.

Promotion and Transfer Data Sheet

A Promotion and Transfer Data Sheet shall be submitted to the Equity and Diversity Officer after it is reviewed at the college level. The data sheet shall be completed by a designee of the President.

Review and Report

A review of the proposed personnel action will be made by the Equity and Diversity Officer, who will forward to the President, written comments in regard to equal opportunity.

AFFIRMATIVE ACTION POSITION REPORT

College: Three Rivers Community College

Position:

A.A. Occupational Category:

Current Hiring Goals:

Short-term:

Long-term:

Applications:

Total #:

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown

Candidates Interviewed:

Total#:

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown

Candidate Recommended:

Race:

Sex:

Goal

Achievement:

Hiring Goal

Upward Mobility

Goal

Promotional Goal

Yes:

Yes:

Yes:

No:

No:

No:

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

President's Certification:

The search process resulting in the recommendation of the above named candidate was conducted in accordance with the institution's affirmative action plan. I have personally reviewed the employee selection process especially with respect to the achievement of hiring goals and recommend the candidate indicated above.

Date:

Signature of
President:



Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.



Three Rivers

COMMUNITY COLLEGE

Mohegan Campus • 7 Mahan Drive
Norwich, Connecticut 06360-2407
860/886-0177 • Fax 860/886-0691

Thames Valley Campus • 574 New London Turnpike
Norwich, Connecticut 06360-6598
860/886-0177 • Fax 860/886-4960

SUPPLEMENTAL INFORMATION REQUEST FORM

NAME OF APPLICANT: _____
POSITION: _____

The Connecticut-Technical College System is subject to federal and state laws and regulations regarding equal employment opportunity and affirmative action which make the keeping of records regarding the race, sex and handicap status of employment applicants a necessity. Additionally, the Board of Trustees of Community-Technical Colleges is committed to avoiding the use of unintentional barriers to equal employment opportunity, and the keeping of such statistics aids in this regard. The information on how you became aware of this position helps to identify those recruitment sources which were effective and assists with future recruitment activity.

This information will not be used to exclude you at any stage of the search and selection process and will be used only to comply with requirements established in the regulations of the Connecticut Commission on Human Rights and Opportunities. If you have any questions regarding this data collection activity, please feel free to contact the Affirmative Action Officer at (860) 823-2890.

If you do not wish to furnish this information, failure to do so will not in any way negatively affect your candidacy for this position.

PLEASE CHECK THE APPROPRIATE DESIGNATION FOR EACH CATEGORY:

Sex: _____ Female _____ Male
Race: _____ American Indian or Alaskan Native
_____ Asian or Pacific Islander
_____ Black
_____ Hispanic
_____ White
_____ Other
Other: _____ Disabled

PLEASE INDICATE HOW YOU BECAME AWARE OF THIS POSITION:

_____ Chronicle of Higher Education (Bulletin Board)
_____ Newspaper Classified Advertisement
_____ Newspaper: _____
_____ Position Announcement Posting
_____ Referral from an individual:
_____ within the Connecticut Community-Technical College System
_____ in your current institution/organization
_____ in a professional association/organization
_____ in a community organization
_____ within the community
_____ Other: _____

THE CONNECTICUT COMMUNITY-TECHNICAL COLLEGE SYSTEM IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER M/F.

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Statement of Affirmation

The Equity and Diversity Officer and I support the procedures and instruments of employment for: (1) an ongoing review and evaluation of the Affirmative Action Plan and related programs and (2) assessing the effectiveness and results of the Affirmative Action Plan and its implementation.

Signed: _____

30 April 2014

Dr. Grace S. Jones
President

As Equity and Diversity Officer for Three Rivers Community College, I have met with various persons and groups within the College to evaluate and review our Affirmative Action Plan, including its programs, goals, and objectives. Going forward, I shall meet with search committees to inform them of the search procedures outlined in the Affirmative Action Plan and to ensure compliance. I have met with the Director of Human Resources on a variety of occasions to provide an update on the status of the Affirmative Action Plan.

