

Three Rivers Community College  
Norwich, Connecticut

Affirmative Action  
Policy and Goals

2011

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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 have appointed Dr. George Rezendes, as our Affirmative Action Officer for calendar year 2011. 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-213D or at 860-892-5774 on the Three Rivers Community College Campus (574 New London Turnpike, Norwich, CT 06360).

Grace S. Jones  
President

 Date 27 April 11

**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:

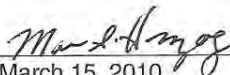
Mr. Kenneth G. Armstrong  
System Affirmative Action Officer  
Board of Trustees of Community-Technical Colleges  
61 Woodland Street  
Hartford, CT 06105  
(860) 244-7606

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 provided 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.

Dr Rezendes attended the Affirmative Action Update Investigation training held in June 2010 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 2010 as an additional responsibility. His primary responsibility at the College is as the Assistant to the Academic Dean. He can be reached at 892-5774 and is located in room C-213D 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-213D 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 22 Sigourney Street, Hartford, CT 06106.
- 5) Contact the Boston office of the United States Equal Employment Opportunities Commission, John Fitzgerald Kennedy Building, Room 409B, Boston, MA 02203.



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, 25 Sigourney Street, Hartford, CT 06106 and/or with the Equal Employment Opportunity Commission, One Congress Street, Boston Massachusetts 02114, within 180 days of the date when the harassment occurred. A student who believes he or she has been sexually harassed may, in addition to the available grievance procedure, file a complaint with the federal Office for Civil Rights, U.S. Department of Education (Region 1), John W. McCormack Post Office and Courthouse, Room 222, Post Office Square, Boston, Massachusetts 02109.

#### Publication of Sexual Harassment Policy

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

#### Training

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

**THREE RIVERS COMMUNITY COLLEGE**  
**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.

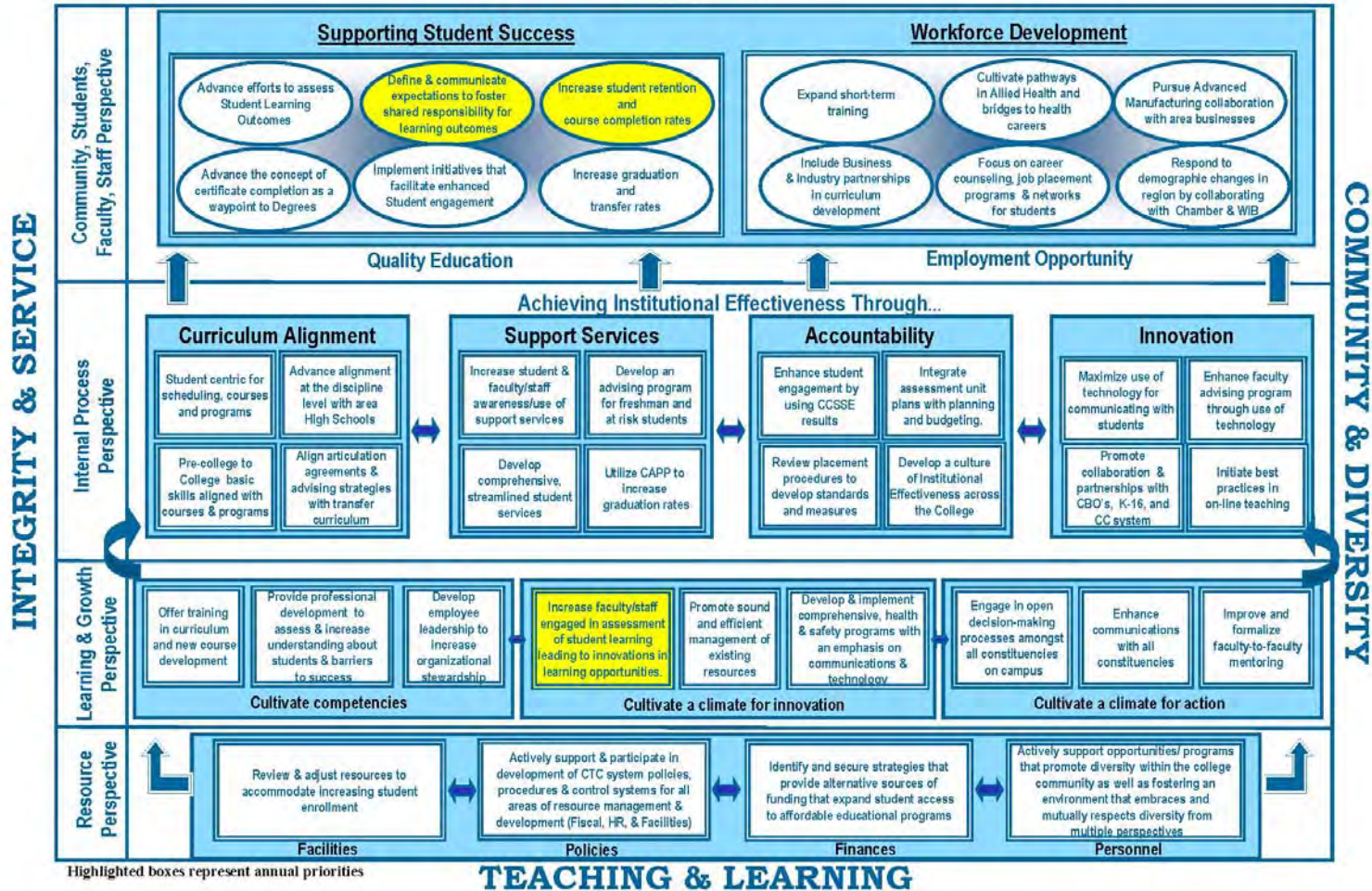
#### **V. Ensuring a Safe, Secure, and Inclusive Campus Environment**

##### 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 2010, the College advertised 17 permanent full-time vacancies. These positions included a Dean of Administration, six faculty positions, a Director of Institutional Advancement, a Director of Facilities, an Information Technology Technician, a Clerk Typist, a Secretary 2, a Building Superintendent, a Skilled Maintainer, and three Custodians. All positions were advertised internally to the College community as well as in National and/or local publications as appropriate for the position to ensure that the vacancies were 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 notifications. 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 protect-class applicants to the College by encouraging faculty to make contacts with colleagues at other higher education institutions and professional organizations. These efforts to cultivate additional organizations that may possibly refer qualified candidates were ongoing throughout the year in anticipation of the significant number of vacancies that were 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 barred from participation in any federal or state contract program or found to be in violation of any federal or state anti-discrimination law. This commitment is documented in the “Non-Discrimination” section on the back of the standard purchase order used by the College. The College also encourages bidders, contractors, subcontractors and suppliers of materials to develop and implement their own internal affirmative action plans.

The 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 are the position announcements used to advertise the full-time appointments that was made during the current filing period.

### Three Rivers Community College

#### ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

*President Grace Sawyer Jones invites applications for the position of Dean of Administration. This key position serves as a member of the management team and reports directly to the President. The successful candidate will build upon the historic successes of the former incumbent and will further the college's reputation as an outstanding and innovative Learning Community by his/her dedicated stewardship of the college's human, fiscal and physical resources.*

**POSITION:** Dean of Administration  
(12 Month Management)

**ANTICIPATED STARTING DATE:** July 1, 2010

**MINIMUM QUALIFICATIONS:** Master's Degree in Business Administration or closely related field plus six years experience including 3 years supervision, preferably in a collective bargaining setting. Excellent communication, leadership and consensus-building skills in support of internal and external relations. Skill in solving problems analytically, collaboratively and collegially; Success in developing, implementing and managing master planning projects. Fiscal management and oversight will be of utmost importance during these economic times.

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

**RESPONSIBILITIES:** The Dean of Administration reports directly to the President and performs the following duties: fiscal management; budget preparation; human resources; payroll; procurement of materials and equipment; physical facilities; acquisition and maintenance; funding and income operations; health and safety; ancillary services including bookstore, cafeteria, and security. Divisional and college wide strategic planning; staff development; demonstrated understanding and commitment to cultural diversity.

**MINIMUM SALARY:** Approximate annual \$97,751

**APPLICATION PROCEDURE:** Send letter of intent, resume, names and addresses of three references and College transcripts to:  
Louise Summa  
Director of Human Resources  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360-6500

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

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

ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

<b>POSITION</b>	<b>Instructor—Communications/Technical Writing</b> Full Time/10 Month, Tenure Track
<b>ANTICIPATED STARTING DATE</b>	August 25, 2010
<b>MINIMUM QUALIFICATIONS</b>	Master's Degree in Communications, Technical Writing or English
<b>PREFERRED QUALIFICATIONS</b>	<p>Preferred qualifications include relevant college teaching including Public Speaking, Communications and Technical Writing, experience in a community college setting, experience using technology for instructional purposes, experience with diverse populations, use of innovative teaching techniques.</p> <p>Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience are equivalent to the stated qualifications, and to provide appropriate references.</p>
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"><li>• Teach Public Speaking, Communications and Technical Writing courses</li><li>• Teach other writing courses as required</li><li>• Participate in curriculum development</li><li>• Advise students</li><li>• Participate in Department and Division meetings</li><li>• Represent the Department on College committees</li><li>• Perform other related duties as needed</li></ul>
<b>MINIMUM SALARY:</b>	\$46,316 Approximate annual
<b>APPLICATION PROCEDURE:</b>	<p>Send letter of intent, resume, names and addresses of three references and college transcripts to:</p> <p>Three Rivers Community College Human Resources Office 574 New London Turnpike Norwich, CT 06360-2497</p>
<b>APPLICATION DEADLINE:</b>	<i>Review of applications will begin immediately and continue until the position is filled. However, to ensure full consideration, applications are encouraged before January 20, 2010.</i>

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ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

<b>POSITION</b>	<b>Instructor—Composition (2 Positions)</b> <b>Full Time/10 Month, Tenure Track</b>
<b>ANTICIPATED STARTING DATE</b>	August 25, 2010
<b>MINIMUM QUALIFICATIONS</b>	Master's Degree in Rhetoric and Composition or English
<b>PREFERRED QUALIFICATIONS</b>	<p>Preferred qualifications include: two years of relevant college teaching including composition, experience in a community college setting, experience using technology for instructional purposes, experience with diverse populations, use of innovative teaching techniques.</p> <p>Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience are equivalent to the stated qualifications, and to provide appropriate references.</p>
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"><li>• Teach a variety of composition courses(Composition I, Composition II, Advanced Composition)</li><li>• Participate in curriculum development</li><li>• Advise students</li><li>• Participate in Department and Division meetings</li><li>• Represent the Department on College committees</li><li>• Perform other related duties as needed</li></ul>
<b>MINIMUM SALARY:</b>	\$46,316 Approximate annual
<b>APPLICATION PROCEDURE:</b>	<p>Send letter of intent, resume, names and addresses of three references and college transcripts to:</p> <p><b>Three Rivers Community College</b> <b>Human Resources Office</b> <b>574 New London Turnpike</b> <b>Norwich, CT 06360-2497</b></p>
<b>APPLICATION DEADLINE:</b>	<i>Review of applications will begin immediately and continue until the position is filled. However, to ensure full consideration, applications are encouraged before January 20, 2010.</i>

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

ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

**POSITION:** Assistant Professor-Electrical Engineering Technology  
10 Month Tenure Track Position

**ANTICIPATED  
STARTING DATE:** August 25, 2010

**MINIMUM  
QUALIFICATIONS:** Master's Degree in Electrical Engineering, Engineering Technology or related field.  
Four years of college teaching college experience.  
Demonstrated computer literacy including instructional applications.  
**Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience are equivalent to the stated qualifications by providing appropriate references.**

**PREFERRED  
QUALIFICATIONS:** Experience and expertise in energy management, power transmission, alternative energy, and/or automated systems  
Experience and expertise in educational assessment, continuous improvement, and accreditation  
Industrial experience in electrical engineering or a related field

**RESPONSIBILITIES:** - Primary teaching responsibilities: **Electrical Engineering Technology**  
- Other teaching assignment may include related fields as determined by departmental needs and the applicant's area of expertise.  
- Serve on Departmental and College Committees.  
- Student advisement.  
- Other duties related to the position as determined by the Director of Technology and/or the Academic Dean.

**MINIMUM SALARY:** \$50,019 Approximate annual.

**APPLICATION  
PROCEDURE:** Send letter of intent, resume, names and address of three references and college transcripts to contact named below:  
Human Resources Office  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06030

**APPLICATION  
DEADLINE:** *Review of applications will begin immediately and continue until the position is filled. However, to ensure full consideration, applications are encouraged before January 20, 2010.*

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



**ANNOUNCEMENT OF ANTICIPATED POSITION OPENING**

- POSITION:** **Instructor– Math  
Full-Time/10-Month Tenure Track**
- ANTICIPATED STARTING DATE:** August 25, 2010
- MINIMUM QUALIFICATIONS:** Master’s Degree in Math. College teaching experience preferred.
- Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have 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:**
- Teach mathematics to ensure student success from pre-college level through Differential Equations
  - Advise students
  - Participate in department and division meetings
  - Represent the department on college committees
  - Perform other related duties as needed
- MINIMUM SALARY:** \$46,316 Approximate annual
- APPLICATION PROCEDURE:** Send letter of intent, resume, names and addresses of three references and College transcripts to:
- Three Rivers Community College  
Human Resources Office  
574 New London Turnpike  
Norwich, CT 06360-2497**
- APPLICATION DEADLINE:** *Review of applications will begin immediately and continue until the position is filled. However, to ensure full consideration, applications are encouraged before January 20, 2010.*

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## ANNOUNCEMENT OF ANTICIPATED POSITION OPENING

- POSITION:** Instructor – Chemistry  
10 Month – Tenure Track Position
- ANTICIPATED STARTING DATE:** August, 25, 2010
- MINIMUM QUALIFICATIONS:** Master's Degree in Inorganic or Organic Chemistry. Demonstrated computer literacy including instructional applications.  
**Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience are equivalent to the stated qualifications by providing appropriate references.**
- PREFERRED QUALIFICATIONS:** One year of college teaching. Course work or experience Nuclear Chemistry.
- ESSENTIAL RESPONSIBILITIES:** - Primary teaching responsibilities: **to teach lecture and lab sections in General Chemistry I CHE 121 and General Chemistry II CHE 122:**  
Other teaching assignment may include: Organic Chemistry or Nuclear Chemistry as determined by the needs of the department and/or college and the applicant's area of expertise.  
- Serve on Departmental and College Committees.  
- Student advisement.  
- Other duties related to the position as determined by the Department chairperson and/or the Academic Dean.
- MINIMUM SALARY:** \$46,316 Approximate annual.
- APPLICATION PROCEDURE:** Send letter of intent, resume, names and address of three references and college transcripts to contact named below.
- Human Resources Office  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06030
- APPLICATION DEADLINE:** *Review of applications will begin immediately and continue until the position is filled. However, to ensure full consideration, applications are encouraged before January 20, 2010.*

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

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

- Position:** Director of Facilities CC19  
Full-Time, 12 Month Tenure Track Position
- Anticipated Starting Date:** March 2010
- Minimum Qualifications:** Bachelor's Degree in a related field and two years of experience in building maintenance; or a combination of education, training & experience which would lead to the competencies required for successful performance of the position's essential duties. One year of experience in the supervision of maintenance, custodial and other staff:
- Preferred Qualifications:** Bachelor's Degree in Mechanical Engineering or a related field with four years of experience in the operation and maintenance of buildings and two years experience in the supervision of maintenance, custodial & other staff:
- Applicants who do not meet the minimum qualifications as stated are encouraged to put in writing precisely how their background and experience have prepared them for the responsibilities of this position and by providing appropriate references. Exceptions to the degree requirements may be made for compelling reasons.
- Responsibilities:** Under the direction of the Dean of Administration, the Director of Facilities is the senior college official responsible for the operation and maintenance of a community college campus including 300,000 square feet of buildings and support systems and 58 acres of grounds, roadways and parking. Key responsibilities include the following:
- Facilities and capital planning;
  - Facilities and systems operation and maintenance including upkeep, repair, installation and construction;
  - Supervision and development of maintenance and custodial staff;
  - Building and Health and Safety Code administration and compliance;
  - Direct liaison with other State agencies on matters related to college facilities;
  - Direct relationship with all senior college staff and administrators to provide necessary facilities support for all college programs;
  - Other related duties as assigned.
- Minimum Salary:** \$60,789 approximate annual salary
- Application Procedure:** Send letter of intent, resume, college transcripts, names and contact information for three references to: Barbara Billups, Human Resources, Three Rivers Community College, 574 New London Tpke, Norwich, CT 06360
- Application Deadline:** *Review of applications will begin immediately and continue until the position is filled. However, to insure full consideration, applications should be submitted not later January 15, 2010.*

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

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

**ANTICIPATED**

**STARTING DATE:** July 1, 2010

**MINIMUM**

**QUALIFICATIONS:**

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

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

**RESPONSIBILITIES:**

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

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

**MINIMUM**

**SALARY:** \$60,789 approximate annual

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

**Link to Application Form:**

[http://www.trcc.commnet.edu/Human\\_Resources/updates/Forms/Employment\\_Application.doc](http://www.trcc.commnet.edu/Human_Resources/updates/Forms/Employment_Application.doc)

**APPLICATION**

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

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

**POSITION:** INFORMATION TECHNOLOGY TECHNICIAN I  
(CCP-14, 12-month, Tenure Track Position)

**ANTICIPATED  
STARTING DATE:** February 2010

**MINIMUM  
QUALIFICATIONS:** Associate's degree in computer science or related technological discipline together with one year of experience in computer system and software installation, repair, maintenance and operation; or a combination of education, training, and experience which would lead to the competencies required for successful performance of the position's essential duties. Incumbents are required to have demonstrated substantial knowledge and abilities in the following areas: Microcomputer hardware, software, and related peripheral equipment. ; Installing, operating, , troubleshooting, diagnosing and repairing malfunctions in computer equipment and software. ; Interacting favorably with faculty, administrators, staff and students; Excellent Oral and written communication skills.

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

**RESPONSIBILITIES:** The Information Technology Technician I works under the direction of the Director of Information Technology, Customer Support. The position's role is accountable for providing technical support in installation, operation, maintenance and repair of computerized equipment and software on a college-wide basis, as assigned, in these essential functional areas: Operation of the College's information technology systems; Operation of computers and related equipment;. Attendance and participation at convocation and commencement ceremonies; Service on assigned committees and task forces; Attendance and participation at committee, staff, informational and professional meetings. All of these duties may involve attendance at evening or weekend events. Evening and weekend hours may be required.

**Minimum  
Salary:** \$40,681 approximate annual salary

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

**Application  
Deadline:** *Review of applications will begin immediately and continue until the position is filled. However, to insure full consideration, applications should be submitted no later January 4, 2010.*

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EMPLOYER, M/F. PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY.

