

Three Rivers Community College  
Norwich, Connecticut

Affirmative Action  
Policy and Goals

2010

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Policy statement  
(Section 46a-68-33)

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 historically certain groups have been excluded from full participation in educational and employment opportunities, and that 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 law, including, but not limited to, positive action designed to identify and remove practices, policies, or other job-related requirements which act as barriers to equal employment opportunity for women, Blacks, Hispanics, and other protected groups found to be underutilized in the work force or affected by policies or practices having an adverse impact.

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 which have historically been excluded from or are disproportionately represented in postsecondary education. The mission of Three Rivers Community College is particularly well suited to include and provide an environment of success for members of such historically under-represented groups.

Three Rivers Community College, through its affirmative action programs, is striving to redress any past discrimination against ethnic minorities and women. We are directing efforts to assure that recruitment practices, working conditions, and promotion opportunities are consistent with our program to assure full justice in employment. It is the policy of Three Rivers that no member of a protected class who is capable of performing the tasks required of the job be excluded because of race, color, religious creed, sex, sexual orientation, age, marital status, national origin, ancestry, handicap, genetic information, learning disabilities, present or past history or mental disability, mental retardation, or physical disability including but not limited to blindness 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 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 which 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.

Further, the College will not discriminate against any person on the grounds of political beliefs or veteran status.

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:

1. Recruitment and hiring of protected group members reflect their availability in the job market.
2. 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.
3. Salary and fringe benefits, including opportunities for training and education, are administered in an equitable manner.
4. 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 protected classes, including the physically challenged and older persons. We continue to 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 appointed Dr. George Rezendes, as our Affirmative Action Officer for calendar year 2009. It is the duty of the Affirmative Action Officer to coordinate the Affirmative Action Program at Three Rivers Community College. Dr. George Rezendes can be reached in Room C-131A or at 860-892-5774 on the Three Rivers Community College Campus (574 New London Turnpike, Norwich, CT 06360).

Grace S. Jones  
President

\_\_\_\_\_ Date \_\_\_\_\_

**POLICY STATEMENT**  
**Section 46a-68-33**

**EQUAL OPPORTUNITY POLICY STATEMENT**

Introduction

This statement establishes a policy framework for the implementation of equal opportunity and affirmative action principles within the Community College system. The purpose is to set forth an appropriate and consistent standard for each college and the System Office. The statement constitutes the policy statement required by Section 46a-68-33 of the Regulations of Connecticut State Agencies.

The Chancellor is authorized to promulgate a supplement to this statement in order to achieve compliance with paragraphs 3 and 8 of the subject regulation, which supplement shall be an integral part of this policy statement. The Chancellor is further authorized to establish systemwide standards for the implementation of affirmative action and equal opportunity consistent with the requirements of applicable law, regulation and executive orders.

The Role and Purpose of Affirmative Action

The Board of Trustees recognizes that historically certain groups have been excluded from full participation in educational and employment opportunities, and, that if they are to overcome the present effects of this past exclusion, affirmative steps beyond simple neutrality are required. Without such affirmative action, society runs the risk of the perpetuation of the status quo ante.

Affirmative action in employment involves taking additional steps to recruit, employ and promote members of protected groups. More particularly, the Board endorses and expects full compliance with the requirements of law, including, but not limited to, positive action designed to identify and remove practices, policies, or other job related requirements which act as barriers to equal employment opportunity for women, Blacks, Hispanics, and other protected groups found to be underutilized in the work force or affected by policies or practices having an adverse impact.

Similarly, the Board endorses and expects that there will be efforts made to reach out to groups within our society, which have historically been excluded from or are disproportionately represented in postsecondary education. The mission of the Community Colleges is particularly well-suited to include and provide an environment of success for members of such historically underrepresented groups.



#### Need for Immediate Action

Both the Executive and Legislative branches of government have identified the need for positive and effective affirmative action in employment and services offered to the public through the agencies of the State of Connecticut. The Board recognizes, adopts and pledges its supports for such affirmative action as a necessary and immediate objective for all the Community Colleges and the System Office of the Board of Trustees.

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.

While it is understood that affirmative action relates to societal groups based on such characteristics as race and sex, the Board of Trustees also recognizes the special problems in the aged and handicapped as requiring particular attention and sensitivity in the implementation of equal opportunity and affirmative action. To this end, each college and the System Office shall identify problem areas if any, and where appropriate establish program goals to achieve full and fair utilization of such individuals in the workplace.

#### Nondiscrimination Policy

The Community College System of the State of Connecticut will not discriminate against any person on the grounds of race, color, religious creed, sex (including pregnancy and transsexualism), age, national origin, ancestry, present or past history of mental disability, genetic information, marital status, mental retardation, sexual orientation, learning disability, pregnancy, physical disability, including, but not limited to blindness, or prior criminal record, present or past history of mental disability, workforce hazards to reproductive systems, unless the provisions of sections 46a-60(b), 46a-80(b) or 46a-81(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupational qualification excluding persons in one of the above protected groups. With respect to the foregoing, discrimination on the basis of sex shall include sexual harassment as defined in section 46a-60(8) of the Connecticut General Statutes. Although it is recognized that there are bona fide occupational qualifications, which 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.

Further, the system will not discriminate against any person on the grounds of political beliefs, or veteran status.

#### Affirmative Action in Employment

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.

The affirmative action influence on the employment process seeks to assure that:

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

Agency Affirmative Action Officer

The Affirmative Action Officer for the Board of Trustees of Community-Technical Colleges is:

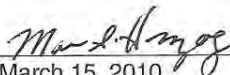
Mr. Kenneth G. Armstrong  
System Affirmative Action Officer  
Board of Trustees of Community-Technical Colleges  
61 Woodland Street  
Hartford, CT 06105  
(860) 244-7606

The Policy statement lists all federal and state constitutional provisions, laws, regulations, guidelines and executive orders that prohibit or outlaw discrimination and identifies each class of person protected thereunder.

Appointment Authority Signature

I hereby attest to my commitment to achieve the goal within the timetables set forth in the plan.

Mr. Marc Herzog  
Chancellor

  
March 15, 2010

## 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-81l** – 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 Communications**

Sec. 46a-68-34

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 and in fact creating a pro-active Affirmative Action Plan is one of the Colleges strategic initiatives and is reflected on the Colleges Strategy Map. A copy of the Colleges 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.

In addition, a copy of the Affirmative Action Plan is made available to all employees on the College's intra-net website and a copy is also provide in the TRCC library for their review.

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

The College is in compliance with the diversity training and the sexual harassment training mandates. All new employees attended diversity training which is provided for all Community Colleges in central locations several times a year. Dr Rezendes attended the Affirmative Action Update Investigation training held in June 2009 and presented by the Public Information Officer of the CT General Assembly Permanent Commission on the Status of Women.

Dr. George Rezendes was assigned the duties as the affirmative action officer for 2009 as an additional responsibility. His primary responsibility at the College is as the Director of the Institutional Research. He can be reached at 892-5774 and is located in room C-131A on the Three Rivers campus at 574 New London Turnpike, Norwich, CT 06360.



**(Distributed to all employees and posted.)**

## **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.
- 4) Contact the State of Connecticut Commission on Human Rights and Opportunities at 21 Grand 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.



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: JULY 1, 2002  
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](http://www.trcc.commnet.edu) [info3rivers@trcc.commnet.edu](mailto: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](http://www.trcc.commnet.edu) [info3rivers@trcc.commnet.edu](mailto:info3rivers@trcc.commnet.edu)

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

## 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 employee, freedom of choice may be compromised in

## Policy Against Sexual Harassment

### Implementing Statement

Page 2

such relationships. Therefore, romantic and sexual liaisons between such persons 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 employee, 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, 21 Grand 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**  
**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:**

1. TRCC will maintain NEASC and Program accreditations that further the institutional mission, enhance program quality, and maintain consistency with college resources.
2. 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.
3. 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.
4. 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:
  - 1.1 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.
  - 1.2 Advance curriculum alignment with area high schools at the discipline level.
  - 1.3 Offer training in curriculum and new course development.

- 1.4 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:
  - 2.1 Increase student and faculty awareness and use of services that support student success.
  - 2.2 Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion).
  - 2.3 Develop protocols for maximizing efficient use of technology for communicating with students.
  - 2.4 Provide up-to-date technology, related technical support, and training.
  - 2.5 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.
  - 2.6 Develop a comprehensive, streamlined student services program eliminating barriers to enrollment and enabling students at every level to navigate the College system.
  - 2.7 Design and implement initiatives that facilitate enhanced student engagement utilizing CCSSE results.
3. Increase graduation and transfer:
  - 3.1 Create a plan to increase graduation rates which includes the Banner Curriculum Advising and Program Planning (CAPP) implementation.
  - 3.2 Review existing articulation agreements and advising strategies with the purpose of increasing the number of students transferring to four year institutions.
  - 3.3 Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.
  - 3.4 Continue the dialogue and the implementation efforts to assess student learning outcomes.
  - 3.5 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
  - 4.1 Expand short-term training and workforce development.
  - 4.2 Include Business & Industry partnerships in curriculum development.
  - 4.3 Cultivate pathways in Allied Health and bridges to health careers.
  - 4.4 Pursue advanced manufacturing collaborations with area businesses.
  - 4.5 Focus on career counseling and job placement programs and networks for students.
  - 4.6 Respond to demographic changes in region through career programs, in collaboration with area Chambers and Workforce Investment Boards (WIB's).
  - 4.7 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.
  - 4.8 Support ESL as an integral part of college outreach and cultural understanding.

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

### **College Goals:**

1. Promote sound and efficient management of existing resources that ensures an equitable allocation of assets to support institutional priorities and system initiatives.
  - 1.1 Establish a fully integrated, evidence-based resource development plan that is tied to the budget, programs and institutional decisions.
  - 1.2 Advance “one college” concept by mainstreaming continuing education administrative functions and curriculum.
2. Identify and secure strategies that provide alternative sources of funding that expand student access to affordable educational programs.
  - 2.1 Increase revenues from grants and private donations.
  - 2.2 Develop mutually beneficial community partnerships and external relations to enhance resource contributions in the public and private sectors.

2.3 Build a larger endowment to fund institutional financial aid.

2.4 Improve the coordination and use of scholarships to maximize recruitment and retention efforts.

3. 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:**

1. 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.
2. 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.
3. Provide opportunities for all employees develop leadership qualities to increase the sense of responsible stewardship throughout the organization.
4. Engage in open decision-making processes amongst all constituencies on campus.
5. Enhance communications with:
  - a. All constituencies by promoting dialogue and collegial debate.
  - b. Employees through orientation, support services, and within the governance structure.
  - c. The public to generate support for the College.
  - d. New and existing students to increase enrollment, retention and graduation.

### **IV. Improving Learning and Assessment**

#### **College Goals:**

1. 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.
2. Develop learning communities to increase the persistence rate for developmental and first-time students.
3. 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.
4. Increase the percentage of faculty/staff actively engaged in assessment of learning leading to new instructional models, alternative delivery methods and new educational services.
5. Expand our definition of student outcomes that includes other types of achievements of student success in addition to graduation.
6. Assess General Education competencies of students.
7. Increase the number of full-time faculty while recognizing the need to increase the diversity among full-time faculty.
8. Initiate best practices in online teaching.
9. Improve and formalize faculty-to-faculty mentoring.

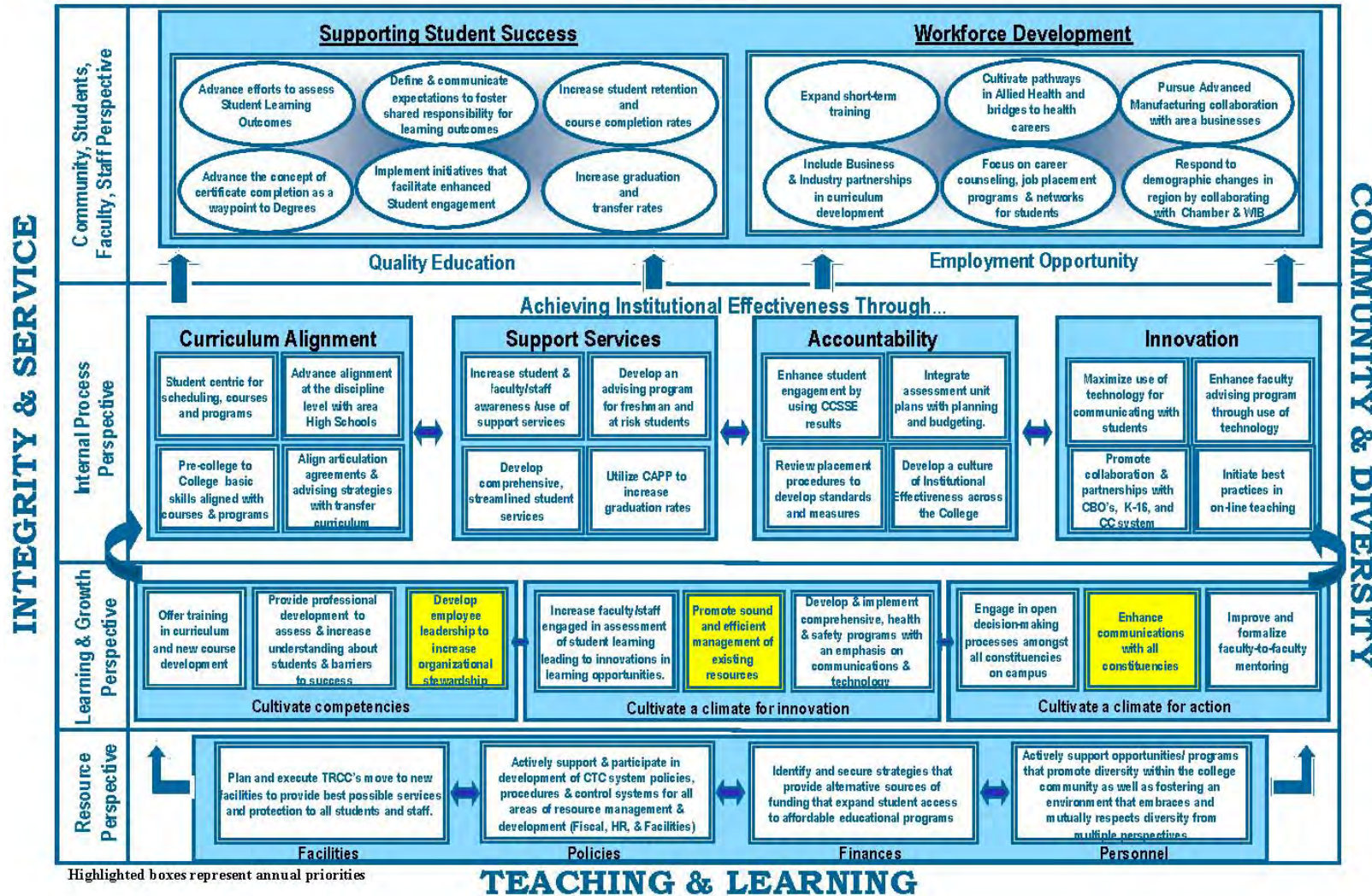
#### **V. Ensuring a Safe, Secure, and Inclusive Campus Environment**

##### College Goals:

1. 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.
2. 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.

3. 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 creating an environment that stimulates learning



# External communications (Section 46a-68-35)

**External Communications**  
**Section 46a-68-35**

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 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.

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.

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.

Notice of the availability of the College's Affirmative Action Plan is sent out to the entire College community via email. 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 employer and they are invited to review the plan and provide comments to the Affirmative Action Officer. A copy of the letter that was sent is contained at the end of 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 2009, the College advertised one full-time vacancy. The position, an administrative assistant to the President, was advertised internally to the College community and in local publications as appropriate to ensure that the vacancy was made known to members of protected classes. In addition, President Grace Jones conducted personal outreach contacts during community events, and other programs and meetings that she attended to ensure the widest possible dissemination of the vacancy notification. The College 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 and keep them informed of upcoming vacancies in the College workforce. The college also seeks to expand and cultivate interaction with additional recruiting sources that may be able to send qualified minority 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 2009 in anticipation of a significant number of vacancies that will be filled during 2010.

The CCCC bargaining unit affirmed continued support for the system's Minority Fellowship Program. This program enables colleges to recruit annually minorities for teaching and administrative responsibilities. Fellows are provided with a mentor and both fellows and mentors are compensated for their work. Additionally, Fellows receive special notice of position openings and may be hired without a competitive search by a college in the system. The college is an active participant in the Minority Fellowship Program.

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 debarred 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 agency 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.

## **CONNECTICUT COMMUNITY-TECHNICAL COLLEGES**

### **DISTRIBUTION MAILING LIST FOR POSTING JOB ANNOUNCEMENTS**

Asnuntuck Community College  
170 Elm Street  
Enfield CT 06082

Capital Community College  
61 Woodland Street  
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

Kenneth Armstrong  
Board of Trustees of Community-Technical Colleges  
61 Woodland Street  
Hartford CT 06105

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

The following is the position announcement used to advertise the one full-time appointment that was made during the current filing period. This position announcement was for the administrative assistant to the President.

**THREE RIVERS COMMUNITY COLLEGE  
ANNOUNCEMENT OF POSITION OPENING  
EXECUTIVE ASSISTANT TO THE PRESIDENT  
12-month, Excluded/Confidential position**

**ANTICIPATED**

**STARTING DATE:** August 2009

**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:** \$51,189 approximate annual

**TO APPLY:**

Submit a cover letter, detailed resume, and names of three (3) references to:

Barbara Billups  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT

**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.**

The following pages show the Affirmative Action community mailing list and list of Historically Black Colleges, which were utilized, in four 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

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

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

SPANISH AMERICAN  
DEVELOPMENT AGENCY  
1317 State Street  
Bridgeport, CT 06605

Affirmative Action Officer  
MASSOIT COMMUNITY  
COLLEGE  
Brockton, MA 02402

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

PERSONNEL  
ROXBURY COMMUNITY  
COLLEGE  
1234 Columbus Avenue  
Boston, MA 02120

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

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

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

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

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

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

SHILOH BAPTIST CHURCH  
1 Garvin Street  
New London, CT 06320

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

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

Career Services  
UMASS/BOSTON  
Boston, MA 02125

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

DIRECTOR OF  
PLACEMENT  
UNIVERSITY OF RHODE  
ISLAND  
Kingston, RI 02881

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

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

Affirmative Action Officer  
COMMUNITY COLLEGE OF  
PHILADELPHIA  
Philadelphia, PA 19130

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

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

CHILD & FAMILY  
SERVICES  
1680 Albany Avenue  
Hartford, CT 06105

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

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

<Union Address – Letter sent to all union addresses on page 44>

April 20, 2010

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 public review. We invite you to review the plan and submit any comments that you may have to the College's Affirmative Action Officer Dr George Rezendes at [grezendes@trcc.commnet.edu](mailto:grezendes@trcc.commnet.edu) or at the address below.

Sincerely,

George J. Rezendes  
Affirmative Action Officer  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360

## Notation regarding Minority Business Contract Set Aside Program Reports

Quarterly reports included in the April 30, 2009, Affirmative Action Report are:

3/31/2009,

6/30/2009

9/30/2009

12/31/2009

The Minority Business Contract Set Aside Program reports cross fiscal years (08/09 & 09/10). The goals for both 2008/2009 and 2009/2010 have been approved by DAS.

Approved goals are based on fiscal year as opposed to calendar year, thus this filing period for the affirmative action plan contains reports from the 3<sup>rd</sup> and 4<sup>th</sup> quarter of FY-09 and the 1<sup>st</sup> and 2<sup>nd</sup> quarter of FY-10. The DAS approved goals for the Small Business Set Aside for FY-09 was \$120,712 and for FY-10 was \$546,594. The DAS approved goals for the Minority Business Set Aside for FY-09 was \$30,178 and for FY-10 was \$136,649.


For fiscal year 2009, the college did meet its Small Business Set-Aside Goal, the annual goal was \$120,712 and actual purchasing totaled \$608,325.91 representing 504% of the goal. The college achieved 403% of its Minority Business Set-Aside Goal of \$30,178 for FY-2009 by executing \$121,668.53 in purchasing.

For fiscal year 2010 the college's SBE goal is \$546,594 and at the end of the 2<sup>nd</sup> quarter has achieved spending at a level of \$234,864.29 or 43% of goal and for its Minority Business Set Aside Goal which is \$136,649 the College has achieve a spending level of \$98,887.95 representing 72% of the goal. Therefore, with 50% of the fiscal year complete the College is on target to satisfy the SBE and MBE goals for FY-10.

## 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:**  Meg Yetishefsky, Program Manager, Supplier Diversity Program

**Date:** April 29, 2009

**Re:** FY 2008-2009 Small/Minority Business Goal Report  
*Three Rivers Community College*

This memo is to inform you the DAS, Supplier Diversity Unit has received your agencies FY08-09 S/MBE goal report outlining the agency adopted budget and subsequent funds available for S/MBE purchases for FY08-09.

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 09 :	\$ 22,720,065
Line 2: Amount Available for S/MBE program : (after allowable deductions/exemptions)	\$ 482,846
Line 3: 25% of Line 2 - total set aside for Small/Minority Business Enterprise :	\$ 120,712
Line 4: 25% of Line 3 - total set aside for only Minority Business Enterprise :	\$ 30,178

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 goal report shall be directed to Stan Kenton at [Stanley.Kenton@ct.gov](mailto:Stanley.Kenton@ct.gov) or (860) 713-5241.

Attachment

FY09 THREE RIVERS COMMUNITY COLLEGE							
AMOUNTS REQUESTED BY AGENCY							
Agency Name	Agency Budget	Agency Request	Agency Request	Agency Request	Agency Request	Agency Request	Total Deductions/Exemptions
Total Agency Adopted Budget	\$ 22,720,085	\$ 3,132,193	\$ 17,935,226	\$ 478,800	\$ 691,000	\$ 22,237,219	
Budget Available for Small Contractor Program	\$ 482,846	Notes or Comments:					
Annual SBE Goal	\$ 120,712						
Annual MBE Goal	\$ 30,178						
AMOUNTS APPROVED BY DAS							
Agency Name	Agency Budget	Agency Request	Agency Request	Agency Request	Agency Request	Agency Request	Total Deductions/Exemptions
Total Agency Adopted Budget	\$ 22,720,065	\$ 3,132,193	\$ 17,935,226	\$ 478,800	\$ 691,000	\$ 22,237,219	
Budget Available for Small Contractor Program	\$ 482,846	Notes or Comments: Approved as submitted.					
Annual SBE Goal	\$ 120,712						
Annual MBE Goal	\$ 30,178						

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd Quarter

Fiscal Year Period

Jan 1 - Mar 31 2009

ENTER THIS QTR- 2nd

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle C. O'Neill	E-mail Address:	goneill@trcc.comnet.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	\$ 22,720,065.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 482,846.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 120,711.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 30,177.88

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 3,408,511.00	309	\$ 7,134,364.00	900
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 313,599.23	39	\$ 510,653.63	84

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (BL)				
B) Hispanic (HI)				
C) Iberian Peninsula (IP)				
D) Asian (AA)				
E) American Indian (AI)				
F) Disabled Individual (DI)				
G) Woman (W)	\$ 40,925.35	7	\$ 85,352.06	19
H) Woman Black (WB)				
I) Woman Hispanic (WH)				
J) Woman Iberian Peninsula (IW)	\$ 11,290.68	1	\$ 24,579.56	2
K) Woman Asian (WA)				
L) Woman American Indian (WI)				
M) Woman Disabled (WD)				
N) Disabled Black (DB)				
O) Disabled Hispanic (DH)				
P) Disabled Iberian Peninsula (DP)				
Q) Disabled Asian (DA)				
R) Disabled American Indian (DN)				
<b>MBE TOTALS (Lines A-R)</b>	<b>\$ 52,216.03</b>	<b>8</b>	<b>\$ 109,931.62</b>	<b>21</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
2008 - 2009

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jan 1 - Mar 31, 2009	In reporting data below, does your Agency utilize C.O.R.E.?	YES
			NO X

Agency Name:	Three Rivers Community College	CC801000
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Report Prepared by:	Gayle C. O'Neill	Agency Number:	CCC80100
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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	P0211933	\$ 5,554.05	W	
C & C Janitorial Supplies	P0210014	\$ 11,290.68	IW	
Chase Graphics	P0216685	\$ 1,075.00	SB	
Chase Graphics	P0221174	\$ 563.00	SB	
Comstock Press	E0003843	\$ 377.00	SB	
DH Marvin & Son, Inc.	P0219730	\$ 99.96	SB	
EPS Printing II, LLC	P0218786	\$ 233.74	SB	
EPS Printing II, LLC	P0218983	\$ 425.00	SB	
EPS Printing II, LLC	P0220343	\$ 387.19	SB	
EPS Printing II, LLC	P0220354	\$ 324.52	SB	
EPS Printing II, LLC	P0220457	\$ 750.00	SB	
EPS Printing II, LLC	P0222251	\$ 495.00	SB	
G. Donovan Associates, Inc.	P0186520	\$ 7,520.25	SB	
G. Donovan Associates, Inc.	P0199683	\$ 4,846.38	SB	
G. Donovan Associates, Inc.	P0220341	\$ 5,120.00	SB	
Guardian Pest Control, LLC	P0209887	\$ 630.00	SB	
Hartford Stamp Works, Inc.	P0218392	\$ 216.20	SB	
Hartford Stamp Works, Inc.	P0219136	\$ 24.60	SB	
Hartford Stamp Works, Inc.	P0220356	\$ 100.75	SB	
Hartford Stamp Works, Inc.	P0220405	\$ 22.40	SB	
Insalco Corp.	P0217600	\$ 5,386.30	SB	
Lathrop Vending, Inc.	P0217307	\$ 1,178.05	W	
Life Skills Associates, LLC	P0215415	\$ 1,375.00	W	
Lighting Services, Inc.	P0219578	\$ 482.60	SB	
Logo Concepts, LLC	P0219155	\$ 637.52	W	
Logo Concepts, LLC	P0219357	\$ 3,745.13	W	
Marcus Communications, LLC	P0217643	\$ 29,995.52	SB	
Marcus Communications, LLC	P0217643	\$ 9,660.18	SB	
Marcus Communications, LLC	P0217655	\$ 21,588.00	SB	
Marcus Communications, LLC	P0221157	\$ 3,415.20	SB	
Marcus Communications, LLC	P0221159	\$ 13,401.00	SB	
Marcus Communications, LLC	P0213321	\$ 6,637.04	SB	
Prime Electric, LLC	P0210401	\$ 80,808.00	SB	
ProSystems Installation, Inc.	P0210411	\$ 26,081.08	SB	
ProSystems Installation, Inc.	P0210411	\$ 31,947.60	SB	
ProSystems Installation, Inc.	P0210987	\$ 113.60	W	
Ryan Business Systems, Inc.	P0209035	\$ 28,322.00	W	
Salka Office Furniture	P0210480	\$ 292.50	SB	
Shred-It	E0004797	\$ 6,069.95	SB	
Suburban Stationers, Inc.	P0210531	\$ 2,407.24	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 313,599.23</b>		



SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

4th Quarter

Fiscal Year Period

Apr 1-Jun 30 2009

ENTER THIS QTR- 2nd

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle C. 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	\$ 22,720,065.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 482,846.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 120,711.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 30,177.88

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,011,545.00	267	\$ 9,145,909.00	1,167
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 97,672.18	29	\$ 608,325.81	113

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (BL)				
B) Hispanic (HI)				
C) Iberian Peninsula (IP)				
D) Asian (AA)				
E) American Indian (AI)				
F) Disabled Individual (DI)				
G) Woman (W)	\$ 6,945.95	5	\$ 92,298.01	24
H) Woman Black (WB)				
I) Woman Hispanic (WH)				
J) Woman Iberian Peninsula (IW)	\$ 4,790.96	1	\$ 29,370.52	3
K) Woman Asian (WA)				
L) Woman American Indian (WI)				
M) Woman Disabled (WD)				
N) Disabled Black (DB)				
O) Disabled Hispanic (DH)				
P) Disabled Iberian Peninsula (DP)				
Q) Disabled Asian (DA)				
R) Disabled American Indian (DN)				
<b>MBE TOTALS (Lines A-R)</b>	<b>\$ 11,736.91</b>	<b>6</b>	<b>\$ 121,668.53</b>	<b>27</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
 2008 - 2009

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Apr 1-Jun 30 2009	In reporting data below, does your Agency utilize C.O.R.E.?	YES
			NO X

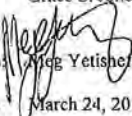
Agency Name:	Three Rivers Community College	CC801000
Report Prepared by:	Gayle C. O'Neill	Agency Number: CCC80100

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 & Key	P0211933	\$ 636.50	W	
C & C Janitorial Supplies	P0210014	\$ 4,790.96	IW	
Chase Graphics	P0224971	\$ 376.00	SB	
EPS Printing II, LLC	P0221354	\$ 289.10	SB	
EPS Printing II, LLC	P0223416	\$ 447.04	SB	
EPS Printing II, LLC	P0224222	\$ 366.94	SB	
EPS Printing II, LLC	P0225033	\$ 350.00	SB	
EPS Printing II, LLC	P0225212	\$ 306.00	SB	
EPS Printing II, LLC	P0225778	\$ 1,538.00	SB	
Fire Protection Testing, Inc.	P0222393	\$ 1,010.00	SB	
G. Donovan Associates, Inc.	P0226340	\$ 1,120.00	SB	
Guardian Pest Control, LLC	P0209887	\$ 280.00	SB	
Insalco Corp.	P0209121	\$ 4,692.80	SB	
Insalco Corp.	P0209122	\$ 12,253.07	SB	
Insalco Corp.	P0218486	\$ 19,153.64	SB	
Lathrop Vending, Inc.	P0217307	\$ 3,061.15	W	
Logo Concepts, LLC	P0222249	\$ 412.11	W	
Logo Concepts, LLC	P0224599	\$ 1,691.90	W	
New England Glass Co.	P0210268	\$ 500.00	SB	
New England Glass Co.	P0221334	\$ 612.27	SB	
Post Road Stages	P0224667	\$ 1,125.00	SB	
ProSystems Installation, Inc.	P0210401	\$ 29,146.00	SB	
R n B Enterprises	P0222993	\$ 486.15	SB	
Ryan Business Systems, Inc.	P0210987	\$ 1,144.29	W	
Shred-It	P0210480	\$ 160.50	SB	
Suburban Stationers, Inc.	E0004797	\$ 2,769.73	SB	
Suburban Stationers, Inc.	P0210531	\$ 4,045.37	SB	
Suburban Stationers, Inc.	P0224949	\$ 293.40	SB	
TEC Control Systems, Inc.	P0226383	\$ 860.00	SB	
Thomas W Raftery, Inc.	P0224662	\$ 3,754.26	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 97,672.18</b>		

# 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:  Meg Yetishsky, Program Manager, Supplier Diversity Program

Date: March 24, 2010

Re: FY 2009-2010 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 FY09-10 S/MBE goal report outlining the agency adopted budget and subsequent funds available for S/MBE purchases for FY09-10.

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 10 :	\$ 26,611,622
Line 2: Amount Available for S/MBE program ; (after allowable deductions/exemptions)	\$ 2,186,376
Line 3: 25% of Line 2 - total set aside for Small/Minority Business Enterprise :	\$ 546,594
Line 4: 25% of Line 3 - total set aside for only Minority Business Enterprise :	\$ 136,649

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](mailto:Stanley.Kenton@ct.gov) or (860) 713-5241.

Attachment

FY10 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	\$ 26,611,622	\$ 3,429,405	\$ 19,257,047	\$ 667,112	\$ 1,071,682	\$ 24,425,246
Budget Available for Small Contractor Program	\$ 2,186,376	Notes or Comments:				
Annual SBE Goal	\$ 546,584					
Annual MBE Goal	\$ 136,649					

**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	\$ 26,611,622	\$ 3,429,405	\$ 19,257,047	\$ 687,112	\$ 1,071,682	\$ 24,425,246
Budget Available for Small Contractor Program	\$ 2,186,376	Notes or Comments: Approved as submitted.				
Annual SBE Goal	\$ 546,584					
Annual MBE Goal	\$ 136,649					

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1st Quarter

Fiscal Year Period

Jul 1-Sep 30 2009

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. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 26,611,622.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,186,376.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 546,594.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 136,648.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,197,711.00	267	\$ 1,197,711.00	267
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 87,809.02	27	\$ 87,809.02	27

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)	\$ 41,165.16	8	\$ 41,165.16	8
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 17,457.56	3	\$ 17,457.56	3
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 (DIW)				
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)				
<b>MBE TOTALS (Lines A-V)</b>	<b>\$ 58,622.72</b>	<b>11</b>	<b>\$ 58,622.72</b>	<b>11</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
 2009 - 2010

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jul 1-Sep 30 2009	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000
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Report Prepared by:	Gayle O'Neill	Agency Number:	
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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	P0211933	\$ 3,145.50	W	
C&C Janitorial Suplies	P0227706	\$ 7,309.40	IW	
C&C Janitorial Suplies	P0227737	\$ 8,352.76	IW	
C&C Janitorial Suplies	P0228466	\$ 1,795.40	IW	
EPS Print II, LLC	P0225034	\$ 274.00	SB	
EPS Print II, LLC	P0227192	\$ 589.60	SB	
EPS Print II, LLC	P0227707	\$ 472.00	SB	
EPS Print II, LLC	P0228991	\$ 415.00	SB	
EPS Print II, LLC	P0229532	\$ 2,519.00	SB	
Fire Protection Testing, Inc.	P0229689	\$ 505.00	SB	
Guardian Pest Control, LLC	P0228623	\$ 70.00	SB	
Hartford Stamp Works	P0230778	\$ 24.00	SB	
Huntington Power Equipment, Inc.	P0229336	\$ 1,837.70	W	
Insalco Corp.	P0228925	\$ 476.00	SB	
Jan Electronic Supplies, Inc.	P0229721	\$ 1,518.58	W	
Lathrop Vending, Inc.	P0217307	\$ 1,286.55	W	
Logo Concepts, LLC	P0226927	\$ 659.16	W	
Logo Concepts, LLC	P0229546	\$ 262.08	W	
Northeast Industrial Services, Inc.	P0229510	\$ 785.00	SB	
Ryan Business Systems, Inc.	P0210987	\$ 1,219.59	W	
Salka Office Furniture	P0227411	\$ 31,236.00	W	
Shred-It	P0228522	\$ 265.50	SB	
Suburban Stationers, Inc.	E0004797	\$ 5,019.38	SB	
Suburban Stationers, Inc.	P0227700	\$ 5,215.42	SB	
Suburban Stationers, Inc.	P0231666	\$ 3,312.19	SB	
Suburban Stationers, Inc.	P0232023	\$ 1,949.69	SB	
Thomas W Raferty, Inc.	P0227721	\$ 7,294.52	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 87,809.02</b>		

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

2nd Quarter

Fiscal Year Period

Oct 1-Dec 31, 2009

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. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 26,611,622.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 2,186,376.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 546,594.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 136,648.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,105,748.00	325	\$ 3,303,459.00	592
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 147,055.27	33	\$ 234,864.29	60

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)	\$ 11,052.86	8	\$ 52,218.02	16
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 29,212.37	4	\$ 46,669.93	7
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 (DIW)				
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)				
<b>MBE TOTALS (Lines A-V)</b>	<b>\$ 40,265.23</b>	<b>12</b>	<b>\$ 98,887.95</b>	<b>23</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
 2009 - 2010

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Oct 1-Dec 31, 2009	In reporting data below, does your Agency utilize C.O.R.E.?	NO
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Agency Name:	Three Rivers Community College	CC801000
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Report Prepared by:	Gayle O'Neill	Agency Number:	
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CERTIFIED VENDORS ONLY			
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) ACTUAL EXPENDITURES DAS Certified SBE/MBE AMOUNT	(D) SPECIFY: MBE Category
Aa Lock & Key	P0211933	\$ 216.00	W
C&C Janitorial Suplies	P0227737	\$ 185.40	IW
C&C Janitorial Suplies	P0228466	\$ 13,356.61	IW
C&C Janitorial Suplies	P0232113	\$ 2,799.00	IW
C&C Janitorial Suplies	P0233608	\$ 12,871.36	IW
EPS Print II, LLC	P0233524	\$ 354.00	SB
EPS Print II, LLC	P0234141	\$ 156.00	SB
EPS Print II, LLC	P0234284	\$ 1,445.75	SB
EPS Print II, LLC	P0234433	\$ 1,467.00	SB
Fire Protection Testing, Inc.	P0229689	\$ 505.00	SB
G. Donovan Associates, Inc.	P0225049	\$ 33,348.60	SB
G. Donovan Associates, Inc.	P0226662	\$ 24,563.50	SB
G. Donovan Associates, Inc.	P0228483	\$ 1,935.00	SB
Guardian Pest Control, LLC	P0228623	\$ 157.50	SB
Hartford Lumber Co.	P0229842	\$ 1,004.04	W
Hartford Stamp Works	P0234313	\$ 24.00	SB
High Tech Consultants, LLC	P0235753	\$ 17,407.77	SB
Lathrop Vending, Inc.	P0217307	\$ 4,258.82	W
Logo Concepts, LLC	P0231273	\$ 720.00	W
Logo Concepts, LLC	P0232679	\$ 979.00	W
Logo Concepts, LLC	P0233599	\$ 546.37	W
Logo Concepts, LLC	P0233601	\$ 1,615.93	W
Prime Electric, LLC	P0231812	\$ 982.00	SB
Prime Electric, LLC	P0233059	\$ 2,771.00	SB
Ryan Business Systems, Inc.	P0231417	\$ 1,712.70	W
Shred-It	P0228522	\$ 264.00	SB
Suburban Sanitation Serv, Inc.	P0231673	\$ 640.00	SB
Suburban Stationers, Inc.	E0004797	\$ 1,693.49	SB
Suburban Stationers, Inc.	P0231666	\$ 3,957.37	SB
Suburban Stationers, Inc.	P0232120	\$ 240.80	SB
TEC Control Systems, Inc.	P0229650	\$ 680.00	SB
Thomas W Raftery, Inc.	P0233338	\$ 10,813.76	SB
Tradesman of New England, LLC	P0232201	\$ 3,383.50	SB
<b>SBE/MBE TOTAL</b>		<b>\$ 147,055.27</b>	



# Assignment of responsibility (Section 46a-68-36)

## **Assignment of Responsibilities**

Section 46a-38-36

In the system, the ultimate responsibility for promoting and enforcing Affirmative Action rests with the Board of Trustees of the Community-Technical Colleges and individually with the Chairperson of the Board, Louise S. Berry, and with the Chancellor, Mr. Marc Herzog.