Signed: _____

30 April 2014

Gregory J Souza
Equity and Diversity Officer

Goals Analysis

(Section 46a-68-48)

Goals Analysis

(Section 46a-68-48)

Overview

This section presents a narrative report on all activity undertaken to achieve the hiring, promotion, upward mobility, and program goals contained in the 2012 Affirmative Action Plan. What follows is a brief overview of the search operations broken down by occupational category, which meditates on the degree to which goals were met. At the end of this section, Affirmative Action Position Reports are attached, which more exactly describe the demographics of each applicant / interview pool and the reasoning behind the final decision if a goal candidate was not chosen.

There are, however, some practices that can be assumed apply to all instances. These positions were advertised on HigherEdJobs.com (a higher education job website) and the College's website for more than thirty (30) days, which means the positions were also advertised on the Board of Regents' website by a linked proxy. The College's mailing list, along with the President's community contacts, were also utilized in advertising the positions.

At the outset of the search, the Equity and Diversity Officer instructed the search committees in the development of competency-based criteria with which to evaluate applications. The same standards are applied to the development of interview questions, which were reviewed and approved by the Equity and Diversity Officer prior to all interviews conducted. In an effort to keep the pool as diverse as possible, the search committees conducted phone interviews (specifically for national searches) prior to conducting on-campus interviews.

As an additional check and balance, the Equity and Diversity Officer reviewed all applicants selected by the committee for interview. He then presented his analysis thereof to the President for final approval. This analysis is conducted to ensure the absence of systematic biases prior to scheduling of interviews. (Please note: during the vacancy of the Equity and Diversity Officer position, the President personally reviewed the applicants). The President reserves the right to draw additional candidates from the applicant pool for interview as part of her review of the hiring goals.

The College's goal is to make every good faith effort to achieve the established hiring goals within each occupational category when making all permanent appointments.

Analysis of Hiring Goals

Executive/Administrative/Managerial: No Goals Met

Short term: 1 White male

Long term: 1 Black male, 1 Hispanic female

There were no appointments made in this category during this period.

Faculty - Below Professor: No Goals Met

Long term: 1 Black male, 2 Black females, 1 Hispanic male, 2 Hispanic females,

1 Other male, 1 Other female

Three (3) faculty searches were completed during this period. The appointments resulting from these searches were one (1) WM, and two (2) WFs. Achieving sufficiently diverse applicant pools is a challenge to the College's efforts, but electronic and print media, the offer of telephone interviews, and suitably long application periods were used for each search. While no goals were achieved, the searches were undertaken with the full rigor of the recruitment process. Additionally, the President personally reviewed each pool to ensure that it contained the greatest degree of diversity that could be reasonably expected.

The College is committed to suspending a search rather than allowing unsatisfactory practices or making an appointment from an insufficient pool. Two (2) faculty searches were suspended in 2012 for the latter reason. The first attempt to recruit an Instructor of Biology / Anatomy and Physiology did not draw a satisfactory pool, and so the search was suspended until a greater number of more diverse and qualified applicants was available. The search resumed and successfully completed in time for the fall semester of 2013, so the final decision of a WF was made only after truly extensive efforts. The other suspended search, an engineering faculty position, is still awaiting appointment from a search that will resume in 2014.

An added difficulty is that all searches, completed or not, were seeking STEM (including Nursing) candidates: a minority of the higher education community compared to qualified humanities candidates. The goal candidates not selected in those searches, as further detailed in the ensuing documents, were disqualified solely on the basis of failing to fully satisfy the requirements for each position: a condition that applied equally for many non-goal candidates. Therefore, the difficulties appear to stem principally from the realities of the market rather than an identifiable systemic bias.

It must, however, be noted that the documents advertising these positions require further scrutiny, as they varied somewhat in their specificity on a key point: the importance of community college teaching experience. For example:

- The Assistant Professor of Technologies position does not make any explicit reference to teaching experience in terms of context (community college, university, etc.) or in years of experience.