POSITION ANNOUNCEMENT

THREE RIVERS COMMUNITY COLLEGE is recruiting to fill  
**a permanent full-time Clerk Typist position.**  
*First preference will be given to individuals on a layoff/SEBAC list.*

POSITION: Clerk Typist

OFFICE: Academic Division

CLOSING DATE: April 9, 2010

MINIMUM

QUALIFICATIONS:

- Knowledge of office procedures including proper telephone usage and filing;
- Skill in typing a variety of materials;
- Basic oral and written communication skills;
- Ability to operate office equipment, which includes computer terminals and related equipment with considerable accuracy;
- Ability to perform basic clerical tasks such as coding, sorting, alphabetizing and numeric ordering.

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

DUTIES INCLUDE:

- Maintains and updates office logs and files.
- Type and process a variety of routine letters and correspondences including faculty course materials
- Prepares reports
- Distributes mail
- Answers the phone and takes messages; directs visitors
- Other related duties as assigned.

MINIMUM SALARY: \$32,739 approximate annual plus excellent State medical insurance, retirement and related fringe benefits.

TO APPLY : Submit a State of CT PLD-1 Application form to:  
(Form can be found at [www.das.state.ct.us](http://www.das.state.ct.us))  
Barbara Billups/Human Resources  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360

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**Three Rivers Community College**

**POSITION ANNOUNCEMENT**

**POSITION:** SECRETARY 2 (Student Services and Development Division)

**CLOSING DATE:** June 18, 2010

**QUALIFICATIONS:** APPLICANT **MUST MEET ONE OF THE FOLLOWING CRITERIA:**

- *On the State of Connecticut Secretary 2 Re-employment/Layoff List*
- *On a current State of Connecticut Secretary 2 candidate list*
- *Currently employed by the State of Connecticut as a Secretary 2*
- *Currently employed by the State and has previous status as a Secretary 2*

Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's policies and procedures; some knowledge of business math, interpersonal skills; ability to schedule and prioritize office workflow; ability to operate office equipment which may include word processors, computer terminals or other automated equipment; ability to take notes and ability to type at a net speed of 50 wpm. Three (3) years experience above the routine clerk level in office support or secretarial work. One (1) year of the general experience must have been as Secretary 1 or its equivalent. Experience utilizing Microsoft Word, ability to maintain confidential information and excellent etiquette are required. Experience utilizing Excel and BANNER is a plus.

**DUTIES:** Provide a full range of secretarial duties including word processing and spreadsheet applications. Type a full range of correspondence and proofread and edit as needed. Establish and maintain files. Keep a tickler file to meet departmental due dates. Research, compile, prepare information, and run query searches using Banner, for various reports. Design new forms as needed. Prepare, maintain and update detailed budgets, and prepare complex budget, revenue, expense and other statistical reports. Regularly monitor outstanding Account Receivables and invoices. Train other staff members and explain department and college policies and procedures. Process and monitor registrations and tuition. Collect and review documents and contracts for completion, proper signature and timely submission. Arrange meetings, research and prepare materials for meetings, and take minutes. Make travel arrangements, prepare and process necessary paperwork for travel and other reimbursable expenses. Complete and process appropriate documents to hire individuals through the work-study program and with student labor funds. Provide reception functions. Has significant interaction with students, staff, business representatives, and the public. May supervise other clerical staff and students. Other related duties as required.

**SALARY:** \$ 41,712 approximate annual (*based on state regulations and bargaining unit agreement*), Excellent fringe benefit package.

**HOURS:** FULL-TIME, 40 hours per week. Monday – Friday, 8:30 a.m. – 5:30 p.m. (*May require weekends*)

**TO APPLY:** **Submit PLD-1 Classified State Employment Application**  
available at:

[http://www.trcc.commnet.edu/Human\\_Resources/updates/Forms/AppForm.pdf](http://www.trcc.commnet.edu/Human_Resources/updates/Forms/AppForm.pdf)

and resume to:

MAIL: Human Resources Department  
Secretary 2 Search  
Three Rivers CC  
574 New London Turnpike  
Norwich, 06360

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

THREE RIVERS COMMUNITY COLLEGE  
POSITION ANNOUNCEMENT

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

POSITION: Building Superintendent 1  
OFFICE: Building Maintenance  
CLOSING DATE: December 15, 2009

**MINIMUM QUALIFICATIONS:**

Considerable knowledge of building custodial care, minor maintenance and operations; considerable knowledge of relevant agency policies and procedures; considerable knowledge of relevant State and Federal laws, statutes and regulations; considerable interpersonal skills; oral and written communication skills; ability to inspect and diagnose repair and improvements needs and to recommend and follow through on solutions; ability to handle problems in one or more areas such as security, transportation, or stores; supervisory ability.

**General Experience:**

Four (4) years of experience in building management or in the operation or maintenance of buildings.

**Special Experience:**

Three (3) years of the General Experience must have been in a lead capacity in the maintenance of buildings.

For state employees the Special Experience is interpreted as three (3) years of experience at the level of Lead Custodian.

**A current driver's license is required.**

Employees appointed to positions in this class must have adequate physical strength, stamina, physical agility, visual and auditory acuity and must maintain such physical fitness as to be able to perform the duties. **A physical examination will be required.**

**HOURS:** Full-time 37 ½ hours per week. Monday-Friday 8pm -4am

**DUTIES INCLUDE:**

Schedules, assigns, oversees and reviews work of custodial staff; provides staff training and assistance, conducts performance evaluations, determines priorities and plans building custodial work; establishes and maintains building custodial procedures; develops or makes recommendations on development of policies and standards; conducts and reports to superior; maintains inventory of equipment and requisitions replacements and supplies; ensures that room(s) are properly set up for special events; reports damage of state property; supervises minor repair work not requiring services of trades workers;

**MINIMUM SALARY:** \$44,712 approximate annual starting salary, plus State medical insurance, retirement and related fringe benefits.

**TO APPLY:** Submit a State of CT Employment Application form PLD-1  
(available at [www.das.state.ct.us](http://www.das.state.ct.us)) to:  
Human Resources Office  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360  
Fax #: 860-859-9213

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PROTECTED GROUP MEMBERS ARE STRONGLY ENCOURAGED TO APPLY



THREE RIVERS COMMUNITY COLLEGE

**POSITION ANNOUNCEMENT**

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

POSITION: SKILLED MAINTAINER

OFFICE: Building Maintenance

CLOSING DATE: December 15, 2009

MINIMUM QUALIFICATIONS:

- Two (2) years experience in one or more of the building trades
- Considerable knowledge of and the ability to apply standard tools, materials, methods and practices of the Electrical trade
- Ability to lift moderate to heavy weights;
- Basic interpersonal oral and written communication skills;
- Ability to operate power equipment, which may include computer operated equipment;
- Ability to follow written and oral instructions.
- Must have adequate physical strength, stamina, physical agility and visual and auditory acuity -*Physical exam required*

HOURS: Full-time 37 ½ hours per week. Monday-Friday 7 am -3pm-

DUTIES INCLUDE:

- Assisting the General Trades Worker with project work consisting of construction, electrical, plumbing, glazing and interior finish work
- Assisting in the installing, operating, repairing and modifying of building equipment
- Ability to generate accurate materials lists
- Assisting in projects the installation of science and computer laboratory instruction equipment;
- Performing basic carpentry duties, minor plumbing duties, painting, shoveling of snow and operating of snow removal equipment;
- Maintaining and making minor repairs to classroom equipment and portable machinery, grounds keeping equipment, custodial equipment, door locks, deadbolts and door hardware;
- Routine maintenance duties (change filters, grease equipment)
- Maintaining records and logs: tracing equipment service requirements, repairs and materials;
- Other related duties as assigned.

MINIMUM SALARY: \$37,098 approximate annual plus State medical insurance, retirement and related fringe benefits.

TO APPLY: Submit a State of CT Employment Application form PLD-1

(available at [www.das.state.ct.us](http://www.das.state.ct.us)) to:

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

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

Three Rivers Community College  
POSITION ANNOUNCEMENT

*The filling of these positions will be in accordance with re-employment and SEBAC rules*

POSITION: CUSTODIAN - 2 Positions

OFFICE: Building Maintenance

CLOSING DATE: November 25, 2009

MINIMUM QUALIFICATIONS:

- Basic knowledge of and the ability to apply standard tools, materials, methods and practices of general maintenance tasks;
- Ability to lift moderate to heavy weights;
- Basic interpersonal, oral and written communication skills;
- Ability to operate power equipment which includes computer operated equipment;
- Ability to follow written and oral instructions, keep simple records and prepare reports
- Must have and be able to maintain adequate physical strength, stamina and agility. *A physical exam will be required*
- Must possess a valid CT driver's license.

HOURS: Full -time 37.5 hours per week. 11 pm-7 am

DUTIES INCLUDE:

Custodial functions as required:  
Cleaning classrooms, labs, restrooms and general purpose areas including cafeterias, auditoriums, student activity rooms.  
Cleaning ,polishing, waxing and maintaining floors, walls, stairwells.  
Trash removal, minor maintenance, snow and ice removal, set up and breakdown of rooms, moving furniture  
Other related duties as assigned including keeping simple records and preparing reports.

MINIMUM SALARY: \$27,867 approximate annual starting salary, \$30,964 after successful completion of a working test period, plus State medical insurance, retirement and related fringe benefits.

TO APPLY: Submit a State of CT Employment Application form PLD-1 ( form available at [www.das.state.ct.us](http://www.das.state.ct.us)) to:  
Human Resources Office  
Three Rivers Community College  
574 New London Turnpike  
Norwich, CT 06360  
Fax #: 860-859-9213

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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 15, 2011

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, 2011, Affirmative Action Report are:

3/31/2010,  
6/30/2010  
9/30/2010  
12/31/2010

The Minority Business Contract Set Aside Program reports cross fiscal years (09/10 & 10/11). The goals for both 2009/2010 and 2010/2011 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-10 and the 1<sup>st</sup> and 2<sup>nd</sup> quarter of FY-11. The DAS approved goals for the Small Business Set Aside for FY-10 was \$546,594 and for FY-11 it was 356,743. The DAS approved goals for the Minority Business Set Aside for FY-10 was \$136,649 and for FY-11 was \$89,186.

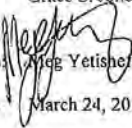
For fiscal year 2010, the college made 94.4% of its Small Business Set Aside Goal, the annual goal was \$546,594 and actual purchasing totaled \$515,915.17. The college achieved 154% of its Minority Business Set-Aside Goal of \$136,649 for FY-2010 by executing \$210,430.84 in purchasing.

For fiscal year 2011 the college's SBE goal is \$356,743 and at the end of the 2<sup>nd</sup> quarter the College has achieved spending at a level of \$333,737 or 93.6% of it's goal and for its Minority Business Set Aside Goal which is \$89,186 the College has achieve a spending level of \$53,883.82 representing 60.4% of the goal. Therefore, with 50% of the fiscal year complete the College is on target to satisfy or exceed both the SBE and MBE goals for FY-11.

# 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:  Greg Yetishefsky, Program Manager, Supplier Diversity Program

Date: March 24, 2010

Re: FY 2009-2010 Small/Minority Business Goal Report  
*Three Rivers Community College*

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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	\$ 546,594					
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	\$ 546,594					
Annual MBE Goal	\$ 136,649					

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

3rd Quarter

Fiscal Year Period

Jan 1 - Mar 31 2010

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	<a href="mailto:goneill@trcc.comnet.edu">goneill@trcc.comnet.edu</a>
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		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,825,282.00	245	\$ 6,128,741.00	837

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 286,851.53	34	\$ 521,715.82	94
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled Individual (D)				
H) Woman (W)	\$ 73,401.30	8	\$ 125,619.32	24
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 15,460.42	2	\$ 62,130.35	9
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>\$ 88,861.72</b>	<b>10</b>	<b>\$ 187,749.67</b>	<b>33</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
2009 - 2010

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jan 1 - Mar 31 2010	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	\$ 8,775.70	W	
C&C Janitorial Suplies	P0228466	\$ 9,987.33	IW	
C&C Janitorial Suplies	P0236678	\$ 5,473.09	IW	
Chase Graphics	P0235209	\$ 2,153.00	SB	
EPS Print II, LLC	P0235429	\$ 274.00	SB	
EPS Print II, LLC	P0235617	\$ 400.00	SB	
EPS Print II, LLC	P0237328	\$ 1,447.00	SB	
EPS Print II, LLC	P0237710	\$ 358.00	SB	
Fire Protection Testing, Inc.	P0229689	\$ 1,267.50	SB	
G. Donovan Associates, Inc.	P0228483	\$ 25,599.62	SB	
G. Donovan Associates, Inc.	P0229620	\$ 37,690.00	SB	
G. Donovan Associates, Inc.	P0230639	\$ 30,595.20	SB	
Guardian Pest Control, LLC	P0228623	\$ 140.00	SB	
Hartford Stamp Works	P0236987	\$ 34.00	SB	
High Tech Consultants, LLC	P0235753	\$ 65,337.19	SB	
Huntington Power Equipment, Inc.	P0229336	\$ 352.50	W	
Lathrop Vending, Inc.	P0217307	\$ 2,388.89	W	
Logo Concepts, LLC	P0235213	\$ 2,303.90	W	
Marcus Communications, LLC	P0238561	\$ 1,153.20	SB	
New England Class Co.	P0228517	\$ 4,473.42	SB	
New England Class Co.	P0234302	\$ 330.00	SB	
Northeast Industrial Services, Inc.	P0229510	\$ 1,570.00	SB	
Prime Electric, LLC	P0233059	\$ 626.77	SB	
Ryan Business Systems, Inc.	P0231417	\$ 900.82	W	
Salka Office Furniture	P0233891	\$ 3,036.00	W	
Salka Office Furniture	P0233891	\$ 54,071.00	W	
Shred-It	P0228522	\$ 242.00	SB	
Suburban Stationers, Inc.	E0004797	\$ 2,496.59	SB	
Suburban Stationers, Inc.	P0231666	\$ 5,748.61	SB	
Suburban Stationers, Inc.	P0234668	\$ 2,150.72	SB	
TEC Control Systems, Inc.	P0229650	\$ 9,222.50	SB	
The Binding Source	P0236381	\$ 1,572.49	W	
Thomas W Raferty, Inc.	P0236586	\$ 1,296.99	SB	
Tradesman of New England, LLC	P0232201	\$ 3,383.50	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 286,851.53</b>		

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2010

(2009-2010)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

4th Quarter

Fiscal Year Period

Apr 1 - Jun 30 2010

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	<a href="mailto:goneill@trcc.commnet.edu">goneill@trcc.commnet.edu</a>
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	\$ 1,078,312.00	257	\$ 7,207,053.00	1,094
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 140,525.44	28	\$ 515,915.17	128

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)	\$ 7,305.53	5	\$ 132,924.85	29
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 15,375.64	1	\$ 77,505.99	10
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>\$ 22,681.17</b>	<b>6</b>	<b>\$ 210,430.84</b>	<b>39</b>

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

FY QUARTER PERIOD	Apr 1 - Jun 30 2010	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	\$ 1,866.86	W	
ABC Sign Corporation	P0241085	\$ 1,200.00	SB	
AWL Painting LLC	P0239160	\$ 12,500.00	SB	
C&C Janitorial Suplies	P0228466	\$ 15,375.64	IW	
Chase Graphics	P0242889	\$ 172.00	SB	
DH Marvin & Son, Inc.	P0237250	\$ 2,303.73	SB	
EPS Print II, LLC	P0240844	\$ 700.00	SB	
EPS Print II, LLC	P0242804	\$ 700.00	SB	
EPS Print II, LLC	P0243258	\$ 1,748.00	SB	
EPS Print II, LLC	P0243417	\$ 334.00	SB	
Fire Protection Testing, Inc.	P0229689	\$ 567.50	SB	
Flow Tech, Inc.	P0235215	\$ 1,800.00	SB	
Guardian Pest Control, LLC	P0228623	\$ 210.00	SB	
High Tech Consultants, LLC	P0235753	\$ 75,211.56	SB	
Huntington Power Equipment, Inc.	P0229336	\$ 2,284.50	W	
Lathrop Vending, Inc.	P0217307	\$ 952.68	W	
Logo Concepts, LLC	P0241501	\$ 540.29	W	
Micro Tech Optical, Inc.	P0237048	\$ 975.00	SB	
Micro Tech Optical, Inc.	P0241677	\$ 525.00	SB	
New England Class Co.	P0241772	\$ 2,097.89	SB	
Post Road Stages	P0244618	\$ 1,200.00	SB	
Prime Electric, LLC	P0233059	\$ 118.62	SB	
Ryan Business Systems, Inc.	P0231417	\$ 1,661.20	W	
Shred-It	P0228522	\$ 242.00	SB	
Suburban Sanitation Services, Inc.	P0243433	\$ 525.00	SB	
Suburban Stationers, Inc.	E0004797	\$ 7,090.99	SB	
Suburban Stationers, Inc.	P0231666	\$ 4,239.48	SB	
Tradesman of New England, LLC	P0232201	\$ 3,383.50	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 140,525.44</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 Yptishefsky, Program Manager, Supplier Diversity Program

**Date:** March 28, 2011

**Re:** FY 2010-2011 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 FY10-11 S/MBE goal report outlining the agency adopted budget and subsequent funds available for S/MBE purchases for FY10-11.