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

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

The Board of Trustees of the Community-Technical Colleges has responsibility for appointing the Chief Affirmative Action Officer for the Community-Technical College System; the President, in consultation with the Chancellor, appoints an Affirmative Action Officer for each college. The duties of the Affirmative Action Officer are specified in the Equal Opportunity Policy Statement and in the Job Description (presented at the end of this section). The Affirmative Action Officer reports directly to the President. He/She:

- (1) develops, maintains, and monitors the agency Affirmative Action Program;

(2) initiates and maintains contact with recruiting sources and organizations serving members of protected classes; and

(3) 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 affirmative action officer duties for 2009 were assigned to Dr. George Rezendes. Dr. Rezendes assumed the responsibilities as the affirmative action officer on July 1, 2006 and remains in that role. These responsibilities represent approximately 20% of Dr. Rezendes' overall responsibilities.

President Jones has consistently expressed her commitment and legal authority to direct and support affirmative action efforts at our college. On several occasions during the year the topic of Affirmative Action was generally discussed at the President's Cabinet while Cabinet was kept apprised of the searches that were in progress. The topic appeared

specifically on the Cabinet agenda on May 6, 2009 when Dr Rezendes, the Affirmative Action Officer, provided the President's cabinet an overview of the Affirmative Action Plan and a general discussion was held to address the topics required by section 46a-68-36 (b) that include:

- a. Human relations and intergroup relations;
- b. Nondiscriminatory employment practices;
- c. The legal authority for affirmative action and the appointing authority's commitment thereto;
- d. Review of the affirmative action plan; and
- e. Identification of obstacles in meeting the goals of the plan.

A copy of the agenda is provided at the end of this section.

## Affirmative Action Officer

(Part-time Position – approximately 9 hours per week)

### I. Narrative Description:

- A. Affirmative Action: Under the direction of the President, coordinates and supervises the college's affirmative action program providing administrative and technical advice to the President and staff on all affirmative action programs and activities.

### II. Effectiveness Areas:

- A. 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 AA complaints  
Counseling on matters related to affirmative action

### III. Functional Responsibilities:

#### A. Affirmative Action:

1. 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.
2. Assists the President in development and dissemination of policies, procedures, and directives concerning affirmative action and equal employment opportunities.
3. Acts as advisor to search committees regarding appropriate search and selection techniques. Advises contract committees on policies related to promotion and tenure.
4. Coordinates and prepared 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.
5. Counsels protected group members in matters of affirmative action equal employment opportunities and ensures confidentiality of records.

6. Reviews personnel actions to ensure compliance with affirmative action guidelines.
7. Investigates complaints or grievances alleging discrimination.
8. Maintains appropriate liaison with community based organizations.
9. Conducts research on attrition and retention patterns from under-represented social and ethnic groups.
10. Does related duties as required.

The Affirmative Action Officer is a full-time employee whose other duties include institutional research responsibilities.

**PRESIDENT'S CABINET MINUTES  
MAY 6, 2009**

Present: President Jones, Deans Anderson, Branchini, Edwards, Goetchius, Valentin, Bill Dopirak, George Rezendes, Louise Summa, Janet Zito, Linda Waitkus (recorder)

**Affirmative Action Plan – George Rezendes**

A workforce summary was distributed that listed 175 full-time permanent employees and 75 full-time faculty as of December 31, 2008. No short term hiring goals were set this year due to the state hiring freeze, long term goals were listed. Under the assignment of responsibility section, George noted that regular meetings should be scheduled that emphasize

- Human relations and intergroup relations;
- Nondiscriminatory employment practices;
- The legal authority for affirmative action and the appointing authority's commitment thereto;
- Review of the affirmative action plan;
- Identification of obstacles in meeting the goals of the plan

Program goals for 2009 are

- Increase minority recruitment efforts
- Identify possible partnerships with graduate programs in areas critical to college workforce needs and develop a plan for cultivating these relationships
- Review and critique the interview process after each completed search and maintain a feedback file. Provide a year-end summary of all feedback collected.
- The review of hiring processes should be systematic and on-going therefore, at the completion of each search the hiring process should be reviewed, critiqued and a feedback report files. At the end of the year all feedback reports will be summarized indicating the strengths and weaknesses of the College's hiring process

Louise suggested that she and George put together a training session for anyone interested in serving on search committees. The President concurred with this suggestion.

**Naming Guidelines – Janet Zito**

Janet explained that other than named opportunities that donors pay for, there may be individuals who have made outstanding contributions to the College who deserve consideration, such as Doug Feeney, Terry Dezso, Marie Peloquin. A president's advisory committee on naming opportunities is proposed to address these types of situations. Cabinet should review the draft document and provide Janet with feedback.

**Commencement – Dean Edwards**

There are 210 students who have confirmed their attendance at commencement on May 30. The valedictorian and salutatorian have been identified. Parking will be a problem.

Dean Edwards spoke with Ulysses Hammond at Connecticut College and he offered us the use of the athletic field parking area. Shuttle service will be provided from all parking lots to Leamy Hall. Volunteers will be needed to assist with parking. Karen Westerberg will put out a call for volunteers. The two closest parking lots to Leamy Hall will be reserved for VIPs and dignitaries. There are 1442 seats. Linda Waitkus noted that designated seats for dignitaries and guests of the platform party honorees are needed. Set-up for the pinning ceremony will take place while the reception is going on.

#### **Construction Update – Dean Anderson**

- The multi-purpose room and fitness rooms are coming along nicely; they should be completed early June.
- Work will begin on the D wing as soon as negotiations are completed. There is a construction meeting tomorrow.
- Dean Goetchius reported that the A/V installers are getting ready to install the equipment in the multipurpose room. There's an issue over whether or not to install a rack or use a closet which will require installing additional conduit.
- Louise Summa reported that it is very cold in her office suite. Dean Anderson stated that the contractors are still trying to balance the system. He will bring this up at the construction meeting tomorrow. Dean Edwards noted that there are a few items in the Student Services area that need repair; Dean Anderson answered that all repairs should be reported via email to maintenance with a copy to him.
- Shelving units will be installed in all rest rooms.

#### **Governance Report – Bill Dopirak**

- Vicki Baker is the chair-elect for next year. Bill will be mentoring Vicki next year.
- The governance document is due to be sent to the college community for review by the end of the week. The Academic Division section will be discussed at the division meeting this Friday. The revised document should be ready for the fall semester.
- He distributed a memo regarding off-site parking; the Governance Council does not support it nor does the Student Government Association. The SGA supported off-site parking for students.
- Tina Murphy did a great job of addressing all concerns raised by the Student Government at the last meeting.
- Dean Anderson suggested re-establishing the food service committee for the fall. He will obtain guidelines from the Health Department about the use of gloves.

#### **MFD Control Software – Dean Goetchius**

The IT Division has investigated the cost effectiveness of using this software. It will allow us to better control access to the devices; quotas may be put on student use.

#### **End of the Year Celebration – President Jones**

Linda Waitkus reminded everyone of the faculty-staff social planned for May 14 at 3:30 in the courtyard nearest the cafeteria. President Jones would like to plan a retirement



celebration as soon as we know how many will be leaving. Previous retirement parties held at the Coast Guard Officers Club were a big success.

### **Individual Reports**

- The Presidents Planning meeting will be held on June 9 & 10. Cabinet needs to schedule their annual planning meeting sometime in June.
- The Advancement Office is busy organizing scholarships and awards. She met with Nancy Scrivano and Teri Ashton about nursing scholarships. Christina Levere is on vacation from today to next Wednesday.
- The question was asked about alternate summer work schedules. Louise Summa stated that the Chancellor will not be offering alternate work schedules this summer due to public perception. It's not a good time to do this.
- Dean Anderson stated that security is getting more requests for reserved parking. The President's Office reserves spots on occasion but deans should issue temporary parking passes which allows visitors to park in the faculty/staff lot on a space available basis. All deans should have these parking passes; if not, let him know. They should be mailed to the guest ahead of time.
- Notifications from the CDC about health issues will be sent to deans as appropriate.
- A Sustainability Council meeting was held at the College last night. There will be an energy efficiency fair here on June 23, sponsored with NPU and the chamber. We will market our "green" certificate at that time. Dean Branchini would like someone from Continuing Education to attend the Curriculum Committee meeting this Friday to talk about all of this. Dean Valentin will ask Peg Stroup to attend that meeting.
- There is money set aside in the stimulus funds for colleges to use for weatherization programs.
- Dean Valentin will be doing a presentation on the SMART grant this Friday.
- The IT Division is planning for the fall semester doing upgrade purchases.
- Discussion on TVs in the cafeteria – do we want to turn them on on a regular basis? If so, who shuts them off, or should they be tuned to automatic shutoff after two hours?
- With regard to the bus shelters, the advertising company who pays for these doesn't have enough money to install one near the College; Dean Anderson will investigate the cost of purchasing one.
- Louise Summa attended the Willis wrap-up meeting on Monday; results will be forthcoming.
- She will be at an HRD meeting next Monday.
- HR is working on a powerpoint presentation for people who are planning to retire. The Retirement Division is planning group counseling sessions.
- The HR Office is getting a lot of phone calls from people looking for work.
- There are Curriculum Committee and Academic Division meetings this Friday.
- The Academic Division chair ballot had to be recast because someone withdrew their name.
- Dean Edwards will be attending Academic Day at the Capital this afternoon; Alicia Waring is our student being honored.

- Dean Edwards is busy planning commencement and the student awards ceremony.
- Dean Edwards had an exit meeting with the Minority Fellow yesterday; she had a worthwhile experience at the College.
- President Jones went to see Rumors; it was wonderful...she laughed out loud!
- There was discussion about Convocation; it was scheduled for Tuesday, September 1 at 11:00 in a location to be determined.

There being no further business, the meeting adjourned at 11:50.

# Organizational analysis (Section 46a-68-37)

## Organizational Analysis

### Section 46a-68-37

The teaching unions of the College continue to move toward a consolidated workforce. All unclassified administrative and non-teaching positions were rated through an objective job evaluation and position classification. These classifications reflect the merged college. In the Executive/Administrative/Managerial (Unclassified Titles) area the progression should remain:

Administrator I

Administrator II

Administrator III

Administrator IV

Associate Dean

Dean

President

In the Executive/Administrative/Managerial category, the lines of progression and advancement are possible through transfer, reassignment, or retraining.

In the Community College Professional/Non-Faculty category, levels are 10-24. Progression and advancement are possible through the criteria established by the Board of Trustees. When the criteria are met, the Promotion Committee makes its recommendations to the President, who in turn submits the recommendations to the Board.

The faculty also has the following lines of progression.

Instructor (or full-time lecturer if appointment is temporary)

Assistant Professor

Associate Professor

Professor

The process of promotion is based on criteria established by the Board of Trustees in conjunction with the union contract. When the criteria are met, the Promotion Committee makes its recommendations to the President, who in turn submits the recommendations to the Board of Trustees.

The Technical/Paraprofessional occupational category includes a variety of different job titles and descriptions throughout the College. As a result of the implementation of a system management information system (CORE-CT), there have been some changes in positions in the categories of Professional Non-Faculty and Technical/Paraprofessional. Therefore, progression and/or advancement is best accomplished through the state testing system. Another method for advancement is by merit promotion. Although the Secretarial/Clerical occupational category has a slightly clearer advancement by merit promotion, a state test can also be a form of advancement. The Service/Maintenance occupational category is similar to the Secretarial/Clerical category in that it has a line of progression. Like the Secretarial/Clerical category, a state exam may be taken as a promotion/advancement opportunity.

Other advancement is provided either by normal progression or through reclassification. The progressions are:

Clerk – Clerk-Typist

Clerk-Typist – Secretary I – Financial Clerk

Office Assistant – Administrative Assistant – Assistant Accountant

Head Clerk – Accountant

For the Maintenance categories, the progression is:

Maintainer

Custodian

Lead Custodian

Skilled Maintainer

Building Superintendent

Progression and advancement are the same for this category as for the Technical/Paraprofessional category and the Secretarial/Clerical category.

Titles without direct promotional opportunities are: Director of Nursing, Director of Student Development, Director of Library Services, Registrar, Director of Financial Aid, Director of Learning Initiatives, Coordinator of Public Safety and Director of Institutional Research. Since these positions are specific in nature to the educational as well as to the functional responsibility of the position, they can only advance as compensation schedules increase or if the incumbents choose to retrain. The corresponding salary level is included in parenthesis after each title. The Colleges Organizational Chart with reporting requirements of the Affirmative Action Officer is included in this section as well as the active salary schedules that apply to each position.

## **OCCUPATIONAL CATEGORY STUDY**

### **EXEC/ADMIN/MANAGERIAL**

President  
Academic Dean (CCDean)  
Dean of Student Services (CCDean)  
Dean of Administration (CCDean)  
Dean of Technical Information Resources (CCDean)  
Associate Dean of Continuing Education (CCAssocDean)  
Director of Nursing (CC 22)  
Director of Personnel and Labor Relations (CCAdmin4)  
Director of Library Services (CC 20)  
Director of Administrative Services (CC 21)  
Director of Counseling (CC 20)  
Associate Director of Personnel and Labor Relations (CCAdmin1)  
Human Resource Associate (MP-57)

### **PROFESSIONAL NON-FACULTY**

Accountant (AR 22)  
Childcare Coordinator (CC 19)  
Executive Assistant to the President (VR 99)  
Counselor (10 month CC 17 – CC 19)  
Counselor (CC 17 – CC 19)  
Financial Aid Counselor (CC 19)  
Admissions/Recruitment Counselor (CC 19)  
Librarian (CC 18)

**PROFESSIONAL NON-FACULTY (CONTINUED)**

Coordinator of Placement Testing (CC 15)  
Director of Data Processing (CC 19)  
Network System Manager (CC 18)  
Network System Coordinator (CC 17)  
Student Programs Coordinator (CC 19)  
Network Lab Technician (CC 16)  
Student Records Coordinator (CC 14)  
Tutoring Services Coordinator (CC 14)  
Science Lab Coordinator (CC 13)  
Associate Registrar (CC 16)  
Fiscal Services Officer I (AR 22)  
Purchasing Services Officer I (AR 20)  
Director of Financial Aid (CC 19)  
Registrar (CC 19)  
Director of Institutional Research (CC 19)  
Director of Learning Initiatives (CC 19)  
Coordinator of Public Safety (CC 18)

**FACULTY**

Professor  
Associate Professor  
Assistant Professor  
Instructor



## **TECHNICAL/PARAPROFESSIONAL**

Library Assistant (PL 12)  
Associate Accountant (AR 25)  
Assistant Accountant (AR 18)  
Payroll Officer I (AR 20)

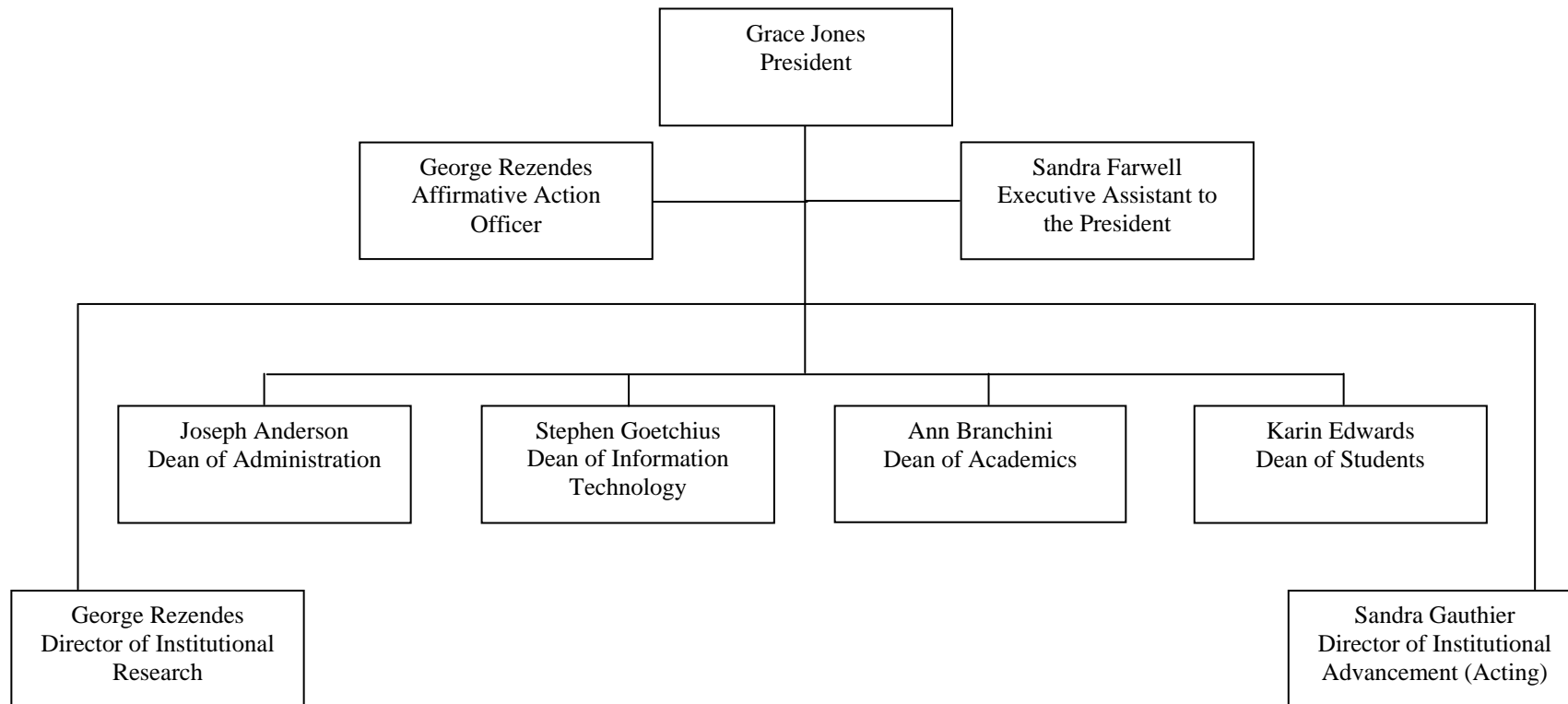
## **SECRETARIAL/CLERICAL**

Administrative Assistant (CL 19)  
Secretary II (CL 16)  
Secretary I (CL 14)  
Processing Technician (CL 16)  
Head Clerk (CL 15)  
Payroll Clerk (CL 15)  
Office Assistant (CL 13)  
Clerk Typist (CL 10)  
Purchasing Assistant (CL 17)  
Financial Clerk (CL 12)  
Head Telecommunications Operator (CL 15)

## **SERVICE/MAINTENANCE**

Building Maintenance Supervisor (TC 25)  
Building Superintendent I (TC 18)  
Maintenance Supervisor II (TC 22)  
Maintainer (TC 9)  
Lead Custodian (TC 11)  
Custodian (TC 9)  
General Trades Worker (TC 15)

# Three Rivers Community College Organizational Chart











SALARY SCHEDULE																	
4C's Faculty																	
Full-Time Faculty - 10 Month Contract																	
FY2008																	
	Group	Step														At Value	At Max Lump Value
		1	2	3	4	5	6	7	8	9	10	11	12	13	14		
INSTR	1	44,967	46,451	47,935	49,419	50,903	52,387	53,871	55,355	56,839	58,323	59,807	61,291	-	-	1,484	1,200
ASST	2	48,562	50,165	51,768	53,371	54,974	56,577	58,180	59,783	61,386	62,989	64,592	66,195	67,798	-	1,603	1,300
ASSOC	3	54,856	56,668	58,481	60,294	62,107	63,920	65,733	67,546	69,359	71,172	72,985	74,798	76,611	78,424	1,813	1,400
PROF	4	62,953	65,029	67,105	69,181	71,257	73,333	75,409	77,485	79,561	81,637	83,713	85,789	87,865	89,941	2,076	1,500
FY2009																	
	Group	Step														At Value	At Max Lump Value
		1	2	3	4	5	6	7	8	9	10	11	12	13	14		
INSTR	1	46,316	47,845	49,374	50,903	52,432	53,961	55,490	57,019	58,548	60,077	61,606	63,135	-	-	1,529	1,200
ASST	2	50,019	51,670	53,321	54,972	56,623	58,274	59,925	61,576	63,227	64,878	66,529	68,180	69,831	-	1,651	1,300
ASSOC	3	56,501	58,368	60,235	62,102	63,969	65,836	67,703	69,570	71,437	73,304	75,171	77,038	78,905	80,772	1,867	1,400
PROF	4	64,842	66,980	69,118	71,256	73,394	75,532	77,670	79,808	81,946	84,084	86,222	88,360	90,498	92,636	2,138	1,500
FY2010																	
	Group	Step														At Value	At Max Lump Value
		1	2	3	4	5	6	7	8	9	10	11	12	13	14		
INSTR	1	47,705	49,290	50,855	52,430	54,005	55,580	57,155	58,730	60,305	61,880	63,455	65,030	-	-	1,575	1,200
ASST	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

**LONGEVITY 2007-08 THRU 2009-10  
CONGRESS AND AFSCME BARGAINING UNITS**

**LONGEVITY RATES**

**2007-08**

	Base	10-14 years	15-19 years	20-24 years	25 years or more
Category I	\$2324	\$581	\$1162	\$1743	\$2324
Category II	\$1800	\$450	\$900	\$1350	\$1800
Category III	\$1596	\$399	\$798	\$1197	\$1596
Category IV	\$1412	\$353	\$706	\$1059	\$1412
Category V	\$1208	\$302	\$604	\$906	\$1208
Category VI	\$1044	\$261	\$522	\$783	\$1044
Category VII	\$900	\$225	\$450	\$675	\$900
Category VIII	\$780	\$195	\$390	\$585	\$780

**2008-09**

	Base	10-14 years	15-19 years	20-24 years	25 years or more
Category I	\$2440	\$610	\$1220	\$1830	\$2440
Category II	\$1892	\$473	\$946	\$1419	\$1892
Category III	\$1676	\$419	\$838	\$1257	\$1676
Category IV	\$1484	\$371	\$742	\$1113	\$1484
Category V	\$1268	\$317	\$634	\$951	\$1268
Category VI	\$1096	\$274	\$548	\$822	\$1096
Category VII	\$948	\$237	\$474	\$711	\$948
Category VIII	\$820	\$205	\$410	\$615	\$820

**2009-10**

	Base	10-14 years	15-19 years	20-24 years	25 years or more
Category I	\$2564	\$641	\$1282	\$1923	\$2564
Category II	\$1988	\$497	\$994	\$1491	\$1988
Category III	\$1760	\$440	\$880	\$1320	\$1760
Category IV	\$1560	\$390	\$780	\$1170	\$1560
Category V	\$1332	\$333	\$666	\$999	\$1332
Category VI	\$1152	\$288	\$576	\$864	\$1152
Category VII	\$996	\$249	\$498	\$747	\$996
Category VIII	\$864	\$216	\$432	\$648	\$864

**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)

Miscellaneous Rates of Pay  
Congress and AFSCME  
2008-2009

	Rate Per:	2008-2009				
<b>Miscellaneous Rate of Pay</b>						
Level I <18 credit hours	workload credit	\$1,272				
Level II >18 credit hours	workload credit	\$1,369				
<b>Part-Time EA (&lt; 20 hours)</b>						
Associates	hour	\$20.52				
Bachelors	hour	\$23.76				
Masters	hour	\$28.47				
Masters + 4	hour	\$35.20				
<b>Part-Time Nursing</b>						
0-3 years at college	hour	\$46.34				
> 3 years at college	hour	\$51.44				
PTL with Clinical component	course	\$9,424				
<b>Nursing/Dental Course Leader</b>						
	semester	\$2,941				
<b>Program Coordinators (cash)</b>						
	release or cash per					
	PC Level I, II, III	\$4,107				
<b>Department Chairs (cash)</b>						
Department Chair <17	FTE	\$166				
Department Chair >17	FTE	\$423				
Summer Call in	per diem	\$350 (summer 09)				
<b>2008-09</b>						
Athletic Director		<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>
Coach (major)		\$10,786	\$11,709	\$12,632	\$13,553	\$14,476
Asst. Coach (major)		\$7,388	\$8,054	\$8,719	\$9,385	\$10,051
Coach (minor)		\$4,432	\$4,805	\$5,173	\$5,543	\$5,914
Asst. Coach (minor)		\$2,956	\$3,192	\$3,426	\$3,663	\$3,900
		\$1,478	\$1,596	\$1,715	\$1,831	\$1,950

\*Rates increase by 5%.  
aklcbtmisc. rates of pay Congress and AFSCME 09  
5/8/2007

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 7/01/2007

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	1	Annual	\$23,709.00	\$24,165.00	\$24,618.00	\$25,076.00	\$25,540.00	\$25,997.00	\$26,451.00	\$27,110.00	\$27,789.00	\$28,466.00
		Bi-Wk	\$908.40	\$925.87	\$943.22	\$960.77	\$978.55	\$996.06	\$1,013.45	\$1,038.70	\$1,064.68	\$1,090.66
		Daily	\$90.84	\$92.59	\$94.33	\$96.08	\$97.86	\$99.61	\$101.35	\$103.87	\$106.47	\$109.07
		Hourly	\$12.12	\$12.35	\$12.58	\$12.82	\$13.05	\$13.29	\$13.52	\$13.85	\$14.20	\$14.55
TC	2	Annual	\$24,618.00	\$25,076.00	\$25,540.00	\$25,997.00	\$26,451.00	\$26,905.00	\$27,362.00	\$28,047.00	\$28,748.00	\$29,450.00
		Bi-Wk	\$943.22	\$960.77	\$978.55	\$996.06	\$1,013.45	\$1,030.85	\$1,048.36	\$1,074.60	\$1,101.46	\$1,128.36
		Daily	\$94.33	\$96.08	\$97.86	\$99.61	\$101.35	\$103.09	\$104.84	\$107.46	\$110.15	\$112.84
		Hourly	\$12.58	\$12.82	\$13.05	\$13.29	\$13.52	\$13.75	\$13.98	\$14.33	\$14.69	\$15.05
TC	3	Annual	\$25,076.00	\$25,540.00	\$25,997.00	\$26,451.00	\$26,905.00	\$27,362.00	\$27,816.00	\$28,513.00	\$29,224.00	\$29,938.00
		Bi-Wk	\$960.77	\$978.55	\$996.06	\$1,013.45	\$1,030.85	\$1,048.36	\$1,065.75	\$1,092.46	\$1,119.70	\$1,147.05
		Daily	\$96.08	\$97.86	\$99.61	\$101.35	\$103.09	\$104.84	\$106.58	\$109.25	\$111.97	\$114.71
		Hourly	\$12.82	\$13.05	\$13.29	\$13.52	\$13.75	\$13.98	\$14.21	\$14.57	\$14.93	\$15.30
TC	4	Annual	\$25,732.00	\$26,285.00	\$26,839.00	\$27,398.00	\$27,949.00	\$28,501.00	\$29,060.00	\$29,789.00	\$30,533.00	\$31,276.00
		Bi-Wk	\$985.91	\$1,007.09	\$1,028.32	\$1,049.74	\$1,070.85	\$1,092.00	\$1,113.41	\$1,141.35	\$1,169.85	\$1,198.32
		Daily	\$98.60	\$100.71	\$102.84	\$104.98	\$107.09	\$109.20	\$111.35	\$114.14	\$116.99	\$119.84
		Hourly	\$13.15	\$13.43	\$13.72	\$14.00	\$14.28	\$14.56	\$14.85	\$15.22	\$15.60	\$15.98
TC	5	Annual	\$26,253.00	\$26,839.00	\$27,427.00	\$28,009.00	\$28,595.00	\$29,177.00	\$29,763.00	\$30,508.00	\$31,273.00	\$32,033.00
		Bi-Wk	\$1,005.87	\$1,029.32	\$1,050.85	\$1,073.15	\$1,095.60	\$1,117.90	\$1,140.35	\$1,168.89	\$1,199.20	\$1,227.32
		Daily	\$100.59	\$102.84	\$105.09	\$107.32	\$109.56	\$111.79	\$114.04	\$116.89	\$119.82	\$122.74
		Hourly	\$13.42	\$13.72	\$14.02	\$14.31	\$14.61	\$14.91	\$15.21	\$15.59	\$15.98	\$16.37
TC	6	Annual	\$26,973.00	\$27,563.00	\$28,145.00	\$28,732.00	\$29,317.00	\$29,901.00	\$30,486.00	\$31,248.00	\$32,030.00	\$32,814.00
		Bi-Wk	\$1,033.45	\$1,056.06	\$1,078.36	\$1,100.85	\$1,123.26	\$1,145.64	\$1,168.05	\$1,197.25	\$1,227.21	\$1,257.25
		Daily	\$103.35	\$105.61	\$107.84	\$110.09	\$112.33	\$114.57	\$116.81	\$119.73	\$122.73	\$125.73
		Hourly	\$13.78	\$14.09	\$14.38	\$14.68	\$14.98	\$15.28	\$15.58	\$15.97	\$16.37	\$16.77
TC	7	Annual	\$27,626.00	\$28,209.00	\$28,795.00	\$29,381.00	\$29,962.00	\$30,550.00	\$31,133.00	\$31,910.00	\$32,706.00	\$33,504.00
		Bi-Wk	\$1,058.47	\$1,080.81	\$1,103.26	\$1,125.71	\$1,147.97	\$1,170.50	\$1,192.84	\$1,222.61	\$1,253.11	\$1,283.68
		Daily	\$105.85	\$108.09	\$110.33	\$112.58	\$114.80	\$117.05	\$119.29	\$122.27	\$125.32	\$128.37
		Hourly	\$14.12	\$14.42	\$14.72	\$15.01	\$15.31	\$15.61	\$15.91	\$16.31	\$16.71	\$17.12
TC	8	Annual	\$29,317.00	\$30,035.00	\$30,747.00	\$31,492.00	\$32,262.00	\$33,028.00	\$33,841.00	\$34,687.00	\$35,556.00	\$36,420.00
		Bi-Wk	\$1,123.26	\$1,150.77	\$1,178.05	\$1,206.60	\$1,236.10	\$1,265.45	\$1,296.60	\$1,329.01	\$1,362.30	\$1,395.41
		Daily	\$112.33	\$115.08	\$117.81	\$120.66	\$123.61	\$126.55	\$129.66	\$132.91	\$136.23	\$139.55
		Hourly	\$14.98	\$15.35	\$15.71	\$16.09	\$16.49	\$16.88	\$17.29	\$17.73	\$18.17	\$18.61
TC	9	Annual	\$30,062.00	\$30,810.00	\$31,588.00	\$32,391.00	\$33,192.00	\$34,041.00	\$34,902.00	\$35,776.00	\$36,670.00	\$37,566.00
		Bi-Wk	\$1,151.81	\$1,180.46	\$1,210.27	\$1,241.04	\$1,271.73	\$1,304.26	\$1,337.25	\$1,370.73	\$1,404.99	\$1,439.32
		Daily	\$115.19	\$118.05	\$121.03	\$124.11	\$127.18	\$130.43	\$133.73	\$137.08	\$140.50	\$143.94
		Hourly	\$15.36	\$15.74	\$16.14	\$16.55	\$16.96	\$17.40	\$17.83	\$18.28	\$18.74	\$19.20
TC	10	Annual	\$30,922.00	\$31,745.00	\$32,577.00	\$33,423.00	\$34,315.00	\$35,228.00	\$36,168.00	\$37,071.00	\$37,999.00	\$38,925.00
		Bi-Wk	\$1,184.76	\$1,216.29	\$1,248.17	\$1,280.58	\$1,314.76	\$1,349.74	\$1,385.75	\$1,420.35	\$1,455.91	\$1,491.38
		Daily	\$118.48	\$121.63	\$124.82	\$128.06	\$131.48	\$134.98	\$138.58	\$142.04	\$145.60	\$149.14
		Hourly	\$15.80	\$16.22	\$16.65	\$17.08	\$17.54	\$18.00	\$18.48	\$18.94	\$19.42	\$19.89

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 7/01/2007

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	11	Annual	\$31,782.00	\$32,654.00	\$33,545.00	\$34,473.00	\$35,438.00	\$36,411.00	\$37,395.00	\$38,331.00	\$39,290.00	\$40,248.00
		Bi-Wk	\$1,217.71	\$1,251.12	\$1,285.25	\$1,320.81	\$1,357.78	\$1,395.06	\$1,432.76	\$1,468.63	\$1,505.37	\$1,542.07
		Daily	\$121.78	\$125.12	\$128.53	\$132.09	\$135.78	\$139.51	\$143.28	\$146.87	\$150.54	\$154.21
		Hourly	\$16.24	\$16.69	\$17.14	\$17.62	\$18.11	\$18.61	\$19.11	\$19.59	\$20.08	\$20.57
TC	12	Annual	\$32,705.00	\$33,641.00	\$34,609.00	\$35,617.00	\$36,631.00	\$37,653.00	\$38,668.00	\$39,638.00	\$40,629.00	\$41,619.00
		Bi-Wk	\$1,253.07	\$1,288.93	\$1,326.02	\$1,364.64	\$1,403.49	\$1,442.65	\$1,481.54	\$1,518.70	\$1,556.67	\$1,594.60
		Daily	\$125.31	\$128.90	\$132.61	\$136.47	\$140.35	\$144.27	\$148.16	\$151.87	\$155.67	\$159.46
		Hourly	\$16.71	\$17.19	\$17.69	\$18.20	\$18.72	\$19.24	\$19.76	\$20.25	\$20.76	\$21.27
TC	13	Annual	\$34,443.00	\$35,678.00	\$36,922.00	\$38,161.00	\$39,408.00	\$40,652.00	\$41,894.00	\$42,944.00	\$44,019.00	\$45,091.00
		Bi-Wk	\$1,319.66	\$1,366.98	\$1,414.64	\$1,462.11	\$1,509.89	\$1,557.55	\$1,605.14	\$1,645.37	\$1,686.56	\$1,727.63
		Daily	\$131.97	\$136.70	\$141.47	\$146.22	\$150.99	\$155.76	\$160.52	\$164.54	\$168.66	\$172.77
		Hourly	\$17.60	\$18.23	\$18.87	\$19.50	\$20.14	\$20.77	\$21.41	\$21.94	\$22.49	\$23.04
TC	14	Annual	\$36,017.00	\$37,299.00	\$38,581.00	\$39,862.00	\$41,141.00	\$42,427.00	\$43,701.00	\$44,793.00	\$45,917.00	\$47,036.00
		Bi-Wk	\$1,379.97	\$1,429.09	\$1,478.20	\$1,527.28	\$1,576.29	\$1,625.56	\$1,674.37	\$1,716.21	\$1,759.28	\$1,802.15
		Daily	\$138.00	\$142.91	\$147.82	\$152.73	\$157.63	\$162.56	\$167.44	\$171.63	\$175.93	\$180.22
		Hourly	\$18.40	\$19.06	\$19.71	\$20.37	\$21.02	\$21.68	\$22.33	\$22.89	\$23.46	\$24.03
TC	15	Annual	\$37,684.00	\$39,011.00	\$40,327.00	\$41,648.00	\$42,971.00	\$44,296.00	\$45,615.00	\$46,756.00	\$47,925.00	\$49,092.00
		Bi-Wk	\$1,443.84	\$1,494.68	\$1,545.10	\$1,595.71	\$1,646.40	\$1,697.17	\$1,747.71	\$1,791.42	\$1,836.21	\$1,880.92
		Daily	\$144.39	\$149.47	\$154.51	\$159.58	\$164.64	\$169.72	\$174.78	\$179.15	\$183.63	\$188.10
		Hourly	\$19.26	\$19.93	\$20.61	\$21.28	\$21.96	\$22.63	\$23.31	\$23.89	\$24.49	\$25.08
TC	16	Annual	\$39,473.00	\$40,834.00	\$42,195.00	\$43,555.00	\$44,911.00	\$46,272.00	\$47,626.00	\$48,820.00	\$50,039.00	\$51,259.00
		Bi-Wk	\$1,512.38	\$1,564.53	\$1,616.67	\$1,668.78	\$1,720.73	\$1,772.88	\$1,824.76	\$1,870.50	\$1,917.21	\$1,963.95
		Daily	\$151.24	\$156.46	\$161.67	\$166.88	\$172.08	\$177.29	\$182.48	\$187.05	\$191.73	\$196.40
		Hourly	\$20.17	\$20.87	\$21.56	\$22.26	\$22.95	\$23.64	\$24.34	\$24.94	\$25.57	\$26.19
TC	17	Annual	\$41,374.00	\$42,780.00	\$44,169.00	\$45,572.00	\$46,969.00	\$48,368.00	\$49,768.00	\$51,013.00	\$52,290.00	\$53,562.00
		Bi-Wk	\$1,585.22	\$1,639.09	\$1,692.30	\$1,746.06	\$1,799.58	\$1,853.19	\$1,906.82	\$1,954.53	\$2,003.45	\$2,052.19
		Daily	\$158.53	\$163.91	\$169.23	\$174.61	\$179.96	\$185.32	\$190.69	\$195.46	\$200.35	\$205.22
		Hourly	\$21.14	\$21.86	\$22.57	\$23.29	\$24.00	\$24.71	\$25.43	\$26.07	\$26.72	\$27.37
TC	18	Annual	\$43,409.00	\$44,839.00	\$46,272.00	\$47,708.00	\$49,139.00	\$50,569.00	\$52,008.00	\$53,308.00	\$54,641.00	\$55,974.00
		Bi-Wk	\$1,663.19	\$1,717.97	\$1,772.88	\$1,827.90	\$1,882.73	\$1,937.51	\$1,992.65	\$2,042.46	\$2,093.53	\$2,144.60
		Daily	\$166.32	\$171.80	\$177.29	\$182.79	\$188.28	\$193.76	\$199.27	\$204.25	\$209.36	\$214.46
		Hourly	\$22.18	\$22.91	\$23.64	\$24.38	\$25.11	\$25.84	\$26.57	\$27.24	\$27.92	\$28.60
TC	19	Annual	\$45,489.00	\$46,969.00	\$48,446.00	\$49,923.00	\$51,399.00	\$52,869.00	\$54,342.00	\$55,701.00	\$57,093.00	\$58,484.00
		Bi-Wk	\$1,742.88	\$1,799.58	\$1,856.17	\$1,912.76	\$1,969.32	\$2,025.64	\$2,082.07	\$2,134.14	\$2,187.48	\$2,240.77
		Daily	\$174.29	\$179.96	\$185.62	\$191.28	\$196.94	\$202.57	\$208.21	\$213.42	\$218.75	\$224.08
		Hourly	\$23.24	\$24.00	\$24.75	\$25.51	\$26.26	\$27.01	\$27.77	\$28.46	\$29.17	\$29.88
TC	20	Annual	\$47,753.00	\$49,264.00	\$50,777.00	\$52,287.00	\$53,794.00	\$55,313.00	\$56,818.00	\$58,239.00	\$59,695.00	\$61,150.00
		Bi-Wk	\$1,829.62	\$1,887.51	\$1,945.48	\$2,003.34	\$2,061.08	\$2,119.28	\$2,176.94	\$2,231.38	\$2,287.17	\$2,342.92
		Daily	\$182.97	\$188.76	\$194.55	\$200.34	\$206.11	\$211.93	\$217.70	\$223.14	\$228.72	\$234.30
		Hourly	\$24.40	\$25.17	\$25.94	\$26.72	\$27.49	\$28.26	\$29.03	\$29.76	\$30.50	\$31.24