- The posting for the successful Biology / Anatomy and Physiology search lists as minimum qualifications “an understanding of the mission of community colleges” as well as a “preference” for “College teaching experience,” though again without mention of specific context or years of experience.
- The Assistant Professor of Nursing position is more precise, noting a desire for “College teaching experience preferably in an AND program” with a “demonstrated understanding of the community college and its unique student population.” Furthermore, it specifies “two (2) years collegiate teaching experience and four (4) years of current experience in psychiatric nursing”

The College’s advertising efforts were thorough, but its rhetoric would benefit from closer attention to detail in order to ensure that it speaks clearly and fairly to the appropriate candidates. The broadness of the stated requirements, minimum and preferred, reflects the College’s goal of drawing equally broad and, ideally, more diverse applicant pools. This includes those with and without direct experience; however, it is possible that the language is unfairly attracting applicants that will surely be eliminated when competing against those with years of more relevant community college teaching experience. This is a reasonable standard given the unique culture of a community college, and one likely assumed by many applicants, but this standard should be made explicit so as not to imply equality of credentials if none truly exists. Doing so may result in higher quality applicant pools.

Therefore, formal changes to the evaluation of searches have been added to the 2014-15 program goals.

Professional Non-Faculty: One (1) Goal Met – Black female

Short term: 1 Black female.

Long term: 1 Black female, 1 Hispanic female, 1 Other male.

Four (4) searches were conducted during this period resulting in the hire of three (3) WFs and one (1) BF. The hire of a BF to the position of Director of Student Development satisfied a long term goal.

Like the Faculty occupational category, the College’s Professional / Non-Faculty hires tend to be extremely specialized in nature, hence the college’s limited promotion and appointment of internal candidates. This accounts for the small applicant pools and the relative ease with which a well-educated candidate may still not be selected for interview. While some positions can be filled by those with transferrable experience, many are so specialized and crucial to operations as to demand candidates with practical experience.

As such, the BF candidate was selected because the position’s preferred qualifications included, among other things, “Five years’ experience supervising professional staff. Five years providing student support services in a community college setting. Familiarity with the administration of Federal financial aid and student development theory/ counseling.” In addition to her Master’s

Degree, this candidate possessed experience meeting and exceeding these qualifications, having previously served in an applicable higher education directorial role.

The goal of each search is to fairly recommend candidates with the greatest amount of directly relevant professional experience and / or training, though the College welcomes applicants with less direct experience to justify their qualifications in writing. Therefore, the reasons for which this BF goal candidate was chosen are the same reasons for which the three (3) WF goal candidates were also chosen: all available evidence of their experience suggested an individual best meeting the stated criteria.

This is especially true of the remaining two (2) director positions filled, as these were positions that required both specialized skills as well as experience enough to effectively handle the autonomy of a leadership role. The Director of Institutional Development position explicitly required two (2) years of experience that included “professional fundraising, grant proposal writing” as well “public and organization or association relations at an executive level.” The Director of Learning Initiatives required a candidate with a rare combination of practical administrative and faculty experience, since this individual would be required to interact with and understand the needs of faculty in the interests of institution-wide assessment and development. This is reflected in the advertisement’s desire for at least two (2) years’ experience in “developmental and higher education models” combined with two (2) years’ experience working in a supervisory role.

Therefore, though only one (1) goal was met, the process by which this goal was met suggests good progress towards the eventual satisfaction of further goals in a manner befitting an equal opportunity institution.

Technical/Paraprofessional: One (1) Goal Met – White male

Short term: No short term goals set.

Long term: 2 White males, 1 Black female.

There was one (1) search and one (1) hire for this category during this period, and the selected WM candidate fulfilled one long term goal. This, combined with adherence to the implemented search measures, suggests good progress towards additional goal satisfaction.

Secretarial/Clerical: No Goals Met

Short term: No short term goals set

Long term: 2 White males, 1 Black male, 1 Hispanic female, 1 Other male,
1 Other female.