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 11 :	\$ 29,434,493
Line 2: Amount Available for S/MBE program : (after allowable deductions/exemptions)	\$ 1,426,973
Line 3: 25% of Line 2 - total set aside for Small/Minority Business Enterprise :	\$ 356,743
Line 4: 25% of Line 3 - total set aside for only Minority Business Enterprise :	\$ 89,186

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



FY11 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	\$ 29,434,493	\$ 5,169,225	\$ 21,286,983	\$ 652,312	\$ 1,049,000	\$ 28,157,520
Budget Available for Small Contractor Program	\$ 1,276,973	Notes or Comments:				
Annual SBE Goal	\$ 319,243					
Annual MBE Goal	\$ 79,811					

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	\$ 29,434,493	\$ 5,169,225	\$ 21,286,983	\$ 652,312	\$ 899,000	\$ 28,007,520
Budget Available for Small Contractor Program	\$ 1,426,973	Notes or Comments: The exemption for Pipes & Roads, LLC (Snow Plowing) - \$150,000 was not approved. The DAS, Supplier Diversity Program has several companies currently certified that provide snow removal service. In addition, we will work with "Pipes & Roads" to become certified as a Small Business.				
Annual SBE Goal	\$ 356,743					
Annual MBE Goal	\$ 89,186					

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter

1st Quarter

Fiscal Year Period

Jul 1- Sep 30 2010

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	<a href="mailto:goneill@trcc.comnet.edu">goneill@trcc.comnet.edu</a>
Tel. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 29,434,493.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,426,973.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 356,743.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 89,186.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,280,653.37	260	\$ 1,280,653.37	260
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 138,778.15	28	\$ 138,778.15	28

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)	\$ 18,991.33	11	\$ 18,991.33	11
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 4,226.30	2	\$ 4,226.30	2
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (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>\$ 23,217.63</b>	<b>13</b>	<b>\$ 23,217.63</b>	<b>13</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
 2010-2011

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Jul 1 - Sep 30 2010	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	\$ 1,622.51	W	
Aa Lock & Key	P0247140	\$ 4,256.00	W	
Aa Lock & Key	P0248528	\$ 827.18	W	
AAIS Corp	P0249467	\$ 699.97	SB	
C&C Janitorial Suplies	P0228466	\$ 3,665.35	IW	
C&C Janitorial Suplies	P0248529	\$ 561.28	IW	
Chase Graphics	P0249604	\$ 614.64	SB	
EPS Printing II, LLC	P0245566	\$ 796.00	SB	
EPS Printing II, LLC	P0246360	\$ 2,519.00	SB	
Fire Protection Testing, Inc.	P0229689	\$ 567.50	SB	
G. Donovan Associates, Inc.	P0237703	\$ 2,362.00	SB	
G. Donovan Associates, Inc.	P0237706	\$ 1,149.86	SB	
G. Donovan Associates, Inc.	P0245030	\$ 3,152.00	SB	
Guardian Pest Control	P0228623	\$ 70.00	SB	
Guardian Pest Control	P0246937	\$ 212.50	SB	
Hartford Toner & Cartridge, Inc.	P0247136	\$ 189.00	W	
High Tech Consultants, LLC	P0235753	\$ 9,419.26	SB	
High Tech Consultants, LLC	P0246163	\$ 9,592.91	SB	
High Tech Consultants, LLC	P0246844	\$ 53,018.48	SB	
Huntington Power Equipment, Inc.	P0229336	\$ 1,758.10	W	
John C. Digertt, Inc.	P0247865	\$ 1,572.50	SB	
Lathrop Vending, Inc.	P0217307	\$ 356.20	W	
Lathrop Vending, Inc.	P0246720	\$ 894.33	W	
Marcus Communications LLC	P0245341	\$ 6,910.60	SB	
Northeast Ind. Services Inc.	P0229510	\$ 785.00	SB	
Overhead Door Co. of Norwich	P0244962	\$ 820.64	SB	
Ryan Business Systems, Inc.	P0231417	\$ 225.28	W	
Ryan Business Systems, Inc.	P0247097	\$ 908.73	W	
Ryan Business Systems, Inc.	P0249828	\$ 188.00	W	
Salka Office Furniture	P0245036	\$ 7,766.00	W	
Shred-It	P0228522	\$ 88.00	SB	
Shred-It	P0246686	\$ 446.00	SB	
Suburban Stationers, Inc.	E0004797	\$ 792.92	SB	
Suburban Stationers, Inc.	E0008124	\$ 4,901.92	SB	
Suburban Stationers, Inc.	P0231666	\$ 1,742.35	SB	
Suburban Stationers, Inc.	P0248687	\$ 5,002.64	SB	
Tec Control Systems, Inc.	P0246819	\$ 4,940.00	SB	
Tradesman of New England, LLC	P0232201	\$ 3,383.50	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 138,778.15</b>		

**SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT**

Fiscal Year Quarter **2nd Quarter** Fiscal Year Period

**Oct 1 - Dec 31 2010**

ENTER THIS QTR-

Agency Name:	Three Rivers Community Collge	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	<a href="mailto:goneill@trcc.comnet.edu">goneill@trcc.comnet.edu</a>
Tel. # -	860-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 29,434,493.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,426,973.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 356,743.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 89,186.00

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,711,588.18	363	\$ 2,992,241.55	623
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 194,958.85	30	\$ 333,737.00	58

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)	\$ 8,949.53	7	\$ 27,940.86	18
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 21,716.66	1	\$ 25,942.96	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>\$ 30,666.19</b>	<b>8</b>	<b>\$ 53,883.82</b>	<b>21</b>

DEPARTMENT OF ADMINISTRATIVE SERVICES  
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year  
 2010-2011

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD	Oct 1 -Dec 31 2010	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:	
---------------------	---------------	----------------	--

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	P0248528	\$ 2,153.73	W	
Automated Building Systems, Inc.	P0254188	\$ 5,118.50	SB	
C&C Janitorial Suplies	P0248529	\$ 21,716.66	IW	
Chase Graphics	P0250011	\$ 993.00	SB	
Country Gardens of Bristol, Inc.	P0250720	\$ 5,240.00	SB	
DH Marvin & Son Inc.	P0253528	\$ 127.66	SB	
Doc's Plumbing LLC	P0250748	\$ 2,507.41	SB	
EPS Printing II, LLC	P0248762	\$ 566.00	SB	
EPS Printing II, LLC	P0252228	\$ 255.00	SB	
EPS Printing II, LLC	P0253204	\$ 382.00	SB	
Fire Protection Testing, Inc.	P0229689	\$ 567.50	SB	
G. Donovan Associates, Inc.	P0241347	\$ 18,184.44	SB	
G. Donovan Associates, Inc.	P0244933	\$ 9,509.37	SB	
G. Donovan Associates, Inc.	P0249413	\$ 14,251.00	SB	
Guardian Pest Control	P0246937	\$ 85.00	SB	
Hartford Toner & Cartridge, Inc.	P0249204	\$ 1,180.00	W	
High Tech Consultants, LLC	P0246844	\$ 83,251.24	SB	
Lathrop Vending, Inc.	P0246720	\$ 1,461.37	W	
Logo Concepts LLC	P0249065	\$ 478.50	W	
Logo Concepts LLC	P0252076	\$ 1,086.61	W	
Northeast Ind. Services Inc.	P0246911	\$ 785.00	SB	
Prime Electric LLC	P0233059	\$ 4,057.00	SB	
Prime Electric LLC	P0252827	\$ 392.22	SB	
Ryan Business Systems, Inc.	P0247097	\$ 53.32	W	
Salka Office Furniture	P0247948	\$ 2,536.00	W	
Shred-It	P0246686	\$ 528.00	SB	
Suburban Stationers, Inc.	E0008124	\$ 4,808.60	SB	
Suburban Stationers, Inc.	P0248687	\$ 5,830.87	SB	
Tradesman of New England, LLC	P0248540	\$ 5,336.85	SB	
Tradesman of New England, LLC	P0253225	\$ 1,516.00	SB	
<b>SBE/MBE TOTAL</b>		<b>\$ 194,958.85</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 2010 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.

The College has not had an Affirmative Action advisory committee over the past two years however this is an important group for gathering input from the College Community as the Affirmative Action Plan is developed and monitored. A program goal will be established



for 2011 to reestablish the Affirmative Action Advisory Committee so that group can be used to support the College's Affirmative Action Program.

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 the Cabinet was kept apprised of the searches that were in progress. The topic appeared specifically on the Cabinet agenda on May 26, 2010 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 responsibilities within the Academic Division as the Assistant to the Academic Dean.



574 NEW LONDON TURNPIKE • NORWICH, CT 06360 • 860-886-0177

## PRESIDENT'S CABINET MEETING MINUTES MAY 26, 2010

Meeting called to order: 10:14 A.M.

**PRESENT:** President Jones, Deans Goetchius, Branchini, Associate Dean Valentin, George Rezendes, Sandra Allyn-Gauthier, Vicki Baker, Sandra C. Farwell (recorder)

**ABSENT:** Dean Anderson, Louise Summa

### GOVERNANCE COUNCIL REPORT

**Vicki Baker** The Governance Council held its last meeting on Monday, May 17<sup>th</sup>. The Annual Report was presented to and accepted by the council. The Chair bid adieu to Dean Anderson, who will officially begin his retirement this summer, and welcome to Phil Mayer, newly appointed Vice Chair of the Governance Council. Ms. Baker is currently working on identifying GC members whose terms are expiring and will be contacting the appropriate supervisors to appoint or elect new representatives from their department or division.

### INDIVIDUAL REPORTS

**Dean Goetchius** Requested permission to purchase an additional projector for Room B109. The projected cost is \$3,000.  
Reported that Skye Cohen has been appointed to the Malware working group.

**Dean Edwards** Acknowledged with thanks help provided to make Commencement the success it was. A debriefing meeting will be scheduled very soon. The number of participants in the High School Partnership Program has increased from twenty to thirty five. The top three are from Norwich Tech. 1154 students have enrolled in summer school, which exceeded last year's enrollment; 314 FTE. Fall enrollment – 1614 total, 464 registered and 245 FTE. Student Leadership recognition party will be held tomorrow, Thursday, May 27<sup>th</sup>.

**Dean Branchini** Dave Ferreira, June Decker and Roxanne Tisch attended the NCAT conference in Dallas in support of the *Changing the Equation Grant*. They are in the final group for consideration. The grant is for the redesign of pacing and pedagogy of TRCC's development mathematics sequence.

There are outstanding faculty searches still pending. Searches are nearing the final stages in: Chemistry, Composition, Speech and Technical Writing, Electrical Engineering Technology, and Math for tenure track positions; and for a number of one year positions in foreign languages, 3D art, physics, health and wellness, and computer science.

**Dean Valentin** CE applied for and has been notified of receipt of a grant from the Connecticut Clean Energy Efficiency Fund, a solar voltaic training program. TRCC's application has passed the first stage and is now in the process of funding amount negotiation. Once this process is complete this grant will be combined with the Hudson Valley Community College USDOE grant (\$70,000) as well as support from Norwich Public Utilities, to design and implement a comprehensive thermal and solar photo voltaic training program.

Three Rivers in conjunction with Eastern Workforce Investment Board, QVCC, Community College of RI, and Quinsigamond Community College, as well as numerous other entities have applied for a USDOL Community Based Job Training Grant to equip low and medium skilled workers with the basic and technical competencies required to meet employers' immediate and long-term goals.

The Eastern Workforce Investment Board (EWIB) has requested that TRCC and QVCC be utilized as an American Council on Education Testing Site to proctor final exams for students using EWIB's on-line professional development training courses. Cabinet will review the impact of this request before a decision is made.

**George Rezendes** Presented an overview of the 2010 Affirmative Action Plan (AAP), which covered human relations and intergroup relations; nondiscriminatory employment practices; the legal authority for affirmative action and the appointing authority's commitment; review of the affirmative action plan and identification of the obstacles in meeting the goals of the plan. A paper copy of the plan is available for review in the library. It is also available on the College's intranet website. A list of the Affirmative Action Hiring goals for 2010 was distributed. Attachment "A".

Dr. Rezendes reported he recently acted as a Judge for the Norwich Public Schools Team Math for fourth and fifth grade students.

**Sandra Allyn-Gauthier** Planning for the Golf Tournament has begun. Volunteers and sponsors (fifteen – twenty) are needed.

Ms. Gauthier will be attending a planned giving seminar at Sturbridge Village, Massachusetts on June 10<sup>th</sup>.

Mr. William Turner has been appointed to the Foundation Board.

**President Jones** Reported that the members of the Board in attendance at Commencement were impressed with the ceremony, as was the President. She extended kudos to all who made it possible. The President also noted the College's commencement received excellent press coverage.

The Cabinet's strategic planning meeting has been scheduled for Wednesday, June 23<sup>rd</sup>, 2010

The meeting adjourned at 12:10 P.M.

# 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 Technology, 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)  
Division Director, Nursing (CC 22)  
Division Director, Technologies (CC 21)  
Director of Personnel and Labor Relations (CCAdmin4)  
Director of Library Services (CC 20)  
Director of Finance and 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 1)  
Educational Services Aide  
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)**

Associate Fiscal Services Officer I (AR 22)  
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)  
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)