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Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	21	Annual	\$50,056.00	\$51,610.00	\$53,159.00	\$54,714.00	\$56,270.00	\$57,815.00	\$59,372.00	\$60,857.00	\$62,378.00	\$63,899.00
		Bi-Wk	\$1,917.86	\$1,977.40	\$2,036.75	\$2,096.33	\$2,155.94	\$2,215.14	\$2,274.79	\$2,331.69	\$2,389.97	\$2,448.24
		Daily	\$191.79	\$197.74	\$203.68	\$209.64	\$215.60	\$221.52	\$227.48	\$233.17	\$239.00	\$244.83
		Hourly	\$26.58	\$26.37	\$27.16	\$27.96	\$28.75	\$29.54	\$30.34	\$31.09	\$31.87	\$32.65
TC	22	Annual	\$51,399.00	\$53,239.00	\$55,084.00	\$56,922.00	\$58,768.00	\$60,611.00	\$62,454.00	\$64,016.00	\$65,618.00	\$67,219.00
		Bi-Wk	\$1,969.32	\$2,039.81	\$2,110.50	\$2,180.92	\$2,251.65	\$2,322.27	\$2,392.88	\$2,452.73	\$2,514.10	\$2,575.45
		Daily	\$196.94	\$203.99	\$211.05	\$218.10	\$225.17	\$232.23	\$239.29	\$245.28	\$251.41	\$257.55
		Hourly	\$26.26	\$27.20	\$28.14	\$29.08	\$30.03	\$30.97	\$31.91	\$32.71	\$33.53	\$34.34
TC	23	Annual	\$53,778.00	\$55,702.00	\$57,619.00	\$59,537.00	\$61,462.00	\$63,376.00	\$65,300.00	\$66,934.00	\$68,609.00	\$70,280.00
		Bi-Wk	\$2,060.46	\$2,134.18	\$2,207.63	\$2,281.12	\$2,354.87	\$2,428.20	\$2,501.92	\$2,564.53	\$2,628.70	\$2,692.73
		Daily	\$206.05	\$213.42	\$220.77	\$228.12	\$235.49	\$242.82	\$250.20	\$256.48	\$262.87	\$269.28
		Hourly	\$27.48	\$28.46	\$29.44	\$30.42	\$31.40	\$32.38	\$33.36	\$34.20	\$35.05	\$35.91
TC	24	Annual	\$56,315.00	\$58,316.00	\$60,319.00	\$62,321.00	\$64,319.00	\$66,322.00	\$68,322.00	\$70,032.00	\$71,781.00	\$73,533.00
		Bi-Wk	\$2,157.67	\$2,234.33	\$2,311.08	\$2,387.78	\$2,464.33	\$2,541.08	\$2,617.71	\$2,683.22	\$2,750.23	\$2,817.36
		Daily	\$215.77	\$223.44	\$231.11	\$238.78	\$246.44	\$254.11	\$261.78	\$268.33	\$275.03	\$281.74
		Hourly	\$28.77	\$29.80	\$30.82	\$31.84	\$32.86	\$33.89	\$34.91	\$35.78	\$36.67	\$37.57
TC	25	Annual	\$59,009.00	\$61,096.00	\$63,163.00	\$65,233.00	\$67,313.00	\$69,394.00	\$71,463.00	\$73,250.00	\$75,081.00	\$76,910.00
		Bi-Wk	\$2,260.89	\$2,340.46	\$2,420.04	\$2,499.35	\$2,579.05	\$2,658.40	\$2,738.05	\$2,806.52	\$2,876.67	\$2,946.75
		Daily	\$226.09	\$234.05	\$242.01	\$249.94	\$257.91	\$265.84	\$273.81	\$280.66	\$287.67	\$294.68
		Hourly	\$30.15	\$31.21	\$32.27	\$33.33	\$34.39	\$35.45	\$36.51	\$37.43	\$38.36	\$39.29
TC	26	Annual	\$61,868.00	\$64,017.00	\$66,167.00	\$68,322.00	\$70,475.00	\$72,627.00	\$74,774.00	\$76,645.00	\$78,559.00	\$80,478.00
		Bi-Wk	\$2,370.43	\$2,452.76	\$2,535.14	\$2,617.71	\$2,700.20	\$2,782.65	\$2,864.91	\$2,936.60	\$3,008.93	\$3,083.45
		Daily	\$237.05	\$245.28	\$253.52	\$261.78	\$270.02	\$278.27	\$286.50	\$293.66	\$301.00	\$308.35
		Hourly	\$31.61	\$32.71	\$33.81	\$34.91	\$36.01	\$37.11	\$38.20	\$39.16	\$40.14	\$41.12
TC	27	Annual	\$64,883.00	\$67,106.00	\$69,340.00	\$71,566.00	\$73,791.00	\$76,014.00	\$78,246.00	\$80,203.00	\$82,205.00	\$84,212.00
		Bi-Wk	\$2,485.94	\$2,571.12	\$2,656.71	\$2,742.00	\$2,827.25	\$2,912.42	\$2,997.94	\$3,072.92	\$3,149.62	\$3,226.52
		Daily	\$248.60	\$257.12	\$265.68	\$274.20	\$282.73	\$291.25	\$299.80	\$307.30	\$314.97	\$322.66
		Hourly	\$33.15	\$34.29	\$35.43	\$36.56	\$37.70	\$38.84	\$39.98	\$40.98	\$42.00	\$43.03
TC	28	Annual	\$68,103.00	\$70,413.00	\$72,714.00	\$75,018.00	\$77,318.00	\$79,624.00	\$81,926.00	\$83,976.00	\$86,077.00	\$88,173.00
		Bi-Wk	\$2,609.32	\$2,697.82	\$2,785.98	\$2,874.26	\$2,962.38	\$3,050.73	\$3,138.93	\$3,217.48	\$3,297.97	\$3,378.28
		Daily	\$260.94	\$269.79	\$278.60	\$287.43	\$296.24	\$305.08	\$313.90	\$321.75	\$329.80	\$337.83
		Hourly	\$34.80	\$35.98	\$37.15	\$38.33	\$39.50	\$40.68	\$41.86	\$42.90	\$43.98	\$45.05
TC	29	Annual	\$68,749.00	\$71,287.00	\$73,829.00	\$76,368.00	\$78,907.00	\$81,442.00	\$83,985.00	\$86,088.00	\$88,240.00	\$90,390.00
		Bi-Wk	\$2,634.07	\$2,731.31	\$2,828.70	\$2,925.98	\$3,023.26	\$3,120.39	\$3,217.82	\$3,298.40	\$3,380.85	\$3,463.22
		Daily	\$263.41	\$273.14	\$282.87	\$292.60	\$302.33	\$312.04	\$321.79	\$329.84	\$338.09	\$346.33
		Hourly	\$35.13	\$36.42	\$37.72	\$39.02	\$40.32	\$41.61	\$42.91	\$43.98	\$45.08	\$46.18
TC	30	Annual	\$71,463.00	\$74,073.00	\$76,689.00	\$79,300.00	\$81,915.00	\$84,527.00	\$87,143.00	\$89,322.00	\$91,557.00	\$93,786.00
		Bi-Wk	\$2,738.05	\$2,838.05	\$2,938.28	\$3,038.32	\$3,138.51	\$3,238.59	\$3,338.82	\$3,422.30	\$3,507.94	\$3,593.34
		Daily	\$273.81	\$283.81	\$293.83	\$303.84	\$313.86	\$323.86	\$333.89	\$342.23	\$350.80	\$359.34
		Hourly	\$36.51	\$37.85	\$39.18	\$40.52	\$41.85	\$43.19	\$44.52	\$45.64	\$46.78	\$47.92

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Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	31	Annual	\$74,287.00	\$76,984.00	\$79,662.00	\$82,354.00	\$85,050.00	\$87,735.00	\$90,432.00	\$92,692.00	\$95,010.00	\$97,326.00
		Bi-Wk	\$2,846.25	\$2,949.58	\$3,052.19	\$3,155.33	\$3,258.63	\$3,361.50	\$3,464.83	\$3,551.42	\$3,640.23	\$3,728.97
		Daily	\$284.63	\$294.96	\$305.22	\$315.54	\$325.87	\$336.15	\$346.49	\$355.15	\$364.03	\$372.90
		Hourly	\$37.95	\$39.33	\$40.70	\$42.08	\$43.45	\$44.82	\$46.20	\$47.36	\$48.54	\$49.72
TC	32	Annual	\$77,222.00	\$79,986.00	\$82,747.00	\$85,509.00	\$88,283.00	\$91,041.00	\$93,812.00	\$96,155.00	\$98,560.00	\$100,965.00
		Bi-Wk	\$2,958.70	\$3,064.60	\$3,170.39	\$3,276.21	\$3,382.50	\$3,488.17	\$3,594.33	\$3,684.10	\$3,776.25	\$3,868.40
		Daily	\$295.87	\$306.46	\$317.04	\$327.63	\$338.25	\$348.82	\$359.44	\$368.41	\$377.63	\$386.94
		Hourly	\$39.45	\$40.87	\$42.28	\$43.69	\$45.10	\$46.51	\$47.93	\$49.13	\$50.35	\$51.58
TC	33	Annual	\$80,284.00	\$83,125.00	\$85,964.00	\$88,811.00	\$91,655.00	\$94,496.00	\$97,337.00	\$99,771.00	\$102,267.00	\$104,760.00
		Bi-Wk	\$3,076.02	\$3,184.87	\$3,293.64	\$3,402.73	\$3,511.69	\$3,620.54	\$3,729.39	\$3,822.65	\$3,918.28	\$4,013.90
		Daily	\$307.61	\$318.49	\$329.37	\$340.28	\$351.17	\$362.06	\$372.94	\$382.27	\$391.83	\$401.38
		Hourly	\$41.02	\$42.47	\$43.92	\$45.37	\$46.83	\$48.28	\$49.73	\$50.97	\$52.25	\$53.52
TC	34	Annual	\$83,543.00	\$86,466.00	\$89,385.00	\$92,306.00	\$95,224.00	\$98,143.00	\$101,059.00	\$103,587.00	\$106,177.00	\$108,766.00
		Bi-Wk	\$3,200.89	\$3,312.88	\$3,424.72	\$3,536.63	\$3,648.43	\$3,760.27	\$3,872.00	\$3,968.86	\$4,068.09	\$4,167.28
		Daily	\$320.09	\$331.29	\$342.48	\$353.67	\$364.85	\$376.03	\$387.20	\$396.89	\$406.81	\$416.73
		Hourly	\$42.68	\$44.18	\$45.67	\$47.16	\$48.65	\$50.14	\$51.63	\$52.92	\$54.25	\$55.57
TC	35	Annual	\$86,939.00	\$89,924.00	\$92,926.00	\$95,916.00	\$98,908.00	\$101,901.00	\$104,901.00	\$107,523.00	\$110,210.00	\$112,898.00
		Bi-Wk	\$3,331.00	\$3,445.37	\$3,560.39	\$3,674.95	\$3,789.58	\$3,904.26	\$4,019.20	\$4,119.66	\$4,222.61	\$4,325.60
		Daily	\$333.10	\$344.54	\$356.04	\$367.50	\$378.96	\$390.43	\$401.92	\$411.92	\$422.27	\$432.56
		Hourly	\$44.42	\$45.94	\$47.48	\$49.00	\$50.53	\$52.06	\$53.59	\$54.93	\$56.31	\$57.88
TC	36	Annual	\$90,507.00	\$93,575.00	\$96,648.00	\$99,721.00	\$102,789.00	\$105,862.00	\$108,933.00	\$111,654.00	\$114,446.00	\$117,235.00
		Bi-Wk	\$3,467.71	\$3,585.25	\$3,702.99	\$3,820.73	\$3,938.28	\$4,056.02	\$4,173.68	\$4,277.94	\$4,384.91	\$4,491.77
		Daily	\$346.78	\$358.53	\$370.30	\$382.08	\$393.83	\$405.61	\$417.37	\$427.80	\$438.50	\$449.18
		Hourly	\$46.24	\$47.81	\$49.38	\$50.95	\$52.52	\$54.09	\$55.65	\$57.04	\$58.47	\$59.90
TC	37	Annual	\$94,217.00	\$97,374.00	\$100,526.00	\$103,682.00	\$106,838.00	\$109,991.00	\$113,147.00	\$115,977.00	\$118,873.00	\$121,774.00
		Bi-Wk	\$3,609.85	\$3,730.81	\$3,851.58	\$3,972.50	\$4,093.41	\$4,214.22	\$4,335.14	\$4,443.57	\$4,554.53	\$4,665.68
		Daily	\$360.99	\$373.09	\$385.16	\$397.25	\$409.35	\$421.43	\$433.52	\$444.36	\$455.46	\$466.57
		Hourly	\$48.14	\$49.75	\$51.36	\$52.97	\$54.58	\$56.19	\$57.81	\$59.25	\$60.73	\$62.21
TC	38	Annual	\$98,060.00	\$101,288.00	\$104,520.00	\$107,748.00	\$110,976.00	\$114,208.00	\$117,439.00	\$120,370.00	\$123,382.00	\$126,390.00
		Bi-Wk	\$3,757.09	\$3,880.77	\$4,004.60	\$4,128.28	\$4,251.96	\$4,375.79	\$4,499.58	\$4,611.88	\$4,727.28	\$4,842.53
		Daily	\$375.71	\$388.08	\$400.46	\$412.83	\$425.20	\$437.58	\$449.96	\$461.19	\$472.73	\$484.26
		Hourly	\$50.10	\$51.75	\$53.40	\$55.05	\$56.70	\$58.35	\$60.00	\$61.50	\$63.04	\$64.57
TC	39	Annual	\$102,098.00	\$105,404.00	\$108,704.00	\$112,015.00	\$115,321.00	\$118,624.00	\$121,928.00	\$124,979.00	\$128,101.00	\$131,226.00
		Bi-Wk	\$3,911.81	\$4,038.47	\$4,164.91	\$4,291.77	\$4,418.43	\$4,544.99	\$4,671.58	\$4,788.47	\$4,908.09	\$5,027.82
		Daily	\$391.19	\$403.85	\$416.50	\$429.18	\$441.85	\$454.50	\$467.16	\$478.85	\$490.81	\$502.79
		Hourly	\$52.16	\$53.85	\$55.54	\$57.23	\$58.92	\$60.60	\$62.29	\$63.85	\$65.45	\$67.04
TC	40	Annual	\$106,307.00	\$109,682.00	\$113,062.00	\$116,432.00	\$119,811.00	\$123,189.00	\$126,568.00	\$129,731.00	\$132,977.00	\$136,218.00
		Bi-Wk	\$4,073.07	\$4,202.38	\$4,331.88	\$4,461.00	\$4,590.46	\$4,719.89	\$4,849.35	\$4,970.54	\$5,094.91	\$5,219.09
		Daily	\$407.31	\$420.24	\$433.19	\$446.10	\$459.05	\$471.99	\$484.94	\$497.06	\$509.50	\$521.91
		Hourly	\$54.31	\$56.04	\$57.76	\$59.48	\$61.21	\$62.94	\$64.66	\$66.28	\$67.94	\$69.59

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Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	41	Annual	\$110,708.00	\$114,170.00	\$117,624.00	\$121,086.00	\$124,543.00	\$127,996.00	\$131,452.00	\$134,740.00	\$138,108.00	\$141,477.00
		Bi-Wk	\$4,241.69	\$4,374.33	\$4,506.67	\$4,639.32	\$4,771.77	\$4,904.07	\$5,036.48	\$5,162.46	\$5,291.50	\$5,420.58
		Daily	\$424.17	\$437.44	\$450.67	\$463.94	\$477.18	\$490.41	\$503.65	\$516.25	\$529.15	\$542.06
		Hourly	\$56.56	\$58.33	\$60.09	\$61.86	\$63.63	\$65.39	\$67.16	\$68.84	\$70.56	\$72.28
TC	42	Annual	\$115,279.00	\$118,818.00	\$122,353.00	\$125,882.00	\$129,418.00	\$132,952.00	\$136,489.00	\$139,901.00	\$143,401.00	\$146,898.00
		Bi-Wk	\$4,416.82	\$4,552.42	\$4,687.86	\$4,823.07	\$4,958.55	\$5,093.95	\$5,229.47	\$5,360.20	\$5,494.30	\$5,628.28
		Daily	\$441.69	\$455.25	\$468.79	\$482.31	\$495.86	\$509.40	\$522.95	\$536.02	\$549.43	\$562.83
		Hourly	\$58.90	\$60.70	\$62.51	\$64.31	\$66.12	\$67.92	\$69.73	\$71.47	\$73.26	\$75.05
TC	43	Annual	\$120,124.00	\$123,734.00	\$127,336.00	\$130,942.00	\$134,550.00	\$138,154.00	\$141,759.00	\$145,301.00	\$148,934.00	\$152,568.00
		Bi-Wk	\$4,602.46	\$4,740.77	\$4,878.78	\$5,016.94	\$5,155.18	\$5,293.26	\$5,431.38	\$5,567.09	\$5,706.29	\$5,845.52
		Daily	\$460.25	\$474.09	\$487.88	\$501.70	\$515.52	\$529.33	\$543.14	\$556.71	\$570.63	\$584.56
		Hourly	\$61.37	\$63.22	\$65.06	\$66.90	\$68.74	\$70.58	\$72.42	\$74.23	\$76.09	\$77.95

**NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008**

<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	\$25,709.00	\$26,146.00	\$26,581.00	\$27,017.00	\$27,451.00	\$27,887.00	\$28,317.00	\$29,025.00	\$29,822.00	\$30,620.00
		Bi-Wk	\$985.02	\$1,001.77	\$1,018.43	\$1,035.14	\$1,051.77	\$1,068.47	\$1,084.95	\$1,112.07	\$1,142.61	\$1,173.19
		Daily	\$98.51	\$100.18	\$101.85	\$103.52	\$105.18	\$106.85	\$108.50	\$111.21	\$114.27	\$117.32
		Hourly	\$12.32	\$12.53	\$12.74	\$12.94	\$13.15	\$13.36	\$13.57	\$13.91	\$14.29	\$14.67
CL	2	Annual	\$26,581.00	\$27,017.00	\$27,451.00	\$27,887.00	\$28,317.00	\$28,755.00	\$29,183.00	\$29,912.00	\$30,736.00	\$31,559.00
		Bi-Wk	\$1,018.43	\$1,035.14	\$1,051.77	\$1,068.47	\$1,084.95	\$1,101.73	\$1,118.13	\$1,146.06	\$1,177.63	\$1,209.16
		Daily	\$101.85	\$103.52	\$105.18	\$106.85	\$108.50	\$110.18	\$111.82	\$114.61	\$117.77	\$120.92
		Hourly	\$12.74	\$12.94	\$13.15	\$13.36	\$13.57	\$13.78	\$13.98	\$14.33	\$14.73	\$15.12
CL	3	Annual	\$27,017.00	\$27,451.00	\$27,887.00	\$28,317.00	\$28,755.00	\$29,183.00	\$29,621.00	\$30,362.00	\$31,197.00	\$32,031.00
		Bi-Wk	\$1,035.14	\$1,051.77	\$1,068.47	\$1,084.95	\$1,101.73	\$1,118.13	\$1,134.91	\$1,163.30	\$1,195.29	\$1,227.25
		Daily	\$103.52	\$105.18	\$106.85	\$108.50	\$110.18	\$111.82	\$113.50	\$116.33	\$119.53	\$122.73
		Hourly	\$12.94	\$13.15	\$13.36	\$13.57	\$13.78	\$13.98	\$14.19	\$14.55	\$14.95	\$15.35
CL	4	Annual	\$27,637.00	\$28,163.00	\$28,688.00	\$29,215.00	\$29,750.00	\$30,275.00	\$30,805.00	\$31,575.00	\$32,440.00	\$33,310.00
		Bi-Wk	\$1,058.89	\$1,079.05	\$1,099.16	\$1,119.35	\$1,139.85	\$1,159.97	\$1,180.27	\$1,209.78	\$1,242.92	\$1,276.25
		Daily	\$105.89	\$107.91	\$109.92	\$111.94	\$113.99	\$116.00	\$118.03	\$120.98	\$124.30	\$127.83
		Hourly	\$13.24	\$13.49	\$13.74	\$14.00	\$14.25	\$14.50	\$14.76	\$15.13	\$15.54	\$15.96
CL	5	Annual	\$28,133.00	\$28,688.00	\$29,245.00	\$29,801.00	\$30,363.00	\$30,920.00	\$31,497.00	\$32,281.00	\$33,168.00	\$34,055.00
		Bi-Wk	\$1,077.90	\$1,099.16	\$1,120.50	\$1,141.81	\$1,163.34	\$1,184.88	\$1,206.79	\$1,236.82	\$1,270.81	\$1,304.79
		Daily	\$107.79	\$109.92	\$112.05	\$114.19	\$116.34	\$118.47	\$120.68	\$123.69	\$127.09	\$130.48
		Hourly	\$13.48	\$13.74	\$14.01	\$14.28	\$14.55	\$14.81	\$15.09	\$15.47	\$15.89	\$16.31
CL	6	Annual	\$28,821.00	\$29,375.00	\$29,929.00	\$30,494.00	\$31,051.00	\$31,636.00	\$32,287.00	\$33,093.00	\$34,004.00	\$34,913.00
		Bi-Wk	\$1,104.26	\$1,125.48	\$1,146.71	\$1,168.36	\$1,189.70	\$1,212.11	\$1,237.05	\$1,267.94	\$1,302.84	\$1,337.67
		Daily	\$110.43	\$112.55	\$114.68	\$116.84	\$118.97	\$121.22	\$123.71	\$126.80	\$130.29	\$133.77
		Hourly	\$13.81	\$14.07	\$14.34	\$14.61	\$14.88	\$15.16	\$15.47	\$15.85	\$16.29	\$16.73
CL	7	Annual	\$29,887.00	\$30,712.00	\$31,536.00	\$32,362.00	\$33,187.00	\$34,006.00	\$34,832.00	\$35,703.00	\$36,686.00	\$37,668.00
		Bi-Wk	\$1,145.10	\$1,176.71	\$1,208.28	\$1,239.93	\$1,271.54	\$1,302.92	\$1,334.56	\$1,367.94	\$1,405.60	\$1,443.22
		Daily	\$114.51	\$117.68	\$120.83	\$124.00	\$127.16	\$130.30	\$133.46	\$136.80	\$140.56	\$144.33
		Hourly	\$14.32	\$14.71	\$15.11	\$15.50	\$15.90	\$16.29	\$16.69	\$17.10	\$17.57	\$18.05
CL	8	Annual	\$31,051.00	\$31,778.00	\$32,596.00	\$33,433.00	\$34,264.00	\$35,103.00	\$35,939.00	\$36,839.00	\$37,852.00	\$38,863.00
		Bi-Wk	\$1,189.70	\$1,217.55	\$1,248.89	\$1,280.96	\$1,312.80	\$1,344.95	\$1,376.98	\$1,411.46	\$1,450.27	\$1,489.01
		Daily	\$118.97	\$121.76	\$124.89	\$128.10	\$131.28	\$134.50	\$137.70	\$141.15	\$145.03	\$148.91
		Hourly	\$14.88	\$15.22	\$15.62	\$16.02	\$16.41	\$16.82	\$17.22	\$17.65	\$18.13	\$18.62



NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
CL	9	Annual	\$31,808.00	\$32,662.00	\$33,533.00	\$34,409.00	\$35,284.00	\$36,148.00	\$37,033.00	\$37,955.00	\$38,999.00	\$40,042.00
		Bi-Wk	\$1,218.70	\$1,251.42	\$1,284.79	\$1,318.36	\$1,351.88	\$1,384.99	\$1,418.89	\$1,454.22	\$1,494.22	\$1,534.18
		Daily	\$121.87	\$125.15	\$128.48	\$131.84	\$135.19	\$138.50	\$141.89	\$145.43	\$149.43	\$153.42
		Hourly	\$15.24	\$15.65	\$16.06	\$16.48	\$16.90	\$17.32	\$17.74	\$18.18	\$18.68	\$19.18
CL	10	Annual	\$32,739.00	\$33,649.00	\$34,559.00	\$35,474.00	\$36,385.00	\$37,315.00	\$38,273.00	\$39,229.00	\$40,305.00	\$41,385.00
		Bi-Wk	\$1,254.37	\$1,289.24	\$1,324.10	\$1,359.16	\$1,394.07	\$1,429.70	\$1,466.40	\$1,503.03	\$1,544.26	\$1,585.64
		Daily	\$125.44	\$128.93	\$132.41	\$135.92	\$139.41	\$142.97	\$146.64	\$150.31	\$154.43	\$158.57
		Hourly	\$15.68	\$16.12	\$16.56	\$16.99	\$17.43	\$17.88	\$18.33	\$18.79	\$19.31	\$19.83
CL	11	Annual	\$33,689.00	\$34,644.00	\$35,595.00	\$36,548.00	\$37,522.00	\$38,520.00	\$39,520.00	\$40,510.00	\$41,627.00	\$42,740.00
		Bi-Wk	\$1,290.77	\$1,327.36	\$1,363.80	\$1,400.31	\$1,437.63	\$1,475.87	\$1,514.18	\$1,552.11	\$1,594.91	\$1,637.55
		Daily	\$129.08	\$132.74	\$136.38	\$140.04	\$143.77	\$147.59	\$151.42	\$155.22	\$159.50	\$163.76
		Hourly	\$16.14	\$16.60	\$17.05	\$17.51	\$17.98	\$18.45	\$18.93	\$19.41	\$19.94	\$20.47
CL	12	Annual	\$34,701.00	\$35,691.00	\$36,678.00	\$37,709.00	\$38,741.00	\$39,782.00	\$40,865.00	\$41,885.00	\$43,036.00	\$44,190.00
		Bi-Wk	\$1,329.55	\$1,367.48	\$1,405.29	\$1,444.79	\$1,484.33	\$1,524.22	\$1,565.71	\$1,604.79	\$1,648.89	\$1,693.11
		Daily	\$132.96	\$136.75	\$140.53	\$144.48	\$148.44	\$152.43	\$156.58	\$160.48	\$164.89	\$169.32
		Hourly	\$16.62	\$17.10	\$17.57	\$18.06	\$18.56	\$19.06	\$19.58	\$20.06	\$20.62	\$21.17
CL	13	Annual	\$36,516.00	\$37,766.00	\$39,033.00	\$40,313.00	\$41,643.00	\$42,972.00	\$44,304.00	\$45,414.00	\$46,663.00	\$47,910.00
		Bi-Wk	\$1,399.09	\$1,446.98	\$1,495.52	\$1,544.56	\$1,595.52	\$1,646.44	\$1,697.48	\$1,740.00	\$1,787.86	\$1,835.64
		Daily	\$139.91	\$144.70	\$149.56	\$154.46	\$159.56	\$164.65	\$169.75	\$174.00	\$178.79	\$183.57
		Hourly	\$17.49	\$18.09	\$18.70	\$19.31	\$19.95	\$20.59	\$21.22	\$21.75	\$22.35	\$22.95
CL	14	Annual	\$38,108.00	\$39,421.00	\$40,758.00	\$42,131.00	\$43,496.00	\$44,868.00	\$46,242.00	\$47,400.00	\$48,703.00	\$50,004.00
		Bi-Wk	\$1,460.08	\$1,510.39	\$1,561.61	\$1,614.22	\$1,666.52	\$1,719.09	\$1,771.73	\$1,816.10	\$1,866.02	\$1,915.87
		Daily	\$146.01	\$151.04	\$156.17	\$161.43	\$166.66	\$171.91	\$177.18	\$181.61	\$186.61	\$191.59
		Hourly	\$18.26	\$18.88	\$19.53	\$20.18	\$20.84	\$21.49	\$22.15	\$22.71	\$23.33	\$23.95
CL	15	Annual	\$39,818.00	\$41,217.00	\$42,631.00	\$44,043.00	\$45,459.00	\$46,872.00	\$48,290.00	\$49,497.00	\$50,860.00	\$52,219.00
		Bi-Wk	\$1,525.60	\$1,579.20	\$1,633.38	\$1,687.48	\$1,741.73	\$1,795.87	\$1,850.20	\$1,896.44	\$1,948.66	\$2,000.73
		Daily	\$152.56	\$157.92	\$163.34	\$168.75	\$174.18	\$179.59	\$185.02	\$189.65	\$194.87	\$200.08
		Hourly	\$19.07	\$19.74	\$20.42	\$21.10	\$21.78	\$22.45	\$23.13	\$23.71	\$24.36	\$25.01
CL	16	Annual	\$41,712.00	\$43,171.00	\$44,631.00	\$46,074.00	\$47,534.00	\$48,987.00	\$50,442.00	\$51,703.00	\$53,125.00	\$54,546.00
		Bi-Wk	\$1,598.17	\$1,654.07	\$1,710.00	\$1,765.29	\$1,821.23	\$1,876.90	\$1,932.65	\$1,980.96	\$2,035.45	\$2,089.89
		Daily	\$159.82	\$165.41	\$171.00	\$176.53	\$182.13	\$187.89	\$193.27	\$198.10	\$203.55	\$208.99
		Hourly	\$19.98	\$20.68	\$21.38	\$22.07	\$22.77	\$23.47	\$24.16	\$24.77	\$25.45	\$26.13

**NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008**

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
CL	17	Annual	\$43,751.00	\$45,245.00	\$46,737.00	\$48,245.00	\$49,733.00	\$51,225.00	\$52,729.00	\$54,047.00	\$55,534.00	\$57,017.00
		Bi-Wk	\$1,676.29	\$1,733.53	\$1,790.69	\$1,848.47	\$1,905.48	\$1,962.65	\$2,020.27	\$2,070.77	\$2,127.74	\$2,184.56
		Daily	\$167.63	\$173.36	\$179.07	\$184.85	\$190.55	\$196.27	\$202.03	\$207.08	\$212.78	\$218.46
		Hourly	\$20.96	\$21.67	\$22.39	\$23.11	\$23.82	\$24.54	\$25.26	\$25.89	\$26.60	\$27.31
CL	18	Annual	\$45,925.00	\$47,453.00	\$48,987.00	\$50,524.00	\$52,054.00	\$53,593.00	\$55,120.00	\$56,500.00	\$58,053.00	\$59,607.00
		Bi-Wk	\$1,759.58	\$1,818.13	\$1,876.90	\$1,935.79	\$1,994.41	\$2,053.38	\$2,111.88	\$2,164.76	\$2,224.26	\$2,283.80
		Daily	\$175.96	\$181.82	\$187.69	\$193.58	\$199.45	\$205.34	\$211.19	\$216.48	\$222.43	\$228.38
		Hourly	\$22.00	\$22.73	\$23.47	\$24.20	\$24.94	\$25.67	\$26.40	\$27.06	\$27.81	\$28.55
CL	19	Annual	\$48,153.00	\$49,733.00	\$51,312.00	\$52,894.00	\$54,474.00	\$56,043.00	\$57,627.00	\$59,065.00	\$60,690.00	\$62,313.00
		Bi-Wk	\$1,844.95	\$1,905.48	\$1,965.98	\$2,026.60	\$2,087.13	\$2,147.25	\$2,207.94	\$2,263.03	\$2,325.29	\$2,383.80
		Daily	\$184.50	\$190.55	\$196.60	\$202.66	\$208.72	\$214.73	\$220.80	\$226.31	\$232.53	\$238.75
		Hourly	\$23.07	\$23.82	\$24.58	\$25.34	\$26.09	\$26.85	\$27.60	\$28.29	\$29.07	\$29.85
CL	20	Annual	\$50,567.00	\$52,185.00	\$53,806.00	\$55,420.00	\$57,033.00	\$58,655.00	\$60,270.00	\$61,776.00	\$63,475.00	\$65,173.00
		Bi-Wk	\$1,937.44	\$1,999.43	\$2,061.54	\$2,123.38	\$2,185.18	\$2,247.32	\$2,309.20	\$2,366.90	\$2,432.00	\$2,497.05
		Daily	\$193.75	\$199.95	\$206.16	\$212.34	\$218.52	\$224.74	\$230.92	\$236.69	\$243.20	\$249.71
		Hourly	\$24.22	\$25.00	\$25.77	\$26.55	\$27.32	\$28.10	\$28.87	\$29.59	\$30.40	\$31.22
CL	21	Annual	\$53,033.00	\$54,695.00	\$56,354.00	\$58,019.00	\$59,678.00	\$61,344.00	\$62,999.00	\$64,577.00	\$66,351.00	\$68,126.00
		Bi-Wk	\$2,031.92	\$2,095.60	\$2,159.16	\$2,222.96	\$2,286.52	\$2,350.35	\$2,413.76	\$2,474.22	\$2,542.19	\$2,610.20
		Daily	\$203.20	\$209.56	\$215.92	\$222.30	\$228.66	\$235.04	\$241.38	\$247.43	\$254.22	\$261.02
		Hourly	\$25.40	\$26.20	\$26.99	\$27.79	\$28.59	\$29.38	\$30.18	\$30.93	\$31.78	\$32.63
CL	22	Annual	\$54,474.00	\$56,439.00	\$58,411.00	\$60,383.00	\$62,351.00	\$64,321.00	\$66,299.00	\$67,957.00	\$69,824.00	\$71,694.00
		Bi-Wk	\$2,087.13	\$2,162.42	\$2,237.97	\$2,313.53	\$2,388.93	\$2,464.41	\$2,540.20	\$2,603.72	\$2,675.25	\$2,746.90
		Daily	\$208.72	\$216.25	\$223.80	\$231.36	\$238.90	\$246.45	\$254.02	\$260.38	\$267.53	\$274.69
		Hourly	\$26.09	\$27.04	\$27.98	\$28.92	\$29.87	\$30.81	\$31.76	\$32.55	\$33.45	\$34.34
CL	23	Annual	\$57,020.00	\$59,071.00	\$61,121.00	\$63,175.00	\$65,232.00	\$67,286.00	\$69,341.00	\$71,076.00	\$73,027.00	\$74,982.00
		Bi-Wk	\$2,184.68	\$2,263.26	\$2,341.81	\$2,420.50	\$2,499.32	\$2,578.01	\$2,656.75	\$2,723.22	\$2,797.97	\$2,872.88
		Daily	\$218.47	\$226.33	\$234.19	\$242.05	\$249.94	\$257.81	\$265.68	\$272.33	\$279.80	\$287.29
		Hourly	\$27.31	\$28.30	\$29.28	\$30.26	\$31.25	\$32.23	\$33.21	\$34.05	\$34.98	\$35.92
CL	24	Annual	\$59,732.00	\$61,868.00	\$64,014.00	\$66,149.00	\$68,289.00	\$70,430.00	\$72,573.00	\$74,386.00	\$76,434.00	\$78,477.00
		Bi-Wk	\$2,288.59	\$2,370.43	\$2,452.65	\$2,534.45	\$2,616.44	\$2,698.47	\$2,780.58	\$2,850.04	\$2,928.51	\$3,006.79
		Daily	\$228.86	\$237.05	\$245.27	\$253.45	\$261.65	\$269.85	\$278.06	\$285.01	\$292.86	\$300.68
		Hourly	\$28.61	\$29.64	\$30.66	\$31.69	\$32.71	\$33.74	\$34.76	\$35.63	\$36.61	\$37.59

**NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008**

<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	25	Annual	\$62,614.00	\$64,829.00	\$67,052.00	\$69,270.00	\$71,490.00	\$73,710.00	\$75,930.00	\$77,827.00	\$79,969.00	\$82,107.00
		Bi-Wk	\$2,399.01	\$2,483.87	\$2,569.05	\$2,654.03	\$2,739.09	\$2,824.14	\$2,909.20	\$2,981.88	\$3,063.95	\$3,145.87
		Daily	\$239.91	\$248.39	\$256.91	\$265.41	\$273.91	\$282.42	\$290.92	\$298.19	\$306.40	\$314.59
		Hourly	\$29.99	\$31.05	\$32.12	\$33.18	\$34.24	\$35.31	\$36.37	\$37.28	\$38.30	\$39.33
CL	26	Annual	\$65,669.00	\$67,964.00	\$70,273.00	\$72,573.00	\$74,873.00	\$77,177.00	\$79,477.00	\$81,466.00	\$83,710.00	\$85,947.00
		Bi-Wk	\$2,516.06	\$2,603.99	\$2,692.46	\$2,780.58	\$2,868.70	\$2,956.98	\$3,045.10	\$3,121.31	\$3,207.28	\$3,292.99
		Daily	\$251.61	\$260.40	\$269.25	\$278.06	\$286.87	\$295.70	\$304.51	\$312.14	\$320.73	\$329.30
		Hourly	\$31.46	\$32.55	\$33.66	\$34.76	\$35.86	\$36.97	\$38.07	\$39.02	\$40.10	\$41.17
CL	27	Annual	\$68,892.00	\$71,275.00	\$73,662.00	\$76,037.00	\$78,425.00	\$80,801.00	\$83,183.00	\$85,265.00	\$87,610.00	\$89,952.00
		Bi-Wk	\$2,639.55	\$2,730.85	\$2,822.30	\$2,913.30	\$3,004.79	\$3,095.83	\$3,187.09	\$3,266.86	\$3,356.71	\$3,446.44
		Daily	\$263.96	\$273.09	\$282.23	\$291.33	\$300.48	\$309.59	\$318.71	\$326.69	\$335.68	\$344.65
		Hourly	\$33.00	\$34.14	\$35.28	\$36.42	\$37.56	\$38.70	\$39.84	\$40.84	\$41.96	\$43.09
CL	28	Annual	\$72,336.00	\$74,804.00	\$77,266.00	\$79,740.00	\$82,200.00	\$84,656.00	\$87,123.00	\$89,303.00	\$91,757.00	\$94,215.00
		Bi-Wk	\$2,771.50	\$2,866.06	\$2,960.39	\$3,055.18	\$3,149.43	\$3,243.53	\$3,338.05	\$3,421.58	\$3,515.60	\$3,609.78
		Daily	\$277.15	\$286.61	\$296.04	\$305.52	\$314.95	\$324.36	\$333.81	\$342.16	\$351.56	\$360.98
		Hourly	\$34.65	\$35.83	\$37.01	\$38.19	\$39.37	\$40.55	\$41.73	\$42.77	\$43.95	\$45.13
CL	29	Annual	\$73,029.00	\$75,743.00	\$78,461.00	\$81,174.00	\$83,893.00	\$86,613.00	\$89,325.00	\$91,560.00	\$94,078.00	\$96,595.00
		Bi-Wk	\$2,798.05	\$2,902.04	\$3,006.17	\$3,110.12	\$3,214.30	\$3,318.51	\$3,422.42	\$3,508.05	\$3,604.53	\$3,700.96
		Daily	\$279.81	\$290.21	\$300.62	\$311.02	\$321.43	\$331.86	\$342.25	\$350.81	\$360.46	\$370.10
		Hourly	\$34.98	\$36.28	\$37.58	\$38.88	\$40.18	\$41.49	\$42.79	\$43.86	\$45.06	\$46.27
CL	30	Annual	\$75,930.00	\$78,728.00	\$81,522.00	\$84,314.00	\$87,110.00	\$89,905.00	\$92,703.00	\$95,019.00	\$97,633.00	\$100,249.00
		Bi-Wk	\$2,909.20	\$3,016.40	\$3,123.45	\$3,230.43	\$3,337.55	\$3,444.64	\$3,551.84	\$3,640.58	\$3,740.73	\$3,840.96
		Daily	\$290.92	\$301.64	\$312.35	\$323.05	\$333.76	\$344.47	\$355.19	\$364.06	\$374.08	\$384.10
		Hourly	\$36.37	\$37.71	\$39.05	\$40.39	\$41.72	\$43.06	\$44.40	\$45.51	\$46.76	\$48.02
CL	31	Annual	\$78,951.00	\$81,826.00	\$84,706.00	\$87,587.00	\$90,461.00	\$93,334.00	\$96,221.00	\$98,625.00	\$101,337.00	\$104,049.00
		Bi-Wk	\$3,024.95	\$3,135.10	\$3,245.45	\$3,355.83	\$3,465.94	\$3,576.02	\$3,686.63	\$3,778.74	\$3,882.65	\$3,986.56
		Daily	\$302.50	\$313.51	\$324.55	\$335.59	\$346.60	\$357.61	\$368.67	\$377.88	\$388.27	\$398.66
		Hourly	\$37.82	\$39.19	\$40.57	\$41.95	\$43.33	\$44.71	\$46.09	\$47.24	\$48.54	\$49.84
CL	32	Annual	\$82,093.00	\$85,051.00	\$88,004.00	\$90,960.00	\$93,920.00	\$96,878.00	\$99,836.00	\$102,337.00	\$105,148.00	\$107,962.00
		Bi-Wk	\$3,145.33	\$3,258.66	\$3,371.81	\$3,485.06	\$3,598.47	\$3,711.81	\$3,825.14	\$3,920.96	\$4,028.66	\$4,136.48
		Daily	\$314.54	\$325.87	\$337.19	\$348.51	\$359.85	\$371.19	\$382.52	\$392.10	\$402.87	\$413.65
		Hourly	\$39.32	\$40.74	\$42.15	\$43.57	\$44.99	\$46.40	\$47.82	\$49.02	\$50.36	\$51.71

**NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008**

<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	33	Annual	\$85,369.00	\$88,411.00	\$91,445.00	\$94,484.00	\$97,525.00	\$100,559.00	\$103,605.00	\$106,197.00	\$109,116.00	\$112,037.00
		Bi-Wk	\$3,270.85	\$3,387.40	\$3,503.64	\$3,620.08	\$3,736.60	\$3,852.84	\$3,969.55	\$4,068.86	\$4,180.69	\$4,292.61
		Daily	\$327.09	\$338.74	\$350.37	\$362.01	\$373.66	\$385.29	\$396.96	\$406.89	\$418.07	\$429.27
		Hourly	\$40.89	\$42.35	\$43.80	\$45.26	\$46.71	\$48.17	\$49.62	\$50.87	\$52.26	\$53.66
CL	34	Annual	\$88,858.00	\$91,979.00	\$95,097.00	\$98,222.00	\$101,347.00	\$104,470.00	\$107,593.00	\$110,283.00	\$113,315.00	\$116,348.00
		Bi-Wk	\$3,404.53	\$3,524.10	\$3,643.57	\$3,763.30	\$3,883.03	\$4,002.69	\$4,122.34	\$4,225.41	\$4,341.58	\$4,457.78
		Daily	\$340.46	\$352.41	\$364.36	\$376.33	\$388.31	\$400.27	\$412.24	\$422.55	\$434.16	\$445.78
		Hourly	\$42.56	\$44.06	\$45.55	\$47.05	\$48.54	\$50.04	\$51.53	\$52.82	\$54.27	\$55.73
CL	35	Annual	\$92,480.00	\$95,678.00	\$98,890.00	\$102,090.00	\$105,284.00	\$108,491.00	\$111,692.00	\$114,482.00	\$117,632.00	\$120,779.00
		Bi-Wk	\$3,543.30	\$3,665.83	\$3,788.89	\$3,911.50	\$4,033.87	\$4,156.75	\$4,279.39	\$4,386.29	\$4,506.98	\$4,627.55
		Daily	\$354.33	\$366.59	\$378.89	\$391.15	\$403.39	\$415.68	\$427.94	\$438.63	\$450.70	\$462.76
		Hourly	\$44.30	\$45.83	\$47.37	\$48.90	\$50.43	\$51.96	\$53.50	\$54.83	\$56.34	\$57.85
CL	36	Annual	\$96,298.00	\$99,583.00	\$102,871.00	\$106,150.00	\$109,436.00	\$112,724.00	\$116,003.00	\$118,908.00	\$122,176.00	\$125,446.00
		Bi-Wk	\$3,689.58	\$3,815.45	\$3,941.42	\$4,067.05	\$4,192.96	\$4,318.93	\$4,444.56	\$4,555.87	\$4,681.08	\$4,806.37
		Daily	\$368.96	\$381.55	\$394.15	\$406.71	\$419.30	\$431.90	\$444.46	\$455.59	\$468.11	\$480.64
		Hourly	\$46.12	\$47.70	\$49.27	\$50.84	\$52.42	\$53.99	\$55.56	\$56.95	\$58.52	\$60.08
CL	37	Annual	\$100,269.00	\$103,648.00	\$107,023.00	\$110,396.00	\$113,774.00	\$117,143.00	\$120,514.00	\$123,526.00	\$126,923.00	\$130,319.00
		Bi-Wk	\$3,841.73	\$3,971.19	\$4,100.50	\$4,229.74	\$4,359.16	\$4,488.24	\$4,617.40	\$4,732.80	\$4,862.96	\$4,993.07
		Daily	\$384.18	\$397.12	\$410.05	\$422.98	\$435.92	\$448.83	\$461.74	\$473.28	\$486.30	\$499.31
		Hourly	\$48.03	\$49.64	\$51.26	\$52.88	\$54.49	\$56.11	\$57.72	\$59.16	\$60.79	\$62.42
CL	38	Annual	\$104,386.00	\$107,833.00	\$111,293.00	\$114,742.00	\$118,192.00	\$121,654.00	\$125,101.00	\$128,231.00	\$131,756.00	\$135,281.00
		Bi-Wk	\$3,999.47	\$4,131.54	\$4,264.10	\$4,396.25	\$4,528.43	\$4,661.08	\$4,793.15	\$4,913.07	\$5,048.13	\$5,183.19
		Daily	\$399.95	\$413.16	\$426.41	\$439.63	\$452.85	\$466.11	\$479.32	\$491.31	\$504.82	\$518.32
		Hourly	\$50.00	\$51.65	\$53.31	\$54.96	\$56.61	\$58.27	\$59.92	\$61.42	\$63.11	\$64.79
CL	39	Annual	\$108,697.00	\$112,231.00	\$115,768.00	\$119,305.00	\$122,842.00	\$126,378.00	\$129,912.00	\$133,162.00	\$136,824.00	\$140,485.00
		Bi-Wk	\$4,164.64	\$4,300.04	\$4,435.56	\$4,571.08	\$4,706.60	\$4,842.07	\$4,977.48	\$5,102.00	\$5,242.30	\$5,382.57
		Daily	\$416.47	\$430.01	\$443.56	\$457.11	\$470.66	\$484.21	\$497.75	\$510.20	\$524.23	\$538.26
		Hourly	\$52.06	\$53.76	\$55.45	\$57.14	\$58.84	\$60.53	\$62.22	\$63.78	\$65.53	\$67.29
CL	40	Annual	\$113,195.00	\$116,808.00	\$120,422.00	\$124,036.00	\$127,643.00	\$131,261.00	\$134,888.00	\$138,242.00	\$142,043.00	\$145,847.00
		Bi-Wk	\$4,336.98	\$4,475.41	\$4,613.87	\$4,752.34	\$4,890.54	\$5,029.16	\$5,167.36	\$5,296.63	\$5,442.27	\$5,588.01
		Daily	\$433.70	\$447.55	\$461.39	\$475.24	\$489.06	\$502.92	\$516.74	\$529.67	\$544.23	\$558.81
		Hourly	\$54.22	\$55.95	\$57.68	\$59.41	\$61.14	\$62.87	\$64.60	\$66.21	\$68.03	\$69.86

**NP-3 CL 40 HOUR PAY PLAN EFFECTIVE 06/20/2008**

<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	41	Annual	\$117,907.00	\$121,610.00	\$125,308.00	\$129,004.00	\$132,703.00	\$136,399.00	\$140,098.00	\$143,601.00	\$147,551.00	\$151,499.00
		Bi-Wk	\$4,517.51	\$4,659.39	\$4,801.08	\$4,942.69	\$5,084.41	\$5,226.02	\$5,367.74	\$5,501.96	\$5,653.30	\$5,804.56
		Daily	\$451.76	\$465.94	\$480.11	\$494.27	\$508.45	\$522.61	\$536.78	\$550.20	\$565.33	\$580.46
		Hourly	\$56.47	\$58.25	\$60.02	\$61.79	\$63.56	\$65.33	\$67.10	\$68.78	\$70.67	\$72.56
CL	42	Annual	\$122,798.00	\$126,578.00	\$130,359.00	\$134,138.00	\$137,924.00	\$141,700.00	\$145,479.00	\$149,118.00	\$153,218.00	\$157,322.00
		Bi-Wk	\$4,704.91	\$4,849.74	\$4,994.60	\$5,139.39	\$5,284.45	\$5,429.12	\$5,573.91	\$5,713.34	\$5,870.43	\$6,027.67
		Daily	\$470.50	\$484.98	\$499.46	\$513.94	\$528.45	\$542.92	\$557.40	\$571.34	\$587.05	\$602.77
		Hourly	\$58.82	\$60.63	\$62.44	\$64.25	\$66.06	\$67.87	\$69.68	\$71.42	\$73.39	\$75.35
CL	43	Annual	\$127,978.00	\$131,840.00	\$135,692.00	\$139,551.00	\$143,407.00	\$147,264.00	\$151,119.00	\$154,898.00	\$159,159.00	\$163,417.00
		Bi-Wk	\$4,903.38	\$5,051.35	\$5,198.93	\$5,346.79	\$5,494.53	\$5,642.30	\$5,790.00	\$5,934.79	\$6,098.05	\$6,261.19
		Daily	\$490.34	\$505.14	\$519.90	\$534.68	\$549.46	\$564.23	\$579.00	\$593.48	\$608.81	\$626.12
		Hourly	\$61.30	\$63.15	\$64.99	\$66.84	\$68.69	\$70.53	\$72.38	\$74.19	\$76.23	\$78.27

**P-5 AR 40 Hour Plan Effective 7/01/2007**

<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>
AR 1	Annual	\$23,194.00	\$23,770.00	\$24,326.00	\$24,896.00	\$25,456.00	\$26,028.00	\$26,585.00	\$27,384.00
	Bi-Wk	\$888.66	\$910.73	\$932.04	\$953.87	\$975.33	\$997.25	\$1,018.59	\$1,049.20
	Daily	\$88.87	\$91.08	\$93.21	\$95.39	\$97.54	\$99.73	\$101.86	\$104.92
	Hourly	\$11.11	\$11.39	\$11.66	\$11.93	\$12.20	\$12.47	\$12.74	\$13.12
AR 2	Annual	\$24,326.00	\$24,896.00	\$25,456.00	\$26,028.00	\$26,585.00	\$27,152.00	\$27,716.00	\$28,548.00
	Bi-Wk	\$932.04	\$953.87	\$975.33	\$997.25	\$1,018.59	\$1,040.31	\$1,061.92	\$1,093.80
	Daily	\$93.21	\$95.39	\$97.54	\$99.73	\$101.86	\$104.04	\$106.20	\$109.38
	Hourly	\$11.66	\$11.93	\$12.20	\$12.47	\$12.74	\$13.01	\$13.28	\$13.68
AR 3	Annual	\$24,896.00	\$25,456.00	\$26,028.00	\$26,585.00	\$27,152.00	\$27,716.00	\$28,281.00	\$29,129.00
	Bi-Wk	\$953.87	\$975.33	\$997.25	\$1,018.59	\$1,040.31	\$1,061.92	\$1,083.57	\$1,116.06
	Daily	\$95.39	\$97.54	\$99.73	\$101.86	\$104.04	\$106.20	\$108.36	\$111.61
	Hourly	\$11.93	\$12.20	\$12.47	\$12.74	\$13.01	\$13.28	\$13.55	\$13.96
AR 4	Annual	\$25,698.00	\$26,383.00	\$27,069.00	\$27,757.00	\$28,453.00	\$29,128.00	\$29,817.00	\$30,714.00
	Bi-Wk	\$984.60	\$1,010.85	\$1,037.13	\$1,063.49	\$1,090.16	\$1,116.02	\$1,142.42	\$1,176.79
	Daily	\$98.46	\$101.09	\$103.72	\$106.35	\$109.02	\$111.61	\$114.25	\$117.68
	Hourly	\$12.31	\$12.64	\$12.97	\$13.30	\$13.63	\$13.96	\$14.29	\$14.71
AR 5	Annual	\$26,341.00	\$27,069.00	\$27,797.00	\$28,518.00	\$29,245.00	\$29,969.00	\$30,696.00	\$31,616.00
	Bi-Wk	\$1,009.24	\$1,037.13	\$1,065.02	\$1,092.65	\$1,120.50	\$1,148.24	\$1,176.10	\$1,211.35
	Daily	\$100.93	\$103.72	\$106.51	\$109.27	\$112.05	\$114.83	\$117.61	\$121.14
	Hourly	\$12.62	\$12.97	\$13.32	\$13.66	\$14.01	\$14.36	\$14.71	\$15.15
AR 6	Annual	\$27,238.00	\$27,966.00	\$28,685.00	\$29,410.00	\$30,135.00	\$30,858.00	\$31,581.00	\$32,529.00
	Bi-Wk	\$1,043.61	\$1,071.50	\$1,099.05	\$1,126.82	\$1,154.60	\$1,182.30	\$1,210.00	\$1,246.33
	Daily	\$104.37	\$107.15	\$109.91	\$112.69	\$115.46	\$118.23	\$121.00	\$124.64
	Hourly	\$13.05	\$13.40	\$13.74	\$14.09	\$14.44	\$14.78	\$15.13	\$15.58
AR 7	Annual	\$28,039.00	\$28,762.00	\$29,492.00	\$30,218.00	\$30,940.00	\$31,664.00	\$32,388.00	\$33,360.00
	Bi-Wk	\$1,074.30	\$1,102.00	\$1,129.97	\$1,157.78	\$1,185.45	\$1,213.19	\$1,240.92	\$1,278.17
	Daily	\$107.43	\$110.20	\$113.00	\$115.78	\$118.55	\$121.32	\$124.10	\$127.82
	Hourly	\$13.43	\$13.78	\$14.13	\$14.48	\$14.82	\$15.17	\$15.52	\$15.98
AR 8	Annual	\$30,135.00	\$31,024.00	\$31,913.00	\$32,800.00	\$33,693.00	\$34,573.00	\$35,465.00	\$36,530.00
	Bi-Wk	\$1,154.60	\$1,188.66	\$1,222.73	\$1,256.71	\$1,290.92	\$1,324.64	\$1,358.82	\$1,399.62
	Daily	\$115.46	\$118.87	\$122.28	\$125.68	\$129.10	\$132.47	\$135.89	\$139.97

P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
	Hourly	\$14.44	\$14.86	\$15.29	\$15.71	\$16.14	\$16.56	\$16.99	\$17.50

P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
AR 9	Annual	\$31,060.00	\$31,986.00	\$32,910.00	\$33,838.00	\$34,763.00	\$35,691.00	\$36,622.00	\$37,722.00
	Bi-Wk	\$1,190.04	\$1,225.52	\$1,260.92	\$1,296.48	\$1,331.92	\$1,367.48	\$1,403.15	\$1,445.29
	Daily	\$119.01	\$122.56	\$126.10	\$129.65	\$133.20	\$136.75	\$140.32	\$144.53
	Hourly	\$14.88	\$15.32	\$15.77	\$16.21	\$16.65	\$17.10	\$17.54	\$18.07
AR 10	Annual	\$32,061.00	\$33,032.00	\$33,992.00	\$34,969.00	\$35,934.00	\$36,921.00	\$37,938.00	\$39,077.00
	Bi-Wk	\$1,228.40	\$1,265.60	\$1,302.38	\$1,339.81	\$1,376.79	\$1,414.60	\$1,453.57	\$1,497.21
	Daily	\$122.84	\$126.56	\$130.24	\$133.99	\$137.68	\$141.46	\$145.36	\$149.73
	Hourly	\$15.36	\$15.82	\$16.28	\$16.75	\$17.21	\$17.69	\$18.17	\$18.72
AR 11	Annual	\$33,081.00	\$34,083.00	\$35,097.00	\$36,102.00	\$37,144.00	\$38,202.00	\$39,265.00	\$40,442.00
	Bi-Wk	\$1,267.48	\$1,305.87	\$1,344.72	\$1,383.22	\$1,423.15	\$1,463.68	\$1,504.41	\$1,549.51
	Daily	\$126.75	\$130.59	\$134.48	\$138.33	\$142.32	\$146.37	\$150.45	\$154.96
	Hourly	\$15.85	\$16.33	\$16.81	\$17.30	\$17.79	\$18.30	\$18.81	\$19.37
AR 12	Annual	\$34,152.00	\$35,208.00	\$36,248.00	\$37,341.00	\$38,435.00	\$39,543.00	\$40,639.00	\$41,858.00
	Bi-Wk	\$1,308.51	\$1,348.97	\$1,388.82	\$1,430.69	\$1,472.61	\$1,515.06	\$1,557.05	\$1,603.76
	Daily	\$130.86	\$134.90	\$138.89	\$143.07	\$147.27	\$151.51	\$155.71	\$160.38
	Hourly	\$16.36	\$16.87	\$17.37	\$17.89	\$18.41	\$18.94	\$19.47	\$20.05
AR 13	Annual	\$36,079.00	\$37,410.00	\$38,749.00	\$40,091.00	\$41,438.00	\$42,776.00	\$44,127.00	\$45,451.00
	Bi-Wk	\$1,382.34	\$1,433.34	\$1,484.64	\$1,536.06	\$1,587.67	\$1,638.93	\$1,690.69	\$1,741.42
	Daily	\$138.24	\$143.34	\$148.47	\$153.61	\$158.77	\$163.90	\$169.07	\$174.15
	Hourly	\$17.28	\$17.92	\$18.56	\$19.21	\$19.85	\$20.49	\$21.14	\$21.77
AR 14	Annual	\$37,766.00	\$39,157.00	\$40,539.00	\$41,928.00	\$43,311.00	\$44,698.00	\$46,086.00	\$47,468.00
	Bi-Wk	\$1,446.98	\$1,500.27	\$1,553.22	\$1,606.44	\$1,659.43	\$1,712.57	\$1,765.75	\$1,818.70
	Daily	\$144.70	\$150.03	\$155.33	\$160.65	\$165.95	\$171.26	\$176.58	\$181.87
	Hourly	\$18.09	\$18.76	\$19.42	\$20.09	\$20.75	\$21.41	\$22.08	\$22.74
AR 15	Annual	\$39,577.00	\$41,007.00	\$42,432.00	\$43,863.00	\$45,287.00	\$46,723.00	\$48,151.00	\$49,596.00
	Bi-Wk	\$1,516.37	\$1,571.15	\$1,625.75	\$1,680.58	\$1,735.14	\$1,790.16	\$1,844.87	\$1,900.23
	Daily	\$151.64	\$157.12	\$162.58	\$168.06	\$173.52	\$179.02	\$184.49	\$190.03
	Hourly	\$18.96	\$19.64	\$20.33	\$21.01	\$21.69	\$22.38	\$23.07	\$23.76
AR 16	Annual	\$41,505.00	\$42,976.00	\$44,446.00	\$45,920.00	\$47,388.00	\$48,860.00	\$50,327.00	\$51,837.00
	Bi-Wk	\$1,590.23	\$1,646.60	\$1,702.92	\$1,759.39	\$1,815.64	\$1,872.04	\$1,928.24	\$1,986.10
	Daily	\$159.03	\$164.66	\$170.30	\$175.94	\$181.57	\$187.21	\$192.83	\$198.61



P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
	Hourly	\$19.88	\$20.59	\$21.29	\$22.00	\$22.70	\$23.41	\$24.11	\$24.83

**P-5 AR 40 Hour Plan Effective 7/01/2007**

<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>
AR 17	Annual	\$43,561.00	\$45,074.00	\$46,588.00	\$48,097.00	\$49,611.00	\$51,124.00	\$52,639.00	\$54,217.00
	Bi-Wk	\$1,669.01	\$1,726.98	\$1,784.99	\$1,842.80	\$1,900.81	\$1,958.78	\$2,016.82	\$2,077.28
	Daily	\$166.91	\$172.70	\$178.50	\$184.28	\$190.09	\$195.88	\$201.69	\$207.73
	Hourly	\$20.87	\$21.59	\$22.32	\$23.04	\$23.77	\$24.49	\$25.22	\$25.97
AR 18	Annual	\$45,761.00	\$47,310.00	\$48,860.00	\$50,412.00	\$51,958.00	\$53,509.00	\$55,060.00	\$56,712.00
	Bi-Wk	\$1,753.30	\$1,812.65	\$1,872.04	\$1,931.50	\$1,990.73	\$2,050.16	\$2,109.58	\$2,172.88
	Daily	\$175.33	\$181.27	\$187.21	\$193.15	\$199.08	\$205.02	\$210.96	\$217.29
	Hourly	\$21.92	\$22.66	\$23.41	\$24.15	\$24.89	\$25.63	\$26.37	\$27.17
AR 19	Annual	\$48,012.00	\$49,611.00	\$51,208.00	\$52,807.00	\$54,396.00	\$55,990.00	\$57,586.00	\$59,314.00
	Bi-Wk	\$1,839.55	\$1,900.81	\$1,962.00	\$2,023.26	\$2,084.14	\$2,145.22	\$2,206.37	\$2,272.57
	Daily	\$183.96	\$190.09	\$196.20	\$202.33	\$208.42	\$214.53	\$220.64	\$227.26
	Hourly	\$23.00	\$23.77	\$24.53	\$25.30	\$26.06	\$26.82	\$27.58	\$28.41
AR 20	Annual	\$50,459.00	\$52,091.00	\$53,729.00	\$55,360.00	\$56,987.00	\$58,625.00	\$60,255.00	\$62,063.00
	Bi-Wk	\$1,933.30	\$1,995.83	\$2,058.59	\$2,121.08	\$2,183.41	\$2,246.17	\$2,308.63	\$2,377.90
	Daily	\$193.33	\$199.59	\$205.86	\$212.11	\$218.35	\$224.62	\$230.87	\$237.79
	Hourly	\$24.17	\$24.95	\$25.74	\$26.52	\$27.30	\$28.08	\$28.86	\$29.73
AR 21	Annual	\$52,945.00	\$54,632.00	\$56,309.00	\$57,983.00	\$59,665.00	\$61,341.00	\$63,023.00	\$64,914.00
	Bi-Wk	\$2,028.55	\$2,093.19	\$2,157.44	\$2,221.58	\$2,286.02	\$2,350.23	\$2,414.68	\$2,487.13
	Daily	\$202.86	\$209.32	\$215.75	\$222.16	\$228.61	\$235.03	\$241.47	\$248.72
	Hourly	\$25.36	\$26.17	\$26.97	\$27.77	\$28.58	\$29.38	\$30.19	\$31.09
AR 22	Annual	\$54,396.00	\$56,390.00	\$58,384.00	\$60,376.00	\$62,369.00	\$64,362.00	\$66,353.00	\$68,344.00
	Bi-Wk	\$2,084.14	\$2,160.54	\$2,236.94	\$2,313.26	\$2,389.62	\$2,465.98	\$2,542.27	\$2,618.55
	Daily	\$208.42	\$216.06	\$223.70	\$231.33	\$238.97	\$246.60	\$254.23	\$261.86
	Hourly	\$26.06	\$27.01	\$27.97	\$28.92	\$29.88	\$30.83	\$31.78	\$32.74
AR 23	Annual	\$56,975.00	\$59,055.00	\$61,118.00	\$63,198.00	\$65,273.00	\$67,352.00	\$69,428.00	\$71,510.00
	Bi-Wk	\$2,182.96	\$2,262.65	\$2,341.69	\$2,421.38	\$2,500.89	\$2,580.54	\$2,660.08	\$2,739.85
	Daily	\$218.30	\$226.27	\$234.17	\$242.14	\$250.09	\$258.06	\$266.01	\$273.99
	Hourly	\$27.29	\$28.29	\$29.28	\$30.27	\$31.27	\$32.26	\$33.26	\$34.25
AR 24	Annual	\$59,711.00	\$61,875.00	\$64,041.00	\$66,206.00	\$68,370.00	\$70,533.00	\$72,699.00	\$74,879.00
	Bi-Wk	\$2,287.78	\$2,370.69	\$2,453.68	\$2,536.63	\$2,619.55	\$2,702.42	\$2,785.41	\$2,868.93
	Daily	\$228.78	\$237.07	\$245.37	\$253.67	\$261.96	\$270.25	\$278.55	\$286.90

P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
	Hourly	\$28.60	\$29.64	\$30.68	\$31.71	\$32.75	\$33.79	\$34.82	\$35.87
AR 25	Annual	\$62,632.00	\$64,879.00	\$67,111.00	\$69,358.00	\$71,608.00	\$73,850.00	\$76,092.00	\$78,374.00
	Bi-Wk	\$2,399.70	\$2,485.79	\$2,571.31	\$2,657.40	\$2,743.61	\$2,829.51	\$2,915.41	\$3,002.84
	Daily	\$239.97	\$248.58	\$257.14	\$265.74	\$274.37	\$282.96	\$291.55	\$300.29
	Hourly	\$30.00	\$31.08	\$32.15	\$33.22	\$34.30	\$35.37	\$36.45	\$37.54
AR 26	Annual	\$65,719.00	\$68,073.00	\$70,373.00	\$72,699.00	\$75,026.00	\$77,347.00	\$79,670.00	\$82,060.00
	Bi-Wk	\$2,517.97	\$2,608.17	\$2,696.29	\$2,785.41	\$2,874.56	\$2,963.49	\$3,052.50	\$3,144.07
	Daily	\$251.80	\$260.82	\$269.63	\$278.55	\$287.46	\$296.35	\$305.25	\$314.41
	Hourly	\$31.48	\$32.61	\$33.71	\$34.82	\$35.94	\$37.05	\$38.16	\$39.31
AR 27	Annual	\$68,973.00	\$71,386.00	\$73,796.00	\$76,193.00	\$78,609.00	\$81,009.00	\$83,423.00	\$85,927.00
	Bi-Wk	\$2,642.65	\$2,735.10	\$2,827.44	\$2,919.28	\$3,011.84	\$3,103.80	\$3,196.29	\$3,292.23
	Daily	\$264.27	\$273.51	\$282.75	\$291.93	\$301.19	\$310.38	\$319.63	\$329.23
	Hourly	\$33.04	\$34.19	\$35.35	\$36.50	\$37.65	\$38.80	\$39.96	\$41.16
AR 28	Annual	\$72,457.00	\$74,949.00	\$77,444.00	\$79,936.00	\$82,424.00	\$84,912.00	\$87,401.00	\$90,024.00
	Bi-Wk	\$2,776.14	\$2,871.61	\$2,967.21	\$3,062.69	\$3,158.01	\$3,253.34	\$3,348.70	\$3,449.20
	Daily	\$277.62	\$287.17	\$296.73	\$306.27	\$315.81	\$325.34	\$334.87	\$344.92
	Hourly	\$34.71	\$35.90	\$37.10	\$38.29	\$39.48	\$40.67	\$41.86	\$43.12
AR 29	Annual	\$73,152.00	\$75,899.00	\$78,648.00	\$81,390.00	\$84,136.00	\$86,879.00	\$89,624.00	\$92,314.00
	Bi-Wk	\$2,802.76	\$2,908.01	\$3,013.34	\$3,118.40	\$3,223.61	\$3,328.70	\$3,433.87	\$3,536.94
	Daily	\$280.28	\$290.81	\$301.34	\$311.84	\$322.37	\$332.87	\$343.39	\$353.70
	Hourly	\$35.04	\$36.36	\$37.67	\$38.98	\$40.30	\$41.61	\$42.93	\$44.22
AR 30	Annual	\$76,092.00	\$78,912.00	\$81,743.00	\$84,563.00	\$87,388.00	\$90,211.00	\$93,042.00	\$95,835.00
	Bi-Wk	\$2,915.41	\$3,023.45	\$3,131.92	\$3,239.97	\$3,348.20	\$3,456.37	\$3,564.83	\$3,671.84
	Daily	\$291.55	\$302.35	\$313.20	\$324.00	\$334.82	\$345.64	\$356.49	\$367.19
	Hourly	\$36.45	\$37.80	\$39.15	\$40.50	\$41.86	\$43.21	\$44.57	\$45.90
AR 31	Annual	\$79,147.00	\$82,049.00	\$84,959.00	\$87,867.00	\$90,779.00	\$93,686.00	\$96,594.00	\$99,491.00
	Bi-Wk	\$3,032.46	\$3,143.64	\$3,255.14	\$3,366.56	\$3,478.13	\$3,589.51	\$3,700.92	\$3,811.92
	Daily	\$303.25	\$314.37	\$325.52	\$336.66	\$347.82	\$358.96	\$370.10	\$381.20
	Hourly	\$37.91	\$39.30	\$40.69	\$42.09	\$43.48	\$44.87	\$46.27	\$47.65
AR 32	Annual	\$82,319.00	\$85,303.00	\$88,288.00	\$91,278.00	\$94,272.00	\$97,253.00	\$100,255.00	\$103,262.00
	Bi-Wk	\$3,153.99	\$3,268.32	\$3,382.69	\$3,497.25	\$3,611.96	\$3,726.17	\$3,841.19	\$3,956.40

P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
	Daily	\$315.40	\$326.84	\$338.27	\$349.73	\$361.20	\$372.62	\$384.12	\$395.64
	Hourly	\$39.43	\$40.86	\$42.29	\$43.72	\$45.15	\$46.58	\$48.02	\$49.46
AR 33	Annual	\$85,629.00	\$88,700.00	\$91,770.00	\$94,845.00	\$97,920.00	\$100,991.00	\$104,069.00	\$107,192.00
	Bi-Wk	\$3,280.81	\$3,398.47	\$3,516.10	\$3,633.91	\$3,751.73	\$3,869.39	\$3,987.32	\$4,106.98
	Daily	\$328.09	\$339.85	\$351.61	\$363.40	\$375.18	\$386.94	\$398.74	\$410.70
	Hourly	\$41.02	\$42.49	\$43.96	\$45.43	\$46.90	\$48.37	\$49.85	\$51.34
AR 34	Annual	\$89,156.00	\$92,312.00	\$95,466.00	\$98,629.00	\$101,778.00	\$104,936.00	\$108,087.00	\$111,331.00
	Bi-Wk	\$3,415.94	\$3,536.86	\$3,657.71	\$3,778.89	\$3,899.55	\$4,020.54	\$4,141.27	\$4,265.56
	Daily	\$341.60	\$353.69	\$365.78	\$377.89	\$389.96	\$402.06	\$414.13	\$426.56
	Hourly	\$42.70	\$44.22	\$45.73	\$47.24	\$48.75	\$50.26	\$51.77	\$53.32
AR 35	Annual	\$92,817.00	\$96,050.00	\$99,295.00	\$102,529.00	\$105,762.00	\$108,995.00	\$112,234.00	\$115,602.00
	Bi-Wk	\$3,556.21	\$3,680.08	\$3,804.41	\$3,928.32	\$4,052.19	\$4,176.06	\$4,300.16	\$4,429.20
	Daily	\$355.63	\$368.01	\$380.45	\$392.84	\$405.22	\$417.61	\$430.02	\$442.92
	Hourly	\$44.46	\$46.01	\$47.56	\$49.11	\$50.66	\$52.21	\$53.76	\$55.37
AR 36	Annual	\$96,681.00	\$99,993.00	\$103,318.00	\$106,638.00	\$109,959.00	\$113,278.00	\$116,595.00	\$120,093.00
	Bi-Wk	\$3,704.26	\$3,831.15	\$3,958.55	\$4,085.75	\$4,212.99	\$4,340.16	\$4,467.25	\$4,601.27
	Daily	\$370.43	\$383.12	\$395.86	\$408.58	\$421.30	\$434.02	\$446.73	\$460.13
	Hourly	\$46.31	\$47.89	\$49.49	\$51.08	\$52.67	\$54.26	\$55.85	\$57.52
AR 37	Annual	\$100,693.00	\$104,096.00	\$107,513.00	\$110,924.00	\$114,333.00	\$117,742.00	\$121,154.00	\$124,788.00
	Bi-Wk	\$3,857.97	\$3,988.36	\$4,119.28	\$4,249.97	\$4,380.58	\$4,511.19	\$4,641.92	\$4,781.15
	Daily	\$385.80	\$398.84	\$411.93	\$425.00	\$438.06	\$451.12	\$464.20	\$478.12
	Hourly	\$48.23	\$49.86	\$51.50	\$53.13	\$54.76	\$56.39	\$58.03	\$59.77
AR 38	Annual	\$104,850.00	\$108,334.00	\$111,832.00	\$115,320.00	\$118,809.00	\$122,300.00	\$125,789.00	\$129,562.00
	Bi-Wk	\$4,017.25	\$4,150.73	\$4,284.76	\$4,418.40	\$4,552.07	\$4,685.83	\$4,819.51	\$4,964.07
	Daily	\$401.73	\$415.08	\$428.48	\$441.84	\$455.21	\$468.59	\$481.96	\$496.41
	Hourly	\$50.22	\$51.89	\$53.56	\$55.23	\$56.91	\$58.58	\$60.25	\$62.06
AR 39	Annual	\$109,211.00	\$112,781.00	\$116,351.00	\$119,932.00	\$123,507.00	\$127,072.00	\$130,653.00	\$134,573.00
	Bi-Wk	\$4,184.33	\$4,321.12	\$4,457.90	\$4,595.10	\$4,732.07	\$4,868.66	\$5,005.87	\$5,156.06
	Daily	\$418.44	\$432.12	\$445.79	\$459.51	\$473.21	\$486.87	\$500.59	\$515.61
	Hourly	\$52.31	\$54.02	\$55.73	\$57.44	\$59.16	\$60.86	\$62.58	\$64.46
AR 40	Annual	\$113,760.00	\$117,407.00	\$121,061.00	\$124,710.00	\$128,362.00	\$132,011.00	\$135,665.00	\$139,734.00

P-5 AR 40 Hour Plan Effective 7/01/2007

<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>
	Bi-Wk	\$4,358.63	\$4,498.36	\$4,638.36	\$4,778.17	\$4,918.09	\$5,057.90	\$5,197.90	\$5,353.80
	Daily	\$435.87	\$449.84	\$463.84	\$477.82	\$491.81	\$505.79	\$519.79	\$535.38
	Hourly	\$54.49	\$56.23	\$57.98	\$59.73	\$61.48	\$63.23	\$64.98	\$66.93
AR 41	Annual	\$118,521.00	\$122,257.00	\$125,995.00	\$129,731.00	\$133,474.00	\$137,210.00	\$140,947.00	\$145,177.00
	Bi-Wk	\$4,541.04	\$4,684.18	\$4,827.40	\$4,970.54	\$5,113.95	\$5,257.09	\$5,400.27	\$5,562.34
	Daily	\$454.11	\$468.42	\$482.74	\$497.06	\$511.40	\$525.71	\$540.03	\$556.24
	Hourly	\$56.77	\$58.56	\$60.35	\$62.14	\$63.93	\$65.72	\$67.51	\$69.53
AR 42	Annual	\$123,455.00	\$127,280.00	\$131,107.00	\$134,913.00	\$138,746.00	\$142,566.00	\$146,389.00	\$150,781.00
	Bi-Wk	\$4,730.08	\$4,876.63	\$5,023.26	\$5,169.09	\$5,315.94	\$5,462.30	\$5,608.78	\$5,777.05
	Daily	\$473.01	\$487.67	\$502.33	\$516.91	\$531.60	\$546.23	\$560.88	\$577.71
	Hourly	\$59.13	\$60.96	\$62.80	\$64.62	\$66.45	\$68.28	\$70.11	\$72.22
AR 43	Annual	\$128,699.00	\$132,597.00	\$136,495.00	\$140,388.00	\$144,295.00	\$148,186.00	\$152,080.00	\$156,643.00
	Bi-Wk	\$4,931.00	\$5,080.35	\$5,229.70	\$5,378.86	\$5,528.55	\$5,677.63	\$5,826.82	\$6,001.65
	Daily	\$493.10	\$508.04	\$522.97	\$537.89	\$552.86	\$567.77	\$582.69	\$600.17
	Hourly	\$61.64	\$63.51	\$65.38	\$67.24	\$69.11	\$70.98	\$72.84	\$75.03

**MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 6/20/2008**

Plan	Group	Period	Minimum	Position Rate/ Maximum	PARS Bonus
MP	51	Annual	\$42,928.00	\$55,065.00	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	\$1,644.76	\$2,109.78	
		Daily	\$164.48	\$210.98	
		Hourly	\$20.56	\$26.38	
MP	52	Annual	\$45,076.00	\$57,827.00	
		Bi-Wk	\$1,727.05	\$2,215.60	
		Daily	\$172.71	\$221.56	
		Hourly	\$21.59	\$27.70	
MP	53	Annual	\$47,330.00	\$60,713.00	
		Bi-Wk	\$1,813.41	\$2,326.17	
		Daily	\$181.35	\$232.62	
		Hourly	\$22.67	\$29.08	
MP	54	Annual	\$49,701.00	\$63,746.00	
		Bi-Wk	\$1,904.26	\$2,442.38	
		Daily	\$190.43	\$244.24	
		Hourly	\$23.81	\$30.53	
MP	55	Annual	\$52,186.00	\$66,939.00	
		Bi-Wk	\$1,999.47	\$2,564.72	
		Daily	\$199.95	\$256.48	
		Hourly	\$25.00	\$32.06	
MP	56	Annual	\$54,792.00	\$70,283.00	
		Bi-Wk	\$2,099.32	\$2,692.84	
		Daily	\$209.94	\$269.29	
		Hourly	\$26.25	\$33.67	
MP	57	Annual	\$57,534.00	\$73,803.00	
		Bi-Wk	\$2,204.37	\$2,827.71	
		Daily	\$220.44	\$282.78	
		Hourly	\$27.56	\$35.35	
MP	58	Annual	\$60,416.00	\$77,493.00	
		Bi-Wk	\$2,314.79	\$2,969.09	
		Daily	\$231.48	\$296.91	
		Hourly	\$28.94	\$37.12	
MP	59	Annual	\$63,435.00	\$81,368.00	
		Bi-Wk	\$2,430.46	\$3,117.55	
		Daily	\$243.05	\$311.76	
		Hourly	\$30.39	\$38.97	

**MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 6/20/2008**

Plan	Group	Period	Minimum	Position Rate/ Maximum	PARS Bonus
MP	60	Annual	\$66,604.00	\$85,436.00	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-Vwk	\$2,551.88	\$3,273.41	
		Daily	\$255.19	\$327.35	
		Hourly	\$31.90	\$40.92	
MP	61	Annual	\$69,945.00	\$89,709.00	
		Bi-Wk	\$2,679.89	\$3,437.13	
		Daily	\$267.99	\$343.72	
		Hourly	\$33.50	\$42.97	
MP	62	Annual	\$72,741.00	\$93,304.00	
		Bi-Vwk	\$2,787.02	\$3,574.87	
		Daily	\$278.71	\$357.49	
		Hourly	\$34.84	\$44.69	
MP	63	Annual	\$75,653.00	\$97,032.00	
		Bi-Vwk	\$2,898.59	\$3,717.71	
		Daily	\$289.86	\$371.78	
		Hourly	\$36.24	\$46.48	
MP	64	Annual	\$78,672.00	\$100,917.00	
		Bi-Wk	\$3,014.26	\$3,866.56	
		Daily	\$301.43	\$386.66	
		Hourly	\$37.68	\$48.34	
MP	65	Annual	\$81,829.00	\$104,954.00	
		Bi-Vwk	\$3,135.22	\$4,021.23	
		Daily	\$313.53	\$402.13	
		Hourly	\$39.20	\$50.27	
MP	66	Annual	\$85,099.00	\$109,159.00	
		Bi-Vwk	\$3,260.50	\$4,182.34	
		Daily	\$326.05	\$418.24	
		Hourly	\$40.76	\$52.28	
MP	67	Annual	\$88,505.00	\$113,525.00	
		Bi-Wk	\$3,391.00	\$4,349.62	
		Daily	\$339.10	\$434.97	
		Hourly	\$42.39	\$54.38	
MP	68	Annual	\$92,041.00	\$118,069.00	
		Bi-Vwk	\$3,526.48	\$4,523.72	
		Daily	\$352.65	\$452.38	
		Hourly	\$44.09	\$56.55	

**MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 6/20/2008**

Plan	Group	Period	Minimum	Position Rate/ Maximum	PARS Bonus
MP	69	Annual	\$95,728.00	\$122,791.00	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-Vwk	\$3,667.74	\$4,704.64	
		Daily	\$366.78	\$470.47	
		Hourly	\$45.85	\$58.81	
MP	70	Annual	\$99,559.00	\$127,707.00	
		Bi-Wk	\$3,814.53	\$4,892.99	
		Daily	\$381.46	\$489.30	
		Hourly	\$47.69	\$61.17	
MP	71	Annual	\$103,539.00	\$132,804.00	
		Bi-Vwk	\$3,967.02	\$5,088.28	
		Daily	\$396.71	\$508.83	
		Hourly	\$49.59	\$63.61	
MP	72	Annual	\$107,679.00	\$138,123.00	
		Bi-Vwk	\$4,125.64	\$5,292.07	
		Daily	\$412.57	\$529.21	
		Hourly	\$51.58	\$66.16	
MP	73	Annual	\$111,992.00	\$143,652.00	
		Bi-Wk	\$4,290.89	\$5,503.91	
		Daily	\$429.09	\$550.40	
		Hourly	\$53.64	\$68.80	
MP	74	Annual	\$117,084.00	\$149,403.00	
		Bi-Vwk	\$4,485.98	\$5,724.26	
		Daily	\$448.60	\$572.43	
		Hourly	\$56.08	\$71.56	
MP	75	Annual	\$121,126.00	\$155,371.00	
		Bi-Vwk	\$4,640.85	\$5,952.92	
		Daily	\$464.09	\$595.30	
		Hourly	\$58.02	\$74.42	
MP	76	Annual	\$125,968.00	\$161,594.00	
		Bi-Wk	\$4,826.37	\$6,191.35	
		Daily	\$482.64	\$619.14	
		Hourly	\$60.33	\$77.40	
MP	77	Annual	\$130,823.00	\$168,049.00	
		Bi-Vwk	\$5,012.38	\$6,438.66	
		Daily	\$501.24	\$643.87	
		Hourly	\$62.66	\$80.49	



**MANAGEMENT 40 HOUR MP PAY PLAN EFFECTIVE 6/20/2008**

Plan	Group	Period	Minimum	Position Rate/ Maximum	PARS Bonus
MP	78	Annual	\$136,057.00	\$174,772.00	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	\$5,212.92	\$6,696.25	
		Daily	\$521.30	\$669.63	
		Hourly	\$65.17	\$83.71	
MP	79	Annual	\$141,498.00	\$181,759.00	
		Bi-Wk	\$5,421.38	\$6,963.95	
		Daily	\$542.14	\$696.40	
		Hourly	\$67.77	\$87.05	
MP	80	Annual	\$147,161.00	\$189,030.00	
		Bi-Wk	\$5,638.36	\$7,242.53	
		Daily	\$563.84	\$724.26	
		Hourly	\$70.48	\$90.54	

# Workforce Analysis (Section 46a-68-38)

## **Workforce Analysis**

Section 46a-68-38

This section is presented on form 38A. It reports the racial and gender composition of the full-time employees in the EEO-6 categories. The following narrative explains changes in the workforce during the January 1-December 31, 2009, calendar period.

### **Executive/Administrative/Managerial:**

During 2009, there was only one personnel action in the Executive/ Administrative/ Managerial occupational category, one White male retired from the Occupational Category.

### **Faculty:**

#### **Professor:**

During 2009, two Associate Professors (one White female and one Black female) were promoted into the Professor occupational category. Both of these promotions satisfied goals for the occupational category. Four White males, six White females, and one Hispanic female retired from the Professor occupational category.

#### **Below Professor:**

There were no additions to the Faculty below Professor Category. Two Associate Professors were promoted to Professor and were therefore transferred to the Professor occupational category. One White male resigned, and one White male retired from this occupational category.

### **Professional/Non-Faculty:**

In this category there was one appointment (a Black female) made during the filing period which satisfied an established hiring goal. The other personnel actions in this occupational category were voluntary retirement s (three White females and two Black females).

**Technical/Paraprofessional:**

During 2009, there were no personnel actions in this occupational category.

**Secretarial/Clerical:**

There were no appointments in this category during 2009. Two voluntary retirements occurred in this occupational category (one White female and one Other female).

**Service/Maintenance:**

There were no appointments in this occupational category during 2009 and three voluntary retirements (two White males and one White female).

In accordance with the regulations each of the following pages will provide the racial and sexual composition of the college's full-time employees by office, position and position classification as identified in the organizational analysis provided in the previous section. Additionally the age groupings of the full-time work force will also be reported by occupational category.

<b>TOTAL WORKFORCE (46a-68-38)</b>											
<b>Dec31/09</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Executive/Managerial	11	2	9	2	6	0	3	0	0	0	0
Faculty	62	28	34	25	30	1	2	0	0	2	2
Professional	41	17	24	15	20	2	1	0	1	0	2
Tech/Paraprofessional	7	0	7	0	4	0	0	0	2	0	1
Secretarial/Clerical	17	0	17	0	11	0	6	0	0	0	0
Service/Maintenance	14	12	2	10	2	1	0	1	0	0	0
<b>TOTALS</b>	<b>152</b>	<b>59</b>	<b>93</b>	<b>52</b>	<b>73</b>	<b>4</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>5</b>

<b>Labor Market: NATIONAL</b>											
<b>Classification: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
President	1	0	1	0	0	0	1	0	0	0	0
Dean	3	1	2	1	1	0	1	0	0	0	0
Associate Dean	1	0	1	0	1	0	0	0	0	0	0
Administrator IV	1	0	1	0	1	0	0	0	0	0	0
Administrator III	0	0	0	0	0	0	0	0	0	0	0
Administrator II	0	0	0	0	0	0	0	0	0	0	0
Administrator I	1	1	0	1	0	0	0	0	0	0	0
Director	3	0	3	0	2	0	1	0	0	0	0
Human Resource Associate	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Disability</b>	<b>2</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees

Date: 31-Dec-09

Occupational Category: **Executive/Administrative/Managerial**

Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	0	0	0	0	0	0	0	0	0	0	0
45-49	4	1	3	1	2	0	1	0	0	0	0
50-54	3	0	3	0	3	0	0	0	0	0	0
55-59	2	1	1	1	1	0	0	0	0	0	0
60-64	1	0	1	0	0	0	1	0	0	0	0
65 +	1	0	1	0	0	0	1	0	0	0	0
<b>TOTALS</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Labor Market: NATIONAL</b>											
<b>Classification: FACULTY</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Professor	22	11	11	9	10	1	1	0	0	1	0
Associate Professor	20	8	12	8	11	0	1	0	0	0	0
Assistant Professor	16	8	8	7	7	0	0	0	0	1	1
Instructor	3	1	2	1	1	0	0	0	0	0	1
Lecturer	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>62</b>	<b>28</b>	<b>34</b>	<b>25</b>	<b>30</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Disability</b>											



Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-09			
Occupational Category: <b>Faculty -Professor</b>											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	1	0	1	0	1	0	0	0	0	0	0
45-49	2	1	1	1	1	0	0	0	0	0	0
50-54	5	3	2	3	2	0	0	0	0	0	0
55-59	5	2	3	2	2	0	1	0	0	0	0
60-64	8	4	4	3	4	1	0	0	0	0	0
65 +	1	1	0	0	0	0	0	0	0	1	0
<b>TOTALS</b>	<b>22</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-09			
Occupational Category: <b>Faculty - Below Professor</b>											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	2	1	1	1	1	0	0	0	0	0	0
35-39	5	1	4	1	3	0	0	0	0	0	1
40-44	0	0	0	0	0	0	0	0	0	0	0
45-49	11	8	3	8	3	0	0	0	0	0	0
50-54	8	0	8	0	8	0	0	0	0	0	0
55-59	6	2	4	2	2	0	1	0	0	0	1
60-64	6	3	3	3	3	0	0	0	0	0	0
65 +	2	2	0	1	0	0	0	0	0	1	0
<b>TOTALS</b>	<b>40</b>	<b>17</b>	<b>23</b>	<b>16</b>	<b>20</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>

<b>Labor Market: NATIONAL</b>											
<b>Classification: PROFESSIONAL, NON-FACULTY</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Accountant	2	0	2	0	2	0	0	0	0	0	0
Coordinator	8	3	5	3	4	0	0	0	0	0	1
Counselor	7	2	5	2	3	0	0	0	1	0	1
Director	9	4	5	3	5	1	0	0	0	0	0
Executive Assistant	1	0	1	0	0	0	1	0	0	0	0
Fiscal Services Officers	1	0	1	0	1	0	0	0	0	0	0
Librarian	2	1	1	1	1	0	0	0	0	0	0
Network & PC	8	6	2	5	2	1	0	0	0	0	0
Public Relations Associate	1	0	1	0	1	0	0	0	0	0	0
Purch Services Officer	1	1	0	1	0	0	0	0	0	0	0
Registrar Asst	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>41</b>	<b>17</b>	<b>24</b>	<b>15</b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Disability</b>	<b>3</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-09			
Occupational Category: <b>Professional Non-Faculty</b>											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	1	1	0	1	0	0	0	0	0	0	0
30-34	4	2	2	2	2	0	0	0	0	0	0
35-39	2	1	1	1	1	0	0	0	0	0	0
40-44	2	1	1	0	1	1	0	0	0	0	0
45-49	7	3	4	2	2	1	0	0	0	0	2
50-54	12	3	9	3	8	0	1	0	0	0	0
55-59	8	4	4	4	4	0	0	0	0	0	0
60-64	3	2	1	2	1	0	0	0	0	0	0
65 +	2	0	2	0	1	0	0	0	1	0	0
<b>TOTALS</b>	<b>41</b>	<b>17</b>	<b>24</b>	<b>15</b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>

<b>Labor Market: STATE</b>											
<b>Classification: CLERICAL AND SECRETARIAL</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Administrative Assistant	6	0	6	0	4	0	2	0	0	0	0
Financial Clerk	1	0	1	0	0	0	1	0	0	0	0
Head Telecom Operator	1	0	1	0	1	0	0	0	0	0	0
Office Assistant	2	0	2	0	2	0	0	0	0	0	0
Clerk	2	0	2	0	1	0	1	0	0	0	0
Payroll Clerk	0	0	0	0	0	0	0	0	0	0	0
Processing Technician	2	0	2	0	1	0	1	0	0	0	0
Purchasing Assistant	1	0	1	0	1	0	0	0	0	0	0
Secretary 1	2	0	2	0	1	0	1	0	0	0	0
Secretary 2	0	0	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>17</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Disability</b>	<b>0</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-09			
Occupational Category: <b>Secretarial/Clerical</b>											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	1	0	1	0	1	0	0	0	0	0	0
45-49	5	0	5	0	3	0	2	0	0	0	0
50-54	5	0	5	0	3	0	2	0	0	0	0
55-59	4	0	4	0	2	0	2	0	0	0	0
60-64	1	0	1	0	1	0	0	0	0	0	0
65 +	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>17</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Labor Market: STATE</b>											
<b>Classification: TECHNICAL/PARAPROFESSIONAL</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Asst Acct	1	0	1	0	1	0	0	0	0	0	0
Labor Grant/CE	0	0	0	0	0	0	0	0	0	0	0
Library Assistant	0	0	0	0	0	0	0	0	0	0	0
Office Auto Spec	1	0	1	0	1	0	0	0	0	0	0
Registration Asst	4	0	4	0	1	0	0	0	2	0	1
Tutoring /LabAides	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Disability</b>	<b>0</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees		Date: 31-Dec-09										
Occupational Category:		Technical/Paraprofessional										
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	
20-24	0	0	0	0	0	0	0	0	0	0	0	
25-29	1	0	1	0	0	0	0	0	1	0	0	
30-34	0	0	0	0	0	0	0	0	0	0	0	
35-39	1	0	1	0	0	0	0	0	0	0	1	
40-44	0	0	0	0	0	0	0	0	0	0	0	
45-49	3	0	3	0	2	0	0	0	1	0	0	
50-54	2	0	2	0	2	0	0	0	0	0	0	
55-59	0	0	0	0	0	0	0	0	0	0	0	
60-64	0	0	0	0	0	0	0	0	0	0	0	
65 +	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTALS</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	



<b>Labor Market: STATE</b>											
<b>Classification: SERVICE/MAINTENANCE</b>											
<b>CATEGORY</b>	<b>Grand Total</b>	<b>Total Male</b>	<b>Total Female</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
Building Maint Spvr	0	0	0	0	0	0	0	0	0	0	0
Building Superintendent	0	0	0	0	0	0	0	0	0	0	0
Lead/Supev Custodian	2	2	0	2	0	0	0	0	0	0	0
Qual.Craft Worker--Elec	1	1	0	1	0	0	0	0	0	0	0
Skilled Maintainer	1	1	0	1	0	0	0	0	0	0	0
General Trades Worker	1	1	0	1	0	0	0	0	0	0	0
Maintainer	2	2	0	1	0	1	0	0	0	0	0
Custodian	6	4	2	3	2	0	0	1	0	0	0
Mailhandler	1	1	0	1	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>14</b>	<b>12</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Disability</b>	<b>0</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees											Date:	31-Dec-09	
Occupational Category: <b>Service/Maintenance</b>													
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female		
20-24	1	1	0	1	0	0	0	0	0	0	0	0	
25-29	2	2	0	2	0	0	0	0	0	0	0	0	
30-34	0	0	0	0	0	0	0	0	0	0	0	0	
35-39	2	1	1	1	1	0	0	0	0	0	0	0	
40-44	0	0	0	0	0	0	0	0	0	0	0	0	
45-49	5	4	1	3	1	0	0	1	0	0	0	0	
50-54	2	2	0	2	0	0	0	0	0	0	0	0	
55-59	1	1	0	0	0	1	0	0	0	0	0	0	
60-64	1	1	0	1	0	0	0	0	0	0	0	0	
65 +	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTALS</b>	<b>14</b>	<b>12</b>	<b>2</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Availability Analysis (Section 46a-68-39)

# Availability Analysis

## Section 46a-68-39

OCCUPATIONAL CATEGORY: Executive/Administrative/Managerial																LABOR MARKET: National		
JOB TITLE: All in Category																		
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	66.8	0.12	8.0	33.2	0.12	4.0	61.3	0.12	7.4	29.5	0.12	3.5	1.9	0.12	0.2	2.1	0.12	0.3
2. Unemployment data in the immediate labor market area	54.6	0.02	1.1	45.4	0.02	0.9	42.7	0.02	0.9	32.5	0.02	0.7	4.5	0.02	0.1	4.9	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	47.0	0.86	40.4	53.0	0.86	45.6	39.4	0.86	33.9	42.3	0.86	36.4	3.9	0.86	3.3	6.0	0.86	5.2
<b>FINAL AVAILABILITY FACTOR</b>			<b>49.5</b>			<b>50.5</b>			<b>42.2</b>			<b>40.6</b>			<b>3.6</b>			<b>5.6</b>
FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING THE FACTOR				
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF						
1. Employment data in the immediate labor market area	1.9	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 Specialties, 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	3.5	0.02	0.1	4.8	0.02	0.1	4.1	0.02	0.1	3.2	0.02	0.1	CTDOL Jobseekers (9/09) page 4 (Statewide); 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	2.0	0.86	1.7	2.7	0.86	2.4	1.7	0.86	1.4	2.0	0.86	1.7	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.				
<b>FINAL AVAILABILITY FACTOR</b>			<b>2.0</b>			<b>2.6</b>			<b>1.7</b>			<b>1.9</b>						

**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Faculty																	LABOR MARKET: National		
JOB TITLE: Professor																			
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	0.00	0.0	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	0.00	0.0	0.0	
3. Promotable/Transferrable	40.0	1.00	40.0	60.0	1.00	60.0	40.0	1.00	40.0	55.0	1.00	55.0	0.0	1.00	0.0	5.0	1.00	5.0	
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	
<b>FINAL AVAILABILITY FACTOR</b>			<b>40.0</b>			<b>60.0</b>			<b>40.0</b>			<b>55.0</b>			<b>0.0</b>			<b>5.0</b>	

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING 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	0.0	1.00	0.0	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	-	-
<b>FINAL AVAILABILITY FACTOR</b>			<b>0.0</b>			<b>0.0</b>			<b>0.0</b>			<b>0.0</b>		

**Availability Analysis**

Section 46a-68-39

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	25.8	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	1.2	
2. Unemployment data in the immediate labor market area	44.0	0.20	8.8	56.0	0.20	11.2	24.4	0.20	4.9	23.1	0.20	4.6	9.3	0.20	1.9	20.0	0.20	4.0	
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	54.0	0.30	16.2	46.0	0.30	13.8	44.9	0.30	13.5	37.4	0.30	11.2	3.0	0.30	0.9	3.9	0.30	1.2	
<b>FINAL AVAILABILITY FACTOR</b>			<b>50.8</b>			<b>49.2</b>			<b>39.0</b>			<b>35.3</b>			<b>4.1</b>			<b>6.4</b>	
FACTOR	HISP			HISP			OTHER			OTHER			SOURCE OF STATISTIC	REASONS FOR WEIGHTING THE FACTOR					
	MALE			FEMALE			MALE			FEMALE									
	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	1.2	5.6	0.50	2.8	4.3	0.50	2.1	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	5.3	0.20	1.1	8.0	0.20	1.6	4.9	0.20	1.0	4.9	0.20	1.0	CTDOL Jobseekers (9/09) page 5 (Statewide); Code 25.10	Faculty positions are nationally advertised but many times filled from the local labor market so the unemployment 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	2.2	0.30	0.6	1.9	0.30	0.6	4.0	0.30	1.2	2.8	0.30	0.8	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.					
<b>FINAL AVAILABILITY FACTOR</b>			<b>2.9</b>			<b>3.4</b>			<b>5.0</b>			<b>3.9</b>							

**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Professional-Nonfaculty																	LABOR MARKET: National		
JOB TITLE: All in Category																			
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	21.2	0.02	0.4	78.8	0.02	1.6	10.9	0.02	0.2	40.0	0.02	0.8	4.9	0.02	0.1	18.5	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	39.0	0.86	33.6	61.0	0.86	52.4	30.6	0.86	26.3	45.8	0.86	39.4	3.4	0.86	2.9	7.1	0.86	6.1	
<b>FINAL AVAILABILITY FACTOR</b>			<b>39.0</b>			<b>61.0</b>			<b>31.0</b>			<b>46.3</b>			<b>3.3</b>			<b>7.0</b>	

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING 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	3.0	0.02	0.1	12.9	0.02	0.3	2.3	0.02	0.0	7.5	0.02	0.2	CTDOL Jobseekers (9/09) page 5 (Statewide); 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	2.0	0.86	1.8	3.4	0.86	3.0	3.0	0.86	2.6	4.6	0.86	3.9	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.
<b>FINAL AVAILABILITY FACTOR</b>			<b>2.0</b>			<b>3.5</b>			<b>2.7</b>			<b>4.3</b>		

**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Technical and Para-professional																	LABOR MARKET: State	
JOB TITLE: All in Category																	0	
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	53.5	0.30	16.0	46.5	0.30	14.0	37.2	0.30	11.2	39.5	0.30	11.9	2.3	0.30	0.7	2.3	0.30	0.7
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
<b>FINAL AVAILABILITY FACTOR</b>			<b>32.9</b>			<b>67.1</b>			<b>26.2</b>			<b>59.9</b>			<b>1.3</b>			<b>2.5</b>

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING THE FACTOR
	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 market so greater emphasis is placed on this data and weight is set to 70%
2. Unemployment data in the immediate labor market area	0.0	0.30	0.0	0.0	0.30	0.0	14.0	0.30	4.2	4.7	0.30	1.4	CTDOL Jobseekers (9/09) page 28 (Norwich-New London-LMA); Code 19	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, 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	-	-
<b>FINAL AVAILABILITY FACTOR</b>			<b>0.5</b>			<b>1.5</b>			<b>5.1</b>			<b>3.2</b>		



**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Clerical and Secretarial																	LABOR MARKET: State		
JOB TITLE: All in Category																			
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	28.2	0.50	14.1	71.8	0.50	35.9	17.6	0.50	8.8	47.7	0.50	23.9	3.8	0.50	1.9	9.4	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	
<b>FINAL AVAILABILITY FACTOR</b>			<b>15.4</b>			<b>84.6</b>			<b>10.0</b>			<b>68.4</b>			<b>1.9</b>			<b>6.9</b>	

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING 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	2.6	0.50	1.3	6.5	0.50	3.3	4.2	0.50	2.1	8.1	0.50	4.0	CTDOL Jobseekers (9/09) page 30 (Norwich-New London-LMA); Code 43	These positions are locally advertised and filled from the local labor market so the unemployment 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	-	-
<b>FINAL AVAILABILITY FACTOR</b>			<b>1.3</b>			<b>4.2</b>			<b>2.3</b>			<b>5.2</b>		

**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Service/Maintenance																	LABOR MARKET: State		
JOB TITLE: All in Category																			
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK 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	0.8	
2. Unemployment data in the immediate labor market area	64.9	0.50	32.4	35.1	0.50	17.6	27.6	0.50	13.8	14.1	0.50	7.0	17.8	0.50	8.9	7.0	0.50	3.5	
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	
<b>FINAL AVAILABILITY FACTOR</b>			<b>64.0</b>			<b>36.0</b>			<b>38.2</b>			<b>20.6</b>			<b>11.8</b>			<b>4.3</b>	

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING 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	14.1	0.50	7.0	9.2	0.50	4.6	5.4	0.50	2.7	4.9	0.50	2.4	CTDOL Jobseekers (9/09) page 29 (Norwich-New London-LMA); 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	-	-
<b>FINAL AVAILABILITY FACTOR</b>			<b>9.3</b>			<b>7.0</b>			<b>4.7</b>			<b>3.9</b>		

## Calculations for Executive/Admin/Management Occupational Category Employment data in the immediate labor market area

Calculations for Executive/Admin/Management Occupational Category Employment data in the immediate labor market area

Occupational Category	occupation	Weighting Factor	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	Source of Statistics	Comments
Executive/Admin/Manage	Chief Executive	0.08	11.10	21347	17743	3604	16,790	3435	205	60	285	50	463	59	COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations (110001-Chief Executives)	TRCC has one president and so would only hire 1 CEO out of typically 12 executive management positions, thus 8% of possible positions available
Executive/Admin/Manage	Operations Specialities	0.58	11.10	12393	9224	3169	8450	2840	225	200	290	65	259	64	COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations (113000-Operations Specialities)	This data line was used from the COS since 7 of 12 positions have primary functions in IT, HR, and Administrative Services.
Executive/Admin/Manage	Education Administrators	0.33	11.90	9937	4158	5779	3695	5060	265	395	120	195	78	129	COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations (119030 - Education Administrators)	This data line from the COS was used since since 4 of 12 positions at TRCC are in primarily in Education Administration
Executive/Admin/Manage	Total	1.0	11.10	12175	8142	4033	7464	3592	234	251	231	106	213	84	Weighted Average of COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations	Weighted average was used so that the COS better described the positions included in the College's Executive/Admin/Manage Occupational Category
	Percentages		11.10	100.0	66.8	33.2	61.3	29.5	1.9	2.1	1.9	0.9	1.7	0.7	Calculation of percentages from data line above.	

Connecticut Labor Force Data for Affirmative Action Plans 3<sup>rd</sup> Quarter 2009 along with availability calculations for unemployment data in the immediate labor market can be found on the following pages.

Characteristics of Job Seekers Registered with *CT Works* Career Centers

Connecticut - Statewide

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
<b>Total - All Occupations</b>	<b>00</b>	<b>67,317</b>	<b>34,932</b>	<b>32,385</b>	<b>19,042</b>	<b>16,607</b>	<b>6,695</b>	<b>7,012</b>	<b>5,796</b>	<b>5,580</b>	<b>3,399</b>	<b>3,186</b>
<b>Management Occupations</b>	<b>11</b>	<b>4,246</b>	<b>2,320</b>	<b>1,926</b>	<b>1,811</b>	<b>1,382</b>	<b>189</b>	<b>207</b>	<b>148</b>	<b>202</b>	<b>172</b>	<b>135</b>
Top Executives	11.10	1,504	904	600	707	422	68	49	52	71	77	58
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	660	396	264	313	196	30	23	22	29	31	16
Operations Specialties Managers	11.30	808	317	491	265	347	24	67	15	44	13	33
Other Management Occupations	11.90	1,274	703	571	526	417	67	68	59	58	51	28
<b>Business &amp; Financial Operations Occupations</b>	<b>13</b>	<b>2,534</b>	<b>1,085</b>	<b>1,449</b>	<b>721</b>	<b>932</b>	<b>172</b>	<b>271</b>	<b>88</b>	<b>124</b>	<b>104</b>	<b>122</b>
Business Operations Specialists	13.10	784	321	463	223	315	50	75	26	35	22	38
Financial Specialists	13.20	1,280	563	717	359	442	90	142	51	63	63	70
Other Business & Financial Operations Occupations	13.90	470	201	269	139	175	32	54	11	26	19	14
<b>Computer &amp; Mathematical Occupations</b>	<b>15</b>	<b>1,433</b>	<b>1,041</b>	<b>392</b>	<b>713</b>	<b>247</b>	<b>112</b>	<b>56</b>	<b>72</b>	<b>33</b>	<b>144</b>	<b>56</b>
Computer Specialists	15.10	1,286	937	349	642	220	102	53	67	29	126	47
Mathematical Scientists	15.20	30	20	10	13	6	2	0	1	2	4	2
Other Computer & Mathematical Occupations	15.90	117	84	33	58	21	8	3	4	2	14	7
<b>Architecture &amp; Engineering Occupations</b>	<b>17</b>	<b>1,166</b>	<b>980</b>	<b>186</b>	<b>736</b>	<b>122</b>	<b>91</b>	<b>24</b>	<b>63</b>	<b>20</b>	<b>90</b>	<b>20</b>
Architects, Surveyors, & Cartographers	17.10	84	62	22	48	17	1	1	6	2	7	2
Engineers	17.20	717	616	101	474	62	49	15	38	11	55	13
Drafters, Engineering, & Mapping Technicians	17.30	303	248	55	178	38	34	6	15	6	21	5
Other Architecture & Engineering Occupations	17.90	62	54	8	36	5	7	2	4	1	7	0
<b>Life, Physical, &amp; Social Science Occupations</b>	<b>19</b>	<b>425</b>	<b>182</b>	<b>243</b>	<b>133</b>	<b>174</b>	<b>11</b>	<b>26</b>	<b>10</b>	<b>18</b>	<b>28</b>	<b>25</b>
Life Scientists	19.10	29	10	19	7	9	0	4	1	2	2	4
Physical Scientists	19.20	58	33	25	21	14	3	2	2	1	7	8
Social Scientists & Related Workers	19.30	235	85	150	70	117	2	14	3	9	10	10
Life, Physical, & Social Science Technicians	19.40	58	35	23	24	15	3	2	2	5	6	1
Other Life, Physical, & Social Science Occupations	19.90	45	19	26	11	19	3	4	2	1	3	2
<b>Community &amp; Social Services Occupations</b>	<b>21</b>	<b>1,202</b>	<b>391</b>	<b>811</b>	<b>134</b>	<b>334</b>	<b>150</b>	<b>278</b>	<b>65</b>	<b>137</b>	<b>42</b>	<b>62</b>
Counselors, Social Workers, Other Cmty. & Soc. Svcs. Wkrs.	21.10	924	285	639	89	255	119	238	48	98	29	48
Religious Workers	21.20	23	9	14	2	9	5	1	1	3	1	1
Other Community & Social Services Occupations	21.90	255	97	158	43	70	26	39	16	36	12	13
<b>Legal Occupations</b>	<b>23</b>	<b>365</b>	<b>79</b>	<b>286</b>	<b>57</b>	<b>199</b>	<b>6</b>	<b>38</b>	<b>7</b>	<b>30</b>	<b>9</b>	<b>19</b>
Lawyers, Judges, & Related Workers	23.10	111	46	65	35	49	2	10	4	3	5	3
Legal Support Workers	23.20	187	19	168	14	119	1	20	1	15	3	14
Other Legal Occupations	23.90	67	14	53	8	31	3	8	2	12	1	2

Characteristics of Job Seekers Registered with *CT Works* Career Centers

Connecticut - Statewide

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
<b>Education, Training, &amp; Library Occupations</b>	<b>25</b>	<b>1,989</b>	<b>540</b>	<b>1,449</b>	<b>335</b>	<b>869</b>	<b>96</b>	<b>268</b>	<b>55</b>	<b>189</b>	<b>54</b>	<b>123</b>
Postsecondary Teachers	25.10	225	99	126	55	52	21	45	12	18	11	11
Primary, Secondary & Special Education Teachers	25.20	789	214	575	157	430	27	54	12	50	18	41
Other Teachers & Instructors	25.30	134	47	87	27	50	8	18	6	11	6	8
Librarians, Curators, & Archivists	25.40	28	8	20	7	12	0	1	1	5	0	2
Other Education, Training, & Library Occupations	25.90	813	172	641	89	325	40	150	24	105	19	61
<b>Arts, Design, Entertainment, Sports, &amp; Media Occupations</b>	<b>27</b>	<b>791</b>	<b>396</b>	<b>395</b>	<b>276</b>	<b>281</b>	<b>48</b>	<b>51</b>	<b>38</b>	<b>26</b>	<b>34</b>	<b>37</b>
Arts & Design Workers	27.10	405	199	206	141	160	21	17	21	13	16	16
Entertainers & Performers, Sports & Related Workers	27.20	61	36	25	20	12	7	10	5	2	4	1
Media & Communication Workers	27.30	211	104	107	85	81	10	11	1	2	8	13
Media & Communication Equipment Workers	27.40	52	30	22	16	15	5	1	6	6	3	0
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	62	27	35	14	13	5	12	5	3	3	7
<b>Healthcare Practitioners &amp; Technical Occupations</b>	<b>29</b>	<b>1,188</b>	<b>279</b>	<b>909</b>	<b>166</b>	<b>520</b>	<b>52</b>	<b>226</b>	<b>24</b>	<b>90</b>	<b>37</b>	<b>73</b>
Health Diagnosing & Treating Practitioners	29.10	410	75	335	46	226	17	52	3	21	9	36
Health Technologists & Technicians	29.20	599	157	442	95	242	26	124	15	46	21	30
Other Healthcare Practitioners & Technical Occupations	29.90	179	47	132	25	52	9	50	6	23	7	7
<b>Healthcare Support Occupations</b>	<b>31</b>	<b>3,334</b>	<b>401</b>	<b>2,933</b>	<b>131</b>	<b>1,035</b>	<b>175</b>	<b>1,120</b>	<b>50</b>	<b>531</b>	<b>45</b>	<b>247</b>
Nursing, Psychiatric, & Home Health Aides	31.10	2,213	226	1,987	59	619	107	833	35	358	25	177
Occupational & Physical Therapist Assistants & Aides	31.20	17	10	7	1	2	7	2	2	1	0	2
Other Healthcare Support Occupations	31.90	1,104	165	939	71	414	61	285	13	172	20	68
<b>Protective Service Occupations</b>	<b>33</b>	<b>805</b>	<b>565</b>	<b>240</b>	<b>271</b>	<b>88</b>	<b>155</b>	<b>88</b>	<b>87</b>	<b>44</b>	<b>52</b>	<b>20</b>
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	8	7	1	6	1	1	0	0	0	0	0
Fire Fighting & Prevention Workers	33.20	8	8	0	4	0	2	0	2	0	0	0
Law Enforcement Workers	33.30	93	71	22	37	7	14	11	10	3	10	1
Other Protective Service Workers	33.90	696	479	217	224	80	138	77	75	41	42	19
<b>Food Preparation &amp; Serving Related Occupations</b>	<b>35</b>	<b>3,377</b>	<b>1,749</b>	<b>1,628</b>	<b>667</b>	<b>887</b>	<b>519</b>	<b>314</b>	<b>393</b>	<b>298</b>	<b>170</b>	<b>129</b>
Supervisors of Food Preparation & Serving Workers	35.10	297	227	70	125	45	50	8	27	9	25	8
Cooks & Food Preparation Workers	35.20	1,435	893	542	294	234	286	128	227	137	86	43
Food & Beverage Serving Workers	35.30	1,207	388	819	169	513	105	130	79	111	35	65
Other Food Preparation & Serving Related Workers	35.90	438	241	197	79	95	78	48	60	41	24	13
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>	<b>37</b>	<b>1,895</b>	<b>1,278</b>	<b>617</b>	<b>471</b>	<b>176</b>	<b>356</b>	<b>134</b>	<b>386</b>	<b>268</b>	<b>65</b>	<b>39</b>
Supervisors of Bldg./Grounds Cleaning & Maintenance Wkrs.	37.10	79	55	24	18	10	18	3	15	8	4	3
Building Cleaning & Pest Control Workers	37.20	1,162	635	527	183	141	216	122	203	231	33	33