Two (2) searches for Administrative Assistants occurred for this category during this period resulting in the appointment of (2) WF candidates.

The minimum requirements for the positions were determined by the collective bargaining agreements for Administrative Assistants. This agreement requires that all vacancies for

Administrative Assistants be filled from candidates that meet one of the following minimum criteria:

- be on the State of CT Administrative Assistant Re-employment/Layoff list;
- be on a current State of CT Administrative Assistant candidate list (taken and passed exam);
- be currently employed by the State of CT as an Administrative Assistant;
- be currently employed by the State of CT and have previous status as an Administrative Assistant.

As in previous years, even an extended posting timeframe yielded a limited number of goal candidates for this occupational category. The Administrative Assistant for Continuing Education produced no goal candidates eligible for interview, and only attracted one (1) WM, one (1) OF, and one (1) UF in total. The Administrative Assistant to the Dean of Student Services produced similar numbers: one (1) HF and two (2) UF candidates. Once more, none were eligible for interview on the basis of the explicit collective bargaining criteria. Due to these strict criteria, awarding candidates opportunities based on transferrable experience was not possible. As such, even in these limited pools, the President's personal review did not yield any additional candidates for the interview pool other than those recommended by the search.

The hire of the two (2) WF candidates was not, however, mandatory, as has been the case in years past. Those who met the qualifications were interviewed on that basis, but the interview pool was, unfortunately, one limited of diversity by forces outside the College's immediate control. The College's goal is to hire the most qualified staff that it can to achieve its mission and the College makes every good faith effort to achieve the established hiring goals within this occupational category when making all permanent appointments.

Service/Maintenance: No Goals Met

Short term: 1 Hispanic female, 1 Other male.

Long term: 1 Black female, 1 Other female.

During this period, one (1) search was conducted from which two (2) appointments were made. The appointments were of one (1) WM custodian and one (1) HM custodian. Neither hire satisfied a goal.

As always, this search was conducted according to each of the college's standards for advertisement and recruitment. This yielded a large volume of applicants, which did indeed contain diversity, but the pool was nonetheless imbalanced. Of 63 applicants, 33 were WMs, and so there was a statistical likelihood from the very beginning that the most qualified candidate would be of that group.

Like the Faculty searches, an analysis of the job advertisement suggests that too much relevant criteria for final selection is being implied. The great volume of candidates meant that most met the rather broadly drawn minimum qualifications, which forced the committee to rely on other relevant and increasingly more specific factors to make final selections. For instance, it may be reasonable to expect that candidates with formal training in custodial safety may be offered

preference when all other qualifications are equal, as was the case in this search, but such conditions should be made explicit in future search documents.

Special Hiring Activity

This section includes material reproduced from the Workforce Analysis narrative, which details any appointments made without a full search operation. These individuals were hired from part-time and/or non-tenured positions in the College. Therefore, though they were existing employees, they have not been counted prior to this plan's submission due to their non-permanent status.

Faculty – Below Professor

There were six (6) hires from non-tenured faculty into tenure-track faculty during this period. These actions were approved by the President on the grounds that each individual had recently been hired through a full job search equivalent to that of a tenured position. Based on those searches, it was determined that another full-length search would not yield applicants more qualified for these highly-specialized positions than those individuals who had already been selected. The availability of funding for additional searches and the speed with which such appointments needed to be made were also factors.

- One (1) White male was hired and appointed leader of the Graphic and Communication Arts Certificate program.
- One (1) White female was hired and appointed leader of the Foreign Languages curriculum.
- One (1) White female was hired and appointed Coordinator of Exercise Science and Leisure Management.
- One (1) White female was hired from a non-tenure position to the Nursing faculty.
- One (1) White female was hired from a non-tenure position to the Math faculty.
- One (1) White female was hired from a non-tenure position to the Nursing Faculty. In addition to teaching, this individual had previously served as the Nursing Department Chair: a position that is considered permanent internally, but, due to strict fiscal guidelines, it is limited to annual appointments. Once a Nursing tenure track slot becomes available, by attrition or otherwise, the Chair incumbent is considered for transition to tenure track. This individual's hire into the tenured full-time faculty was approved accordingly.