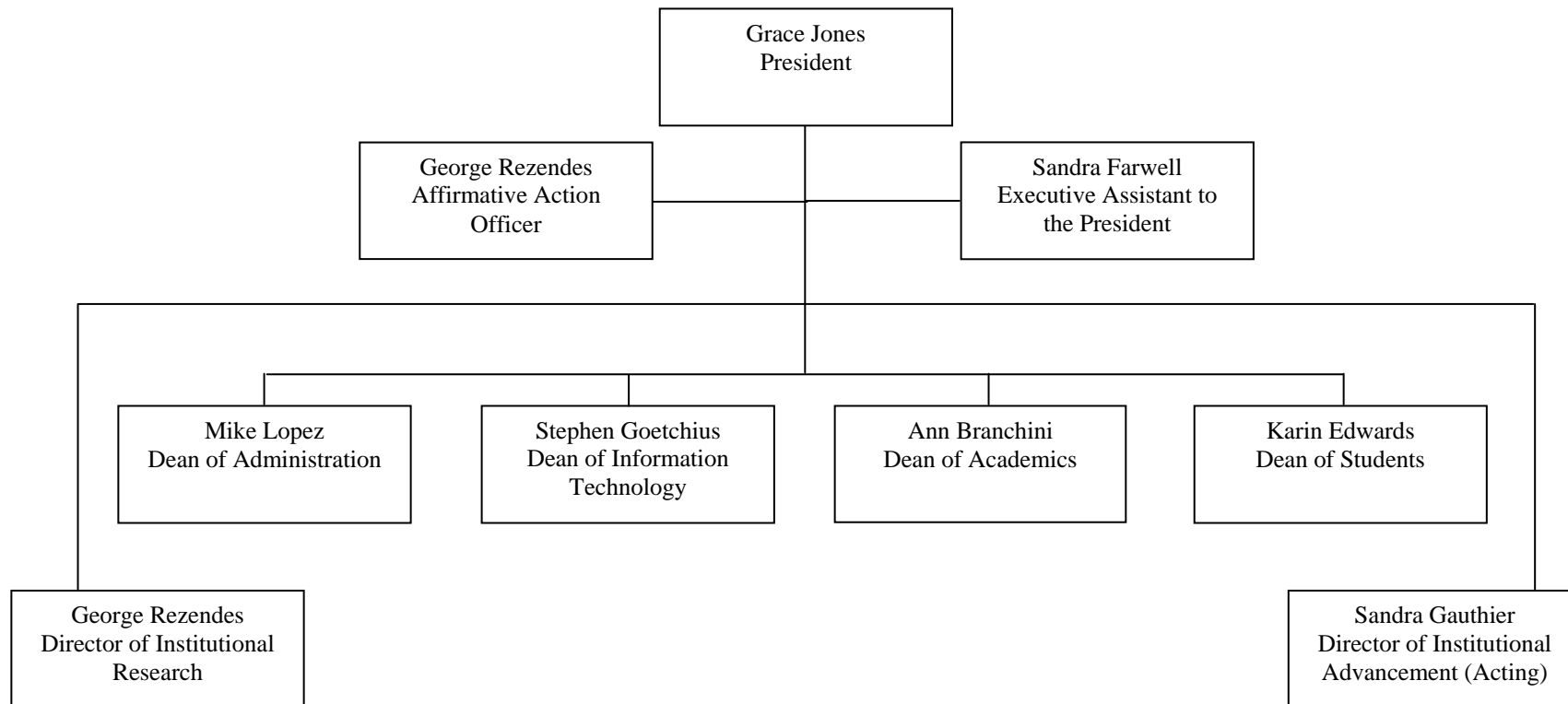
## **SECRETARIAL/CLERICAL**

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











ACL Salary Grid Effective 8/1/2008-12/16/2010																					
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Value	At Max Lump
8	\$22,752	\$23,510	\$24,278	\$25,053	\$25,835	\$26,627	\$27,425	\$28,232	\$29,047	\$29,870	\$30,701	\$31,539	\$32,387	\$33,242	\$34,108	\$34,981	\$35,864	\$36,755	\$824	1000	
9	\$23,602	\$24,386	\$25,178	\$25,979	\$26,787	\$27,604	\$28,428	\$29,260	\$30,101	\$30,950	\$31,807	\$32,674	\$33,549	\$34,433	\$35,326	\$36,227	\$37,137	\$38,057	\$851	1000	
10	\$24,577	\$25,397	\$26,224	\$27,059	\$27,904	\$28,757	\$29,618	\$30,489	\$31,368	\$32,256	\$33,152	\$34,058	\$34,973	\$35,895	\$36,828	\$37,770	\$38,722	\$39,683	\$889	1000	
11	\$25,575	\$26,432	\$27,298	\$28,173	\$29,055	\$30,048	\$31,049	\$32,058	\$33,076	\$34,104	\$35,141	\$36,188	\$37,244	\$38,310	\$39,385	\$40,469	\$41,562	\$42,664	\$929	1100	
12	\$27,109	\$28,013	\$28,927	\$29,849	\$30,781	\$31,722	\$32,673	\$33,633	\$34,604	\$35,583	\$36,572	\$37,571	\$38,579	\$39,599	\$40,628	\$41,668	\$42,719	\$43,779	\$980	1100	
13	\$28,679	\$29,636	\$30,602	\$31,577	\$32,563	\$33,557	\$34,562	\$35,577	\$36,602	\$37,639	\$38,685	\$39,741	\$40,809	\$41,886	\$42,974	\$44,075	\$45,185	\$46,307	\$1,037	1200	
14	\$30,511	\$31,527	\$32,553	\$33,590	\$34,637	\$35,695	\$36,763	\$37,841	\$38,930	\$40,031	\$41,142	\$42,265	\$43,398	\$44,543	\$45,700	\$46,868	\$48,048	\$49,240	\$1,102	1200	
15	\$32,996	\$34,097	\$35,209	\$36,332	\$37,466	\$38,610	\$39,766	\$40,934	\$42,115	\$43,307	\$44,512	\$45,726	\$46,953	\$48,194	\$49,445	\$50,711	\$51,989	\$53,279	\$1,193	1300	
16	\$35,834	\$37,028	\$38,234	\$39,452	\$40,682	\$41,924	\$43,179	\$44,447	\$45,727	\$47,020	\$48,326	\$49,644	\$50,976	\$52,322	\$53,681	\$55,053	\$56,439	\$57,839	\$1,295	1300	
17	\$38,673	\$39,965	\$41,269	\$42,586	\$43,916	\$45,260	\$46,617	\$47,988	\$49,373	\$50,771	\$52,183	\$53,609	\$55,051	\$56,505	\$57,975	\$59,459	\$60,958	\$62,472	\$1,400	1400	
18	\$42,043	\$43,446	\$44,864	\$46,297	\$47,743	\$49,204	\$50,679	\$52,169	\$53,675	\$55,196	\$56,731	\$58,281	\$59,847	\$61,430	\$63,027	\$64,640	\$66,271	\$67,916	\$1,522	1400	
19	\$45,592	\$47,112	\$48,647	\$50,198	\$51,764	\$53,346	\$54,944	\$56,557	\$58,187	\$59,833	\$61,495	\$63,173	\$64,869	\$66,581	\$68,312	\$70,058	\$71,823	\$73,605	\$1,648	1500	
20	\$49,673	\$51,311	\$52,967	\$54,639	\$56,326	\$58,029	\$59,749	\$61,487	\$63,243	\$65,016	\$66,806	\$68,613	\$70,437	\$72,279	\$74,138	\$76,015	\$77,909	\$79,821	\$1,795	1500	
21	\$53,931	\$55,728	\$57,544	\$59,377	\$61,229	\$63,098	\$64,987	\$66,895	\$68,822	\$70,768	\$72,734	\$74,719	\$76,724	\$78,749	\$80,794	\$82,859	\$84,946	\$87,053	\$1,949	1500	
22	\$58,896	\$60,859	\$62,841	\$64,844	\$66,867	\$68,909	\$70,973	\$73,057	\$75,161	\$77,286	\$79,433	\$81,602	\$83,791	\$86,003	\$88,238	\$90,494	\$92,773	\$95,075	\$2,129	1500	
ACL Salary Grid Effective 12/17/2010-6/30/2011																					
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Value	At Max Lump
8	\$23,435	\$24,215	\$25,006	\$25,805	\$26,610	\$27,425	\$28,248	\$29,078	\$29,918	\$30,766	\$31,622	\$32,486	\$33,358	\$34,240	\$35,131	\$36,030	\$36,940	\$37,857	\$848	1000	
9	\$24,310	\$25,117	\$25,934	\$26,759	\$27,590	\$28,432	\$29,281	\$30,137	\$31,004	\$31,878	\$32,761	\$33,654	\$34,556	\$35,465	\$36,386	\$37,314	\$38,251	\$39,198	\$876	1000	
10	\$25,314	\$26,159	\$27,011	\$27,871	\$28,741	\$29,619	\$30,507	\$31,404	\$32,309	\$33,224	\$34,147	\$35,080	\$36,022	\$36,972	\$37,933	\$38,903	\$39,884	\$40,873	\$915	1000	
11	\$26,549	\$27,431	\$28,323	\$29,224	\$30,133	\$31,052	\$31,980	\$32,916	\$33,863	\$34,818	\$35,783	\$36,759	\$37,744	\$38,738	\$39,743	\$40,758	\$41,782	\$42,817	\$957	1100	
12	\$27,927	\$28,854	\$29,795	\$30,744	\$31,704	\$32,674	\$33,653	\$34,642	\$35,642	\$36,650	\$37,669	\$38,698	\$39,737	\$40,787	\$41,847	\$42,918	\$44,000	\$45,092	\$1,010	1100	
13	\$29,540	\$30,524	\$31,520	\$32,525	\$33,540	\$34,563	\$35,598	\$36,644	\$37,700	\$38,768	\$39,845	\$40,934	\$42,033	\$43,142	\$44,264	\$45,397	\$46,541	\$47,696	\$1,068	1200	
14	\$31,426	\$32,473	\$33,530	\$34,598	\$35,676	\$36,766	\$37,866	\$38,977	\$40,098	\$41,231	\$42,377	\$43,533	\$44,700	\$45,880	\$47,071	\$48,274	\$49,490	\$50,717	\$1,135	1200	
15	\$33,986	\$35,120	\$36,265	\$37,421	\$38,590	\$39,768	\$40,959	\$42,162	\$43,379	\$44,606	\$45,845	\$47,098	\$48,362	\$49,640	\$50,929	\$52,232	\$53,549	\$54,878	\$1,229	1300	
16	\$36,908	\$38,138	\$39,381	\$40,635	\$41,903	\$43,182	\$44,474	\$45,780	\$47,099	\$48,431	\$49,775	\$51,134	\$52,505	\$53,891	\$55,291	\$56,705	\$58,133	\$59,574	\$1,334	1300	
17	\$39,833	\$41,164	\$42,507	\$43,863	\$45,233	\$46,617	\$48,016	\$49,428	\$50,854	\$52,294	\$53,748	\$55,217	\$56,702	\$58,200	\$59,714	\$61,243	\$62,786	\$64,346	\$1,442	1400	
18	\$43,304	\$44,750	\$46,211	\$47,686	\$49,175	\$50,680	\$52,199	\$53,735	\$55,285	\$56,852	\$58,433	\$60,029	\$61,643	\$63,272	\$64,918	\$66,580	\$68,259	\$69,954	\$1,568	1400	
19	\$46,960	\$48,525	\$50,107	\$51,704	\$53,318	\$54,947	\$56,593	\$58,253	\$59,933	\$61,628	\$63,340	\$65,069	\$66,815	\$68,579	\$70,361	\$72,160	\$73,978	\$75,813	\$1,697	1500	
20	\$51,164	\$52,868	\$54,591	\$56,332	\$58,088	\$59,863	\$61,655	\$63,466	\$65,294	\$67,140	\$69,006	\$70,890	\$72,794	\$74,715	\$76,655	\$78,616	\$80,596	\$82,595	\$1,849	1500	
21	\$55,549	\$57,400	\$59,270	\$61,158	\$63,065	\$64,991	\$66,936	\$68,902	\$70,887	\$72,891	\$74,915	\$76,961	\$79,026	\$81,111	\$83,218	\$85,345	\$87,494	\$89,664	\$2,007	1500	
22	\$60,663	\$62,684	\$64,727	\$66,790	\$68,873	\$70,976	\$73,102	\$75,248	\$77,416	\$79,604	\$81,816	\$84,050	\$86,305	\$88,583	\$90,885	\$93,209	\$95,556	\$97,927	\$2,192	1500	
ACL Salary Grid Effective 7/1/2011																					
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Avg AI Value	At Max Lump
8	\$24,020	\$24,821	\$25,631	\$26,450	\$27,275	\$28,111	\$28,955	\$29,805	\$30,666	\$31,535	\$32,412	\$33,298	\$34,192	\$35,096	\$36,009	\$36,931	\$37,863	\$38,804	\$869	1000	
9	\$24,917	\$25,745	\$26,582	\$27,428	\$28,280	\$29,143	\$30,013	\$30,891	\$31,778	\$32,675	\$33,580	\$34,496	\$35,420	\$36,352	\$37,295	\$38,247	\$39,207	\$40,178	\$898	1000	
10	\$25,947	\$26,813	\$27,686	\$28,568	\$29,459	\$30,359	\$31,270	\$32,189	\$33,117	\$34,054	\$35,000	\$35,957	\$36,923	\$37,896	\$38,881	\$39,876	\$40,880	\$41,894	\$938	1000	
11	\$27,127	\$28,116	\$29,031	\$29,954	\$30,886	\$31,829	\$32,780	\$33,739	\$34,709	\$35,689	\$36,678	\$37,678	\$38,687	\$39,707	\$40,736	\$41,777	\$42,827	\$43,887	\$981	1100	
12	\$28,620	\$29,576	\$30,539	\$31,513	\$32,497	\$33,491	\$34,495	\$35,508	\$36,533	\$37,567	\$38,611	\$39,665	\$40,730	\$41,807	\$42,893	\$43,991	\$45,101	\$46,220	\$1,035	1100	
13	\$30,278	\$31,287	\$32,308	\$33,338	\$34,379	\$35,427	\$36,488	\$37,560	\$38,643	\$39,737	\$40,841	\$41,957	\$43,084	\$44,221	\$45,370	\$46,532	\$47,704	\$48,888	\$1,095	1200	
14	\$32,112	\$33,284	\$34,468	\$35,662	\$36,868	\$38,085	\$39,313	\$39,951	\$41,101	\$42,262	\$43,436	\$44,621	\$45,818	\$47,027	\$48,248	\$49,481	\$50,727	\$51,986	\$1,163	1200	
15	\$34,836	\$35,999	\$37,172	\$38,357	\$39,554	\$40,763	\$41,983	\$43,216	\$44,463	\$45,721	\$46,991	\$48,275	\$49,571	\$50,881	\$52,202	\$53,537	\$54,887	\$56,249	\$1,259	1300	
16	\$37,831	\$39,092	\$40,366	\$41,651	\$42,950	\$44,261	\$45,586	\$46,925	\$48,276	\$49,641	\$51,020	\$52,412	\$53,818	\$55,238	\$56,673	\$58,122	\$59,586	\$61,064	\$1,367	1300	
17	\$40,829	\$42,193	\$43,570	\$44,960	\$46,364	\$47,783	\$49,217	\$50,664	\$52,125	\$53,601	\$55,092	\$56,598	\$58,120	\$59,655	\$61,207	\$62,774	\$64,356	\$65,955	\$1,478	1400	
18	\$44,387	\$45,869	\$47,366	\$48,878	\$50,405	\$51,947	\$53,504	\$55,078	\$56,667	\$58,273	\$59,894	\$61,530	\$63,184	\$64,854	\$66,541	\$68,244	\$69,965	\$71,703	\$1,607	1400	
19	\$48,134	\$49,739	\$51,359	\$52,997	\$54,650	\$56,321	\$58,009	\$59,710	\$61,431	\$63,168	\$64,923	\$66,695	\$68,486	\$70,293	\$72,119	\$73,964	\$75,827	\$77,708	\$1,740	1500	
20	\$52,442	\$54,190	\$55,956	\$57,740	\$59,540	\$61,359	\$63,197	\$65,053	\$66,926	\$68,819	\$70,731	\$72,662	\$74,613	\$76,583	\$78,572	\$80,580	\$82,611	\$84,660	\$1,895	1500	
21	\$56,938	\$58,835	\$60,752	\$62,687	\$64,642	\$66,615	\$68,609	\$70,625	\$72,659	\$74,714	\$76,788	\$78,884	\$81,002	\$83,139	\$85,298	\$87,479	\$89,681	\$91,906	\$2,057	1500	
22	\$62,180	\$64,251	\$66,345	\$68,459	\$70,595	\$72,751	\$74,930	\$77,129	\$79,352	\$81,594	\$83,861	\$86,151	\$88,463	\$90,798	\$93,158	\$95,539	\$97,945	\$100,375	\$2,247	1500	
9/3/2010																					

**CONGRESS & AFT FACULTY SALARY GRIDS**  
**10 Month**

**Faculty Salary Grid Effective 7/18/2008-12/16/2010\***

Group	Step															At Value	At Max Lump	
		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

**Faculty Salary Grid Effective 12/17/2010-6/30/2011\***

Group	Step															At Value	At Max Lump	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14			
INSTR	1	\$47,705	\$49,280	\$50,855	\$52,430	\$54,005	\$55,580	\$57,155	\$58,730	\$60,305	\$61,880	\$63,455	\$65,030				\$1,575	\$1,200
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

**Faculty Salary Grid Effective 7/1/2011\***

Group	Step															At Value	At Max Lump	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14			
INSTR	1	\$48,898	\$50,512	\$52,126	\$53,740	\$55,354	\$56,968	\$58,582	\$60,196	\$61,810	\$63,424	\$65,038	\$66,652				\$1,614	\$1,200
ASST	2	\$52,808	\$54,552	\$56,296	\$58,040	\$59,784	\$61,528	\$63,272	\$65,016	\$66,760	\$68,504	\$70,248	\$71,992	\$73,736			\$1,744	\$1,300
ASSOC	3	\$59,651	\$61,622	\$63,593	\$65,564	\$67,535	\$69,506	\$71,477	\$73,448	\$75,419	\$77,390	\$79,361	\$81,332	\$83,303	\$85,274		\$1,971	\$1,400
PROF	4	\$68,457	\$70,714	\$72,971	\$75,228	\$77,485	\$79,742	\$81,999	\$84,256	\$86,513	\$88,770	\$91,027	\$93,284	\$95,541	\$97,798		\$2,257	\$1,500

\*Faculty salary grids pursuant to the 2009 concession agreements with unclassified unions 9/3/2010

**LONGEVITY SCHEDULES FOR CONGRESS AND  
AFSCME 2009-10 through 2011-12**

**2008-09 Longevity\***

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2,440	\$610	\$1,220	\$1,830	\$2,440
II	\$1,892	\$473	\$946	\$1,419	\$1,892
III	\$1,676	\$419	\$838	\$1,257	\$1,676
IV	\$1,484	\$371	\$742	\$1,113	\$1,484
V	\$1,268	\$317	\$634	\$951	\$1,268
VI	\$1,096	\$274	\$548	\$822	\$1,096
VII	\$948	\$237	\$474	\$711	\$948
VIII	\$820	\$205	\$410	\$615	\$820

**2009-10 Longevity**

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2,488	\$622	\$1,244	\$1,866	\$2,488
II	\$1,928	\$482	\$964	\$1,446	\$1,928
III	\$1,708	\$427	\$854	\$1,281	\$1,708
IV	\$1,512	\$378	\$756	\$1,134	\$1,512
V	\$1,292	\$323	\$646	\$969	\$1,292
VI	\$1,120	\$280	\$560	\$840	\$1,120
VII	\$968	\$242	\$484	\$726	\$968
VIII	\$836	\$209	\$418	\$627	\$836

**2010-11 Longevity**

Category	Longevity Base	10-14 Years	15-19 Years	20-24 Years	25 Years or More
I	\$2,564	\$641	\$1,282	\$1,923	\$2,564
II	\$1,988	\$497	\$994	\$1,491	\$1,988
III	\$1,760	\$440	\$880	\$1,320	\$1,760
IV	\$1,560	\$390	\$780	\$1,170	\$1,560
V	\$1,332	\$333	\$666	\$999	\$1,332
VI	\$1,156	\$289	\$578	\$867	\$1,156
VII	\$1,000	\$250	\$500	\$750	\$1,000
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)

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 7/02/2010

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	\$25,154.00	\$25,637.00	\$26,118.00	\$26,604.00	\$27,097.00	\$27,581.00	\$28,063.00	\$28,762.00	\$29,481.00	\$30,200.00
		Bi-Wk	\$963.76	\$982.27	\$1,000.69	\$1,019.32	\$1,038.20	\$1,056.75	\$1,075.22	\$1,102.00	\$1,129.55	\$1,157.09
		Daily	\$96.38	\$98.23	\$100.07	\$101.94	\$103.82	\$105.68	\$107.53	\$110.20	\$112.96	\$115.71
		Hourly	\$12.86	\$13.10	\$13.35	\$13.60	\$13.85	\$14.09	\$14.34	\$14.70	\$15.07	\$15.43
TC	2	Annual	\$26,118.00	\$26,604.00	\$27,097.00	\$27,581.00	\$28,063.00	\$28,545.00	\$29,029.00	\$29,756.00	\$30,500.00	\$31,245.00
		Bi-Wk	\$1,000.69	\$1,019.32	\$1,038.20	\$1,056.75	\$1,075.22	\$1,093.68	\$1,112.23	\$1,140.08	\$1,168.59	\$1,197.13
		Daily	\$100.07	\$101.94	\$103.82	\$105.68	\$107.53	\$109.37	\$111.23	\$114.01	\$116.86	\$119.72
		Hourly	\$13.35	\$13.60	\$13.85	\$14.09	\$14.34	\$14.59	\$14.83	\$15.21	\$15.59	\$15.97
TC	3	Annual	\$26,604.00	\$27,097.00	\$27,581.00	\$28,063.00	\$28,545.00	\$29,029.00	\$29,511.00	\$30,251.00	\$31,005.00	\$31,763.00
		Bi-Wk	\$1,019.32	\$1,038.20	\$1,056.75	\$1,075.22	\$1,093.68	\$1,112.23	\$1,130.69	\$1,159.05	\$1,187.94	\$1,216.98
		Daily	\$101.94	\$103.82	\$105.68	\$107.53	\$109.37	\$111.23	\$113.07	\$115.91	\$118.80	\$121.70
		Hourly	\$13.60	\$13.85	\$14.09	\$14.34	\$14.59	\$14.83	\$15.08	\$15.46	\$15.84	\$16.23
TC	4	Annual	\$27,300.00	\$27,887.00	\$28,475.00	\$29,067.00	\$29,652.00	\$30,238.00	\$30,830.00	\$31,604.00	\$32,393.00	\$33,182.00
		Bi-Wk	\$1,045.98	\$1,068.47	\$1,091.00	\$1,113.68	\$1,136.10	\$1,158.55	\$1,181.23	\$1,210.99	\$1,241.12	\$1,271.35
		Daily	\$104.60	\$106.85	\$109.10	\$111.37	\$113.61	\$115.86	\$118.13	\$121.09	\$124.12	\$127.14
		Hourly	\$13.95	\$14.25	\$14.55	\$14.85	\$15.15	\$15.45	\$15.75	\$16.15	\$16.55	\$16.96
TC	5	Annual	\$27,853.00	\$28,475.00	\$29,098.00	\$29,716.00	\$30,337.00	\$30,955.00	\$31,576.00	\$32,367.00	\$33,179.00	\$33,984.00
		Bi-Wk	\$1,067.17	\$1,091.00	\$1,114.87	\$1,138.55	\$1,162.34	\$1,186.02	\$1,209.81	\$1,240.12	\$1,271.23	\$1,302.07
		Daily	\$106.72	\$109.10	\$111.49	\$113.86	\$116.24	\$118.61	\$120.99	\$124.02	\$127.13	\$130.21
		Hourly	\$14.23	\$14.55	\$14.87	\$15.19	\$15.50	\$15.82	\$16.14	\$16.54	\$16.95	\$17.37
TC	6	Annual	\$28,617.00	\$29,242.00	\$29,860.00	\$30,482.00	\$31,103.00	\$31,723.00	\$32,344.00	\$33,152.00	\$33,981.00	\$34,813.00
		Bi-Wk	\$1,096.44	\$1,120.39	\$1,144.07	\$1,167.90	\$1,191.69	\$1,215.45	\$1,239.24	\$1,270.20	\$1,301.96	\$1,333.84
		Daily	\$109.65	\$112.04	\$114.41	\$116.79	\$119.17	\$121.55	\$123.93	\$127.02	\$130.20	\$133.39
		Hourly	\$14.62	\$14.94	\$15.26	\$15.58	\$15.89	\$16.21	\$16.53	\$16.94	\$17.36	\$17.79
TC	7	Annual	\$29,309.00	\$29,928.00	\$30,549.00	\$31,171.00	\$31,787.00	\$32,412.00	\$33,030.00	\$33,855.00	\$34,699.00	\$35,546.00
		Bi-Wk	\$1,122.96	\$1,146.67	\$1,170.46	\$1,194.30	\$1,217.90	\$1,241.84	\$1,265.52	\$1,297.13	\$1,329.47	\$1,361.92
		Daily	\$112.30	\$114.67	\$117.05	\$119.43	\$121.79	\$124.19	\$126.56	\$129.72	\$132.95	\$136.20
		Hourly	\$14.98	\$15.29	\$15.61	\$15.93	\$16.24	\$16.56	\$16.88	\$17.30	\$17.73	\$18.16
TC	8	Annual	\$31,103.00	\$31,866.00	\$32,621.00	\$33,411.00	\$34,227.00	\$35,040.00	\$35,903.00	\$36,800.00	\$37,722.00	\$38,639.00
		Bi-Wk	\$1,191.69	\$1,220.92	\$1,249.85	\$1,280.12	\$1,311.38	\$1,342.53	\$1,375.60	\$1,409.97	\$1,445.29	\$1,480.43
		Daily	\$119.17	\$122.10	\$124.99	\$128.02	\$131.14	\$134.26	\$137.56	\$141.00	\$144.53	\$148.05
		Hourly	\$15.89	\$16.28	\$16.67	\$17.07	\$17.49	\$17.91	\$18.35	\$18.80	\$19.28	\$19.74