Characteristics of Job Seekers Registered with *CT Works* Career Centers

Norwich-New London Labor Market Area

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
<b>Total - All Occupations</b>	<b>00</b>	<b>5,231</b>	<b>2,686</b>	<b>2,545</b>	<b>1,757</b>	<b>1,618</b>	<b>387</b>	<b>389</b>	<b>238</b>	<b>278</b>	<b>304</b>	<b>260</b>
<b>Management Occupations</b>	<b>11</b>	<b>375</b>	<b>220</b>	<b>155</b>	<b>178</b>	<b>129</b>	<b>15</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>19</b>	<b>10</b>
Top Executives	11.10	125	75	50	59	39	8	2	2	3	6	6
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	51	31	20	25	16	1	0	1	1	4	3
Operations Specialties Managers	11.30	68	28	40	25	33	1	5	0	1	2	1
Other Management Occupations	11.90	131	86	45	69	41	5	1	5	3	7	0
<b>Business &amp; Financial Operations Occupations</b>	<b>13</b>	<b>162</b>	<b>60</b>	<b>102</b>	<b>41</b>	<b>69</b>	<b>10</b>	<b>15</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>11</b>
Business Operations Specialists	13.10	48	17	31	12	23	4	4	1	2	0	2
Financial Specialists	13.20	76	28	48	19	29	4	9	3	3	2	7
Other Business & Financial Operations Occupations	13.90	38	15	23	10	17	2	2	1	2	2	2
<b>Computer &amp; Mathematical Occupations</b>	<b>15</b>	<b>121</b>	<b>94</b>	<b>27</b>	<b>70</b>	<b>12</b>	<b>13</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>8</b>	<b>7</b>
Computer Specialists	15.10	105	81	24	61	10	10	7	3	1	7	6
Mathematical Scientists	15.20	4	2	2	0	2	1	0	0	0	1	0
Other Computer & Mathematical Occupations	15.90	12	11	1	9	0	2	0	0	0	0	1
<b>Architecture &amp; Engineering Occupations</b>	<b>17</b>	<b>108</b>	<b>88</b>	<b>20</b>	<b>72</b>	<b>14</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>2</b>
Architects, Surveyors, & Cartographers	17.10	6	5	1	5	1	0	0	0	0	0	0
Engineers	17.20	68	57	11	45	7	5	2	4	0	3	2
Drafters, Engineering, & Mapping Technicians	17.30	28	22	6	18	6	2	0	0	0	2	0
Other Architecture & Engineering Occupations	17.90	6	4	2	4	0	0	1	0	1	0	0
<b>Life, Physical, &amp; Social Science Occupations</b>	<b>19</b>	<b>43</b>	<b>23</b>	<b>20</b>	<b>16</b>	<b>17</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>
Life Scientists	19.10	8	4	4	3	2	0	0	0	0	1	2
Physical Scientists	19.20	8	7	1	5	1	1	0	0	0	1	0
Social Scientists & Related Workers	19.30	13	6	7	4	7	0	0	0	0	2	0
Life, Physical, & Social Science Technicians	19.40	6	4	2	4	2	0	0	0	0	0	0
Other Life, Physical, & Social Science Occupations	19.90	8	2	6	0	5	0	1	0	0	2	0
<b>Community &amp; Social Services Occupations</b>	<b>21</b>	<b>82</b>	<b>26</b>	<b>56</b>	<b>11</b>	<b>30</b>	<b>10</b>	<b>12</b>	<b>1</b>	<b>10</b>	<b>4</b>	<b>4</b>
Counselors, Social Workers, Other Cmty. & Soc. Svcs. Wkrs.	21.10	62	16	46	7	23	6	10	1	9	2	4
Religious Workers	21.20	5	3	2	1	2	2	0	0	0	0	0
Other Community & Social Services Occupations	21.90	15	7	8	3	5	2	2	0	1	2	0
<b>Legal Occupations</b>	<b>23</b>	<b>19</b>	<b>3</b>	<b>16</b>	<b>2</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Lawyers, Judges, & Related Workers	23.10	5	2	3	1	3	1	0	0	0	0	0
Legal Support Workers	23.20	11	1	10	1	9	0	0	0	0	0	1
Other Legal Occupations	23.90	3	0	3	0	1	0	1	0	1	0	0

Characteristics of Job Seekers Registered with *CT Works* Career Centers

Norwich-New London Labor Market Area

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
<b>Education, Training, &amp; Library Occupations</b>	<b>25</b>	<b>170</b>	<b>42</b>	<b>128</b>	<b>24</b>	<b>95</b>	<b>8</b>	<b>13</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>10</b>
Postsecondary Teachers	25.10	25	10	15	4	8	3	4	1	1	2	2
Primary, Secondary & Special Education Teachers	25.20	63	12	51	9	44	2	1	1	3	0	3
Other Teachers & Instructors	25.30	9	3	6	2	6	0	0	0	0	1	0
Librarians, Curators, & Archivists	25.40	3	1	2	1	2	0	0	0	0	0	0
Other Education, Training, & Library Occupations	25.90	70	16	54	8	35	3	8	1	6	4	5
<b>Arts, Design, Entertainment, Sports, &amp; Media Occupations</b>	<b>27</b>	<b>63</b>	<b>30</b>	<b>33</b>	<b>23</b>	<b>26</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>1</b>
Art & Design Workers	27.10	23	10	13	9	12	0	1	0	0	1	0
Entertainers & Performers, Sports & Related Workers	27.20	4	2	2	2	0	0	2	0	0	0	0
Media & Communication Workers	27.30	23	10	13	8	10	1	2	0	0	1	1
Media & Communication Equipment Workers	27.40	5	4	1	2	1	0	0	1	0	1	0
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	8	4	4	2	3	0	1	1	0	1	0
<b>Healthcare Practitioners &amp; Technical Occupations</b>	<b>29</b>	<b>95</b>	<b>21</b>	<b>74</b>	<b>11</b>	<b>51</b>	<b>5</b>	<b>13</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>4</b>
Health Diagnosing & Treating Practitioners	29.10	38	9	29	5	23	3	3	1	1	0	2
Health Technologists & Technicians	29.20	47	10	37	5	24	2	7	0	4	3	2
Other Healthcare Practitioners & Technical Occupations	29.90	10	2	8	1	4	0	3	0	1	1	0
<b>Healthcare Support Occupations</b>	<b>31</b>	<b>272</b>	<b>33</b>	<b>239</b>	<b>14</b>	<b>109</b>	<b>11</b>	<b>68</b>	<b>6</b>	<b>33</b>	<b>2</b>	<b>29</b>
Nursing, Psychiatric, & Home Health Aides	31.10	172	19	153	7	71	7	41	5	20	0	21
Occupational & Physical Therapist Assistants & Aides	31.20	2	0	2	0	1	0	0	0	0	0	1
Other Healthcare Support Occupations	31.90	98	14	84	7	37	4	27	1	13	2	7
<b>Protective Service Occupations</b>	<b>33</b>	<b>103</b>	<b>70</b>	<b>33</b>	<b>48</b>	<b>18</b>	<b>8</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>11</b>	<b>4</b>
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	1	1	0	1	0	0	0	0	0	0	0
Law Enforcement Workers	33.30	15	10	5	5	0	1	5	2	0	2	0
Other Protective Service Workers	33.90	87	59	28	42	18	7	3	1	3	9	4
<b>Food Preparation &amp; Serving Related Occupations</b>	<b>35</b>	<b>387</b>	<b>189</b>	<b>198</b>	<b>91</b>	<b>129</b>	<b>44</b>	<b>26</b>	<b>28</b>	<b>24</b>	<b>26</b>	<b>19</b>
Supervisors of Food Preparation & Serving Workers	35.10	36	26	10	16	6	4	1	1	2	5	1
Cooks & Food Preparation Workers	35.20	137	87	50	39	26	22	9	15	9	11	6
Food & Beverage Serving Workers	35.30	164	49	115	24	83	12	10	7	11	6	11
Other Food Preparation & Serving Related Workers	35.90	50	27	23	12	14	6	6	5	2	4	1
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>	<b>37</b>	<b>185</b>	<b>120</b>	<b>65</b>	<b>51</b>	<b>26</b>	<b>33</b>	<b>13</b>	<b>26</b>	<b>17</b>	<b>10</b>	<b>9</b>
Supervisors of Bldg./Grounds Cleaning & Maintenance Wkrs.	37.10	10	5	5	3	3	1	0	1	2	0	0
Building Cleaning & Pest Control Workers	37.20	130	72	58	24	22	25	12	16	15	7	9
Grounds Maintenance Workers	37.30	30	29	1	18	1	3	0	5	0	3	0
Other Building & Grounds Cleaning & Maint. Occupations	37.90	15	14	1	6	0	4	1	4	0	0	0

Characteristics of Job Seekers Registered with *CT Works* Career Centers

Norwich-New London Labor Market Area

Occupation	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
<b>Personal Care &amp; Service Occupations</b>	<b>39</b>	<b>166</b>	<b>52</b>	<b>114</b>	<b>31</b>	<b>61</b>	<b>7</b>	<b>17</b>	<b>6</b>	<b>15</b>	<b>8</b>	<b>21</b>
Supervisors of Personal Care & Service Workers	39.10	11	6	5	6	4	0	0	0	0	0	1
Animal Care & Service Workers	39.20	3	1	2	1	2	0	0	0	0	0	0
Entertainment Attendants & Related Workers	39.30	83	41	42	22	20	6	5	5	4	8	13
Personal Appearance Workers	39.50	9	2	7	0	5	1	0	1	0	0	2
Transportation, Tourism, & Lodging Attendants	39.60	2	0	2	0	0	0	1	0	1	0	0
Other Personal Care & Service Workers	39.90	58	2	56	2	30	0	11	0	10	0	5
<b>Sales &amp; Related Occupations</b>	<b>41</b>	<b>498</b>	<b>194</b>	<b>304</b>	<b>122</b>	<b>192</b>	<b>28</b>	<b>52</b>	<b>17</b>	<b>37</b>	<b>27</b>	<b>23</b>
Supervisors of Sales Workers	41.10	51	25	26	17	20	3	4	1	2	4	0
Retail Sales Workers	41.20	329	114	215	61	125	20	39	12	31	21	20
Sales Representatives, Services	41.30	60	29	31	24	26	3	1	2	1	0	3
Sales Representatives, Wholesale & Manufacturing	41.40	8	7	1	6	1	1	0	0	0	0	0
Other Sales & Related Workers	41.90	50	19	31	14	20	1	8	2	3	2	0
<b>Office &amp; Administrative Support Occupations</b>	<b>43</b>	<b>840</b>	<b>237</b>	<b>603</b>	<b>148</b>	<b>401</b>	<b>32</b>	<b>79</b>	<b>22</b>	<b>55</b>	<b>35</b>	<b>68</b>
Supervisors of Office & Admin. Support Workers	43.10	5	1	4	0	3	1	0	0	0	0	1
Communications Equipment Operators	43.20	4	0	4	0	2	0	2	0	0	0	0
Financial Clerks	43.30	62	8	54	3	44	2	2	1	4	2	4
Information & Record Clerks	43.40	370	126	244	76	138	15	34	10	35	25	37
Material Recording, Scheduling, Dispatch., & Distr. Workers	43.50	66	44	22	28	16	9	5	5	1	2	0
Secretaries & Administrative Assistants	43.60	161	8	153	5	118	1	19	1	8	1	8
Other Office & Administrative Support Workers	43.90	172	50	122	36	80	4	17	5	7	5	18
<b>Farming, Fishing, &amp; Forestry Occupations</b>	<b>45</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Supervisors of Farming, Fishing, & Forestry Workers	45.10	1	0	1	0	1	0	0	0	0	0	0
Agricultural Workers	45.20	5	4	1	2	1	1	0	1	0	0	0
Forest, Conservation, & Logging Workers	45.40	1	1	0	0	0	1	0	0	0	0	0
Other Farming, Fishing, & Forestry Workers	45.90	2	1	1	1	0	0	0	0	0	0	1
<b>Construction &amp; Extraction Occupations</b>	<b>47</b>	<b>413</b>	<b>383</b>	<b>30</b>	<b>285</b>	<b>23</b>	<b>37</b>	<b>2</b>	<b>26</b>	<b>1</b>	<b>35</b>	<b>4</b>
Supervisors of Construction & Extraction Workers	47.10	6	4	2	4	2	0	0	0	0	0	0
Construction Trades Workers	47.20	332	319	13	240	10	26	2	21	0	32	1
Helpers, Construction Trades	47.30	32	27	5	21	4	1	0	3	0	2	1
Other Construction & Related Workers	47.40	6	6	0	4	0	2	0	0	0	0	0
Extraction Workers	47.50	2	1	1	1	0	0	0	0	1	0	0
Other Construction & Extraction Occupations	47.90	35	26	9	15	7	8	0	2	0	1	2



# CT Unemployment Data Calculations

## 2. Unemployment data in the immediate labor market area

Occupational Category		Weighting Factor	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	Source of Statistics	Comments
Executive/Admin/Manage	Management Occupations	0.02	11	100.2	54.8	45.4	42.7	32.5	4.5	4.9	3.5	4.8	4.1	3.2	CTDOL Jobseekers (9/09) page 4 (Statewide); Code 11	These positions are nationally advertised and are not typically filled from the unemployed local labor market so weight is set very low.
Faculty/Professor		0.00	25.10	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Faculty/Below Professor	Postsecondary Teachers	0.20	25.10	99.9	43.9	56.0	24.4	23.1	9.3	20.0	5.3	8.0	4.9	4.9	CTDOL Jobseekers (9/09) page 5 (Statewide); Code 25.10	Faculty positions are nationally advertised but many times filled from the local labor market so the unemployment data is considered important, weight is set to 20%
Professional-Nonfaculty	Other Education, Training, & Library Occupations	0.02	25.90	100.0	21.1	78.9	10.9	40.0	4.9	18.5	3.0	12.9	2.3	7.5	CTDOL Jobseekers (9/09) page 5 (Statewide); 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.
Technical and Paraprofessional	Life, Physical, & Social Science Technicians	0.30	19	100.0	53.5	46.5	37.2	39.5	2.3	2.3	0.0	0.0	14.0	4.7	CTDOL Jobseekers (9/09) page 28 (Norwich-New London-LMA); Code 19	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 30%
Clearical and Secretarial	Office & Administrative Support Occupations	0.50	43.00	99.9	28.2	71.7	17.6	47.7	3.8	9.4	2.6	6.5	4.2	8.1	CTDOL Jobseekers (9/09) page 30 (Norwich-New London-LMA); Code 43	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 50%
Service/Maintenance	Building & Grounds Cleaning & Maintenance Occupations	0.50	37.00	100.1	64.9	35.2	27.6	14.1	17.8	7.0	14.1	9.2	5.4	4.9	CTDOL Jobseekers (9/09) page 29 (Norwich-New London-LMA); Code 37	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 50%

## 2. Unemployment data in the immediate labor market area

Occupational Category		Weighting Factor	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	Source of Statistics	Comments
Executive/Admin/Manage	Management Occupations	0.02	11	4246	2320	1926	1,811	1,382	189	207	148	202	172	135	CTDOL Jobseekers (9/09) page 4 (Statewide); Code 11	These positions are nationally advertised and are not typically filled from the unemployed local labor market so weight is set very low.
Faculty/Professor		0.00	25.10	0	0	0	0	0	0	0	0	0	0	0		
Faculty/Below Professor	Postsecondary Teachers	0.20	25.10	225	99	126	55	52	21	45	12	18	11	11	CTDOL Jobseekers (9/09) page 5 (Statewide); Code 25.10	Faculty positions are nationally advertised but many times filled from the local labor market so the unemployment data is considered important, weight is set to 20%
Professional-Nonfaculty	Other Education, Training, & Library Occupations	0.02	25.90	813	172	641	89	325	40	150	24	105	19	61	CTDOL Jobseekers (9/09) page 5 (Statewide); 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.
Technical and Paraprofessional	Life, Physical, & Social Science Technicians	0.30	19	43	23	20	16	17	1	1	0	0	6	2	CTDOL Jobseekers (9/09) page 28 (Norwich-New London-LMA); Code 19	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 30%
Clearical and Secretarial	Office & Administrative Support Occupations	0.50	43.00	840	237	603	148	401	32	79	22	55	35	68	CTDOL Jobseekers (9/09) page 30 (Norwich-New London-LMA); Code 43	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 50%
Service/Maintenance	Building & Grounds Cleaning & Maintenance Occupations	0.50	37.00	185	120	65	51	26	33	13	26	17	10	9	CTDOL Jobseekers (9/09) page 29 (Norwich-New London-LMA); Code 37	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 50%

Table 246 Employees in degree-granting institutions by race/ethnicity, employment status, control and type of institution along with calculations for determining Table 246 contribution to the availability analysis follow.

Table 246  
Page 1 of 2

Table 246. Employees in degree-granting institutions, by race/ethnicity, sex, employment status, control and type of institution, and primary occupation: Fall 2007

Sex, employment status, control and type of institution, and primary occupation	Total	White	Number	Per- cent(%)	Minority				Race/ ethnicity unknown	Non- resident alien(%)
					Black	Hispanic	Asian/ Pacific Islander	American Indian/ Alaska Native		
1	2	3	4	5	6	7	8	9	10	11
<b>All institutions</b>	<b>3,561,428</b>	<b>2,496,754</b>	<b>771,235</b>	<b>22.5</b>	<b>353,146</b>	<b>202,098</b>	<b>194,934</b>	<b>21,057</b>	<b>132,455</b>	<b>160,984</b>
Professional staff	2,629,401	1,894,641	471,726	18.7	191,204	110,052	156,969	13,501	110,362	152,672
Executive/administrative/managerial	217,518	173,948	38,859	18.2	21,047	10,074	6,517	1,221	3,751	960
Faculty (instruction/research/ public service)	1,371,390	1,038,982	224,294	17.2	87,107	51,660	78,593	6,934	67,208	40,906
Graduate assistants	328,979	169,028	50,193	16.3	12,634	11,548	24,712	1,299	20,813	88,946
Other professional	711,514	512,683	158,380	22.9	70,416	36,770	47,147	4,047	18,591	21,860
Nonprofessional staff	932,027	602,113	299,509	32.9	161,942	92,046	37,965	7,556	22,093	6,312
<b>Males</b>	<b>1,650,350</b>	<b>1,162,198</b>	<b>325,342</b>	<b>20.5</b>	<b>132,776</b>	<b>86,906</b>	<b>96,635</b>	<b>9,025</b>	<b>65,065</b>	<b>97,745</b>
Professional staff	1,302,131	940,145	212,229	17.0	73,877	50,476	81,787	6,089	55,725	94,032
Executive/administrative/managerial	192,258	83,941	16,027	15.9	8,275	4,230	3,017	505	1,723	567
Faculty (instruction/research/ public service)	743,812	566,918	115,731	16.3	38,030	27,201	46,965	3,535	34,907	26,256
Graduate assistants	173,121	84,204	23,606	14.5	4,781	5,384	12,864	577	10,751	54,560
Other professional	382,940	205,082	56,865	20.7	22,791	13,661	18,941	1,472	8,344	12,649
Nonprofessional staff	348,219	222,053	113,113	33.4	58,899	36,430	14,848	2,936	9,340	3,713
<b>Females</b>	<b>1,911,078</b>	<b>1,334,556</b>	<b>445,893</b>	<b>24.2</b>	<b>220,370</b>	<b>115,192</b>	<b>98,299</b>	<b>12,032</b>	<b>67,390</b>	<b>63,239</b>
Professional staff	1,327,270	954,496	259,497	20.4	117,327	59,576	75,182	7,412	54,637	58,640
Executive/administrative/managerial	115,260	90,007	22,832	20.2	12,772	5,844	3,500	716	2,028	393
Faculty (instruction/research/ public service)	627,578	472,064	108,563	18.2	49,077	24,459	31,628	3,399	32,301	14,650
Graduate assistants	155,858	84,824	26,587	18.2	7,853	6,164	11,848	722	10,061	34,386
Other professional	428,574	307,601	101,515	24.3	47,625	23,109	28,206	2,575	10,247	9,211
Nonprofessional staff	583,808	380,060	186,396	32.6	103,043	55,616	23,117	4,620	12,753	4,599
<b>Full-time</b>	<b>2,281,223</b>	<b>1,637,653</b>	<b>546,549</b>	<b>24.4</b>	<b>258,723</b>	<b>142,177</b>	<b>131,394</b>	<b>14,255</b>	<b>40,312</b>	<b>56,709</b>
Professional staff	1,526,823	1,148,334	298,966	19.9	121,901	67,185	101,874	8,106	27,813	51,711
Executive/administrative/managerial	210,257	167,877	37,897	18.3	20,576	9,841	6,301	1,177	3,563	920
Faculty (instruction/research/ public service)	705,463	540,460	119,906	17.3	37,930	24,975	53,661	3,340	11,875	31,222
Other professional	613,103	439,997	141,163	23.5	83,293	32,369	41,912	3,589	12,374	19,569
Nonprofessional staff	754,400	489,319	247,583	33.4	136,922	74,992	29,520	6,149	12,500	4,998
<b>Part-time</b>	<b>1,280,205</b>	<b>859,101</b>	<b>224,686</b>	<b>18.9</b>	<b>94,423</b>	<b>59,921</b>	<b>63,540</b>	<b>6,802</b>	<b>92,143</b>	<b>104,275</b>
Professional staff	1,102,578	746,307	172,760	16.9	69,403	42,867	55,095	5,395	82,550	100,961
Executive/administrative/managerial	7,261	6,071	962	13.6	469	233	216	44	188	40
Faculty (instruction/research/ public service)	667,927	498,522	104,388	17.0	49,177	26,685	24,932	3,594	55,333	9,684
Graduate assistants	328,979	169,028	50,193	16.3	12,634	11,548	24,712	1,299	20,813	88,946
Other professional	98,411	72,686	17,217	18.7	7,123	4,401	5,235	458	6,217	2,291
Nonprofessional staff	177,627	112,784	31,926	30.9	25,020	17,054	8,445	1,407	9,593	3,314

<b>Public 4-year</b> .....	<b>1,741,699</b>	<b>1,192,314</b>	<b>389,312</b>	<b>23.0</b>	<b>165,686</b>	<b>99,448</b>	<b>112,930</b>	<b>11,248</b>	<b>45,870</b>	<b>114,203</b>
Professional staff .....	1,278,894	891,372	239,157	19.3	83,612	54,468	93,951	7,126	38,241	110,124
Executive/administrative/managerial .....	81,364	65,133	15,006	18.6	8,463	3,505	2,496	542	850	375
Faculty (instruction/research/public service) .....	518,221	391,312	89,288	17.7	27,159	19,683	39,560	2,886	14,423	23,198
Graduate assistants .....	266,429	140,632	41,288	16.3	10,390	9,651	20,117	1,130	13,030	71,479
Other professional .....	412,880	294,295	93,575	23.2	37,600	21,629	31,778	2,568	9,938	15,072
Nonprofessional staff .....	462,805	300,942	150,155	33.0	82,074	44,980	18,979	4,122	7,629	4,079
<b>Private 4-year</b> .....	<b>1,157,226</b>	<b>817,613</b>	<b>238,471</b>	<b>21.7</b>	<b>118,255</b>	<b>57,150</b>	<b>59,060</b>	<b>4,006</b>	<b>58,771</b>	<b>42,371</b>
Professional staff .....	867,234	630,656	186,358	17.9	64,991	31,201	47,434	2,732	50,465	39,755
Executive/administrative/managerial .....	103,183	83,035	17,152	17.0	9,049	4,590	3,224	289	2,510	486
Faculty (instruction/research/public service) .....	472,628	352,157	72,313	16.4	30,175	14,204	26,385	1,549	32,888	15,270
Graduate assistants .....	62,550	28,396	8,995	16.3	2,244	1,897	4,595	169	7,782	17,467
Other professional .....	228,873	167,068	47,988	21.7	23,523	10,510	13,230	725	7,285	6,532
Nonprofessional staff .....	289,992	186,957	92,113	32.7	53,264	25,949	11,626	1,274	8,306	2,616
<b>Public 2-year</b> .....	<b>620,784</b>	<b>457,580</b>	<b>132,444</b>	<b>22.3</b>	<b>63,580</b>	<b>42,014</b>	<b>21,567</b>	<b>5,293</b>	<b>26,387</b>	<b>4,373</b>
Professional staff .....	449,372	348,022	78,136	18.2	39,180	22,127	14,488	3,341	20,448	2,766
Executive/administrative/managerial .....	27,363	21,619	5,375	19.8	2,854	1,545	654	322	281	88
Faculty (instruction/research/public service) .....	358,925	279,492	57,942	17.0	27,140	16,551	11,899	2,352	19,065	2,426
Graduate assistants .....	0	0	0	+	0	0	0	0	0	0
Other professional .....	63,084	46,911	14,819	23.9	8,186	4,031	1,935	667	1,102	252
Nonprofessional staff .....	171,412	109,558	54,308	32.8	25,400	13,887	7,079	1,942	5,938	1,607
<b>Private 2-year</b> .....	<b>41,719</b>	<b>29,247</b>	<b>11,008</b>	<b>27.3</b>	<b>5,625</b>	<b>3,486</b>	<b>1,377</b>	<b>520</b>	<b>1,427</b>	<b>37</b>
Professional staff .....	33,901	24,591	8,075	24.7	4,421	2,256	1,096	302	1,206	27
Executive/administrative/managerial .....	5,608	4,161	1,326	24.1	681	434	143	68	110	11
Faculty (instruction/research/public service) .....	21,616	16,021	4,751	22.9	2,633	1,222	749	147	832	12
Graduate assistants .....	0	0	0	+	0	0	0	0	0	0
Other professional .....	6,677	4,409	1,998	31.2	1,107	600	204	87	266	4
Nonprofessional staff .....	7,818	4,656	2,933	38.6	1,204	1,230	281	216	219	10

+Not applicable.

\1\Minority staff as a percentage of total staff, excluding race/ethnicity unknown.

\2\Race/ethnicity not collected.

NOTE: Degree-granting institutions grant associate's or higher degrees and participate in Title IV federal financial aid programs. Beginning in 2007,

includes institutions with fewer than 15 full-time employees; these institutions did not report staff data prior to 2007. By definition, all graduate

assistants are part time. Race categories exclude persons of Hispanic ethnicity.

SOURCE: U.S. Department of Education, National Center for Education Statistics, 2007 Integrated Postsecondary Education Data System (IPEDS), Winter 2007-08.

(This table was prepared October 2008.)

# Calculations for Table 246 Data.

## 7. Other Source (

Occupational Category	Weighting Factor	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	Source of Statistics	Comments
Executive/Admin/Manage	0.86	11.90	212,807	99,968	112,839	83,941	90,007	8,275	12,772	4,230	5,844	3,522	4,216	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.
Faculty/Professor		25.10	0	0	0	-	-	-	-	-	-	-	-		
Faculty/Below Professor	0.30	25.10	1,263,276	682,649	580,627	566,918	472,064	38,030	49,077	27,201	24,459	50,500	35,027	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.
Professional-Nonfaculty	0.86	25.90	671,063	261,947	409,116	205,082	307,601	22,791	47,625	13,661	23,109	20,413	30,781	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 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.
Technical and Paraprofessional		19.00	0	0	0	-	-	-	-	-	-	-	-		
Clerical and Secretarial		43.00	0	0	0	-	-	-	-	-	-	-	-		
Service/Maintenance		37.00	0	0	0	-	-	-	-	-	-	-	-		

## 7. Other Source

Occupational Category	Weighting Factor	SOC Code	Total Applicants	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	Source of Statistics	Comments
Executive/Admin/Manage	0.86	11.90	100.0	47.0	53.0	39.4	42.3	3.9	6.0	2.0	2.7	1.7	2.0	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; This is the latest NCES data available.
Faculty/Professor		25.10	0.0	0.0	0.0	-	-	-	-	-	-	-	-		
Faculty/Below Professor	0.30	25.10	100.1	54.1	46.0	44.9	37.4	3.0	3.9	2.2	1.9	4.0	2.8	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; This is the latest NCES data available.
Professional-Nonfaculty	0.86	25.90	99.9	39.0	60.9	30.6	45.8	3.4	7.1	2.0	3.4	3.0	4.6	Digest of Educational Statistics 2008 table 246 (Table prepared Oct 2008) Fall 2007 Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; This is the latest NCES data available.
Technical and Paraprofessional		19.00	0.0	0.0	0.0	-	-	-	-	-	-	-	-		
Clerical and Secretarial		43.00	0.0	0.0	0.0	-	-	-	-	-	-	-	-		
Service/Maintenance		37.00	0.0	0.0	0.0	-	-	-	-	-	-	-	-		

# Utilization Analysis (Section 46a-68-40)

RECRUITING AREA: National		PROJECTED TURNOVER (12 mos)											0	
		PROJECTED HIRES (12 mos)											1	
CATEGORY: Exec/Adm/Mgr		PROJECTED PROMOTIONS (12 mos)											0	
		DATA CURRENT TO 12/31/2009												
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
DATA RESOURCE														
A	WORKFORCE %	100.0	18.2	81.8	18.2	54.5	0.0	27.3	0.0	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %	100.2	49.5	50.7	42.2	40.6	3.6	5.6	2.0	2.6	1.7	1.9	B	
C	WORKFORCE NUMBERS	11.0	2.0	9.0	2.0	6.0	0.0	3.0	0.0	0.0	0.0	0.0	C	
D	WORKFORCE PARITY NOS.	11.0	5.4	5.6	4.6	4.5	0.4	0.6	0.2	0.3	0.2	0.2	D	
E	NET UTILIZATION (+/-)		(3.4)	3.4	(2.6)	1.5	(0.4)	2.4	(0.2)	(0.3)	(0.2)	(0.2)	E	
F	PREVIOUS UTILIZATION		(3.0)	3.1	(2.2)	1.2	(0.4)	2.4	(0.2)	(0.3)	(0.2)	(0.2)	F	
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	3	3	0	2	0	1	0	0	0	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	3	3	0	2	0	1	0	0	0	0	N
O	PROMOTION GOALS including Upward Mobility	Previous	Total	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	
		PROJECTED HIRES (12 mos)											0	
CATEGORY: Faculty/Professor		PROJECTED PROMOTIONS (12 mos)											2	
		DATA CURRENT TO 12/31/2009												
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
DATA RESOURCE														
A	WORKFORCE %	99.9	49.9	50.0	40.9	45.5	4.5	4.5	0.0	0.0	4.5	0.0	A	
B	WORKFORCE PARITY %	100.0	40.0	60.0	40.0	55.0	0.0	5.0	0.0	0.0	0.0	0.0	B	
C	WORKFORCE NUMBERS	22.0	11.0	11.0	9.0	10.0	1.0	1.0	0.0	0.0	1.0	0.0	C	
D	WORKFORCE PARITY NOS.	22.0	8.8	13.2	8.8	12.1	0.0	1.1	0.0	0.0	0.0	0.0	D	
E	NET UTILIZATION (+/-)		2.2	(2.2)	0.2	(2.1)	1.0	(0.1)	0.0	0.0	1.0	0.0	E	
F	PREVIOUS UTILIZATION		4.1	(4.1)	2.1	(1.4)	1.0	(3.7)	0.0	1.0	1.0	0.0	F	
G	<b>HIRING GOALS</b>	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	0	0	0	0	0	0	0	0	0	H	
I		Current	Short	0	0	0	0	0	0	0	0	0	I	
J		Hires	Long	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	0	0	0	0	0	0	0	0	0	0	M
N		Goals	Long	0	0	0	0	0	0	0	0	0	0	N
O	<b>PROMOTION GOALS</b> including Upward Mobility	Previous	Total	5	0	5	0	1	0	4	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	P	
Q		Current	Total	2	0	2	0	1	0	1	0	0	0	Q
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	R
S		% Goals	Total	40%	0%	40%	0%	100%	0%	25%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current	Total	2	0	2	0	2	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		
		PROJECTED HIRES (12 mos)											7		
CATEGORY: Faculty/ Below Professor		PROJECTED PROMOTIONS (12 mos)											0		
		DATA CURRENT TO 12/31/2009													
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
DATA RESOURCE															
A	WORKFORCE %	100.0	42.5	57.5	40.0	50.0	0.0	2.5	0.0	0.0	2.5	5.0	A		
B	WORKFORCE PARITY %	100.0	51.0	49.0	39.0	35.3	4.1	6.4	2.9	3.4	5.0	3.9	B		
C	WORKFORCE NUMBERS	40.0	17.0	23.0	16.0	20.0	0.0	1.0	0.0	0.0	1.0	2.0	C		
D	WORKFORCE PARITY NOS.	40.1	20.4	19.7	15.6	14.1	1.6	2.6	1.2	1.4	2.0	1.6	D		
E	NET UTILIZATION (+/-)		(3.4)	3.3	0.4	5.9	(1.6)	(1.6)	(1.2)	(1.4)	(1.0)	0.4	E		
F	PREVIOUS UTILIZATION		(3.2)	2.9	1.3	5.7	(1.8)	(0.9)	(1.7)	(2.2)	(1.0)	0.3	F		
G	<b>HIRING GOALS</b>	Previous	Short	0	0	0	0	0	0	0	0	0	G		
H		Goals	Long	8	5	3	0	0	2	1	2	2	1	0	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	0	J
K		% Goals	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	7	4	3	0	0	2	2	1	1	1	0	M
N		Goals	Long	0	0	0	0	0	0	0	0	0	0	0	N
O	<b>PROMOTION GOALS including Upward Mobility</b>	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	0	P
Q		Current	Total	0	0	0	0	0	0	0	0	0	0	0	Q
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	0	R
S		% Goals	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current	Total	0	0	0	0	0	0	0	0	0	0	0	U
V		Goals	UM	0	0	0	0	0	0	0	0	0	0	0	V



RECRUITING AREA: National		PROJECTED TURNOVER (12 mos)											0	
		PROJECTED HIRES (12 mos)											5	
CATEGORY: Professional-Nonfaculty		PROJECTED PROMOTIONS (12 mos)											0	
		DATA CURRENT TO 12/31/2009												
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
DATA RESOURCE														
A	WORKFORCE %	100.0	41.5	58.5	36.6	48.8	4.9	2.4	0.0	2.4	0.0	4.9	A	
B	WORKFORCE PARITY %	100.1	39.0	61.1	31.0	46.3	3.3	7.0	2.0	3.5	2.7	4.3	B	
C	WORKFORCE NUMBERS	41.0	17.0	24.0	15.0	20.0	2.0	1.0	0.0	1.0	0.0	2.0	C	
D	WORKFORCE PARITY NOS.	41.1	16.0	25.1	12.7	19.0	1.4	2.9	0.8	1.4	1.1	1.8	D	
E	NET UTILIZATION (+/-)		1.0	(1.1)	2.3	1.0	0.6	(1.9)	(0.8)	(0.4)	(1.1)	0.2	E	
F	PREVIOUS UTILIZATION		(0.8)	0.7	0.8	2.0	0.5	(1.1)	(0.8)	(0.4)	(1.3)	0.2	F	
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	3	2	1	0	0	0	1	1	0	H	
I		Current	Short	0	0	0	0	0	0	0	0	0	I	
J		Hires	Long	1	0	1	0	0	0	1	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	4	2	2	0	0	0	2	1	0	1	M
N		Goals	Long	0	0	0	0	0	0	0	0	0	0	N
O	PROMOTION GOALS including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	P	
Q		Current	Total	0	0	0	0	0	0	0	0	0	Q	
R		Promo	UM	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		PROJECTED TURNOVER (12 mos)											0	
		PROJECTED HIRES (12 mos)											0	
CATEGORY: Technical and Paraprofessional		PROJECTED PROMOTIONS (12 mos)											0	
		DATA CURRENT TO 12/31/2009												
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
DATA RESOURCE														
A	WORKFORCE %	100.0	0.0	100.0	0.0	57.1	0.0	0.0	0.0	28.6	0.0	14.3	A	
B	WORKFORCE PARITY %	100.2	33.1	67.1	26.2	59.9	1.3	2.5	0.5	1.5	5.1	3.2	B	
C	WORKFORCE NUMBERS	7.0	0.0	7.0	0.0	4.0	0.0	0.0	0.0	2.0	0.0	1.0	C	
D	WORKFORCE PARITY NOS.	7.0	2.3	4.7	1.8	4.2	0.1	0.2	0.0	0.1	0.4	0.2	D	
E	NET UTILIZATION (+/-)		(2.3)	2.3	(1.8)	(0.2)	(0.1)	(0.2)	0.0	1.9	(0.4)	0.8	E	
F	PREVIOUS UTILIZATION		(2.2)	2.2	(1.9)	0.0	(0.2)	(0.3)	0.0	1.8	(0.1)	0.7	F	
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	3	2	1	2	0	0	1	0	0	H	
I		Current	Short	0	0	0	0	0	0	0	0	0	I	
J		Hires	Long	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	0	0	0	0	0	0	0	0	0	0	M
N		Goals	Long	3	3	0	2	0	0	0	0	1	0	N
O	PROMOTION GOALS including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	P	
Q		Current	Total	0	0	0	0	0	0	0	0	0	Q	
R		Promo	UM	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		PROJECTED TURNOVER (12 mos)											0		
		PROJECTED HIRES (12 mos)											1		
CATEGORY: Clerical and Secretarial		PROJECTED PROMOTIONS (12 mos)											0		
		DATA CURRENT TO 12/31/2009													
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
DATA RESOURCE															
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 %	100.2	15.5	84.7	10.0	68.4	1.9	6.9	1.3	4.2	2.3	5.2	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	2.6	14.4	1.7	11.6	0.3	1.2	0.2	0.7	0.4	0.9	D		
E	NET UTILIZATION (+/-)		(2.6)	2.6	(1.7)	(0.6)	(0.3)	4.8	(0.2)	(0.7)	(0.4)	(0.9)	E		
F	PREVIOUS UTILIZATION		(3.2)	3.2	(2.1)	(1.0)	(0.4)	4.8	(0.2)	(0.8)	(0.5)	0.2	F		
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	G		
H		Goals	Long	6	4	2	2	1	1	0	0	1	1	0	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	0	J
K		% Goals	Short	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	33%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	1	1	0	1	0	0	0	0	0	0	0	M
N		Goals	Long	5	2	3	1	1	0	0	0	1	1	1	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	0	P
Q		Current	Total	0	0	0	0	0	0	0	0	0	0	0	Q
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	0	R
S		% Goals	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current	Total	0	0	0	0	0	0	0	0	0	0	0	U
V		Goals	UM	0	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: State		PROJECTED TURNOVER (12 mos)											0	
		PROJECTED HIRES (12 mos)											4	
CATEGORY: Service/Maintenance		PROJECTED PROMOTIONS (12 mos)											0	
		DATA CURRENT TO 12/31/2009												
FACILITY IN AREA		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
DATA RESOURCE														
A	WORKFORCE %	99.9	85.6	14.3	71.4	14.3	7.1	0.0	7.1	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %	99.8	64.0	35.8	38.2	20.6	11.8	4.3	9.3	7.0	4.7	3.9	B	
C	WORKFORCE NUMBERS	14.0	12.0	2.0	10.0	2.0	1.0	0.0	1.0	0.0	0.0	0.0	C	
D	WORKFORCE PARITY NOS.	14.0	9.0	5.0	5.3	2.9	1.7	0.6	1.3	1.0	0.7	0.5	D	
E	NET UTILIZATION (+/-)		3.0	(3.0)	4.7	(0.9)	(0.7)	(0.6)	(0.3)	(1.0)	(0.7)	(0.5)	E	
F	PREVIOUS UTILIZATION		3.3	(3.4)	5.4	(0.5)	(0.4)	(0.7)	(0.8)	(1.8)	(0.9)	(0.4)	F	
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	7	3	4	0	1	1	1	2	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	4	2	2	0	1	1	0	1	1	0	M
N		Goals	Long	2	0	2	0	0	0	1	0	0	1	N
O		PROMOTION GOALS including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	O
P			Goals	UM	0	0	0	0	0	0	0	0	0	0
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

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

## ***Hiring/Promotion Goals and Timetables***

### **Section 46a-68-41**

The large number of retirements that occurred in 2009 will make 2010 a year in which a significant number of vacancies at Three Rivers Community College are filled. Searches will be conducted in just about every occupational category to replace the vacancies created during 2009. Both short-term and long-term goals will be established based on anticipated hiring in each of the occupational categories. Promotion goals have been established within the Faculty - Professor occupational category as this is the only way that appointments are made into this occupational category and it is anticipated that normal promotion activity will continue. In the following narrative, the College's Hiring and Promotion Goals for 2010 will be presented for each occupational category.