Professional Non-Faculty

- One (1) White female was hired from part-time Educational Assistant (Counselor) to a Tenure Track Counselor. This position is one of two that received funding from the System Office as a result of workforce consolidation.
- One (1) White female was reclassified from a part-time Educational Assistant (Librarian) to a Tenure Track Librarian. The vacancy left by the departure of a full-time Librarian in 2010 was partially addressed by this individual's part-time service and, later, her full-time hours, to address student needs and documented NEASC (New England Association of Schools and Colleges) concerns. This individual's appointments reached the threshold of the contractual limitation of three (3) appointments in a full-time non-permanent position. Upon the recommendation of the senior Dean and the Director of Library Services, the President decided to transition this individual into the tenure track vacancy as a means of remaining contractually compliant as well as demonstrating commitment to NEASC standards.

Analysis of Promotion Goals

Faculty – Professor: 3 Goals Met – Three (3) White males.

Short Term / Long Term: 6 White males

Three (3) White males and four (4) White females were promoted from Faculty - Below Professor into the Faculty - Professor category.

Promotion goals are only established in the Faculty – Professor occupational category. Criteria for promotion are established by bargaining unit agreement and are dependent on qualifications as well as time in service as an Associate Professor. Promotions at the College are strictly guided by contractual agreement largely as a matter of time and rank/grade already achieved in sequence. There were no promotional goals established in any other of the occupational categories other than the Faculty – Professor occupational category since promotion has no impact on movement between any other occupational categories. As a matter of feasibility, it is not realistic for the College to establish promotion goals even in the Faculty –Professor occupational category as there is little that can be done to alter the progression to the Professor rank. It must follow strict contractual requirements.

Individual Department Chairpersons work with goal candidates to prepare them for the promotion process to ensure that the greatest number of candidates. In addition, many senior faculty members take on the responsibility for mentoring newly hired faculty so that promotion applicants are better prepared for the process. Over the long term, the diversity/parity of the Faculty- Professor occupational category can only affected by maintaining diversity/parity within the Faculty – Below professor occupational category while focusing on career counseling/mentoring programs to retain diversity/parity.

Analysis of Upward Mobility Goals

There were no upward mobility goals established in any category in the 2012 report. The opportunities for up mobility promotions at the College are limited due to the small number of classified positions that are available. Classified employees are, however, encouraged to improve their skills and to take professional development or higher education courses so that they can compete for these positions as they become available.

Analysis of 2012 Program Goals

Below are the program goals produced for the College's 2012 Affirmative Action Report.

- 1) Pursue new methods of minority recruitment.
Responsible parties: Director of Human Resources, Equal Employment Opportunity Officer, Affirmative Action Advisory Committee.
 - 2) Review all search committees to identify weaknesses in committee composition or procedures
Responsible parties: Director of Human Resources, and Equal Employment Opportunity Officer
 - 3) Re-advertising positions if there are not sufficient numbers of goal candidates.
Responsible parties: President, Director of Human Resources, Affirmative Action Officer.
 - 4) Conclude all searches with a list of no fewer than three unranked candidates to be given to the President.
Responsible Parties: Equal Employment Opportunity Officer, President, Search Committees, Director of Human Resources.
 - 5) Pursue new methods to recruit elder candidates and those with disabilities.
Responsible parties: Director of Human Resources, Equal Employment Opportunity Officer, Affirmative Action Advisory Committee.
-

What follows is a summation of actions taken to achieve each of these goals.

- 1) **This goal was achieved.** This goal was achieved through two key measures. First, the College has consistently leveraged electronic recruiting resources including higher education list serves, HigherEdJobs.com, and the websites of the College and the Board of Regents. The second method was through the President's regular contact with professional organizations.
- 2) **This goal was partially achieved.** The College's 2012 Affirmative Action Plan presented a goal to review and critique the search and selection process to identify weaknesses. The former Equity and Diversity Officer began this process, resulting in the revision of specific search documents, but his departure resulted in limited attainment of this goal overall. Therefore, the College's hiring and promotion goals contains an expanded vision of this goal that, with full and consistent implementation, may yield substantive results.