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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	9	Annual	\$31,893.00	\$32,688.00	\$33,513.00	\$34,364.00	\$35,214.00	\$36,115.00	\$37,029.00	\$37,956.00	\$38,905.00	\$39,854.00
		Bi-Wk	\$1,221.96	\$1,262.42	\$1,284.03	\$1,316.63	\$1,349.20	\$1,383.72	\$1,418.74	\$1,454.26	\$1,490.62	\$1,526.98
		Daily	\$122.20	\$125.25	\$128.41	\$131.67	\$134.92	\$138.38	\$141.88	\$145.43	\$149.07	\$152.70
		Hourly	\$16.30	\$16.70	\$17.13	\$17.56	\$17.99	\$18.45	\$18.92	\$19.40	\$19.88	\$20.36
TC	10	Annual	\$32,806.00	\$33,678.00	\$34,582.00	\$35,459.00	\$36,406.00	\$37,374.00	\$38,372.00	\$39,330.00	\$40,314.00	\$41,296.00
		Bi-Wk	\$1,256.94	\$1,290.39	\$1,324.22	\$1,358.59	\$1,394.87	\$1,431.96	\$1,470.20	\$1,506.90	\$1,544.60	\$1,582.23
		Daily	\$125.70	\$128.04	\$132.43	\$135.86	\$139.49	\$143.20	\$147.02	\$150.69	\$154.46	\$158.23
		Hourly	\$16.76	\$17.21	\$17.66	\$18.12	\$18.60	\$19.10	\$19.61	\$20.10	\$20.60	\$21.10
TC	11	Annual	\$33,719.00	\$34,644.00	\$35,589.00	\$36,574.00	\$37,598.00	\$38,630.00	\$39,673.00	\$40,666.00	\$41,684.00	\$42,700.00
		Bi-Wk	\$1,291.92	\$1,327.36	\$1,363.57	\$1,401.31	\$1,440.54	\$1,480.08	\$1,520.04	\$1,558.09	\$1,597.09	\$1,636.02
		Daily	\$129.20	\$132.74	\$136.36	\$140.14	\$144.06	\$148.01	\$152.01	\$155.81	\$159.71	\$163.61
		Hourly	\$17.23	\$17.70	\$18.19	\$18.69	\$19.21	\$19.74	\$20.27	\$20.78	\$21.30	\$21.82
TC	12	Annual	\$34,698.00	\$35,691.00	\$36,718.00	\$37,787.00	\$38,862.00	\$39,947.00	\$41,024.00	\$42,053.00	\$43,104.00	\$44,155.00
		Bi-Wk	\$1,329.43	\$1,367.48	\$1,406.82	\$1,447.78	\$1,488.97	\$1,530.54	\$1,571.81	\$1,611.23	\$1,651.50	\$1,691.77
		Daily	\$132.95	\$136.75	\$140.69	\$144.78	\$148.90	\$153.08	\$157.19	\$161.13	\$165.15	\$169.18
		Hourly	\$17.73	\$18.24	\$18.76	\$19.31	\$19.86	\$20.41	\$20.96	\$21.49	\$22.02	\$22.56
TC	13	Annual	\$35,542.00	\$37,852.00	\$39,171.00	\$40,486.00	\$41,809.00	\$43,129.00	\$44,446.00	\$45,560.00	\$46,701.00	\$47,838.00
		Bi-Wk	\$1,400.08	\$1,450.27	\$1,500.81	\$1,551.19	\$1,601.88	\$1,652.46	\$1,702.92	\$1,745.80	\$1,789.32	\$1,832.88
		Daily	\$140.01	\$145.03	\$150.09	\$155.12	\$160.19	\$165.25	\$170.30	\$174.56	\$178.94	\$183.29
		Hourly	\$18.67	\$19.34	\$20.02	\$20.69	\$21.36	\$22.04	\$22.71	\$23.28	\$23.86	\$24.44
TC	14	Annual	\$38,211.00	\$39,571.00	\$40,932.00	\$42,290.00	\$43,648.00	\$45,011.00	\$46,364.00	\$47,522.00	\$48,714.00	\$49,902.00
		Bi-Wk	\$1,464.03	\$1,516.14	\$1,568.28	\$1,620.31	\$1,672.34	\$1,724.56	\$1,776.40	\$1,820.77	\$1,866.44	\$1,911.96
		Daily	\$146.41	\$151.62	\$156.83	\$162.04	\$167.24	\$172.46	\$177.64	\$182.08	\$186.65	\$191.20
		Hourly	\$19.53	\$20.22	\$20.92	\$21.61	\$22.30	\$23.00	\$23.69	\$24.28	\$24.89	\$25.50
TC	15	Annual	\$39,980.00	\$41,388.00	\$42,784.00	\$44,185.00	\$45,589.00	\$46,994.00	\$48,394.00	\$49,604.00	\$50,844.00	\$52,082.00
		Bi-Wk	\$1,531.81	\$1,585.75	\$1,639.24	\$1,692.92	\$1,746.71	\$1,800.54	\$1,854.18	\$1,900.54	\$1,948.05	\$1,995.48
		Daily	\$153.19	\$158.58	\$163.93	\$169.30	\$174.68	\$180.06	\$185.42	\$190.06	\$194.81	\$199.55
		Hourly	\$20.43	\$21.15	\$21.86	\$22.58	\$23.29	\$24.01	\$24.73	\$25.35	\$25.98	\$26.61
TC	16	Annual	\$41,878.00	\$43,322.00	\$44,765.00	\$46,208.00	\$47,647.00	\$49,091.00	\$50,527.00	\$51,794.00	\$53,088.00	\$54,381.00
		Bi-Wk	\$1,604.53	\$1,659.85	\$1,715.14	\$1,770.43	\$1,825.66	\$1,880.89	\$1,935.91	\$1,984.45	\$2,034.03	\$2,083.67
		Daily	\$160.46	\$165.99	\$171.52	\$177.05	\$182.56	\$188.09	\$193.60	\$198.45	\$203.41	\$208.36
		Hourly	\$21.40	\$22.14	\$22.87	\$23.61	\$24.35	\$25.08	\$25.82	\$26.46	\$27.13	\$27.79

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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	17	Annual	\$43,895.00	\$45,386.00	\$46,860.00	\$48,348.00	\$49,831.00	\$51,315.00	\$52,800.00	\$54,121.00	\$55,475.00	\$56,825.00
		Bi-Wk	\$1,681.81	\$1,738.93	\$1,795.41	\$1,852.46	\$1,909.24	\$1,966.10	\$2,022.99	\$2,073.61	\$2,126.48	\$2,177.21
		Daily	\$168.19	\$173.90	\$179.55	\$185.25	\$190.93	\$196.61	\$202.30	\$207.37	\$212.55	\$217.73
		Hourly	\$22.43	\$23.19	\$23.94	\$24.70	\$25.46	\$26.22	\$26.98	\$27.65	\$28.34	\$29.03
TC	18	Annual	\$46,054.00	\$47,571.00	\$49,091.00	\$50,615.00	\$52,133.00	\$53,650.00	\$55,177.00	\$56,556.00	\$57,970.00	\$59,384.00
		Bi-Wk	\$1,764.53	\$1,822.65	\$1,880.89	\$1,939.28	\$1,997.44	\$2,055.56	\$2,114.07	\$2,166.90	\$2,221.08	\$2,275.26
		Daily	\$176.46	\$182.27	\$188.09	\$193.93	\$199.75	\$205.56	\$211.41	\$216.69	\$222.11	\$227.53
		Hourly	\$23.53	\$24.31	\$25.08	\$25.86	\$26.64	\$27.41	\$28.19	\$28.90	\$29.62	\$30.34
TC	19	Annual	\$48,260.00	\$49,831.00	\$51,397.00	\$52,964.00	\$54,530.00	\$56,090.00	\$57,653.00	\$59,095.00	\$60,571.00	\$62,047.00
		Bi-Wk	\$1,849.05	\$1,909.24	\$1,969.24	\$2,029.28	\$2,089.28	\$2,149.05	\$2,208.93	\$2,264.18	\$2,320.73	\$2,377.28
		Daily	\$184.91	\$190.93	\$196.93	\$202.93	\$208.93	\$214.91	\$220.90	\$226.42	\$232.08	\$237.73
		Hourly	\$24.66	\$25.46	\$26.26	\$27.06	\$27.86	\$28.66	\$29.46	\$30.19	\$30.95	\$31.70
TC	20	Annual	\$50,662.00	\$52,265.00	\$53,871.00	\$55,472.00	\$57,071.00	\$58,683.00	\$60,279.00	\$61,787.00	\$63,331.00	\$64,875.00
		Bi-Wk	\$1,941.08	\$2,002.50	\$2,064.03	\$2,125.37	\$2,186.63	\$2,248.40	\$2,309.55	\$2,367.32	\$2,426.48	\$2,485.64
		Daily	\$194.11	\$200.25	\$206.41	\$212.54	\$218.67	\$224.84	\$230.96	\$236.74	\$242.65	\$248.57
		Hourly	\$26.89	\$26.70	\$27.53	\$28.34	\$29.16	\$29.98	\$30.80	\$31.57	\$32.36	\$33.15
TC	21	Annual	\$53,105.00	\$54,754.00	\$56,397.00	\$58,047.00	\$59,698.00	\$61,337.00	\$62,989.00	\$64,564.00	\$66,178.00	\$67,791.00
		Bi-Wk	\$2,034.68	\$2,097.86	\$2,160.81	\$2,224.03	\$2,287.28	\$2,350.08	\$2,413.38	\$2,473.72	\$2,535.56	\$2,597.36
		Daily	\$203.47	\$209.79	\$216.09	\$222.41	\$228.73	\$235.01	\$241.34	\$247.38	\$253.56	\$259.74
		Hourly	\$27.13	\$27.98	\$28.82	\$29.66	\$30.50	\$31.34	\$32.18	\$32.99	\$33.81	\$34.64
TC	22	Annual	\$54,530.00	\$56,483.00	\$58,440.00	\$60,389.00	\$62,348.00	\$64,303.00	\$66,258.00	\$67,916.00	\$69,615.00	\$71,314.00
		Bi-Wk	\$2,089.28	\$2,164.10	\$2,239.09	\$2,313.76	\$2,388.82	\$2,463.72	\$2,538.63	\$2,602.15	\$2,667.25	\$2,732.34
		Daily	\$208.93	\$216.41	\$223.91	\$231.38	\$238.89	\$246.38	\$253.87	\$260.22	\$266.73	\$273.24
		Hourly	\$27.86	\$28.86	\$29.86	\$30.86	\$31.86	\$32.85	\$33.85	\$34.70	\$35.57	\$36.44
TC	23	Annual	\$57,054.00	\$59,096.00	\$61,129.00	\$63,164.00	\$65,206.00	\$67,237.00	\$69,277.00	\$71,012.00	\$72,789.00	\$74,561.00
		Bi-Wk	\$2,185.98	\$2,264.22	\$2,342.11	\$2,420.08	\$2,498.32	\$2,576.14	\$2,654.30	\$2,720.77	\$2,788.86	\$2,856.75
		Daily	\$218.60	\$226.43	\$234.22	\$242.01	\$249.84	\$257.62	\$265.43	\$272.08	\$278.89	\$285.68
		Hourly	\$29.15	\$30.19	\$31.23	\$32.27	\$33.32	\$34.35	\$35.40	\$36.28	\$37.19	\$38.09
TC	24	Annual	\$59,746.00	\$61,868.00	\$63,993.00	\$66,117.00	\$68,237.00	\$70,362.00	\$72,484.00	\$74,297.00	\$76,154.00	\$78,012.00
		Bi-Wk	\$2,289.12	\$2,370.43	\$2,451.84	\$2,533.22	\$2,614.45	\$2,695.87	\$2,777.17	\$2,846.63	\$2,917.78	\$2,988.97
		Daily	\$228.92	\$237.05	\$245.19	\$253.33	\$261.45	\$269.59	\$277.72	\$284.67	\$291.78	\$298.90
		Hourly	\$30.53	\$31.61	\$32.70	\$33.78	\$34.86	\$35.95	\$37.03	\$37.96	\$38.91	\$39.86

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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	25	Annual	\$62,604.00	\$64,807.00	\$67,010.00	\$69,206.00	\$71,413.00	\$73,610.00	\$75,816.00	\$77,712.00	\$79,656.00	\$81,596.00
		Bi-Wk	\$2,398.63	\$2,483.03	\$2,567.44	\$2,651.58	\$2,736.14	\$2,820.31	\$2,904.83	\$2,977.48	\$3,051.92	\$3,126.25
		Daily	\$239.87	\$248.31	\$256.75	\$265.16	\$273.62	\$282.04	\$290.49	\$297.75	\$305.20	\$312.63
		Hourly	\$31.99	\$33.11	\$34.24	\$35.36	\$36.49	\$37.61	\$38.74	\$39.70	\$40.70	\$41.69
TC	26	Annual	\$65,637.00	\$67,917.00	\$70,198.00	\$72,484.00	\$74,768.00	\$77,051.00	\$79,329.00	\$81,314.00	\$83,344.00	\$85,380.00
		Bi-Wk	\$2,514.83	\$2,602.19	\$2,689.58	\$2,777.17	\$2,864.68	\$2,952.15	\$3,039.43	\$3,116.48	\$3,193.26	\$3,271.27
		Daily	\$251.49	\$260.22	\$268.96	\$277.72	\$286.47	\$295.22	\$303.95	\$311.55	\$319.33	\$327.13
		Hourly	\$33.54	\$34.70	\$35.87	\$37.03	\$38.20	\$39.37	\$40.53	\$41.54	\$42.58	\$43.62
TC	27	Annual	\$68,835.00	\$71,194.00	\$73,564.00	\$75,925.00	\$78,286.00	\$80,644.00	\$83,012.00	\$85,089.00	\$87,213.00	\$89,342.00
		Bi-Wk	\$2,637.36	\$2,727.74	\$2,818.55	\$2,909.01	\$2,999.47	\$3,089.81	\$3,180.54	\$3,260.12	\$3,341.50	\$3,423.07
		Daily	\$263.74	\$272.78	\$281.86	\$290.91	\$299.95	\$308.99	\$318.06	\$326.02	\$334.15	\$342.31
		Hourly	\$35.17	\$36.37	\$37.59	\$38.79	\$40.00	\$41.20	\$42.41	\$43.47	\$44.56	\$45.65
TC	28	Annual	\$72,252.00	\$74,702.00	\$77,143.00	\$79,585.00	\$82,028.00	\$84,474.00	\$86,916.00	\$89,091.00	\$91,320.00	\$93,544.00
		Bi-Wk	\$2,768.26	\$2,862.15	\$2,955.68	\$3,048.35	\$3,142.84	\$3,236.55	\$3,330.12	\$3,413.45	\$3,498.86	\$3,584.07
		Daily	\$276.83	\$286.22	\$295.57	\$304.94	\$314.29	\$323.66	\$333.02	\$341.35	\$349.89	\$358.41
		Hourly	\$36.92	\$38.17	\$39.41	\$40.66	\$41.91	\$43.16	\$44.41	\$45.52	\$46.66	\$47.79
TC	29	Annual	\$72,937.00	\$75,629.00	\$78,326.00	\$81,020.00	\$83,714.00	\$86,403.00	\$89,101.00	\$91,332.00	\$93,615.00	\$95,896.00
		Bi-Wk	\$2,794.53	\$2,897.67	\$3,001.00	\$3,104.22	\$3,207.44	\$3,310.46	\$3,413.84	\$3,499.32	\$3,586.79	\$3,674.18
		Daily	\$279.46	\$289.77	\$300.10	\$310.43	\$320.75	\$331.05	\$341.39	\$349.94	\$358.68	\$367.42
		Hourly	\$37.27	\$38.64	\$40.02	\$41.39	\$42.77	\$44.14	\$45.52	\$46.66	\$47.83	\$48.99
TC	30	Annual	\$75,816.00	\$78,586.00	\$81,360.00	\$84,130.00	\$86,905.00	\$89,675.00	\$92,451.00	\$94,763.00	\$97,134.00	\$99,498.00
		Bi-Wk	\$2,904.83	\$3,010.92	\$3,117.25	\$3,223.38	\$3,329.70	\$3,435.83	\$3,542.19	\$3,630.77	\$3,721.61	\$3,812.19
		Daily	\$290.49	\$301.10	\$311.73	\$322.34	\$332.97	\$343.59	\$354.22	\$363.08	\$372.17	\$381.22
		Hourly	\$38.74	\$40.15	\$41.57	\$42.98	\$44.40	\$45.82	\$47.23	\$48.42	\$49.63	\$50.83
TC	31	Annual	\$78,812.00	\$81,673.00	\$84,514.00	\$87,370.00	\$90,231.00	\$93,080.00	\$95,940.00	\$98,338.00	\$100,787.00	\$103,254.00
		Bi-Wk	\$3,019.62	\$3,129.24	\$3,238.09	\$3,347.51	\$3,457.13	\$3,566.29	\$3,675.87	\$3,767.74	\$3,861.96	\$3,956.10
		Daily	\$301.97	\$312.93	\$323.81	\$334.76	\$345.72	\$356.63	\$367.59	\$376.78	\$386.20	\$395.61
		Hourly	\$40.27	\$41.73	\$43.18	\$44.64	\$46.10	\$47.56	\$49.02	\$50.24	\$51.50	\$52.75
TC	32	Annual	\$81,926.00	\$84,858.00	\$87,787.00	\$90,718.00	\$93,660.00	\$96,587.00	\$99,526.00	\$102,012.00	\$104,563.00	\$107,114.00
		Bi-Wk	\$3,138.93	\$3,251.27	\$3,363.49	\$3,475.79	\$3,588.61	\$3,700.66	\$3,813.26	\$3,908.51	\$4,006.25	\$4,103.99
		Daily	\$313.90	\$325.13	\$336.35	\$347.58	\$358.86	\$370.07	\$381.33	\$390.86	\$400.63	\$410.40
		Hourly	\$41.86	\$43.36	\$44.85	\$46.35	\$47.85	\$49.35	\$50.85	\$52.12	\$53.42	\$54.72



NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 7/02/2010

Plan	Group	Period	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
TC	33	Annual	\$85,174.00	\$88,188.00	\$91,200.00	\$94,221.00	\$97,238.00	\$100,251.00	\$103,266.00	\$105,848.00	\$108,497.00	\$111,141.00
		Bi-Wk	\$3,263.38	\$3,378.86	\$3,494.26	\$3,610.00	\$3,725.60	\$3,841.04	\$3,956.56	\$4,055.48	\$4,156.98	\$4,258.28
		Daily	\$326.34	\$337.89	\$349.43	\$361.00	\$372.56	\$384.11	\$395.66	\$405.55	\$415.70	\$425.83
		Hourly	\$43.52	\$45.06	\$46.60	\$48.14	\$49.68	\$51.22	\$52.76	\$54.08	\$55.43	\$56.78
TC	34	Annual	\$88,632.00	\$91,732.00	\$94,830.00	\$97,929.00	\$101,024.00	\$104,121.00	\$107,214.00	\$109,896.00	\$112,644.00	\$115,390.00
		Bi-Wk	\$3,395.87	\$3,514.64	\$3,633.34	\$3,752.07	\$3,870.66	\$3,989.32	\$4,107.82	\$4,210.58	\$4,315.87	\$4,421.08
		Daily	\$339.59	\$351.47	\$363.34	\$375.21	\$387.07	\$398.94	\$410.79	\$421.06	\$431.59	\$442.11
		Hourly	\$45.28	\$46.87	\$48.45	\$50.03	\$51.61	\$53.20	\$54.78	\$56.15	\$57.55	\$58.95
TC	35	Annual	\$92,235.00	\$95,401.00	\$98,586.00	\$101,758.00	\$104,933.00	\$108,108.00	\$111,291.00	\$114,072.00	\$116,923.00	\$119,774.00
		Bi-Wk	\$3,533.91	\$3,655.22	\$3,777.25	\$3,898.78	\$4,020.43	\$4,142.07	\$4,264.03	\$4,370.58	\$4,479.81	\$4,589.05
		Daily	\$353.40	\$365.53	\$377.73	\$389.88	\$402.05	\$414.21	\$426.41	\$437.06	\$447.99	\$458.91
		Hourly	\$47.12	\$48.74	\$50.37	\$51.99	\$53.61	\$55.23	\$56.85	\$58.28	\$59.74	\$61.19
TC	36	Annual	\$96,020.00	\$99,275.00	\$102,535.00	\$105,795.00	\$109,050.00	\$112,310.00	\$115,568.00	\$118,455.00	\$121,417.00	\$124,376.00
		Bi-Wk	\$3,678.93	\$3,803.64	\$3,928.55	\$4,053.45	\$4,178.17	\$4,303.07	\$4,427.90	\$4,538.51	\$4,652.00	\$4,765.37
		Daily	\$367.90	\$380.37	\$392.86	\$405.35	\$417.82	\$430.31	\$442.79	\$453.86	\$465.20	\$476.54
		Hourly	\$49.06	\$50.72	\$52.39	\$54.05	\$55.71	\$57.38	\$58.04	\$60.52	\$62.03	\$63.54
TC	37	Annual	\$99,956.00	\$103,305.00	\$106,649.00	\$109,997.00	\$113,346.00	\$116,690.00	\$120,039.00	\$123,041.00	\$126,114.00	\$129,191.00
		Bi-Wk	\$3,829.74	\$3,958.05	\$4,086.17	\$4,214.45	\$4,342.76	\$4,470.89	\$4,599.20	\$4,714.22	\$4,831.96	\$4,949.85
		Daily	\$382.98	\$395.81	\$408.62	\$421.45	\$434.28	\$447.09	\$459.92	\$471.43	\$483.20	\$494.99
		Hourly	\$51.07	\$52.78	\$54.49	\$56.20	\$57.91	\$59.62	\$61.33	\$62.86	\$64.43	\$66.00
TC	38	Annual	\$104,033.00	\$107,467.00	\$110,886.00	\$114,311.00	\$117,736.00	\$121,165.00	\$124,592.00	\$127,702.00	\$130,897.00	\$134,088.00
		Bi-Wk	\$3,985.94	\$4,117.13	\$4,248.51	\$4,379.74	\$4,510.96	\$4,642.34	\$4,773.64	\$4,892.80	\$5,015.22	\$5,137.48
		Daily	\$398.60	\$411.72	\$424.86	\$437.98	\$451.10	\$464.24	\$477.37	\$489.28	\$501.53	\$513.75
		Hourly	\$53.15	\$54.90	\$56.65	\$58.40	\$60.15	\$61.90	\$63.65	\$65.24	\$66.87	\$68.50
TC	39	Annual	\$108,316.00	\$111,825.00	\$115,325.00	\$118,838.00	\$122,345.00	\$125,849.00	\$129,354.00	\$132,591.00	\$135,904.00	\$139,218.00
		Bi-Wk	\$4,150.04	\$4,284.49	\$4,418.59	\$4,553.19	\$4,687.55	\$4,821.81	\$4,956.10	\$5,080.12	\$5,207.05	\$5,334.03
		Daily	\$415.01	\$428.45	\$441.86	\$455.32	\$468.76	\$482.19	\$495.61	\$508.02	\$520.71	\$533.41
		Hourly	\$55.34	\$57.13	\$58.92	\$60.71	\$62.51	\$64.30	\$66.09	\$67.74	\$69.43	\$71.13
TC	40	Annual	\$112,782.00	\$116,363.00	\$119,948.00	\$123,523.00	\$127,109.00	\$130,692.00	\$134,277.00	\$137,832.00	\$141,077.00	\$144,515.00
		Bi-Wk	\$4,321.15	\$4,458.36	\$4,595.71	\$4,732.69	\$4,870.08	\$5,007.36	\$5,144.72	\$5,273.26	\$5,405.25	\$5,536.98
		Daily	\$432.12	\$445.84	\$459.58	\$473.27	\$487.01	\$500.74	\$514.48	\$527.33	\$540.53	\$553.70
		Hourly	\$57.62	\$59.45	\$61.28	\$63.11	\$64.94	\$66.77	\$68.60	\$70.32	\$72.07	\$73.83

NP-2 TC 37.5 HOUR PAY PLAN EFFECTIVE 7/02/2010

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	\$117,451.00	\$121,124.00	\$124,788.00	\$128,461.00	\$132,129.00	\$135,792.00	\$139,458.00	\$142,947.00	\$146,520.00	\$150,094.00
		Bi-Wk	\$4,500.04	\$4,640.77	\$4,781.15	\$4,921.88	\$5,062.42	\$5,202.76	\$5,343.22	\$5,476.90	\$5,613.80	\$5,750.73
		Daily	\$450.01	\$464.08	\$478.12	\$492.19	\$506.25	\$520.28	\$534.33	\$547.69	\$561.38	\$575.08
		Hourly	\$60.01	\$61.88	\$63.75	\$65.63	\$67.50	\$69.38	\$71.25	\$73.03	\$74.86	\$76.68
TC	42	Annual	\$122,301.00	\$126,055.00	\$129,805.00	\$133,549.00	\$137,301.00	\$141,050.00	\$144,802.00	\$148,422.00	\$152,136.00	\$155,845.00
		Bi-Wk	\$4,685.87	\$4,829.70	\$4,973.38	\$5,116.82	\$5,260.58	\$5,404.22	\$5,547.97	\$5,686.67	\$5,828.97	\$5,971.08
		Daily	\$468.59	\$482.97	\$497.34	\$511.68	\$526.06	\$540.43	\$554.80	\$568.67	\$582.90	\$597.11
		Hourly	\$62.48	\$64.40	\$66.32	\$68.23	\$70.15	\$72.06	\$73.98	\$75.83	\$77.72	\$79.62
TC	43	Annual	\$127,440.00	\$131,271.00	\$135,092.00	\$138,918.00	\$142,745.00	\$146,568.00	\$150,393.00	\$154,151.00	\$158,006.00	\$161,861.00
		Bi-Wk	\$4,882.76	\$5,029.55	\$5,175.94	\$5,322.53	\$5,469.16	\$5,615.64	\$5,762.19	\$5,908.17	\$6,053.87	\$6,201.58
		Daily	\$488.28	\$502.96	\$517.60	\$532.26	\$546.92	\$561.57	\$576.22	\$590.62	\$605.39	\$620.16
		Hourly	\$65.11	\$67.07	\$69.02	\$70.97	\$72.93	\$74.88	\$76.83	\$78.75	\$80.72	\$82.69

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	\$26,352.00	\$26,800.00	\$27,246.00	\$27,693.00	\$28,138.00	\$28,585.00	\$29,025.00	\$29,751.00	\$30,568.00	\$31,386.00
		Bi-Wk	\$1,009.66	\$1,026.82	\$1,043.91	\$1,061.04	\$1,078.09	\$1,095.22	\$1,112.07	\$1,139.89	\$1,171.19	\$1,202.53
		Daily	\$100.97	\$102.69	\$104.40	\$106.11	\$107.81	\$109.53	\$111.21	\$113.99	\$117.12	\$120.26
		Hourly	\$12.63	\$12.84	\$13.05	\$13.27	\$13.48	\$13.70	\$13.91	\$14.25	\$14.64	\$15.04
CL	2	Annual	\$27,246.00	\$27,693.00	\$28,138.00	\$28,585.00	\$29,025.00	\$29,474.00	\$29,913.00	\$30,660.00	\$31,505.00	\$32,348.00
		Bi-Wk	\$1,043.91	\$1,061.04	\$1,078.09	\$1,095.22	\$1,112.07	\$1,129.28	\$1,146.10	\$1,174.72	\$1,207.09	\$1,239.39
		Daily	\$104.40	\$106.11	\$107.81	\$109.53	\$111.21	\$112.93	\$114.61	\$117.48	\$120.71	\$123.94
		Hourly	\$13.05	\$13.27	\$13.48	\$13.70	\$13.91	\$14.12	\$14.33	\$14.69	\$15.09	\$15.50
CL	3	Annual	\$27,693.00	\$28,138.00	\$28,585.00	\$29,025.00	\$29,474.00	\$29,913.00	\$30,362.00	\$31,122.00	\$31,977.00	\$32,832.00
		Bi-Wk	\$1,061.04	\$1,078.09	\$1,095.22	\$1,112.07	\$1,129.28	\$1,146.10	\$1,163.30	\$1,192.42	\$1,225.18	\$1,257.94
		Daily	\$106.11	\$107.81	\$109.53	\$111.21	\$112.93	\$114.61	\$116.33	\$119.25	\$122.52	\$125.80
		Hourly	\$13.27	\$13.48	\$13.70	\$13.91	\$14.12	\$14.33	\$14.55	\$14.91	\$15.32	\$15.73
CL	4	Annual	\$28,328.00	\$28,868.00	\$29,406.00	\$29,946.00	\$30,494.00	\$31,032.00	\$31,576.00	\$32,365.00	\$33,251.00	\$34,143.00
		Bi-Wk	\$1,085.37	\$1,106.06	\$1,126.67	\$1,147.36	\$1,168.36	\$1,188.97	\$1,209.81	\$1,240.04	\$1,273.99	\$1,308.17
		Daily	\$108.54	\$110.61	\$112.67	\$114.74	\$116.84	\$118.90	\$120.99	\$124.01	\$127.40	\$130.82
		Hourly	\$13.57	\$13.83	\$14.09	\$14.35	\$14.61	\$14.87	\$15.13	\$15.51	\$15.93	\$16.36
CL	5	Annual	\$28,837.00	\$29,406.00	\$29,977.00	\$30,547.00	\$31,123.00	\$31,693.00	\$32,285.00	\$33,089.00	\$33,998.00	\$34,907.00
		Bi-Wk	\$1,104.87	\$1,126.67	\$1,148.55	\$1,170.39	\$1,192.46	\$1,214.30	\$1,236.98	\$1,267.78	\$1,302.61	\$1,337.44
		Daily	\$110.49	\$112.67	\$114.86	\$117.04	\$119.25	\$121.43	\$123.70	\$126.78	\$130.27	\$133.75
		Hourly	\$13.82	\$14.09	\$14.36	\$14.63	\$14.91	\$15.18	\$15.47	\$15.85	\$16.29	\$16.72
CL	6	Annual	\$29,542.00	\$30,110.00	\$30,678.00	\$31,257.00	\$31,828.00	\$32,427.00	\$33,095.00	\$33,921.00	\$34,855.00	\$35,786.00
		Bi-Wk	\$1,131.88	\$1,153.64	\$1,175.41	\$1,197.59	\$1,219.47	\$1,242.42	\$1,268.01	\$1,299.66	\$1,335.45	\$1,371.12
		Daily	\$113.19	\$115.37	\$117.55	\$119.76	\$121.95	\$124.25	\$126.81	\$129.97	\$133.55	\$137.12
		Hourly	\$14.15	\$14.43	\$14.70	\$14.97	\$15.25	\$15.64	\$15.86	\$16.25	\$16.70	\$17.14
CL	7	Annual	\$30,635.00	\$31,480.00	\$32,325.00	\$33,172.00	\$34,017.00	\$34,857.00	\$35,703.00	\$36,596.00	\$37,604.00	\$38,610.00
		Bi-Wk	\$1,173.76	\$1,206.14	\$1,238.51	\$1,270.96	\$1,303.34	\$1,335.52	\$1,367.94	\$1,402.15	\$1,440.77	\$1,479.32
		Daily	\$117.38	\$120.62	\$123.86	\$127.10	\$130.34	\$133.56	\$136.80	\$140.22	\$144.08	\$147.94
		Hourly	\$14.68	\$15.08	\$15.49	\$15.89	\$16.30	\$16.70	\$17.10	\$17.53	\$18.01	\$18.50
CL	8	Annual	\$31,828.00	\$32,573.00	\$33,411.00	\$34,269.00	\$35,121.00	\$35,981.00	\$36,838.00	\$37,760.00	\$38,799.00	\$39,835.00
		Bi-Wk	\$1,219.47	\$1,248.01	\$1,280.12	\$1,312.99	\$1,345.64	\$1,378.59	\$1,411.42	\$1,446.75	\$1,486.56	\$1,526.25
		Daily	\$121.95	\$124.81	\$128.02	\$131.30	\$134.57	\$137.86	\$141.15	\$144.68	\$148.66	\$152.63
		Hourly	\$15.25	\$15.61	\$16.01	\$16.42	\$16.83	\$17.24	\$17.65	\$18.09	\$18.59	\$19.08

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	9	Annual	\$32,604.00	\$33,479.00	\$34,372.00	\$35,270.00	\$36,167.00	\$37,052.00	\$37,959.00	\$38,904.00	\$39,974.00	\$41,044.00
		Bi-Wk	\$1,249.20	\$1,282.73	\$1,316.94	\$1,351.35	\$1,385.71	\$1,419.62	\$1,454.37	\$1,490.58	\$1,531.58	\$1,572.57
		Daily	\$124.92	\$128.28	\$131.70	\$135.14	\$138.58	\$141.97	\$145.44	\$149.06	\$153.16	\$157.26
		Hourly	\$15.62	\$16.04	\$16.47	\$16.90	\$17.33	\$17.75	\$18.18	\$18.64	\$19.15	\$19.66
CL	10	Annual	\$33,558.00	\$34,491.00	\$35,423.00	\$36,361.00	\$37,295.00	\$38,248.00	\$39,230.00	\$40,210.00	\$41,313.00	\$42,420.00
		Bi-Wk	\$1,285.75	\$1,321.50	\$1,357.21	\$1,393.15	\$1,428.93	\$1,465.45	\$1,503.07	\$1,540.62	\$1,582.88	\$1,625.29
		Daily	\$128.58	\$132.15	\$135.73	\$139.32	\$142.90	\$146.55	\$150.31	\$154.07	\$158.29	\$162.53
		Hourly	\$16.08	\$16.52	\$16.97	\$17.42	\$17.87	\$18.32	\$18.79	\$19.26	\$19.79	\$20.32
CL	11	Annual	\$34,532.00	\$35,511.00	\$36,485.00	\$37,462.00	\$38,461.00	\$39,483.00	\$40,508.00	\$41,523.00	\$42,668.00	\$43,809.00
		Bi-Wk	\$1,323.07	\$1,360.58	\$1,397.90	\$1,435.33	\$1,473.61	\$1,512.76	\$1,552.04	\$1,590.92	\$1,634.79	\$1,678.51
		Daily	\$132.31	\$136.06	\$139.79	\$143.54	\$147.37	\$151.28	\$155.21	\$159.10	\$163.48	\$167.86
		Hourly	\$16.54	\$17.01	\$17.48	\$17.95	\$18.43	\$18.91	\$19.41	\$19.89	\$20.44	\$20.99
CL	12	Annual	\$35,569.00	\$36,584.00	\$37,595.00	\$38,652.00	\$39,710.00	\$40,777.00	\$41,887.00	\$42,933.00	\$44,112.00	\$45,295.00
		Bi-Wk	\$1,362.80	\$1,401.69	\$1,440.43	\$1,480.92	\$1,521.46	\$1,562.34	\$1,604.87	\$1,644.95	\$1,690.12	\$1,735.45
		Daily	\$136.28	\$140.17	\$144.05	\$148.10	\$152.15	\$156.24	\$160.49	\$164.50	\$169.02	\$173.55
		Hourly	\$17.04	\$17.53	\$18.01	\$18.52	\$19.02	\$19.53	\$20.07	\$20.57	\$21.13	\$21.70
CL	13	Annual	\$37,429.00	\$38,711.00	\$40,009.00	\$41,321.00	\$42,685.00	\$44,047.00	\$45,412.00	\$46,550.00	\$47,830.00	\$49,108.00
		Bi-Wk	\$1,434.07	\$1,483.19	\$1,532.92	\$1,583.19	\$1,635.45	\$1,687.63	\$1,739.93	\$1,783.53	\$1,832.57	\$1,881.54
		Daily	\$143.41	\$148.32	\$153.30	\$158.32	\$163.55	\$168.77	\$174.00	\$178.36	\$183.26	\$188.16
		Hourly	\$17.93	\$18.54	\$19.17	\$19.79	\$20.45	\$21.10	\$21.75	\$22.30	\$22.91	\$23.52
CL	14	Annual	\$39,061.00	\$40,407.00	\$41,777.00	\$43,185.00	\$44,584.00	\$45,990.00	\$47,399.00	\$48,585.00	\$49,921.00	\$51,255.00
		Bi-Wk	\$1,496.60	\$1,548.17	\$1,600.66	\$1,654.60	\$1,708.20	\$1,762.07	\$1,816.06	\$1,861.50	\$1,912.69	\$1,963.80
		Daily	\$149.66	\$154.82	\$160.07	\$165.46	\$170.82	\$176.21	\$181.61	\$186.15	\$191.27	\$196.38
		Hourly	\$18.71	\$19.36	\$20.01	\$20.69	\$21.36	\$22.03	\$22.71	\$23.27	\$23.91	\$24.55
CL	15	Annual	\$40,814.00	\$42,248.00	\$43,697.00	\$45,145.00	\$46,596.00	\$48,044.00	\$49,498.00	\$50,735.00	\$52,132.00	\$53,525.00
		Bi-Wk	\$1,563.76	\$1,618.70	\$1,674.22	\$1,729.70	\$1,785.29	\$1,840.77	\$1,896.48	\$1,943.87	\$1,997.40	\$2,050.77
		Daily	\$156.38	\$161.87	\$167.43	\$172.97	\$178.53	\$184.08	\$189.65	\$194.39	\$199.74	\$205.08
		Hourly	\$19.55	\$20.24	\$20.93	\$21.63	\$22.32	\$23.01	\$23.71	\$24.30	\$24.97	\$25.64
CL	16	Annual	\$42,755.00	\$44,251.00	\$45,747.00	\$47,226.00	\$48,723.00	\$50,212.00	\$51,704.00	\$52,996.00	\$54,454.00	\$55,910.00
		Bi-Wk	\$1,638.13	\$1,695.45	\$1,752.76	\$1,809.43	\$1,866.79	\$1,923.84	\$1,981.00	\$2,030.50	\$2,086.37	\$2,142.15
		Daily	\$163.82	\$169.55	\$175.28	\$180.95	\$186.68	\$192.39	\$198.10	\$203.05	\$208.64	\$214.22
		Hourly	\$20.48	\$21.20	\$21.91	\$22.62	\$23.34	\$24.05	\$24.77	\$25.39	\$26.08	\$26.78