- A. Executive/Administrative/Managerial: At the end of 2009, this category, by formula, should have approximately two (2) more White males, and "collectively" one (1) additional Black male. One vacancy currently exists within the Executive/Administrative/Managerial occupational category and it is anticipated to be filled during 2010. Both short-term and long-term hiring goals have been set. The short-term goal is one (1) White male while the long term goal is one (1) White male and one (1) Black male. The White male goals have been established to address an under utilization of 2.6 white males in the workforce. A collective Black male goal was established to address negative net utilizations in the Black male, Hispanic male, Other male, Hispanic Female and Other female ethnic/gender groups. Other than with a possibility of job reclassification all positions within this occupational category are filled through the hiring process and thus there are no promotional goals to be established.

- B. Faculty – Professors: Last year’s plan established promotional goals for one (1) White female and four (4) Black females. Promotions are limited by contractual requirements but during 2009 two (2) promotions from Associate professor to Professor occurred and both satisfied promotion goals (one(1) White female & one (1) Black female). A review of the utilization analysis at the end of 2009 given the pool of Associate Professors in relation to the current group of Professors shows a void of two (2) White females in the Faculty - professor occupational category. Anticipating two promotions for 2010, promotional goals of two (2) White female are established in this category for 2010 to address the current under utilization. In establishing these promotional goals however, it must be realized that the college has no direct control over the promotional process as it is controlled by contractual agreements. The promotion process for faculty is dictated by contractual agreement and the only way that the college can influence workforce parity at the Professor level is to strive to create workforce parity in the faculty levels below professor along with fostering retention programs that encourage faculty to remain at the college so that contractual longevity requirements for promotion are satisfied.
- C. Faculty – Below Professor Rank: Underutilization in this occupational category resulted in short term hiring goals of two (2) Black males, two (2) Black females, one (1) Hispanic male, one (1) Other male. All of these goals have been established as short term goals since the College anticipates hiring seven (7) positions in the Faculty: below Professor occupational category to fill vacancies that were created by retirements during 2009. Promotion of faculty is dictated by contractual agreement and not a mechanism that the college generally has of improving workforce parity and therefore no promotion goals have been established for this occupational category.

- D. Professional/Non-Faculty: The utilization analysis for this category reveals that there is an underutilization of approximately two (2) Black females, one (1) Hispanic male, and one (1) Other male. Given the large number of retirements during 2009 the College anticipates making four (4) appointments in this occupational category during the 2010 calendar year thus all goals have been established as short-term goals. As with the other occupational categories at the college, other than full professor, promotion plays no role in workforce parity and is dictated by contractual agreement thus promotion goals have not been established.
- E. Technical/Paraprofessional: The utilization analysis for this occupational category reveals an under utilization in White males along with a “collective” underutilization in Other males. Since no appointments are anticipated in this occupational category during 2010 no short-term goals have been established. Long term goals consisting of two (2) White males and one (1) Other male have been established. The White male goals have been set to address a net under utilization of 1.8 in White males within the occupational category. The Other male goal has been set to address a collective net underutilization in White females, Black males, Black females and Other males. No promotion goals have been established for this occupational category as no promotions are anticipated.
- F. Secretary/Clerical: The utilization analysis for this occupational category in 2009 indicated that the College needed two (2) White males, one (1) White female, one (1) Hispanic female, one (1) Other male, and one (1) Other female to address the under utilization within this occupational category. The College anticipates making one (1) appointment in this category for 2010 and thus both short-term and long-term goals will be established. In 2010 the short-term goal within this occupational category has been



established as one (1) White male. Long term goals are established for one (1) White male, one (1) White female, one (1) Hispanic female, one (1) Other male, and one (1) Other female. No promotion goals have been established for this occupational category as no promotions are anticipated.

G. Service/Maintenance: In the Service/Maintenance occupational category the College anticipates making four (4) appointments to fill vacancies created by retirements in 2009 as well as additional positions created by the increased size of a new facility. The utilization analysis for this occupational category shows an underutilization of one (1) White female, one (1) Black male, one (1) Black female, one (1) Hispanic female, one (1) Other male, and one (1) Other female. Short term goals have been established consisting of , one (1) White female, one (1) Black male, one (1) Hispanic female, and one (1) Other male. Long-term goals have been established to include one (1) Black female and one (1) Other female. No promotion goals have been established for this occupational category as no promotions are anticipated.

## **AFFIRMATIVE ACTION HIRING GOALS FOR 2010**

Three Rivers Community College's Affirmative Action hiring goals for calendar year 2010, by occupational category are:

### **Executive/Administrative/Managerial**

Short term: 1 White male  
Long term: 2 White males, 1 Black male.

### **Faculty—Below Professor**

(There are no hiring goals for Professors as all positions are filled by promotion)

Short term: 2 Black males, 2 Black female, 1 Hispanic male, 1 Hispanic female,  
1 Other male.  
Long term: No long term goals.

### **Professional Non-faculty**

Short term: 2 Black female, 1 Hispanic male, 1 Other male.  
Long term: No long term goals.

### **Technical—Paraprofessional**

Short term: None set due to no anticipated hiring in this occupational category.  
Long term: 2 White males, 1 Other male.

### **Clerical and Secretarial**

Short term: 1 White male.  
Long term: 1 White male, 1 White female, 1 Hispanic female, 1 Other male,  
1 Other female.

### **Service/Maintenance**

Short term: 1 White female, 1 Black male, 1 Hispanic female, 1 Other male.  
Long term: 1 Black female, 1 Other female.

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

# Employment analysis (Section 46a-68-42)

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	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	G
H TOTAL REJECTED APPS	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	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	O
P Not Offered Position	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	Q
R Refused Position														R
S TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Faculty														Form 42A2
Below Professor														
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	0	0	0	0	0	0	0	0	0	0	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	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	H
I TOTAL QUALIFIED APPS	0	0	0	0	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	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	P
Q Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R Refused Position	0	0	0											R
S TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Professional/Non-faculty														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	0	0	0												A
B Outside Agency	293	8	271	5	157	0	6	0	11	0	5	3	92	14	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	293	8	271	5	157	0	6	0	11	0	5	3	92	14	G
H TOTAL REJECTED APPS	278	8	256	5	148	0	4	0	11	0	5	3	88	14	H
I TOTAL QUALIFIED APPS	15	0	15	0	9	0	2	0	0	0	0	0	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	15	0	15	0	9	0	2	0	0	0	0	0	4	0	O
P Not Offered Position	14	0	14	0	9	0	1	0	0	0	0	0	4	0	P
Q Offered Position	1	0	1	0	0	0	1	0	0	0	0	0	0	0	Q
R Refused Position	0	0	0												R
S TOTAL ACCESSIONS	1	0	1	0	0	0	1	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	0	0	0	0	0	0	0	0	0	0	0	0	0	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*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0												R
TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Secretarial & Clerical													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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	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	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	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	0	0	0	0	0	0	0	0	0	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	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	0	0	0	0	0	0	0	0	0	Q	
R	Refused Position	0	0	0																					R	
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S	

Service/Maintenance													Form 42A2			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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	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	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	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	0	0	0	0	0	0	0	0	0	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	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	0	0	0	0	0	0	0	0	0	Q	
R	Refused Position	0	0	0																					R	
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S	

**BOARD OF TRUSTEES FOR CONNECTICUT COMMUNITY COLLEGES  
AFFIRMATIVE ACTION POSITION REPORT**

College: Three Rivers Community College

Position: **Executive Assistant to the President**

A.A. Occupational Category: Professional, non-faculty

Current Hiring Goals: Short-term: None Long-term: 1 BF, 1 HM, 1 OM

Applications: Total #: 293

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
5	0	0	0	3	157	6	11	5	92	14

Candidates Interviewed: Total#: 15

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
0	0	0	0	9	2	0	0	0	4	0

Candidate Recommended: **Name:** Race: **B** Sex: **F**

Goal Achievement: Hiring Goal	Yes: <input checked="" type="checkbox"/>	No: <input 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:

This was a goal hire.

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: \_\_\_\_\_

Dr. Grace S. Jones

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.

Executive/Administrative/Managerial												Form 42A1	
All in Category												0	
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	11	2	9	2	6	0	3	0	0	0	0	A
B	Workforce Number/Prior	12	3	9	3	6	0	3	0	0	0	0	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>-1</b>	<b>-1</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Hires	0	0	0	0	0	0	0	0	0	0	0	D
E	Promotions from other category	0	0	0	0	0	0	0	0	0	0	0	E
F	Provsional 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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
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	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	0	0	0	0	0	0	0	0	0	0	0	P
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Q</b>

OCCUPATIONAL CATEGORY: Faculty												Form 42A1	
POSITION CLASSIFICATION: Professor												0	
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	22	11	11	9	10	1	1	0	0	1	0	A
B	Workforce Number/Prior	31	15	16	13	15	1	0	0	1	1	0	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>-9</b>	<b>-4</b>	<b>-5</b>	<b>-4</b>	<b>-5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Reclassification	0	0	0	0	0	0	0	0	0	0	0	D
E	Promotions	2	0	2	0	1	0	1	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
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)	11	4	7	4	6	0	0	0	1	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
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>11</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>Q</b>



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	40	17	23	16	20	0	1	0	0	1	2	A
B	Workforce Number/Prior	44	19	25	18	21	0	2	0	0	1	2	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>-4</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Hires	0	0	0	0	0	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers	2	0	2	0	1	0	1	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	1	1	0	1	0	0	0	0	0	0	0	P
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Q</b>

OCCUPATIONAL CATEGORY: Professional Nonfaculty												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	41	17	24	15	20	2	1	0	1	0	2	A
B	Workforce Number/Prior	45	17	28	15	23	2	2	0	1	0	2	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>-4</b>	<b>0</b>	<b>-4</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Hires	1	0	1	0	0	0	1	0	0	0	0	D
E	Reclassification	0	0	0	0	0	0	0	0	0	0	0	E
F	Promotion from other categories	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
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)	5	0	5	0	3	0	2	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
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Q</b>

OCCUPATIONAL CATEGORY: Technical & Paraprofessional												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	7	0	7	0	4	0	0	0	2	0	1	A
B	Workforce Number/Prior	7	0	7	0	4	0	0	0	2	0	1	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
F	Hires	0	0	0	0	0	0	0	0	0	0	0	D
G	Reclassification	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
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)	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	P
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Q</b>

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	19	0	19	0	12	0	6	0	0	0	1	B
<b>C</b>	<b>NET CHANGE +/-(-)</b>	<b>-2</b>	<b>0</b>	<b>-2</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>C</b>
D	Hires	0	0	0	0	0	0	0	0	0	0	0	D
E	Promotions (within category)	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers-Reclassification	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	0	2	0	1	0	0	0	0	0	1	N
O	Retired (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
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>Q</b>

OCCUPATIONAL CATEGORY: Service/Maintenance												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	14	12	2	10	2	1	0	1	0	0	0	A
B	Workforce Number/Prior	17	14	3	12	3	1	0	1	0	0	0	B
<b>C</b>	<b>NET CHANGE +/-</b>	<b>-3</b>	<b>-2</b>	<b>-1</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Hires	0	0	0	0	0	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
<b>J</b>	<b>TOTAL INCREASES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>J</b>
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)	3	2	1	2	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
<b>Q</b>	<b>TOTAL REDUCTIONS</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Q</b>

During 2009, full-time employees were evaluated as follows:

Exec/Admin/Managerial	4
Faculty	2
Professional Non-Faculty	4
Technical/Paraprofessional	0
Secretarial/Clerical	0
Service/Maintenance	0

In the Executive/Administrative/Managerial occupational category 4 members were evaluated in 2009. Faculty, Professional Non-Faculty and Technical/Paraprofessional are subject to periodic evaluation as dictated by collective bargaining agreements. The number of evaluations completed for the Secretarial/Clerical and Service/Maintenance employees are noted in the above table.

**Executive/Administrative/Managerial**

**Form 42A3**

**All in Category**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	5	2	3	2	1	0	2	0	0	0	0
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	<b>0</b>	<b>0</b>	<b>0</b>								
<b>SUSPENSIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**OCCUPATIONAL CATEGORY: Faculty**

**Form 42A3**

**Instructor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	1	0	1		1						
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	<b>0</b>	<b>0</b>	<b>0</b>								
<b>SUSPENSIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty

Form 42A3

Assistant Professor

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MAL	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
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

Associate Professor

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MAL	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**

**Professor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	0	0	0								
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	0	0	0								
<b>SUSPENSIONS</b>	0	0	0								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**OCCUPATIONAL CATEGORY: Professional-Nonfaculty**

**Form 42A3**

**All in Category**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	1	1	0							1	
Good	2	1	1	1					1		
Fair	1	1	0	1							
Poor	0	0	0								
<b>REPRIMANDS</b>	0	0	0								
<b>SUSPENSIONS</b>	0	0	0								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**OCCUPATIONAL CATEGORY: Technical & Paraprofessional**

**Form 42A3**

**All in Category**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	0	0	0								
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	0	0	0								
<b>SUSPENSIONS</b>	0	0	0								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**OCCUPATIONAL CATEGORY: Secretarial/Clerical**

**Form 42A3**

**All in Category**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	0	0	0								
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	0	0	0								
<b>SUSPENSIONS</b>	0	0	0								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								



**OCCUPATIONAL CATEGORY: Service/Maintenance**

**Form 42A3**

**All in Category**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MAL</b>	<b>TL FEM</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>OM</b>	<b>OF</b>
<b>SERVICE RATING</b>											
Excellent	0	0	0								
Good	0	0	0								
Fair	0	0	0								
Poor	0	0	0								
<b>REPRIMANDS</b>	0	0	0								
<b>SUSPENSIONS</b>	0	0	0								
<b>DEMOTIONS</b>											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
<b>TRANSFERS</b>											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

**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 Education	Su/Fa/Sp	8	2	6	2	4	0	2	0	0	0	0
Conferences	Su/Fa/Sp	10	2	8	2	5	0	3	0	0	0	0
AAO Mtgs/AA Training	Su/Fa/Sp	2	0	2	0	1	0	1	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 Education	Su/Fa/Sp	2	1	1	1	1	0	0	0	0	0	0
Conferences	Su/Fa/Sp	1	0	1	0	0	0	0	0	0	0	1
Diversity	Oct-08	2	0	2	0	2	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 Education	Su/Fa/Sp	10	3	7	3	5	0	2	0	0	0	0
Conferences	Su/Fa/Sp	5	3	2	3	2	0	0	0	0	0	0
Diversity	Oct-08	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 Education	Su/Fa/Sp	11	5	6	5	4	0	1	0	1	0	0
Conferences	Su/Fa/Sp	4	2	2	2	2	0	0	0	0	0	0
Diversity	Oct-07	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 Education	Su/Fa/Sp	18	9	9	7	8	1	0	0	1	1	0
Conferences	Su/Fa/Sp	21	3	8	2	8	1	0	0	0	0	0
In-service/supervisor	Su/Fa/Sp	0	0	0	0	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 Education	Su/Fa/Sp	25	10	15	8	12	1	1	0	1	1	1
Conferences	Su/Fa/Sp	12	4	8	3	6	1	1	0	1	0	0
Diversity	Oct-08	4	3	1	3	1	0	0	0	0	0	0
In-service/supervisor	Su/Fa/Sp	0	0	0	0	0	0	0	0	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 Educ	Su/Fa/Sp	4	0	4	0	3	0	0	0	0	0	1
Conferences	Su/Fa/Sp	5	0	5	0	4	0	0	0	0	0	0
Diversity	Oct-08	0	0	0	0	0	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 Education	Su/Fa/Sp	10	0	10	0	6	0	3	0	0	0	1
Conferences	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
In Service	Su/Fa/Sp	0	0	0	0	0	0	0	0	0	0	0
Diversity	Oct-08	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
Conferences	Fa/Sp	3	2	1	2	1	0	0	0	0	0	0
Seminar	Fa/Sp	4	3	1	3	1	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 those non-quantifiable aspects of the employment process to determine if any impede or prevent the full and fair participation of protected race/sex group members in the employment process. The internal evaluation process outlined in the previous affirmative action plan has generally worked well and remains in effect as of this filing.

Through her own analysis and from input from the Presidents Cabinet, the President has identified the lack of minority representation in various occupational categories as a problem and is committed to increasing the diversity of the college's workforce. The President has made the commitment to pursue underrepresented class personnel in all occupational categories. This, of course, will be pursued in keeping with the thirteen (13) aspects of the employment process, where applicable. Those aspects 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; and
13. Termination

Each of the above aspects of the employment process has been examined to identify whether any employment policy or practice may impede or prevent the full and fair participation of the physically disabled, older persons, or any protected race/sex group member in the workforce. Recruitment of candidates from protected classes has continued to be a challenge that we consistently attempt to meet. Included are copies of checklists and memoranda that document the procedures and process for recruiting and selecting candidates to fill vacancies at Three Rivers.

It is always desirable for us to review in a systematic fashion each step of the process during each and every reporting year. A program goal is always established to accomplish this task. In particular, the following activities continue to be emphasized:

1. 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.
2. Search committee guidelines continue to be reviewed and amended and shared with each committee at the outset of each personnel search. The Affirmative Action Officer and the HR Director have developed a significant charge process that is presented to each and every search committee at the beginning of each search conducted by the College to ensure that a fair and consistent search process is used.

Search committees are also made to understand that the President is an active participant in the search process and that there are certain points at which she will make decisions about the sufficiency of the candidate pool prior to the committee continuing with their work.

3. Supervisors continue to be educated relative to affirmative action policies.
4. The Affirmative Action Officer continues to provide counseling to students and staff.

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 a protected race/sex group. The results of these tests are:

**Executive/Administrative/Managerial:** Adverse Impact Test 1-5 did not apply for this occupational category this year since there were no hires in this occupational category during 2009. Adverse Impact Test No. 6. was not significant for any ethnic/gender classifications. The College had one White male voluntarily retire from this occupational category during 2009. A systematic review of this reduction does not provide any evidence to suggest a problem in the employment process.

**Faculty: Below Professor:** Adverse Impact Test 1-5 did not apply for this occupational category this year since there were no hires in this occupational category during 2009. Adverse Impact Test No. 6. was significant for the White male and Black female ethnic/gender classifications. The occupational category had reductions due to the one voluntarily retirement of one (1) White male, the dismissal of one (1) White male, the promotion of one White female to Professor and the promotion of one Black female to

Professor during 2009. A systematic review of these reductions does not provide any evidence to suggest a problem in the employment process.

**Professional/Non-Faculty:** For the Professional/Non-Faculty occupational category, Adverse Impact Test No. 1 was significant for all groups except for White females, and Black females indicating an applicant pool that was under represented with a diverse group of qualified applicants across all race/ethnicity/gender classifications.

Adverse Impact Test No. 3 showed no adverse impacts relative to interview rate as all qualified applicants were interviewed.

Adverse Impact Test No. 4 showed adverse impact for White females indicating that the hire rate was significantly different than the interview rate for this race/ethnicity/gender classification.

Adverse Impact Test No. 5 was significant for White males, White females, Hispanic females, and Other females indicating a imbalance in the hire rate when compared to the application rate for this groups of individuals.

Adverse Impact Test No. 6. was significant for Black females. The College had two (2) Black females and three White females voluntarily retire from this occupational category during 2009. A systematic review of this reduction does not provide any evidence to suggest a problem in the employment process. The State of Connecticut provided a retirement incentive to those in State service that were eligible to retire in an effort to reduce costs that significantly increased the number of retirements in all occupational categories.

**Technical/Paraprofessional:** Adverse Impact Test 1-6 did not apply for this occupational category this year since there were no hires or reductions in this occupational category during 2009.



**Secretarial/Clerical:** Adverse Impact Tests No. 1-5 are not appropriate since no hires were made in this occupational category during 2009. There was one (1) reduction (Other female) in this category a voluntary retirement during 2009. Adverse impact was experienced by this reduction. A systematic review of this reduction does not provide any evidence to suggest a problem in the employment process. The State of Connecticut provided a retirement incentive to those in State service that were eligible to retire in an effort to reduce costs that significantly increased the number of retirements in all occupational categories.

**Service Maintenance:** Adverse Impact Tests No. 1-5 are not appropriate since no hires were made in this occupational category during 2009. There were three reductions in this category during 2010 (two White males and one White female) due to voluntary retirement. Adverse Impact Test No. 6 revealed significant results for the White female race/ethnicity/gender classification. A systematic review of this reduction does not provide any evidence to suggest a problem in the employment process. The State of Connecticut provided a retirement incentive to those in State service that were eligible to retire in an effort to reduce costs that significantly increased the number of retirements in all occupational categories.

Overall, these tests clearly indicate a continued need to examine and adjust our hiring process. The analysis and development of goals will be discussed in the next section of this report. This systematic review must be an ongoing and continuous process that is always viewed as a top priority goal for the Affirmative Action Officer, the Director of Personnel and Labor Relations as well as the President.

Executive/Administrative/Managerial											Form 43B											
All in Category											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	49.5	50.7	42.2	40.6	3.6	5.6	2.0	2.6	1.7	1.9										
C	0.8 * % Workforce Parity	80.2	39.6	40.6	33.8	32.5	2.9	4.5	1.6	2.1	1.4	1.5										
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	0.0	0.0	0.0	0.0	0.0	0.0										
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0										
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0										
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	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	1.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0										
Q	Reduction Rate				0.3	0.0	None	0.0	None	None	None	None										
R	Impact Ratio				1.0	None	None	None	None	None	None	None										
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK										

Faculty											Form 43B											
Below Professor											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	51.0	49.0	39.0	35.3	4.1	6.4	2.9	3.4	5.0	3.9										
C	0.8 * % Workforce Parity	80.0	40.8	39.2	31.2	28.2	3.3	5.1	2.3	2.7	4.0	3.1										
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																					
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0										
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0										
Q	Interview Rate				None	None	None	None	None	None	None	None										
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	0.0	0.0	0.0	0.0	0.0	0.0										
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	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																					
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0										
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	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																					
P	Number Reduced	4.0	2.0	2.0	2.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0										
Q	Reduction Rate				11.1	4.8	None	50.0	None	None	0.0	0.0										
R	Impact Ratio				0.4	1.0	None	0.1	None	None	None	None										
S	Affected Group(s) (*)				Adv Imp	OK	OK	Adv Imp	OK	OK	OK	OK										

Faculty											Form 43B	
Professor											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	11.0	4.0	7.0	4.0	6.0	0.0	0.0	0.0	1.0	0.0	0.0
Q	Reduction Rate	35.5	26.7	43.8	30.8	40.0	0.0	None	None	100.0	0.0	None
R	Impact Ratio				1.0	0.8	None	None	None	0.3	None	None
S	Affected Group(s) (*)				OK	Adv Imp	OK	OK	OK	Adv Imp	OK	OK

Professional Nonfaculty											Form 43B											
All in Category											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 %	100.1	39.0	61.1	31.0	46.3	3.3	7.0	2.0	3.5	2.7	4.3										
C	0.8 * % Workforce Parity	80.1	31.2	48.9	24.8	37.0	2.6	5.6	1.6	2.8	2.2	3.4										
D	% Qualified Applicant Pool				0.0	60.0	0.0	13.3	0.0	0.0	0.0	0.0										
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	OK	Adv Imp	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	15.0	0.0	15.0	0.0	9.0	0.0	2.0	0.0	0.0	0.0	0.0										
P	Number Eligible	15.0	0.0	15.0	0.0	9.0	0.0	2.0	0.0	0.0	0.0	0.0										
Q	Interview Rate			100.0	None	100.0	None	100.0	None	None	None	None										
R	0.8% Largest Line Q				80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0										
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	1.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0										
C	Number Interviewed	15.0	0.0	15.0	0.0	9.0	0.0	2.0	0.0	0.0	0.0	0.0										
D	Hiring Rate				None	0.0	None	50.0	None	None	None	None										
E	0.8% Largest Line D				40.0	40.0	40.0	40.0	0.0	0.0	0.0	0.0										
F	Affected Group(s) (*)				OK	Adv Imp	OK	OK	OK	OK	OK	OK										
G																						
H	ADVERSE IMPACT TEST NO. 5																					
I	Number Hired	1.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0										
J	Number Applied	293.0	8.0	271.0	5.0	157.0	0.0	6.0	0.0	11.0	0.0	5.0										
K	Hiring Rate				0.0	0.0	None	16.7	None	0.0	None	0.0										
L	0.8% Largest Line K				13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3										
M	Affected Group(s) (*)				Adv Imp	Adv Imp	OK	OK	OK	Adv Imp	OK	Adv Imp										
N																						
O	ADVERSE IMPACT TEST NO. 6																					
P	Number Reduced	5.0	0.0	5.0	0.0	3.0	0.0	2.0	0.0	0.0	0.0	0.0										
Q	Reduction Rate	11.1	0.0	17.9	0.0	13.0	0.0	100.0	None	0.0	None	0.0										
R	Impact Ratio				None	1.0	None	0.1	None	None	None	None										
S	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	OK	OK	OK										

Technical/Paraprofessional											Form 43B	
All in Category											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	33.1	67.1	26.2	59.9	1.3	2.5	0.5	1.5	5.1	3.2
C	0.8 * % Workforce Parity	80.2	26.5	53.7	21.0	47.9	1.0	2.0	0.4	1.2	4.1	2.6
D	% Qualified Applicant Pool				None	None	None	None	None	None	None	None
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											
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Interview Rate				None	None	None	None	None	None	None	None
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	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	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											
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	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											
P	Number Reduced	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	0.0	None	0.0	None	0.0	None	None	None	0.0	None	0.0
R	Impact Ratio				None	None	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Secretarial/Clerical											Form 43B	
All in Category											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 %	100.2	15.5	84.7	10.0	68.4	1.9	6.9	1.3	4.2	2.3	5.2
C	0.8 * % Workforce Parity	80.2	12.4	67.8	8.0	54.7	1.5	5.5	1.0	3.4	1.8	4.2
D	% Qualified Applicant Pool				None	None	None	None	None	None	None	None
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	NOT APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Interview Rate				None	None	None	None	None	None	None	None
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	NOT APPLICABLE FOR THIS CATEGORY										
B	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	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	NOT APPLICABLE FOR THIS CATEGORY										
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	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											
P	Number Reduced	2.0	0.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0
Q	Reduction Rate	10.5	None	10.5	None	8.3	None	0.0	None	None	None	100.0
R	Impact Ratio				None	1.0	None	None	None	None	None	0.1
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	Adv Imp

Service/Maintenance											Form 43B	
All in Category											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 %	99.8	64.0	35.8	38.2	20.6	11.8	4.3	9.3	7.0	4.7	3.9
C	0.8 * % Workforce Parity	79.8	51.2	28.6	30.6	16.5	9.4	3.4	7.4	5.6	3.8	3.1
D	% Qualified Applicant Pool				None	None	None	None	None	None	None	None
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	NOT APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Interview Rate				None	None	None	None	None	None	None	None
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	NOT APPLICABLE FOR THIS CATEGORY										
B	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	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	NOT APPLICABLE FOR THIS CATEGORY										
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	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											
P	Number Reduced	3.0	2.0	1.0	2.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	100.0	100.0	100.0	16.7	33.3	0.0	None	0.0	None	None	None
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



## POSITION SEARCH

### POSITION ADVERTISED

- Instructor – Sociology & International Studies
- Instructor – Computer Science
- Instructor – Math
- Instructor – Business Law/Management
- Instructor – Early Childhood
- Counselor CC19

DATE: \_\_\_\_\_

#### 1. ANNOUNCEMENT

- Distributed within system
- Vita bank at Central Office
- Mailing to CTC System Minority Fellows
- Mailing to AA and community contacts

#### 2. ADS

- See attached ad schedule

National       Local       College Web site  
 Regional       Targeted

#### 3. AA CHARGE

- See utilization analysis sheet

#### 4. SYSTEM GUIDELINES

- Salary guidelines
- Minimum qualifications/Exception appts.

#### 5. PERSONNEL'S ROLE

- Correspondence
- Interview set up
- Reference checks
- Follow up letters

#### 6. COMMITTEE'S ROLE

- Advisory to President or designee
- Prepare detailed selection criteria
- Screen applicants and recommend candidates (minimum of 3)

## Search & Selection Process

## Steps-Process

1. Authorization to re-fill or create position granted by President
2. Committee members and Chair appointed
3. Committee given AA charge and advised regarding search guidelines/policies/practices

## 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

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

## Steps-Process

1. Authorization to re-fill or create position granted by President
2. Committee members and Chair appointed
3. Committee given AA charge and advised regarding search guidelines/policies/practices
4. Committee members qualify candidates by reviewing application materials

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**

**Example**  
*Asst Professor level position*  
*4-6 years teaching experience*

Minimum Criteria =	Preferred Criteria=
4 years experience	6 years experience

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

**Example**  
*Instructor level position*  
*0-2 years experience*

Minimum Criteria =	Preferred Criteria=
0 years experience/no experience	2 years experience

**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

- 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?

### 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?

- 9) Describe the most creative thing you have done in the classroom.

- 4) How do you address and manage the learning needs of a diverse student class?
- 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?

- 10) Describe your strengths and \_\_\_\_\_ as a teacher?

### Review Applications

#### Tools

Excel Screening sheet

### HR's Role

Position posting/announcement  
Advertising  
Web site  
Correspondence  
Reference Checking  
Search guidelines

### Interview Candidates

### Recommend Candidates

### AA Charge

- \* Hiring Goals
- \* Ensure fair and open search
- \* Monitor diversity of pool at each stage of search  
(determining those for interview and recommendation)
- \* Review interview questions/compliance with EEO hiring





**Etc.**  
**Minimum Qualifications**  
**Exception appointments**  
**Salary --Practices**  
**References**



# Program Goals and Timetables (Section 46a-68-44)



## **Program Goals and Timetables**

### **Section 46a-68-44**

#### **Adverse Impact Test No. 1**

This test only applied for the Professional non-faculty occupational category since this was the only occupational category in which any appointments were made during 2009. The test was significant for White males, Black males, Hispanic males, Hispanic females, Other males and Other females.

While the college has consistently attempted to increase its outreach to attract more persons from all protected groups, it is clear that this outreach needs to continue and intensify to attract well qualified applicants from all ethnic backgrounds. Only one search was conducted during 2009 and it was for the position as administrative assistant to the president. This position was advertised regionally and attracted over 300 applicants. The position was ultimately filled with a Black female who satisfied a hiring goal. To increase recruiting the College has expanded advertising for all national searches as well as begun to use more telephone interviews at the first level of interviews in an effort to keep more candidates in the pools. Phone interviews as the first interview allow candidates who are at a distance from the College to learn more about the position and the College prior to investing travel dollars to actually attend an on Campus interviews. This increased investment in the interview process allows the College to retain qualified candidates in the pool through the hiring process thus increasing the diversity of the candidate pools.

#### \*Program Goal for Year 2010

**Goal:** Increase minority recruitment efforts

**Timeline:** This goal has been incorporated into the College's 2009-2014 Strategic planning document and will guide action plans for the 2010-2011 academic year with implementation by December 31, 2010.

**Responsible parties:** Director of Personnel, Labor Relations, Affirmative Action Officer and Affirmative Action Advisory Committee.

### **Adverse Impact Test No. 2**

Not relevant for this filing.

### **Adverse Impact Test No. 3**

This test was not significant for any ethnic/gender classification in any occupational category. This test is typically not a problem in any of the occupational categories since candidates are interviewed based on qualifications. It is important however that the college emphasizes recruiting efforts that develop sources of applicants who have diversity relative to ethnicity and gender as well as the qualifications necessary to successfully compete in the hiring process.

**Goal:** Identify possible partnerships with graduate programs in areas critical to college workforce needs and develop a plan for cultivating these relationships.

**Timeline:** This has been incorporated into the College's 2009-2014 Strategic plan and development of action plans within divisions will need to address this particular goal.

Actions plans are submitted to the President by July 1, 2010 each year.

**Responsible parties:** Affirmative Action Advisory Committee and Affirmative Action Officer

#### **Adverse Impact Test No. 4**

This test only applied for the Professional non-faculty occupational category since this was the only occupational category in which any appointments were made during 2009. The test was significant for White females. This test compares the hire rate to the interview rate by race/ethnicity/gender classifications across all of the occupational categories. Since there was only one hire made all other race/ethnicity/gender classifications that were interviewed and not hired are identified as having adverse impact. The results of this test are definitely an artifact of the small number of hires that were made during the year and the design of the test. It is important however that the College systematically review it's interview and hiring process to insure that there is no inherit biases built into the process.

#### \*Program Goal for Year 2010

**Goal:** Review and critique the interview process after each completed search and maintain a feedback file. Provide a year-end summary of all feedback collected.

**Timeline:** By December 2010.

**Responsible Parties:** Director of Personnel, Affirmative Action Officer, and Affirmative Action Advisory Committee.

#### **Adverse Impact Test No. 5**

This test revealed adverse impact for: White males, White females, Hispanic females, and Other females in the Professional/Non-Faculty occupational category. No significant impact occurred in the occupational categories since there were no hires made in these categories during 2009. As with Adverse Impact Test No. 4 similar problems also exist with this test. If an occupational category has only one hire during a filing period then all other ethnic/gender groups with applicants will be identified as being adversely impacted.

Additionally, unusually high hire rates due to a large number of goal hires in a particular

ethnic gender group may also cause the test to identify adverse impact in all other ethnic gender classifications for which there were applicants. However, even considering the aforementioned short comings of the test the results of this test call for a program goal to be established in which the college reviews its hiring process to determine if any factors have contributed to the imbalance identified. The review of hiring processes should be systematic and on-going therefore, at the completion of each search the hiring process should be reviewed, critiqued and a feedback report filed. At the end of the year all feedback reports will be summarized indicating the strengths and weaknesses of the Colleges hiring process.

**Timeline:** To be accomplished by December 31, 2010.

**Responsible Parties:** Director of Personnel, Affirmative Action Officer, and Affirmative Action Advisory Committee.

### **Adverse Impact Test No. 6**

This test revealed adverse impact for White males and Black females in the Faculty, Below Professor occupational category; White females, and Hispanic females in the Faculty Professor occupational category; Black females in the Professional Non-faculty occupational category; Other female in the Secretarial/Clerical occupational category; White females in the Service/Maintenance occupational category. There was no adverse impact in the Technical/Paraprofessional occupational category since there were no reductions in that occupational category. The majority of reductions at the College across all occupational categories were due to voluntary retirements. A systematic review of these reductions does not provide any evidence to suggest a problem in the employment process. The State of Connecticut provided a retirement incentive to those in State service that were eligible to retire in an effort to reduce costs that significantly increased the number of retirements in all

occupational categories. Overall the College had 23 retirements during 2009 across all occupational categories.

## **Overall**

The college has had the opportunity to make one (1) new hire (BF.). In filling this position, the college has put and will continue to put an emphasis on filling vacancies with minority and protected class personnel wherever possible. The one (1) appointment made during this calendar year satisfied a hiring goal. The College and it's President remains committed to having the best qualified employees while providing the most diversified faculty/staff as possible. The President remains committed to filling vacancies with minority and protected class personnel whenever possible. To insure that the College is making every effort to accomplish this overall objective the following program goals for 2010 will be established:

1) Intensify minority recruitment.

This will be accomplished by

- a) Making face-to-face contacts with organizations that represent members of protected groups.
- b) Utilize electronic list serves and job posting sites to increase visibility of job announcements.

**Responsible parties:** Director of Human Resources, Affirmative Action Officer, Affirmative Action Advisory Committee.

2) Review all search committees to identify weaknesses in committee composition or procedures. Revise search checklist to reflect dates and stage of the selection process.

- 3) The President has committed to re-advertising positions if there are not sufficient numbers of minorities selected for interview; this commitment is communicated to the respective search committees as part of the Affirmative Action charge to the committee.
- 4) The President has committed to following the Board of Trustees policy which asks the search committee to present at least three unranked finalists for consideration; a ranked list of less than three finalists will not be accepted. This commitment is communicated to the respective search committees as part of the Affirmative Action charge to the committee.

**Responsible Parties:** Affirmative Action Officer, President, Search Committees, Director of Human Resources, Affirmative Action Advisory Committee.

- 5) Attention will be directed toward ways to increase applications from older and/or disabled candidates wherever appropriate.

In addition to program goals, the College has considered the 18 measures set out in 46a-68-44 of the regulations, and found that four of them could be applied to Faculty and Professional/Non-Faculty hires:

- #8 – Consideration of volunteer experience;
- #16 – The College already provides flextime;
- #17 – The College already has on-site day care available;
- #18 – Request for review and alteration of job specifications where they have an adverse impact on protected classes.

These have been adopted for Faculty and Professional/non-Faculty searches in the future a part of the Affirmative Action process.