- 3) **This goal was achieved.** The President's commitment to maintaining fair and thorough searches is evident in the suspension of searches in 2012 that were deemed insufficient. This is reflective of a culture that foregrounds the primacy of good faith practices.
- 4) **This goal was partially achieved.** Searches during the reporting period characteristically ended with a list of three (3) or more candidates with their respective strengths and weaknesses. One (1) search resulted in only two (2) recommendations due to a limited candidate pool, though this was an exception.
- 5) **This goal was achieved.** The College is absolutely committed to making any and all reasonable accommodations for applicants with needs resulting from physical disabilities. To date, the College has received no such requests, but stands ready to accommodate them to the greatest extent possible.

Affirmative Action Position Reports

Included below are the position reports describing the demographics of every applicants and interview pool, as well as the reasoning through which search committees arrived upon the chosen candidates. These documents have been produced for each and every search conducted to completion.

The following candidates were not granted interviews.

One (1) BF candidate had no supervisory experience and no community college experience.
Two (2) U candidates had no supervisory experience and no community college experience.
One (1) OM candidate had no degree and fewer than two (2) years supervisory experience.
Two (2) UM candidates had no experience in a community college environment.
One (1) WF candidate had no supervisory experience and no community college experience.
One (1) UF candidate had no supervisory experience and no community college experience.

The following candidates were granted interviews, but not selected.

Two (2) UFs withdrew from the search prior to interview to accept another position.
One (1) UF could not articulate the applicability of past supervisory and managerial experience to a community college setting.
One (1) UM could not articulate the connection between his curriculum development experience and the leadership experience required of this position, and he did not express familiarity with a community college population in his interview.
One (1) UM could not articulate in his interview adequate managerial experience for the handling of large, system-wide projects.
One (1) UF could not articulate in her interview adequate managerial experience for the handling of large, system-wide projects.

The WF selected for the position possessed a relevant MA and had overseen large projects on the state level. Her responsibilities in these projects involved a number of highly specialized skills necessary for the position, including grant writing / management as well as general budget oversight. Moreover, her prior experience in higher education made her an appropriate fit for the school's recruiting and advising efforts.

The following candidates were not granted interviews.

One (1) UF candidate had one (1) year of teaching experience, and did not indicate in her application an understanding of a community college population.

One (1) BF candidate had one (1) year of teaching experience, and she did not indicate in her application an understanding of a community college population.

One (1) HM candidate lacked a required Biology degree.

One (1) UM candidate had (2) years teaching experience, but no community college experience, and he did not express in his application an understanding of a community college population.

The following candidates were granted interviews, but not selected.

One (1) U candidate had extensive experience only in teaching physics courses.

One (1) HM candidate withdrew from the search prior to an interview.

One (1) HM candidate demonstrated adequate content familiarity, but was experienced only in part-time teaching duties and did not express advising and committee experience.

One (1) U candidate demonstrated adequate content familiarity, but had two (2) years of formal teaching experience, and did not express strong advising and committee experience.

The following candidates were finalists.

One (1) OM candidate demonstrated strong content familiarity, but his teaching demonstration was not considered dynamic or entirely congruent to the needs of community college students.

One (1) UF candidate had a teaching demonstration that demonstrated an appropriate understanding of the community college population, but suggested potential difficulty with class time management.

The selected WF candidate held an MS in biology and had taught at three different community colleges within the CT system, therefore fully satisfying the required and preferred qualifications. Her teaching demonstration was well-received as considerate of multiple learning styles.