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	17	Annual	\$44,845.00	\$46,377.00	\$47,906.00	\$49,452.00	\$50,977.00	\$52,506.00	\$54,048.00	\$55,399.00	\$56,923.00	\$58,443.00
		Bi-Wk	\$1,718.20	\$1,776.90	\$1,835.48	\$1,894.72	\$1,953.15	\$2,011.73	\$2,070.81	\$2,122.57	\$2,180.96	\$2,239.20
		Daily	\$171.82	\$177.69	\$183.55	\$189.48	\$195.32	\$201.18	\$207.09	\$212.26	\$218.10	\$223.92
		Hourly	\$21.48	\$22.22	\$22.95	\$23.69	\$24.42	\$25.15	\$25.89	\$26.54	\$27.27	\$27.99
CL	18	Annual	\$47,074.00	\$48,640.00	\$50,212.00	\$51,788.00	\$53,366.00	\$54,933.00	\$56,498.00	\$57,913.00	\$59,505.00	\$61,098.00
		Bi-Wk	\$1,803.61	\$1,863.61	\$1,923.84	\$1,984.22	\$2,044.30	\$2,104.72	\$2,164.68	\$2,218.89	\$2,279.89	\$2,340.92
		Daily	\$180.37	\$186.37	\$192.39	\$198.43	\$204.43	\$210.48	\$216.47	\$221.89	\$227.99	\$234.10
		Hourly	\$22.55	\$23.30	\$24.05	\$24.81	\$25.56	\$26.31	\$27.06	\$27.74	\$28.50	\$29.27
CL	19	Annual	\$49,357.00	\$50,977.00	\$52,595.00	\$54,217.00	\$55,836.00	\$57,445.00	\$59,068.00	\$60,542.00	\$62,208.00	\$63,871.00
		Bi-Wk	\$1,891.08	\$1,953.15	\$2,015.14	\$2,077.28	\$2,139.32	\$2,200.96	\$2,263.15	\$2,319.62	\$2,383.45	\$2,447.17
		Daily	\$189.11	\$195.32	\$201.52	\$207.73	\$213.94	\$220.10	\$226.32	\$231.97	\$238.35	\$244.72
		Hourly	\$23.64	\$24.42	\$25.19	\$25.97	\$26.75	\$27.52	\$28.29	\$29.00	\$29.80	\$30.59
CL	20	Annual	\$51,832.00	\$53,490.00	\$55,152.00	\$56,806.00	\$58,459.00	\$60,122.00	\$61,777.00	\$63,321.00	\$65,062.00	\$66,803.00
		Bi-Wk	\$1,985.91	\$2,049.43	\$2,113.11	\$2,176.48	\$2,239.81	\$2,303.53	\$2,366.94	\$2,426.10	\$2,492.80	\$2,559.51
		Daily	\$198.60	\$204.95	\$211.32	\$217.65	\$223.99	\$230.36	\$236.70	\$242.61	\$249.28	\$255.96
		Hourly	\$24.83	\$25.62	\$26.42	\$27.21	\$28.00	\$28.80	\$29.59	\$30.33	\$31.16	\$32.00
CL	21	Annual	\$54,359.00	\$56,063.00	\$57,763.00	\$59,470.00	\$61,170.00	\$62,878.00	\$64,574.00	\$66,192.00	\$68,010.00	\$69,830.00
		Bi-Wk	\$2,082.73	\$2,148.01	\$2,213.15	\$2,278.55	\$2,343.68	\$2,409.12	\$2,474.10	\$2,536.10	\$2,605.75	\$2,675.48
		Daily	\$208.28	\$214.81	\$221.32	\$227.86	\$234.37	\$240.92	\$247.41	\$253.61	\$260.58	\$267.55
		Hourly	\$26.04	\$26.86	\$27.67	\$28.49	\$29.30	\$30.12	\$30.93	\$31.71	\$32.58	\$33.45
CL *	22	Annual	\$55,836.00	\$57,850.00	\$59,872.00	\$61,893.00	\$63,910.00	\$65,930.00	\$67,957.00	\$69,656.00	\$71,570.00	\$73,487.00
		Bi-Wk	\$2,139.32	\$2,216.48	\$2,293.95	\$2,371.38	\$2,448.66	\$2,526.06	\$2,603.72	\$2,668.82	\$2,742.15	\$2,815.60
		Daily	\$213.94	\$221.65	\$229.40	\$237.14	\$244.87	\$252.61	\$260.38	\$266.89	\$274.22	\$281.56
		Hourly	\$26.75	\$27.71	\$28.68	\$29.65	\$30.61	\$31.58	\$32.55	\$33.37	\$34.28	\$35.20
CL	23	Annual	\$58,446.00	\$60,548.00	\$62,650.00	\$64,755.00	\$66,863.00	\$68,969.00	\$71,075.00	\$72,853.00	\$74,853.00	\$76,857.00
		Bi-Wk	\$2,239.32	\$2,319.85	\$2,400.39	\$2,481.04	\$2,561.81	\$2,642.50	\$2,723.19	\$2,791.31	\$2,867.94	\$2,944.72
		Daily	\$223.94	\$231.99	\$240.04	\$248.11	\$256.19	\$264.25	\$272.32	\$279.14	\$286.80	\$294.48
		Hourly	\$28.00	\$29.00	\$30.01	\$31.02	\$32.03	\$33.04	\$34.04	\$34.90	\$35.85	\$36.81
CL	24	Annual	\$61,226.00	\$63,415.00	\$65,615.00	\$67,803.00	\$69,997.00	\$72,191.00	\$74,388.00	\$76,246.00	\$78,345.00	\$80,439.00
		Bi-Wk	\$2,345.83	\$2,429.70	\$2,513.99	\$2,597.82	\$2,681.88	\$2,765.94	\$2,850.12	\$2,921.31	\$3,001.73	\$3,081.96
		Daily	\$234.59	\$242.97	\$251.40	\$259.79	\$268.19	\$276.60	\$285.02	\$292.14	\$300.18	\$308.20
		Hourly	\$29.33	\$30.38	\$31.43	\$32.48	\$33.53	\$34.58	\$35.63	\$36.52	\$37.53	\$38.53

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	\$64,180.00	\$66,450.00	\$68,729.00	\$71,002.00	\$73,278.00	\$75,553.00	\$77,829.00	\$79,773.00	\$81,969.00	\$84,160.00
		Bi-Wk	\$2,459.01	\$2,545.98	\$2,633.30	\$2,720.39	\$2,807.59	\$2,894.76	\$2,981.96	\$3,056.44	\$3,140.58	\$3,224.53
		Daily	\$245.91	\$254.60	\$263.33	\$272.04	\$280.76	\$289.48	\$298.20	\$305.65	\$314.06	\$322.46
		Hourly	\$30.74	\$31.83	\$32.92	\$34.01	\$35.10	\$36.19	\$37.28	\$38.21	\$39.26	\$40.31
CL	26	Annual	\$67,311.00	\$69,664.00	\$72,030.00	\$74,388.00	\$76,745.00	\$79,107.00	\$81,464.00	\$83,503.00	\$85,803.00	\$88,096.00
		Bi-Wk	\$2,578.97	\$2,669.12	\$2,759.78	\$2,850.12	\$2,940.43	\$3,030.92	\$3,121.23	\$3,199.35	\$3,287.48	\$3,375.33
		Daily	\$257.90	\$266.92	\$275.98	\$285.02	\$294.05	\$303.10	\$312.13	\$319.94	\$328.75	\$337.54
		Hourly	\$32.24	\$33.37	\$34.50	\$35.63	\$36.76	\$37.89	\$39.02	\$40.00	\$41.10	\$42.20
CL	27	Annual	\$70,615.00	\$73,057.00	\$75,504.00	\$77,938.00	\$80,386.00	\$82,822.00	\$85,263.00	\$87,397.00	\$89,801.00	\$92,201.00
		Bi-Wk	\$2,705.56	\$2,799.12	\$2,892.88	\$2,986.14	\$3,079.93	\$3,173.26	\$3,266.79	\$3,348.65	\$3,440.66	\$3,532.61
		Daily	\$270.56	\$279.92	\$289.29	\$298.62	\$308.00	\$317.33	\$326.68	\$334.86	\$344.07	\$353.27
		Hourly	\$33.82	\$34.99	\$36.17	\$37.33	\$38.50	\$39.67	\$40.84	\$41.86	\$43.01	\$44.16
CL ***	28	Annual	\$74,145.00	\$76,675.00	\$79,198.00	\$81,734.00	\$84,255.00	\$86,773.00	\$89,302.00	\$91,536.00	\$94,051.00	\$96,571.00
		Bi-Wk	\$2,840.81	\$2,937.74	\$3,034.41	\$3,131.58	\$3,228.17	\$3,324.64	\$3,421.54	\$3,507.13	\$3,603.49	\$3,700.04
		Daily	\$284.09	\$293.78	\$303.45	\$313.16	\$322.82	\$332.47	\$342.16	\$350.72	\$360.35	\$370.01
		Hourly	\$35.52	\$36.73	\$37.94	\$39.15	\$40.36	\$41.56	\$42.77	\$43.84	\$45.05	\$46.26
CL	29	Annual	\$74,856.00	\$77,637.00	\$80,423.00	\$83,204.00	\$85,991.00	\$88,779.00	\$91,559.00	\$93,849.00	\$96,430.00	\$99,010.00
		Bi-Wk	\$2,868.01	\$2,974.60	\$3,081.35	\$3,187.90	\$3,294.68	\$3,401.50	\$3,508.01	\$3,595.75	\$3,694.64	\$3,793.49
		Daily	\$286.81	\$297.46	\$308.14	\$318.79	\$329.47	\$340.15	\$350.81	\$359.58	\$369.47	\$379.35
		Hourly	\$35.86	\$37.19	\$38.52	\$39.85	\$41.19	\$42.52	\$43.86	\$44.95	\$46.19	\$47.42
CL	30	Annual	\$77,829.00	\$80,697.00	\$83,561.00	\$86,422.00	\$89,288.00	\$92,153.00	\$95,021.00	\$97,395.00	\$100,074.00	\$102,756.00
		Bi-Wk	\$2,981.96	\$3,091.84	\$3,201.58	\$3,311.19	\$3,421.00	\$3,530.77	\$3,640.66	\$3,731.61	\$3,834.26	\$3,937.02
		Daily	\$298.20	\$309.19	\$320.16	\$331.12	\$342.10	\$353.08	\$364.07	\$373.17	\$383.43	\$393.71
		Hourly	\$37.28	\$38.65	\$40.02	\$41.39	\$42.77	\$44.14	\$45.51	\$46.65	\$47.93	\$49.22
CL	31	Annual	\$80,925.00	\$83,872.00	\$86,824.00	\$89,777.00	\$92,723.00	\$95,668.00	\$98,627.00	\$101,091.00	\$103,871.00	\$106,651.00
		Bi-Wk	\$3,100.58	\$3,213.49	\$3,326.60	\$3,439.74	\$3,552.61	\$3,665.45	\$3,778.82	\$3,873.22	\$3,979.74	\$4,086.25
		Daily	\$310.06	\$321.35	\$332.66	\$343.98	\$355.27	\$366.55	\$377.89	\$387.33	\$397.98	\$408.63
		Hourly	\$38.76	\$40.17	\$41.59	\$43.00	\$44.41	\$45.82	\$47.24	\$48.42	\$49.75	\$51.08
CL	32	Annual	\$84,146.00	\$87,178.00	\$90,205.00	\$93,234.00	\$96,268.00	\$99,300.00	\$102,332.00	\$104,896.00	\$107,777.00	\$110,662.00
		Bi-Wk	\$3,223.99	\$3,340.16	\$3,456.14	\$3,572.19	\$3,688.43	\$3,804.60	\$3,920.77	\$4,019.01	\$4,129.39	\$4,239.93
		Daily	\$322.40	\$334.02	\$345.62	\$357.22	\$368.85	\$380.46	\$392.08	\$401.91	\$412.94	\$424.00
		Hourly	\$40.30	\$41.76	\$43.21	\$44.66	\$46.11	\$47.56	\$49.01	\$50.24	\$51.62	\$53.00

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	\$87,504.00	\$90,622.00	\$93,732.00	\$96,847.00	\$99,964.00	\$103,073.00	\$106,196.00	\$108,852.00	\$111,844.00	\$114,838.00
		Bi-Wk	\$3,352.65	\$3,472.11	\$3,591.27	\$3,710.62	\$3,830.04	\$3,949.16	\$4,068.82	\$4,170.58	\$4,285.22	\$4,399.93
		Daily	\$335.27	\$347.22	\$359.13	\$371.07	\$383.01	\$394.92	\$406.89	\$417.06	\$428.53	\$440.00
		Hourly	\$41.91	\$43.41	\$44.90	\$46.39	\$47.88	\$49.37	\$50.87	\$52.14	\$53.57	\$55.00
CL	34	Annual	\$91,080.00	\$94,279.00	\$97,475.00	\$100,678.00	\$103,881.00	\$107,082.00	\$110,283.00	\$113,041.00	\$116,148.00	\$119,257.00
		Bi-Wk	\$3,489.66	\$3,612.23	\$3,734.68	\$3,857.40	\$3,980.12	\$4,102.76	\$4,225.41	\$4,331.08	\$4,450.12	\$4,569.24
		Daily	\$348.97	\$361.23	\$373.47	\$385.74	\$398.02	\$410.28	\$422.55	\$433.11	\$445.02	\$456.93
		Hourly	\$43.63	\$45.16	\$46.69	\$48.22	\$49.76	\$51.29	\$52.82	\$54.14	\$55.63	\$57.12
CL	35	Annual	\$94,792.00	\$98,070.00	\$101,363.00	\$104,643.00	\$107,917.00	\$111,204.00	\$114,485.00	\$117,345.00	\$120,573.00	\$123,799.00
		Bi-Wk	\$3,631.88	\$3,757.48	\$3,883.64	\$4,009.32	\$4,134.76	\$4,260.69	\$4,386.40	\$4,495.98	\$4,619.66	\$4,743.26
		Daily	\$363.19	\$375.75	\$388.37	\$400.94	\$413.48	\$426.07	\$438.64	\$449.60	\$461.97	\$474.33
		Hourly	\$45.40	\$46.97	\$48.55	\$50.12	\$51.69	\$53.26	\$54.83	\$56.20	\$57.75	\$59.30
CL	36	Annual	\$98,706.00	\$102,073.00	\$105,443.00	\$108,804.00	\$112,172.00	\$115,543.00	\$118,904.00	\$121,881.00	\$125,231.00	\$128,583.00
		Bi-Wk	\$3,781.84	\$3,910.85	\$4,039.97	\$4,168.74	\$4,297.78	\$4,426.94	\$4,555.71	\$4,669.78	\$4,798.13	\$4,926.56
		Daily	\$378.19	\$391.09	\$404.00	\$416.88	\$429.78	\$442.70	\$455.58	\$466.98	\$479.82	\$492.66
		Hourly	\$47.28	\$48.89	\$50.50	\$52.11	\$53.73	\$55.34	\$56.95	\$58.38	\$59.98	\$61.59
CL	37	Annual	\$102,776.00	\$106,240.00	\$109,699.00	\$113,156.00	\$116,619.00	\$120,072.00	\$123,527.00	\$126,615.00	\$130,097.00	\$133,577.00
		Bi-Wk	\$3,937.78	\$4,070.50	\$4,203.03	\$4,335.48	\$4,468.17	\$4,600.46	\$4,732.84	\$4,851.15	\$4,984.56	\$5,117.90
		Daily	\$393.78	\$407.05	\$420.31	\$433.55	\$446.82	\$460.05	\$473.29	\$485.12	\$498.46	\$511.79
		Hourly	\$49.23	\$50.89	\$52.54	\$54.20	\$55.86	\$57.51	\$59.17	\$60.64	\$62.31	\$63.98
CL	38	Annual	\$106,996.00	\$110,529.00	\$114,076.00	\$117,611.00	\$121,147.00	\$124,696.00	\$128,229.00	\$131,437.00	\$135,050.00	\$138,664.00
		Bi-Wk	\$4,099.47	\$4,234.83	\$4,370.73	\$4,506.17	\$4,641.65	\$4,777.63	\$4,912.99	\$5,035.91	\$5,174.33	\$5,312.80
		Daily	\$409.95	\$423.49	\$437.08	\$450.62	\$464.17	\$477.77	\$491.30	\$503.60	\$517.44	\$531.28
		Hourly	\$51.25	\$52.94	\$54.64	\$56.33	\$58.03	\$59.73	\$61.42	\$62.95	\$64.68	\$66.41
CL	39	Annual	\$111,415.00	\$115,037.00	\$118,663.00	\$122,288.00	\$125,914.00	\$129,538.00	\$133,160.00	\$136,492.00	\$140,245.00	\$143,998.00
		Bi-Wk	\$4,268.78	\$4,407.55	\$4,546.48	\$4,685.37	\$4,824.30	\$4,963.15	\$5,101.92	\$5,229.58	\$5,373.38	\$5,517.17
		Daily	\$426.88	\$440.76	\$454.65	\$468.54	\$482.43	\$496.32	\$510.20	\$522.96	\$537.34	\$551.72
		Hourly	\$53.36	\$55.10	\$56.84	\$58.57	\$60.31	\$62.04	\$63.78	\$65.37	\$67.17	\$68.97
CL	40	Annual	\$116,025.00	\$119,729.00	\$123,433.00	\$127,137.00	\$130,835.00	\$134,543.00	\$138,240.00	\$141,699.00	\$145,595.00	\$149,494.00
		Bi-Wk	\$4,445.41	\$4,587.32	\$4,729.24	\$4,871.15	\$5,012.84	\$5,154.91	\$5,296.56	\$5,429.09	\$5,578.36	\$5,727.74
		Daily	\$444.55	\$458.74	\$472.93	\$487.12	\$501.29	\$515.50	\$529.66	\$542.91	\$557.84	\$572.78
		Hourly	\$55.57	\$57.35	\$59.12	\$60.89	\$62.67	\$64.44	\$66.21	\$67.87	\$69.73	\$71.60