## Goals for 2010

Three Rivers Community College anticipates significant activity for search committees as it attempts to fill vacancies that were created by the twenty-three retirements that occurred during 2009. There will also be promotion opportunities into the Professor category. In the following narrative, the College's Hiring Goals for 2010 will be presented for each occupational category.

- A. Executive/Administrative/Managerial: Based on the utilization analysis, this category has a short term goal consisting of one (1) White male. The long term goals for this occupational category are two (2) White males and one (1) Black male which is a collective goal.
- B. Faculty – Below Professor Rank: The utilization analysis within this occupational category calls for two (2) Black males, two (2) Black females, one (1) Hispanic male, one (1) Hispanic female, and one (1) Other male and these have been established as short term goals. No long term goals have been established for this category in 2010.
- C. Professional/Non-Faculty: Based on the utilization analysis, this category is void two (2) Black females, one (1) Hispanic male, and one (1) Other male. These have been established as short term goals for 2010. No long term goals have been established for this occupational category.
- D. Technical/Paraprofessional: The utilization analysis shows a deficiency of two (2) White males and one (1) Other male which have been established as long term goals. The Other male goal is a collective goal. No short term goals have been established for this category in 2010 due to the fact that no vacancies are anticipated.

- E. Secretary/Clerical: The utilization analysis shows that the College needs two (2) White males, one (1) White female, one (1) Hispanic female, one (1) Other male and one (1) Other female in this occupational category. The one (1) Other male is a “collective goal”. Short term goals for this occupational category in 2010 have been established as one (1) White male. All other goals have been established as long term goals.
- F. Service/Maintenance: The utilization analysis indicates that the College needs six (6) individuals in this occupational category. Short term goals have been established for this category in 2010 to be one (1) White female, one (1) Black male, one (1) Hispanic female, and one (1) Other male. Long term goals have been established as one (1) Black female, and one (1) Other female.

### **Examination of Hiring Practices**

A comprehensive examination of the hiring practices at the College is continuously undertaken by the Affirmative Action Officer. This examination reveals extremely low minority part-time hires which has been a consistent difficulty at the College. These part-time hires are most frequently called Educational Assistants. Further, it was found that there was a low frequency of racial minorities in the area of adjunct faculty hires. Policies have been instituted to encourage and stimulate greater outreach efforts to encourage greater diversity among college adjunct faculty and part-time hires. Also, during the examination of hiring practices, the search process was reviewed.

The following recommendations have been made and/or instituted.



1. Additional publications which have a substantial minority readership have been added to the list where campus position advertisements are submitted. Also, the minority community mailing list has been updated and expanded.
2. Search Committee guidelines were reviewed and amended.
3. Supervisors were educated relative to affirmative action policies.
4. The Affirmative Action Officer provides continuous counseling to students and staff.
5. Job qualifications have been analyzed relative to the impact upon minority applicants.
6. As per Commission of Human Rights and Opportunities recommendation, the Applicant Flow Charts were revised.
7. Part-time hires are being more closely reviewed by Personnel and the Affirmative Action officer.

# Upward Mobility (Section 46a-68-45)

**Upward Mobility**  
**Section 46a-68-45**

Supervisors conduct career counseling for the agency's employees. Records for counseling sessions held are attached. The President will continue to authorize and approve training sessions. These sessions have been an on-going part of the Affirmative Action Program. (See the Training Analysis section of Employment Analysis.) The program is consistent with the guidelines pursuant to Section 4-61T of the Connecticut General Statutes.

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 continue to be posted on bulletin boards on both campuses.

Pursuant to the recommendations of the Regulations, the College will continue to 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 on both campuses. 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 advising them on career opportunities. Additionally, all staff including classified, 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. Please see the Employment

Analysis section, subsection Training Analysis, for a list of training events attended and the race/sex breakdown of these events.

As part of its review process, the College will examine and revise, where appropriate, any artificial or non job-related qualifications which might exclude protected group members from participation or individuals with disabilities. Only Bonafide Occupational Qualifications are used in advertising position announcements. Qualifications, in cases of demonstrated ability to perform work successfully at higher level positions, are examined and where substitution of experience, including training for education if appropriate, it is used as a vehicle for upward mobility. The college will continue to use the training program for its employees whenever appropriate. The College strives to implement these quantifiable measures whenever possible.

For 2010, the College has established no upward mobility goals in that the numbers of positions that are available to 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.

THREE RIVERS COMMUNITY-TECHNICAL COLLEGE												
RECORD OF CAREER COUNSELING												
Date: Dec 31, 2007												
Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female	
Exec/Adm/Mgrl	0	0	0	0	0	0	0	0	0	0	0	
Prof Non-Faculty	0	0	0	0	0	0	0	0	0	0	0	
Fac-Below Prof Rank	0	0	0	0	0	0	0	0	0	0	0	
Faculty-Professors	0	0	0	0	0	0	0	0	0	0	0	
Tech/Paraprof	0	0	0	0	0	0	0	0	0	0	0	
Sec/Cler	0	0	0	0	0	0	0	0	0	0	0	
Serv/Maint	0	0	0	0	0	0	0	0	0	0	0	
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0	

# Grievance Procedure (Section 46a-68-46)

**Grievance Procedure**  
**Section 46a-68-46**

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-technical 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.

Pursuant to subsection c, there was one allegation during this reporting cycle, brought to the Commission on Human Rights and Opportunities. The College was notified on March 10, 2010 that the complaint has been retained by CHRO for a full investigation.

There were no sexual harassment grievances during 2009.



# Three Rivers

COMMUNITY COLLEGE

Mohegan Campus • 7 Mahan Drive  
Norwich, Connecticut 06360-2497  
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

## MEMO

**TO:** College Faculty and Staff  
**FROM:** Grace S. Jones, President  
**DATE:** November 18, 2003  
**SUBJECT:** EMPLOYEE CONFIDENTIAL COUNSELING SERVICES

Please be advised that counseling is available to all employees before and during the grievance process. Employees may contact Anthony Benoit, Affirmative Action Officer at 885-2386.

In addition to internal resources, employees may contact our system EAP service (Solutions) at 1-800-526-3485 for free and confidential counseling and referral. Questions concerning these services may be directed to Louise Summa at 892-5734.



**MEMO**

**TO: COLLEGE COMMUNITY**  
**FROM: GRACE S. JONES, PRESIDENT**  
**DATE: DECEMBER 1, 2003**  
**SUBJ: AFFIRMATIVE ACTION GRIEVANCE PROCEDURE**

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, Anthony Benoit, 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.

## 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, religious creed, sex, age, national origin, ancestry, political belief, veteran status, present or past history of mental disability, genetic information, marital status, mental retardation, sexual orientation, learning disability, or physical disability, including, but not limited to, blindness, or prior conviction or a crime, unless the provisions of sections 46a-60(b), 46a-80(b), or 46a-81(b) of the Connecticut General Statutes are controlling or there is a bona fide occupational qualification excluding persons in one of the above protected groups.

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, Louise Summa, Annex Human Resources Office, Mohegan campus, or telephone 892-5734.
- 2) Contact the Section 504 Coordinator, Gayla Holmes, Thames Valley 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, Section XIV. The Affirmative Action Plan is available in the College library's reserved reading area.
- 4) Contact the State of Connecticut Commission on Human Rights and Opportunities at 21 Grand 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.

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**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, religious creed, sex, age, national origin, ancestry, present or past history of mental disability, genetic information, marital status, mental retardation, sexual orientation, learning disability, or physical disability, including, but not limited to, blindness, or prior conviction of a crime, unless the provisions of sections 46a-60(b), 46a-80(b), or 46a-81(b) of the Connecticut General Statutes are controlling or there is a bona fide occupational qualification excluding persons in one of the above protected groups. With respect to the foregoing, discrimination on the basis of sex shall include sexual harassment as defined in section 467a-60(8) of the Connecticut General Statutes. Although it is recognized that there are bona fide occupational qualifications, which 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.

Further, the system will not discriminate against any person on the grounds of political beliefs or veteran status.

### 2.1.3 Affirmative Action Grievance Procedure

*Purpose.* The purpose of the affirmative action grievance procedure is to provide an informal structure for expeditious resolution of allegations of unlawful discrimination while assuring that legal options for filing complaints with enforcement agencies are not foreclosed. Employees who utilize the grievance procedure will not be subject to retaliation.

*Who may use this procedure?* The board of trustees encourages employees to use this internal grievance procedure when an employee believes that he or she has been subjected to discrimination in violation of the board's equal opportunity policy statement.

*Equal Opportunity Policy Statement.* The community-technical college system of the state of Connecticut will not discriminate against any individual on the grounds of race, color, religious creed, sex, age, national origin, ancestry, present or past history of mental disorder, marital status, mental retardation, learning disability or physical disability, including, but not limited to, blindness, sexual orientation, or prior conviction of a crime, unless the provisions of sections 46a-60(b), 46a-80(b), or 46a-81(b) of the Connecticut general statutes are controlling, or there is a bona fide occupational qualification excluding persons in one of the above protected groups. Although it is recognized that there are bona fide occupational qualifications which 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.

Further, the system will not discriminate against any individual on the grounds of political beliefs or veteran status.

*How to file an informal grievance.* A complaint must be made in writing to the college affirmative action person within fifteen calendar days of the alleged discrimination. Where the action complained of relates to an opportunity for appointment to a position for which a single vacancy exists, the complaint is to be filed with the chancellor as soon as possible.

A written complaint consists of a statement of the facts which relate to the alleged discrimination, the date of the alleged discrimination, the basis of the grievant's complaint (e.g., sex, race, disability), and the remedy requested.

*Recourse to other procedures.* Utilization of this grievance procedure does not preclude the grievant from filing complaints under applicable collective bargaining agreements and state or federal law. Employees may file formal discrimination complaints with state and/or federal agencies.

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 complaints 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.

**Noncompliance with affirmative action program.** If an employee believes that there has been a failure to comply with the board's affirmative action program, a written complaint may be submitted to the president. If the response of the president is unsatisfactory or if the alleged violation is attributed to the president, a written complaint may be filed with the chancellor. If the response of the chancellor is unsatisfactory or if the alleged violation is attributed to the chancellor, a complaint may be filed with the chairperson of the board of trustees. Review hereunder is separate from the grievance steps below.

**Notice.** The college president or designee is responsible for providing a notice to all employees indicating that an affirmative action grievance procedure is available. This notice shall provide a guarantee of nonretaliation for the exercise of rights granted pursuant to the affirmative action grievance procedure and state the name and work location of the college affirmative action person.

It will further provide advisement to employees of the legal options to file complaints with the Connecticut commission on human rights and opportunities; the United States equal opportunity commission; the United States department of labor, wage and hour division; and any other agencies, state, federal, or local that enforce laws concerning discrimination in employment. A model notice to grievants is attached.

**Training:** A plan for periodic training in counseling and grievance investigations will be developed and implemented by the affirmative action officer at the central office in cooperation with the equal opportunity council and such other individuals and agencies as the chancellor may designate. Periodic training will be made available to all appropriately designated personnel responsible to administer affirmative action grievances.

**Affirmative action plan reports.** In accordance with section 46a-68-46(c), a summary of matters alleged in grievances, the results of the grievance, and the time required to process it will be provided to the commission on human rights and opportunities. Where an informal complaint results in a formal complaint with an enforcement agency, such complaint and its status shall also be reported to the commission.

All records of grievances shall be reviewed on a regular basis by the affirmative action officer to detect any patterns in the nature of the grievances. All records

relevant to employee grievances filed under this section shall be maintained by the college.

*Grievance procedure steps.*

1. The grievant must file a written complaint, as provided above. Although not mandatory, grievants are encouraged to seek informal resolution of complaints filed with the college affirmative action person. The affirmative action person or other designated representative is available to the grievant for counseling. Such counseling shall be confidential, consistent with applicable law.
2. Upon receipt of the complaint, the affirmative action person should meet with the grievant. The purpose of this meeting is to clarify the complaint and to elicit relevant information and documents from the grievant.
3. The affirmative action person or other designated representative of the president will investigate all grievances. Following completion of his or her investigation, the affirmative action person shall make a report to the president. The report shall summarize the claim and the factual basis asserted by the grievant, the facts which the investigation has revealed, and whether the affirmative action person recommends (a) informal resolution or (b) further review by the president. The affirmative action person is not expected to determine the merits of the complaint or to make conclusions with respect to facts in dispute. Where the conduct complained of relates to the president, a copy of the report shall be submitted to the chancellor. After consultation with the president, the affirmative action person may be authorized to attempt to mediate the dispute. The purpose of this mediation is to effect prompt resolution of informal grievances.
4. The disposition of the complaint at the college level shall be determined by the president and communicated in writing to the grievant. Steps (2) through (4) should be completed within fifteen working days, except where informal resolution is implemented. In this case, the president may extend this period for up to an additional fifteen working days. If the process is not completed within thirty working days, the grievant may move the grievance to the level of the chancellor, as provided in paragraph (5).
5. Within fifteen calendar days of receipt, the grievant may appeal the president's response by submitting a written statement of appeal to the chancellor.
6. The appeal shall be reviewed by a designee of the chancellor and two campus affirmative action persons. In the case of appeals made directly to the chancellor (claims regarding single vacancies), he or she shall make or authorize such investigation as is appropriate to the time frame. The responses of the chancellor shall be made in writing to the grievant within

thirty working days of the date the grievance is received at his or her level or within seventy-five days of the initiation of the process specified in paragraph (2), whichever is later.

(Adopted October 10, 1975; amended February 19, 1983, April 23, 1984, November 17, 1986, March 23, 1987, February 26, 1990, and March 16, 1998)

**GUIDELINES FOR THE ADMINISTRATION OF  
THE AFFIRMATIVE ACTION GRIEVANCE PROCEDURE**

**INTRODUCTION**

These guidelines are designed to be of assistance in the administration of the grievance procedure at the campus level. The procedure has two general components, a policy statement and a six-step process. These guidelines are addressed to the administration of the first four steps of the process. Of necessity, the guidelines are general in nature; they may not address every potential concern. College affirmative action persons are encouraged to raise questions with the President. He/she may feel it appropriate to seek the advice of the system Affirmative Action Officer or the Director of Employee Relations.

**PURPOSE**

The grievance procedure is designed to facilitate informal resolution of complaints. It is recognized that this objective may not always be possible. Accordingly, the grievance procedure provides for accelerated review of a complaint so that the opportunity for the use of external procedures is not foreclosed.

**AUTHORITY**

The grievance procedure authorizes the affirmative action person to carry out certain functions. It should be understood that the procedure also limits the authority of the affirmative action person as well as prescribes the way in which the authority is to be exercised. In general, the affirmative action person is considered to be an agent of the President to whom he/she is responsible. Considerations of liability and indemnification make it important that the actions of the affirmative action person be consistent with the authority granted in the grievance procedure and the instructions provided in these guidelines and/or by the President.

The grievance procedure specifies that the affirmative action person will provide counseling. This obligation relates to an explanation of the grievance procedure and the provision of information about external complaint procedures. It does not authorize the affirmative action person to provide assistance in formulating a complaint or in making a decision as to whether or how to invoke external procedures.

**COMMENTS ON GRIEVANCE STEPS**

1. **The Written Complaint.** The grievance procedure is for the use of employees of the Board of Trustees. Applicants for employment, students and individuals retained to perform services under a personal service agreement may not utilize the grievance procedure.



The grievance must be in writing. It must conform to the following:

- a. There must be an allegation of some negative impact on a condition of employment.
  - b. It must be alleged that the negative impact results from improper discrimination as defined in the Equal Opportunity Policy Statement.
  - c. The complaint must be filed within 15 calendar days of the alleged discriminatory act or condition.
  - d. The complaint must be signed by the complainant.
2. Meeting with Grievant. The purpose of the meeting with the grievant is to clarify the written complaint. The grievant should be asked if there are any supporting documents relevant to the claim. The grievant should also be asked what remedy is sought and if he/she seeks informal resolution of the complaint. While it is not appropriate to negotiate a reasonably achievable remedy, the affirmative action person may wish to ask the complainant how he/she thinks the proposed remedy relates to the complaint and whether such a resolution is perceived as reasonable. As noted above, the affirmative action person is at all times a representative of the college President; accordingly, a posture of neutrality is appropriate and expected.
- Prior to the meeting with the grievant, the affirmative action person should enquire informally to determine if the complainant anticipates bringing a representative to the meeting, whether a peer, union representative or attorney.
- a. If a peer will be utilized, the President may wish to provide assistance to the affirmative action person.
  - b. If a union representative will be utilized, the affirmative action person should arrange to have the assistance of the President's labor relations designee.
  - c. If legal counsel will be employed, consult with the President, who will consult with the Board office.
3. Investigation. The purpose of the investigation is to develop information for consideration by the President. If the complaint alleges discriminatory conduct on the part of an individual, the affirmative action person should consult with the President's labor relations designee. The procedure is specific in requiring that the report contain these elements:
- a. A summary of the claim and the facts asserted by the grievant.

b. A statement of undisputed facts which are available in the existing record. It is important to note that the procedure expressly provides that the affirmative action person is not expected to resolve disputed facts. Because the affirmative action person is not authorized to draw such conclusions, careful attention should be given to the limited scope of this part of the report.

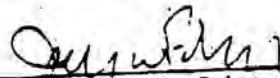
c. A statement of recommendation that the President consider either (1) attempts at informal resolution or (2) further review by the President. Recognizing that the recommendation is limited to these two options, the report should not exceed this scope; the procedure specifically states that the affirmative action person is not authorized to comment on the merits of the complaint.

If informal resolution is authorized, there should be a clear understanding that the affirmative action person may not reach a binding agreement of resolution. It is recommended that the President review the potential resolution with the Director of Employee Relations with respect to the appropriateness of the remedy.

4. Disposition of Complaint. This section requires minimal communication with the complainant since it serves as the end of the process at the college level. In effect, the President has concluded that no action is warranted or that informal resolution is not possible. The response to the complaint should say no more.

It should be noted that steps 1-4 must be completed within a maximum of 30 days (15 days if informal resolution is not attempted).

by



Jackson W. Foley, Jr.

JWF/hw  
12/11/86  
12/15/86  
12/12/89  
#21D46

# Internal Program Evaluation (Section 46a-68-47)

## **Internal Program Evaluation**

### **Section 46a-68-47**

The affirmative action program at Three Rivers Community College involves a variety of activities or phases. The search, interview and selection process have been examined each year for several years, while recruitment of candidates and general celebration of diversity at the college have not been as thoroughly included in the AA program.

As part of an extensive planning process in preparation for submitting a U.S. Department of Education Title III Strengthening Institutions Grant the College examined all aspects of its programs to understand how they supported student success. A significant issue impacting student success as well as the Colleges Affirmative Action Program is that of faculty/staff diversity. As the student body becomes more diverse (minority enrollments have increased from 14% in 2000 to 23% in 2009) it becomes critical to increase the diversity of the faculty/staff and that the culture within the learning community is one of inclusiveness. Numerous programs have been instituted with Three Rivers' students to celebrate the diversity that exists such as International week. These programs not only benefit students but also the Affirmative Action Program of the College as faculty/staff are active participants in the sponsored activities. Such activities increase faculty/staff awareness and understanding of other cultures thus resulting in an increased opportunity for fostering an inclusive work environment.

In considering the hiring process at the College search committees are briefed on the affirmative action goals and on the role of affirmative action in the hiring process before beginning a review of any applications. This role includes additional discussion and review

of applications to increase the likelihood of success by goal candidates and to increase the diversity of candidates recommended to the President. The college management, i.e., the President, the Deans, and the HR Director, also includes additional discussion of affirmative action in the continuing contact between management and search committee chairs during the search process.

Recruitment of highly qualified goal candidates and other diverse applicants remains a challenge for the college. The College seeks to improve recruitment by expanding networking and person-to-person announcement of postings. The Colleges web-site has been developed to describe the College as a desirable and diverse working environment to supplement job postings. Additional recruiting suggestions are obtained from the Presidents cabinet, department chairs and directors as well as other staff members. The primary hindrance to the successful hiring of goal candidates may be difficulty in recruiting. A number of multicultural workshops have been conducted over the past year, leading in fact to the initiation of a credit-course on multicultural communication. The workshops have been helpful for search committee members seeking to expand the discussion of goal candidates and other diverse applicants. The President is committed to increasing the diversity of Three Rivers Community College staff so as to more supportively reflect the diversity of the college student body. The focus of College advertising is on developing community, promoting student success and living the College's mission with links to the Colleges web-site for specific details about job openings. This approach to advertising is seen as providing the College with more opportunities to be in a broader array of publications while still being fiscally responsible and living with constrained budgets.

In considering internal program evaluation the cycle begins after each Affirmative Action Plan has been evaluated by CHRO. The Affirmative Action Officer meets with the President's management team to discuss:

- a) whether the previous plan's hiring and promotion goals were met;
- b) hiring and promotion goals for the current plan;
- c) any identifiable problems with implementation of the Affirmative Action Plan, and possible methods to ameliorate the problems.
- d) the completion of the previous years program goals and established program goals for the upcoming year.

The Affirmative Action Officer is responsible for the coordination and oversight of the Internal Program Evaluation. The Affirmative Action 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 Affirmative Action 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.

To: President, Three Rivers Community College

From: Affirmative Action Officer

Date: March 15, 2010

Subject: Review of Affirmative Action Program for 2009

In preparing the annual Affirmative Action Plan for 2009 I have reviewed the activities, programs, and processes associated with the Affirmative Action program at Three Rivers for the 2009 Calendar year.

Throughout the year I worked in conjunction with the Director of Human Resources to charge all search committee prior to them beginning their work. During this charge committees were reminded of the importance of establishing criteria that are directly linked to each positions job description and providing detailed evidence of how each candidate satisfies the established criteria. Once committees selected a pool of candidates to be interviewed I personally reviewed those selections against the established criteria along with all other goal and unknown candidates in the applicant pool to ensure a clear distinction exists relative to the established criteria between those candidates selected for interview and those not selected. In addition, I performed an analysis of the diversity contained within the interview pool. All of this information was reviewed with you for each search for your approval prior to the search committees scheduling any interviews.

The one area of focus from last year that I continued to emphasize with search committees throughout 2009 and will continue in 2010 is in developing their selection criteria. Each search committee develops criteria and creates an evaluation grid prior to beginning their review of applicants, however there were instances that the criteria developed during 2009 continue to be vague and left to each individual search committee member's interpretation as they review applicants providing for some uncertainty. Improvement in the process from the previous year were made but this is an area that continually needs monitoring. Improvement was made for the one search conducted in 2009 and continued improvement in this area will be emphasized for 2010. The goal with all searches is to have search committees engage in detailed discussions earlier on in the search process so that detailed search criteria can be developed prior to reviewing any applications.

In the area of training the College is up to date with new employee diversity training given the training that was held at the end of 2008 and the lack of new hires. The College has also been conducting sexual harassment training with supervisors. As the Affirmative Action Officer I attended the Affirmative Action Investigation Update Training in 2009.

In the area of recruiting the College continues to reach out within the local community as well as with professional organizations in an effort to disseminate employment opportunities at the College. Methods of increasing diversity among faculty and staff were a focus of the Presidents Cabinet's planning discussions during 2009 and will continue to get focus in 2010 as they a priority for the President.

As with all of its programs the College is working to develop systematic processes to evaluate Institutional Effectiveness and Affirmative Action Programs are no different. 2009 saw some success but also provided opportunities for improvement so the challenge for 2010 will be to build on the successes of 2009.



To: Dr. George Rezendes

From: Grace S. Jones

Date: April 2, 2010

This letter serves as confirmation of my review and approval of activities, programs and processes carried out the past year on behalf of supporting Affirmative Action.

Regarding the principles and practices of employee recruitment and appointment, I reviewed each recruitment process and appointment. My approval of search committee membership begins the process. I delegate the authority to the Affirmative Action Officer and the Human Resources Director to charge each search committee. The Affirmative Action Officer reviews the make-up of candidates for interview. I maintain oversight throughout the process. Committees and appropriate deans bring forward three unranked candidates. Goal candidates are seriously considered throughout the process. Additionally, I am committed in my intentions to maintain a diverse workforce, which will serve as role models and will provide the diverse perspectives for this learning community.

A mentoring process for faculty has received a marked step up, as the College recognizes that 8 professors retired during 2009 and many of the 22 now serving as full professor, who are leaders now, will be eligible to retire in the next five to seven years. Mentoring among faculty is important more so at this time. The evidence shows that departments are taking seriously this kind of professional development. The College has also participated in a state-wide leadership academy and will continue to do so.

Professional development also includes programs on tolerance, diversity, and multiculturalism. Faculty, professional staff and students initiate programs and activities that will increase awareness and understanding of global issues and a locally changing community. While some activities are classroom-based, many are through academic clubs and student government. These kinds of sustainable activities and programs extend learning outside the classroom.

I believe Three Rivers Community College endeavors to uphold respect for all people and, as our mission states contributes to the educational, economic and cultural growth of the wider community.

The following are the standard procedures for the hiring process at Three Rivers Community College. They are consistent with the procedures of the Chancellor's Office. These were thoroughly scrutinized by the Director of Human Resources and the Affirmative Action Officer and reviewed with the President during 2003. These procedures were determined to be appropriate and will be continued in 2010.

1. The Affirmative Action Goals are reviewed and evaluated by the Affirmative Action Officer for the hire category before each search is begun.
2. Applications are screened and minorities invited to interview.
3. The Affirmative Action 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 Affirmative Action 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 Affirmative Action 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 Affirmative Action Officer meets with the Committee and/or the appropriate Dean again prior to the first interview to review the process.

9. The Affirmative Action 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 Affirmative Action 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 may interview candidates if it seems appropriate. 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 Chancellor's Office, either the opening or closing of a search.
12. The President makes his/her recommendations to the Chancellor's Office.

#### GENERAL STATEMENT

The Affirmative Action Officer will devise, report, monitor and audit systems for the Community-Technical College System. The purpose of these systems shall be to:

1. Provide for the monitoring of goals and timetables;
2. Permit the analysis of the racial composition of applicant flow, referrals, selections, transfers, promotions, and terminations;
3. Furnish initial and continuing reports on the utilization of minorities and women by job categories;
4. 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.

## ***EMPLOYMENT PROCEDURE***

The following employment procedures are effective throughout the Community-Technical 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, "An Equal Opportunity/Affirmative Action Employer M/F."

### ***Review of Position Announcement***

Prior to the release of the position announcement, it must be reviewed by the Affirmative Action Officer to ensure that the affirmative action guidelines are fulfilled. The Affirmative Action 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 Affirmative Action 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:

- A. Job Description and Selection Criteria
- B. Advertisement and Recruitment
- C. 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 Trustees of Community-Technical 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.

## A. Job Description and Selection Criteria

1. 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 Trustees policies. The employment criteria and job description must be reduced to writing on the Individual Position Report/Personnel Requisition.
2. Personnel Requisition/Individual Positions Report Position announcement and advertisements must be approved by the Affirmative Action Person prior to their release.
3. Advertisement Review Position announcement and advertisements must be approved by the Affirmative Action person prior to their release.

## **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 Chancellor’s Office Affirmative Action Officer).

#### Recruitment

Recruiting personnel must take efforts to inform protected groups of job openings. The Affirmative Action Officer maintains a resource file of recruitment sources for protected groups.



## Application Review and Selection

### Job Offers

A copy of the Applicant Flow Chart must be submitted to the Affirmative Action Officer and then forwarded to the Chancellor's Office Affirmative Action 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 Chancellor's Affirmative Action 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 Affirmative Action 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. (Applicant Flow Chart appears on pages 6 & 7.)

### 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 Affirmative Action 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 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 Chancellor's Office Affirmative Action program. The remaining steps of the employment procedure including the Applicant Flow Chart must be completed and submitted to the Affirmative Action 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 Trustees. This procedure applies to all personnel:

1. Termination, Dismissal, Non-renewal Affirmative Action Form

The form is on page 15 and it shall be submitted to the Affirmative Action Officer for review. The form shall be completed by a designee of the Executive Director.

2. Review and Report

A review of the proposed personnel action will be made by the Affirmative Action Person to the Chancellor's Office Affirmative Action Officer, who will forward to the Chancellor, written comments in regard to equal opportunity.

3. Exit Interview

Following receipt of the report, the Affirmative Action 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 Affirmative Action 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 Trustees. The procedure applies to all personnel, although promotion for classified personnel will follow state civil service rules and regulations.

1. Promotion and Transfer Data Sheet

A written report on page 15 of the Promotion and Transfer Data Sheet shall be submitted to the Affirmative Action Officer after it is reviewed at the college level. The data sheet shall be completed by a designee of the Chancellor.

2. Review and Report

A review of the proposed personnel action will be made by the Affirmative Action Officer, who will forward to the Chancellor, written comments in regard to equal opportunity.

**BOARD OF TRUSTEES FOR CONNECTICUT COMMUNITY COLLEGES  
AFFIRMATIVE ACTION POSITION REPORT**

College: Three Rivers Community College

Position:

A.A. Occupational Category:

Current Hiring Goals:                      Short-term:                      Long-term:

Applications:                      Total #:

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown

Candidates Interviewed:                      Total#:

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female

Candidate Recommended:                      Name:                      Race:                      Sex:

Goal Achievement:	Hiring Goal	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>
	Upward Mobility Goal	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>
	Promotional Goal	Yes: <input type="checkbox"/>	No: <input 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:

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: *Shawn L. Jones*

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.

[www.trcc.commnet.edu](http://www.trcc.commnet.edu) • [info3rivers@trcc.commnet.edu](mailto:info3rivers@trcc.commnet.edu)

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

# Goals Analysis (Section 46a-68-48)

**Goals Analysis**  
**Section 46a-68-48**

This section presents a narrative report on all activity undertaken to achieve the hiring, promotion, upward mobility and program goals contained in the 2010 affirmative action plan.

**Hiring Goals:**

**Executive/Administrative/Managerial:**

There were no hires in this occupational category during 2009.

**Faculty: Below Professor:**

There were no hires in this occupational category during 2009.

**Professional Non-Faculty:** In 2009 the hiring goals for this occupational category included 1 Black female and 1 Hispanic male, 1 Other male. There was one (1) hire, the Executive Assistant to the President (Black female) in this category. The candidate that was hired was a goal candidate.

**Technical/Paraprofessional:**

There were no hires in this occupational category during 2009.

**Secretarial/Clerical:**

There were no hires in this occupational category during 2009.

**Service/Maintenance:** . :

There were no hires in this occupational category during 2009.

**Promotion Goals**

Faculty—Professors – six (6) White males and three (3) Black females

There were two promotions into the Faculty-professor occupational category ( one White female, one Black female) , during 2009 and both satisfied established promotion



goals. Criteria for promotion are established by bargaining unit agreement. There were no promotional goals established in any other of the occupational categories. Promotions at the college are strictly guided by contractual agreement largely as a matter of time and rank/grade already achieved in sequence. As a matter of practical feasibility it is not realistic for the college to establish promotion goals as there is little that can be done to alter the progression to the Professor rank as it must follow contractual requirements. Individual Department Chairpersons are working with goal candidates to prepare them for the promotion process to insure that the greatest numbers of candidates possible are qualified for promotion. In addition, many senior faculty members have taken on the responsibility for mentoring newly hired faculty so that promotion applicants are better prepared for the process.

### **Upward Mobility**

There were no upward mobility goals established in any category for 2009. 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 education so that they can compete for unclassified positions as they become available in addition to the limited opportunities that might exist for promotion within the classified system.

### **Review of 2009 Program Goals**

This section contains a review of actions taken to achieve Program Goals and progress made since the previous filing.

**Goal 1:** The College will intensify its minority recruitment efforts.

Timeline: Strategic plan to be developed by July 1, 2009 and implemented by December 31, 2009

Responsible Parties: Director of Human Resources and Affirmative Action Officer

**Action(s) taken:**

- a. The college continues to advertise in local, state and national publications as appropriate to make job openings known to members of protected classes.
- b. In particularly difficult searches, college staff takes advantage of professional networks to reach more goal candidates. President Jones makes personal contact with former minority fellows regarding vacant positions when appropriate and personally reaches out to community contacts during events, programs and meetings throughout the year. These outreach contacts included the NAACP as well as the local Native American groups.
- c. Efforts to celebrate the college's diversity included multicultural events and teach-ins on numerous topics.
- d. The 4-C's union affirmed continued support for the system's Minority Fellowship Program. The College utilizes Minority Fellows in both teaching and administrative roles. In the past the College has been able to hire minority fellows into permanent positions.
- e. The college works cooperatively with the Department of Administrative Services and SEBAC in the recruitment of applicants whenever vacant positions are available.
- f. The College has developed a new strategic plan for the 2009-2014 planning period that includes the goal to "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." Specific

Action plans to support this goal will need to be developed. The specifics of the goal for 2009 were accomplished.

**Goal 2:** Through review of interview process.

Timeline: To be accomplished by December 2009

Responsible Parties: Director of Human Resources, Affirmative Action Officer, Affirmative Action Advisory Committee.

**Action(s) Taken:**

- a. The Director of Human Resources and her staff reviewed all search committee materials to insure that Affirmative Action responsibilities are being met. The HR Director and the Affirmative Action Officer meet with each search committee as they began their work as well as before committees have begun to interview to insure that all committee members are familiar with their responsibilities concerning Affirmation action. Additionally, the Affirmative Action Officer reviews proposed interview questions and revises them when needed to ensure that they are not racially/sexually biased.
- b. The President consulted with the Affirmative Action Officer and/or the Director of Human Resources at each step of the hiring process to determine needs for affirmative intervention to ensure maximum consideration of goal candidates.
- c. Specific written guidance in bullet form concerning the interview process has been developed and is distributed to all search committee members when they are initially charged at the beginning of each search. The goal for this year, the review

was accomplished and is continually ongoing, but additional work in this area will be conducted during 2010.

**Goal 3:** The President has committed to re-advertising positions if there are not sufficient numbers of minorities selected for interview; this commitment is communicated to the respective search committees as part of the Affirmative Action charge to the committee.

**Action(s) Taken:**

The President's commitment to this goal is communicated to each search committees as part of the Affirmative Action charge to the committee. The actions of each search committee are reviewed by the Affirmative Action Officer and reported to the President at each step of the search process. The president will ask search committees to add candidates to the pool of candidates to be interviewed to insure that the pools have sufficient diversity. This practice was followed for each search that was conducted at the College during 2009. The goal was accomplished for the year and will be a goal for 2010.

**Goal 4:** The President has committed to following the Board of Trustees policy which asks the search committee to present three unranked finalists for consideration; a list of ranked finalist will not be accepted. This commitment is communicated to the respective search committees as part of the Affirmative Action charge to the committee.

**Action(s) Taken:**

The President maintains her practices of requiring a minimum of three finalists for all advertised positions. Recommendations with less than three candidates are returned to search committees and if at least three candidates cannot be recommended in most situations the

search is considered to have failed. During 2009 only one search was conducted and more than three unranked candidates were presented for the Presidents consideration.

During 2009 Three Rivers Community College made 1 appointment (1 BF); this appointment satisfied an affirmative action hiring goal for a goal attainment rate of 100.0%. Three Rivers Community College is clearly committed to increase the number of protected group candidates and interviewees in the current year so that its workforce is diverse in as many ways as possible. Establishing clear program goals that identify strategies to improve the ideals of affirmative action along with continual monitoring of those goals are critical to achieving success and are an important priority for Three Rivers Community College.

## **AFFIRMATIVE ACTION HIRING GOALS FOR 2009**

Three Rivers Community College's Affirmative Action hiring goals for calendar year 2009, by occupational category are:

### **Executive/Administrative/Managerial**

Short term: None because no turnover is anticipated.  
Long term: 2 White males, 1 Black male.

### **Faculty—Below Professor**

(There are no hiring goals for Professors as all positions are filled by promotion)

Short term: None set due to State hiring freeze no hiring is anticipated.  
Long term: 2 Black males, 1 Black female, 2 Hispanic males, 2 Hispanic females,  
1 Other male.

### **Professional Non-faculty**

Short term: None set due to State hiring freeze no hiring is anticipated.  
Long term: 1 Black female, 1 Hispanic male, 1 Other male.

### **Technical—Paraprofessional**

Short term: None set due to State hiring freeze no hiring is anticipated.  
Long term: 2 White males, 1 Black female.

### **Clerical and Secretarial**

Short term: None set due to State hiring freeze no hiring is anticipated.  
Long term: 2 White male, 1 White female, 1 Black male, 1 Hispanic female, 1  
Other male.

### **Service/Maintenance**

Short term: None set due to State hiring freeze no hiring is anticipated.  
Long term: 1 White female, 1 Black male, 1 Black female, 1 Hispanic male, 2  
Hispanic females, 1 Other male.

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

# 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 pool of qualified women and minority candidates for employment. As a result, minority student enrollment has increased from approximately 10% in 1992 to approximately 23% in 2009. This figure does not take into consideration the growing number of students who choose not to declare ethnicity (approximately 6% of our student body). These efforts to increase the diversity of our student body also have a direct impact on our efforts to increase the diversity of our faculty and staff since they have more opportunity to be exposed to multi-cultural programming within the college community.

These efforts include programs, such as:

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: Exploring New Horizons for 520 high school girls and Multiply Your Options for 350 junior-high girls.

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 has sponsored 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 2009, such training was been conducted in a number of classes throughout the College as well as in conjunction with a number of student activities.

Childcare is available on-site to students and faculty/staff, which allows working mothers to more easily participate in the workforce and in education.

The Minority Intern Program, in which minority graduate students in relevant fields are paid a stipend for a part-time internship at the college as a teaching or administrative intern. This program has resulted in two full-time permanent minority faculty hires in the past. 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 E.A. positions.

Closer monitoring of part-time/adjunct faculty has been instituted, since this group represents a potential applicant pool for full-time permanent faculty positions. (A recent study of the Community-Technical College system found that, system-wide, 50% of all new faculty hires came from the adjunct faculty ranks.) The Academic Dean and her staff are working with Personnel and the Affirmative Action Officer, with the encouragement of the President, to increase the pool of minority faculty adjuncts.

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.

Concluding Statement &  
Signature  
(Section 46a-68-50)

**Concluding Statement**  
**Section 46a-68-50**

This statement shall serve to acknowledge that I have read the Affirmative Action Plan which has been prepared and compiled by Dr. George Rezendes 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 continue to strive to make every good faith effort to achieve the goals, timetables and objectives set forth in this plan.

Signed \_\_\_\_\_  
Grace S. Jones, President

Date: \_\_\_\_\_