BOARD OF REGENTS FOR CONNECTICUT COMMUNITY COLLEGES

AFFIRMATIVE ACTION POSITION REPORT

College: Three Rivers Community College

Position: **ASSISTANT PROFESSOR - MECHANICAL ENGINEERING**

A.A. Occupational Category: Faculty - Below Professor

Current Hiring Goals: Short-term: Long-term:
1 BM, 2 BF, 1 HM, 2 HF, 1 OM, 1 OF

Applications: Total #: **6**

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
1	0	0	2	0	1	0	0	1	0	1

Candidates Interviewed: Total#: **6**

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
1	0	0	2	0	1	0	0	1	0	1

Candidate Recommended: Race: **W** Sex: **M**

Goal Achievement:	Hiring Goal	Yes:	<input type="checkbox"/>	No:	<input checked="" type="checkbox"/>
	Upward Mobility Goal	Yes:	<input type="checkbox"/>	No:	<input checked="" type="checkbox"/>
	Promotional Goal	Yes:	<input type="checkbox"/>	No:	<input checked="" type="checkbox"/>

If the appointment does not meet an Affirmative Action goal, provide a statement which explains the good faith Efforts undertaken to meet the established goals:

All candidates were qualified for at least a phone interview.

One (1) U withdrew from the search after an initial phone interview due to travel complications.
One (1) OF withdrew from the search after an initial phone interview due to travel complications.
One (1) OM candidate could not demonstrate experience in modern engineering software or as an instructor of modern mechanical / electrical engineering.

The following candidates were granted second interviews, and were considered finalists.

One (1) OM candidate did not express or demonstrate experience with a community college environment and higher education accreditation.
The selected WM candidate possessed experience teaching relevant Mechanical Engineering Technology courses in a community college setting. His teaching demonstration reflected the needs of that population with a distinctly student-centered approach. Moreover, his background in extra-curricular science programs qualified him to work towards community and industry partnerships.

BOARD OF REGENTS FOR CONNECTICUT COMMUNITY COLLEGES AFFIRMATIVE ACTION POSITION REPORT

College: Three Rivers Community College

Position: **ADMINISTRATIVE ASSISTANT - STUDENT DEVELOPMENT (2013)**

A.A. Occupational
Category:

Clerical / Secretarial

Current Hiring Goals:

Short-term:

Long-term:

2 WM, 1 BM, 1 OM, 1 HF, 1 OF

Applications:

Total
#: **20**

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
0	0	0	0	0	14	0	1	0	4	1

Candidates Interviewed:

Total#: **7**

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
0	0	0	0	0	5	0	0	0	2	0

Candidate Recommended:

Race: **W**

Sex: **F**

Goal

Achievement:

Hiring Goal

Yes:

☐

No:

☒

Upward Mobility

Yes:

☐

No:

☒

Promotional Goal

Yes:

☐

No:

☒

If the appointment does not meet an Affirmative Action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The following candidates were not granted interviews.

One (1) HF candidate was not on the DAS Administrative Assistant Certification List / was not a current state Administrative Assistant.

Two (2) UF candidates were not on the DAS Administrative Assistant Certification List / were not current state Administrative Assistants.

One (1) U candidate was not on the DAS Administrative Assistant Certification List / was not a current state Administrative Assistant.

The following candidates were granted interviews, but not selected.

Two (2) UF candidates possessed Administrative Assistant experience, but no direct experience in a higher education environment / exposure to as many relevant software platforms as the chosen candidate.

The chosen WF was distinguished by approximately ten (10) years of professional experience in higher education clerical / secretarial work. Furthermore, she possessed a strong understanding of the administrative software used in the community college system in addition to various other technical competencies.

The volume of candidates meant that many met the minimum qualifications detailed in the original job posting. Therefore, final decisions rested on finer metrics relevant to those same qualifications.

The following candidates were not granted interviews.

Two (2) OM candidates and one (1) OF candidate had no experience in a commercial cleaning in an academic setting, and did not indicate in their applications proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

One (1) BF candidate did not have a valid driver's license, had no experience in a commercial cleaning in an academic setting, and did not indicate proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

One (1) BF candidate had no experience in a commercial cleaning in an academic setting, and did not indicate proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

One (1) UF candidate had no experience in a commercial cleaning in an academic setting, and did not indicate proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

One (1) UM candidate did not have a valid driver's license, had no experience in a commercial cleaning in an academic setting, and did not indicate proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

One (1) UM candidate had no experience in a commercial cleaning in an academic setting, and did not indicate proficiency or potential proficiency in the use and maintenance of industrial cleaning tools.

The following candidates were granted interviews, but not selected.

One (1) HF candidate could not demonstrate an understanding of hard floor care in a large-scale commercial cleaning environment. She also could not express any familiarity with commercial safety.

One (1) UM candidate had approximately one (1) year commercial cleaning experience, but he could not demonstrate an understanding of hard floor care in a similar context. He also could not express any familiarity with commercial safety.

One (1) UM candidate had approximate two (2) years' commercial cleaning experience, but he could not express any familiarity with commercial safety.

One (1) BF candidate had approximately two (2) years' commercial cleaning experience, but she could not demonstrate an understanding of hard floor care in a large-scale commercial cleaning environment.

One (1) BF candidate had less than one (1) year commercial cleaning experience, and she could not demonstrate an understanding of hard floor care in a large-scale commercial cleaning environment. She could not express any familiarity with commercial safety.

The WM and HM candidates were selected for their backgrounds in very similar commercial and academic environments, which demanded similar hard floor and carpet maintenance. The WM offered special expertise in hard floor care and the associated equipment. The HM candidate had broader experience, but his experience was localized within a comparable school setting. He had also recently undergone formal safety training.

Innovative Programs

(Section 46a-68-49)

Innovative Programs

(Section 46a-68-49)

Three Rivers engages in a number of programs designed to enhance early awareness and educational access with the long-range goal of increasing the diversity of candidates qualified for employment. These programs include:

- Technology/Math/Science Careers Outreach to women and girls. This includes two career conferences each year, featuring hands-on career exploration and women role models.
- Workshops on the Transition to college for high school students with learning disabilities.
- Diversity Programming
- Speakers and symposia on Civil Rights, the ethics and philosophy of Affirmative Action; Black History Month Activities, such as films, speakers, musical performances, etc.
- The Native American organization sponsors several Native American speakers and activities. In addition to the Diversity program that is required for all staff, diversity programs are being offered to students and faculty/staff are provided the opportunity to attend these programs.
- During 2012 and 2013, Sexual Harassment and Diversity seminars were offered to students as well as staff.
- Childcare is available on-site to students and faculty/staff, which allows working mothers to more easily participate in the workforce and in education.
- Work-Study and Student Internship Programs allow students to work in various college offices often resulting in the student's being hired as an Educational Assistant, and has brought several women and minorities into EA positions.
- A minority student mentoring program in which faculty and staff volunteer to mentor new minority students at the College.
- In addition, while funding is no longer available from the Department of Higher Education to send staff to the Global Minority Retreat, continued attendance is supported by the College.

Finally, the College deems the direct and personal involvement of its President a vital characteristic of its campaign towards equal opportunity for all. President Jones has been an outgoing and active member of the College and state community, searching always for new and exciting ways for the institution to achieve its goals.

Though President Jones shall be stepping down shortly, the Presidential search will be defined by the indelible impact her work has made. Indeed, any new executive officer for the institution will be expected to serve similarly as the personal ambassador for the college and its ambitions.

Concluding Statement & Signature

(Section 46a-68-50)

Concluding Statement & Signature

(Section 46a-68-50)

This statement shall serve to acknowledge that I have read the Affirmative Action Plan prepared and compiled by Gregory Souza, Equity and Diversity Officer for Three Rivers Community College. The plan has been prepared in accordance with Section 12 of Public Act 83-569 and Section 1 of Public Act 84-41. Further, I attest that the contents contained therewith are true and correct to the best of my knowledge. As President of Three Rivers Community College, I pledge that this institution and I shall make every good faith effort to achieve the goals, timetables, and objectives set forth in this plan.

Grace S. Jones, President
30 April 2014