**NP-3 CL 40-Hours Salary Plan Effective 07/02/2010**

<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	\$120,855.00	\$124,651.00	\$128,441.00	\$132,230.00	\$136,021.00	\$139,809.00	\$143,601.00	\$147,192.00	\$151,240.00	\$155,287.00
		Bi-Wk	\$4,630.46	\$4,775.91	\$4,921.12	\$5,066.29	\$5,211.54	\$5,356.67	\$5,501.96	\$5,639.55	\$5,794.64	\$5,949.70
		Daily	\$463.05	\$477.60	\$492.12	\$506.63	\$521.16	\$535.67	\$550.20	\$563.96	\$579.47	\$594.97
		Hourly	\$57.89	\$59.70	\$61.52	\$63.33	\$65.15	\$66.96	\$68.78	\$70.50	\$72.44	\$74.38
CL	42	Annual	\$125,868.00	\$129,743.00	\$133,618.00	\$137,492.00	\$141,373.00	\$145,243.00	\$149,116.00	\$152,846.00	\$157,049.00	\$161,256.00
		Bi-Wk	\$4,822.53	\$4,971.00	\$5,119.47	\$5,267.90	\$5,416.60	\$5,564.87	\$5,713.26	\$5,856.17	\$6,017.21	\$6,178.40
		Daily	\$482.26	\$497.10	\$511.95	\$526.79	\$541.66	\$556.49	\$571.33	\$585.62	\$601.73	\$617.84
		Hourly	\$60.29	\$62.14	\$64.00	\$65.85	\$67.71	\$69.57	\$71.42	\$73.21	\$75.22	\$77.23
CL	43	Annual	\$131,178.00	\$135,136.00	\$139,085.00	\$143,040.00	\$146,993.00	\$150,946.00	\$154,897.00	\$158,771.00	\$163,138.00	\$167,503.00
		Bi-Wk	\$5,025.98	\$5,177.63	\$5,328.93	\$5,480.46	\$5,631.92	\$5,783.38	\$5,934.76	\$6,083.19	\$6,250.50	\$6,417.74
		Daily	\$502.60	\$517.77	\$532.90	\$548.05	\$563.20	\$578.34	\$593.48	\$608.32	\$625.05	\$641.78
		Hourly	\$62.83	\$64.73	\$66.62	\$68.51	\$70.40	\$72.30	\$74.19	\$76.04	\$78.14	\$80.23



**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	1	Annual	\$24,667.00	\$25,280.00	\$25,871.00	\$26,477.00	\$27,073.00	\$27,681.00	\$28,273.00	\$29,123.00	\$29,997.00
		Bi-Wk	\$945.10	\$968.59	\$991.23	\$1,014.45	\$1,037.28	\$1,060.58	\$1,083.26	\$1,115.83	\$1,149.32
		Daily	\$94.51	\$96.86	\$99.13	\$101.45	\$103.73	\$106.06	\$108.33	\$111.59	\$114.94
		Hourly	\$11.82	\$12.11	\$12.40	\$12.69	\$12.97	\$13.26	\$13.55	\$13.95	\$14.37
AR	2	Annual	\$25,871.00	\$26,477.00	\$27,073.00	\$27,681.00	\$28,273.00	\$28,876.00	\$29,476.00	\$30,361.00	\$31,272.00
		Bi-Wk	\$991.23	\$1,014.45	\$1,037.28	\$1,060.58	\$1,083.26	\$1,106.37	\$1,129.35	\$1,163.26	\$1,198.17
		Daily	\$99.13	\$101.45	\$103.73	\$106.06	\$108.33	\$110.64	\$112.94	\$116.33	\$119.82
		Hourly	\$12.40	\$12.69	\$12.97	\$13.26	\$13.55	\$13.83	\$14.12	\$14.55	\$14.98
AR	3	Annual	\$26,477.00	\$27,073.00	\$27,681.00	\$28,273.00	\$28,876.00	\$29,476.00	\$30,077.00	\$30,979.00	\$31,909.00
		Bi-Wk	\$1,014.45	\$1,037.28	\$1,060.58	\$1,083.26	\$1,106.37	\$1,129.35	\$1,152.38	\$1,186.94	\$1,222.57
		Daily	\$101.45	\$103.73	\$106.06	\$108.33	\$110.64	\$112.94	\$115.24	\$118.70	\$122.26
		Hourly	\$12.69	\$12.97	\$13.26	\$13.55	\$13.83	\$14.12	\$14.41	\$14.84	\$15.29
AR	4	Annual	\$27,330.00	\$28,059.00	\$28,789.00	\$29,520.00	\$30,260.00	\$30,978.00	\$31,711.00	\$32,665.00	\$33,645.00
		Bi-Wk	\$1,047.13	\$1,075.06	\$1,103.03	\$1,131.04	\$1,159.39	\$1,186.90	\$1,214.99	\$1,251.54	\$1,289.09
		Daily	\$104.72	\$107.51	\$110.31	\$113.11	\$115.94	\$118.69	\$121.50	\$125.16	\$128.91
		Hourly	\$13.09	\$13.44	\$13.79	\$14.14	\$14.50	\$14.84	\$15.19	\$15.65	\$16.12
AR	5	Annual	\$28,014.00	\$28,789.00	\$29,562.00	\$30,329.00	\$31,102.00	\$31,873.00	\$32,645.00	\$33,624.00	\$34,633.00
		Bi-Wk	\$1,073.34	\$1,103.03	\$1,132.65	\$1,162.04	\$1,191.65	\$1,221.19	\$1,250.77	\$1,288.28	\$1,326.94
		Daily	\$107.34	\$110.31	\$113.27	\$116.21	\$119.17	\$122.12	\$125.08	\$128.83	\$132.70
		Hourly	\$13.42	\$13.79	\$14.16	\$14.53	\$14.90	\$15.27	\$15.64	\$16.11	\$16.59
AR	6	Annual	\$28,968.00	\$29,742.00	\$30,507.00	\$31,278.00	\$32,049.00	\$32,817.00	\$33,587.00	\$34,594.00	\$35,632.00
		Bi-Wk	\$1,109.89	\$1,139.55	\$1,168.86	\$1,198.40	\$1,227.94	\$1,257.36	\$1,286.86	\$1,325.45	\$1,365.22
		Daily	\$110.99	\$113.96	\$116.89	\$119.84	\$122.80	\$125.74	\$128.69	\$132.55	\$136.53
		Hourly	\$13.88	\$14.25	\$14.62	\$14.98	\$15.35	\$15.72	\$16.09	\$16.57	\$17.07
AR	7	Annual	\$29,820.00	\$30,588.00	\$31,365.00	\$32,137.00	\$32,905.00	\$33,674.00	\$34,445.00	\$35,478.00	\$36,543.00
		Bi-Wk	\$1,142.53	\$1,171.96	\$1,201.73	\$1,231.31	\$1,260.73	\$1,290.20	\$1,319.74	\$1,359.32	\$1,400.12
		Daily	\$114.26	\$117.20	\$120.18	\$123.14	\$126.08	\$129.02	\$131.98	\$135.94	\$140.02
		Hourly	\$14.29	\$14.65	\$15.03	\$15.40	\$15.78	\$16.13	\$16.50	\$17.00	\$17.51
AR	8	Annual	\$32,049.00	\$32,994.00	\$33,940.00	\$34,882.00	\$35,832.00	\$36,769.00	\$37,717.00	\$38,849.00	\$40,015.00
		Bi-Wk	\$1,227.94	\$1,264.14	\$1,300.39	\$1,336.48	\$1,372.88	\$1,408.78	\$1,445.10	\$1,488.47	\$1,533.15
		Daily	\$122.80	\$126.42	\$130.04	\$133.65	\$137.29	\$140.88	\$144.51	\$148.85	\$153.32
		Hourly	\$15.35	\$15.81	\$16.26	\$16.71	\$17.17	\$17.61	\$18.07	\$18.61	\$19.17

**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	9	Annual	\$33,032.00	\$34,017.00	\$35,000.00	\$35,987.00	\$36,970.00	\$37,957.00	\$38,947.00	\$40,117.00	\$41,321.00
		Bi-Wk	\$1,265.60	\$1,303.34	\$1,341.00	\$1,378.82	\$1,416.48	\$1,454.30	\$1,492.23	\$1,537.05	\$1,583.19
		Daily	\$126.56	\$130.34	\$134.10	\$137.89	\$141.65	\$145.43	\$149.23	\$153.71	\$158.32
		Hourly	\$15.82	\$16.30	\$16.77	\$17.24	\$17.71	\$18.18	\$18.66	\$19.22	\$19.79
AR	10	Annual	\$34,097.00	\$35,129.00	\$36,150.00	\$37,190.00	\$38,216.00	\$39,265.00	\$40,348.00	\$41,559.00	\$42,806.00
		Bi-Wk	\$1,306.40	\$1,345.94	\$1,385.06	\$1,424.91	\$1,464.22	\$1,504.41	\$1,545.91	\$1,592.30	\$1,640.08
		Daily	\$130.64	\$134.60	\$138.51	\$142.50	\$146.43	\$150.45	\$154.60	\$159.23	\$164.01
		Hourly	\$16.33	\$16.83	\$17.32	\$17.82	\$18.31	\$18.81	\$19.33	\$19.91	\$20.51
AR	11	Annual	\$35,182.00	\$36,247.00	\$37,325.00	\$38,395.00	\$39,503.00	\$40,628.00	\$41,758.00	\$43,010.00	\$44,301.00
		Bi-Wk	\$1,347.97	\$1,388.78	\$1,430.08	\$1,471.08	\$1,513.53	\$1,556.63	\$1,599.93	\$1,647.90	\$1,697.36
		Daily	\$134.80	\$138.88	\$143.01	\$147.11	\$151.36	\$155.67	\$160.00	\$164.79	\$169.74
		Hourly	\$16.85	\$17.36	\$17.88	\$18.39	\$18.92	\$19.46	\$20.00	\$20.60	\$21.22
AR	12	Annual	\$36,321.00	\$37,444.00	\$38,550.00	\$39,713.00	\$40,876.00	\$42,054.00	\$43,220.00	\$44,516.00	\$45,852.00
		Bi-Wk	\$1,391.61	\$1,434.64	\$1,477.02	\$1,521.58	\$1,566.14	\$1,611.27	\$1,655.94	\$1,705.60	\$1,756.79
		Daily	\$139.17	\$143.47	\$147.71	\$152.16	\$156.62	\$161.13	\$165.60	\$170.56	\$175.68
		Hourly	\$17.40	\$17.94	\$18.47	\$19.02	\$19.58	\$20.15	\$20.70	\$21.32	\$21.96
AR	13	Annual	\$38,370.00	\$39,786.00	\$41,210.00	\$42,637.00	\$44,070.00	\$45,492.00	\$46,929.00	\$48,337.00	\$49,788.00
		Bi-Wk	\$1,470.12	\$1,524.37	\$1,578.93	\$1,633.61	\$1,688.51	\$1,742.99	\$1,798.05	\$1,852.00	\$1,907.59
		Daily	\$147.02	\$152.44	\$157.90	\$163.37	\$168.86	\$174.30	\$179.81	\$185.20	\$190.76
		Hourly	\$18.38	\$19.06	\$19.74	\$20.43	\$21.11	\$21.79	\$22.48	\$23.15	\$23.85
AR	14	Annual	\$40,164.00	\$41,643.00	\$43,114.00	\$44,590.00	\$46,061.00	\$47,536.00	\$49,012.00	\$50,483.00	\$51,998.00
		Bi-Wk	\$1,538.86	\$1,595.52	\$1,651.88	\$1,708.43	\$1,764.79	\$1,821.31	\$1,877.86	\$1,934.22	\$1,992.27
		Daily	\$153.89	\$159.56	\$165.19	\$170.85	\$176.48	\$182.14	\$187.79	\$193.43	\$199.23
		Hourly	\$19.24	\$19.95	\$20.65	\$21.36	\$22.06	\$22.77	\$23.48	\$24.18	\$24.91
AR	15	Annual	\$42,090.00	\$43,611.00	\$45,126.00	\$46,648.00	\$48,162.00	\$49,690.00	\$51,208.00	\$52,745.00	\$54,328.00
		Bi-Wk	\$1,612.65	\$1,670.92	\$1,728.97	\$1,787.28	\$1,845.29	\$1,903.84	\$1,962.00	\$2,020.89	\$2,081.54
		Daily	\$161.27	\$167.10	\$172.90	\$178.73	\$184.53	\$190.39	\$196.20	\$202.09	\$208.16
		Hourly	\$20.16	\$20.89	\$21.62	\$22.35	\$23.07	\$23.80	\$24.53	\$25.27	\$26.02
AR	16	Annual	\$44,141.00	\$45,705.00	\$47,268.00	\$48,836.00	\$50,397.00	\$51,962.00	\$53,522.00	\$55,129.00	\$56,783.00
		Bi-Wk	\$1,691.23	\$1,751.15	\$1,811.04	\$1,871.12	\$1,930.92	\$1,990.89	\$2,050.66	\$2,112.23	\$2,175.60
		Daily	\$169.13	\$175.12	\$181.11	\$187.12	\$193.10	\$199.09	\$205.07	\$211.23	\$217.56
		Hourly	\$21.15	\$21.89	\$22.64	\$23.39	\$24.14	\$24.89	\$25.64	\$26.41	\$27.20

**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	17	Annual	\$46,327.00	\$47,936.00	\$49,546.00	\$51,151.00	\$52,761.00	\$54,370.00	\$55,982.00	\$57,659.00	\$59,389.00
		Bi-Wk	\$1,774.99	\$1,836.63	\$1,898.32	\$1,959.81	\$2,021.50	\$2,083.15	\$2,144.91	\$2,209.16	\$2,275.45
		Daily	\$177.50	\$183.67	\$189.84	\$195.99	\$202.15	\$208.32	\$214.50	\$220.92	\$227.55
		Hourly	\$22.19	\$22.96	\$23.73	\$24.50	\$25.27	\$26.04	\$26.82	\$27.62	\$28.45
AR	18	Annual	\$48,666.00	\$50,314.00	\$51,962.00	\$53,613.00	\$55,257.00	\$56,907.00	\$58,556.00	\$60,313.00	\$62,123.00
		Bi-Wk	\$1,864.60	\$1,927.74	\$1,990.89	\$2,054.14	\$2,117.13	\$2,180.35	\$2,243.53	\$2,310.85	\$2,380.20
		Daily	\$186.46	\$192.78	\$199.09	\$205.42	\$211.72	\$218.04	\$224.36	\$231.09	\$238.02
		Hourly	\$23.31	\$24.10	\$24.89	\$25.68	\$26.47	\$27.26	\$28.05	\$28.89	\$29.76
AR	19	Annual	\$51,061.00	\$52,761.00	\$54,460.00	\$56,160.00	\$57,849.00	\$59,545.00	\$61,242.00	\$63,080.00	\$64,973.00
		Bi-Wk	\$1,956.37	\$2,021.50	\$2,086.60	\$2,151.73	\$2,216.44	\$2,281.42	\$2,346.44	\$2,416.86	\$2,489.39
		Daily	\$195.64	\$202.15	\$208.66	\$215.18	\$221.65	\$228.15	\$234.65	\$241.69	\$248.94
		Hourly	\$24.46	\$25.27	\$26.09	\$26.90	\$27.71	\$28.52	\$29.34	\$30.22	\$31.12
AR	20	Annual	\$53,663.00	\$55,398.00	\$57,140.00	\$58,875.00	\$60,605.00	\$62,347.00	\$64,081.00	\$66,003.00	\$67,984.00
		Bi-Wk	\$2,056.06	\$2,122.53	\$2,189.28	\$2,255.75	\$2,322.04	\$2,388.78	\$2,455.22	\$2,528.86	\$2,604.76
		Daily	\$205.61	\$212.26	\$218.93	\$225.58	\$232.21	\$238.88	\$245.53	\$252.89	\$260.48
		Hourly	\$25.71	\$26.54	\$27.37	\$28.20	\$29.03	\$29.86	\$30.70	\$31.62	\$32.56
AR	21	Annual	\$56,307.00	\$58,100.00	\$59,884.00	\$61,664.00	\$63,453.00	\$65,236.00	\$67,024.00	\$69,036.00	\$71,108.00
		Bi-Wk	\$2,157.36	\$2,226.06	\$2,294.41	\$2,362.61	\$2,431.15	\$2,499.47	\$2,567.97	\$2,645.06	\$2,724.45
		Daily	\$215.74	\$222.61	\$229.45	\$236.27	\$243.12	\$249.95	\$256.80	\$264.51	\$272.45
		Hourly	\$26.97	\$27.83	\$28.69	\$29.54	\$30.39	\$31.25	\$32.10	\$33.07	\$34.06
AR	22	Annual	\$57,849.00	\$59,970.00	\$62,091.00	\$64,210.00	\$66,329.00	\$68,448.00	\$70,566.00	\$72,683.00	\$74,864.00
		Bi-Wk	\$2,216.44	\$2,297.71	\$2,378.97	\$2,460.16	\$2,541.35	\$2,622.53	\$2,703.68	\$2,784.79	\$2,868.36
		Daily	\$221.65	\$229.78	\$237.90	\$246.02	\$254.14	\$262.26	\$270.37	\$278.48	\$286.84
		Hourly	\$27.71	\$28.73	\$29.74	\$30.76	\$31.77	\$32.79	\$33.80	\$34.81	\$35.86
AR	23	Annual	\$60,593.00	\$62,804.00	\$64,998.00	\$67,210.00	\$69,418.00	\$71,628.00	\$73,836.00	\$76,050.00	\$78,332.00
		Bi-Wk	\$2,321.58	\$2,406.29	\$2,490.35	\$2,575.10	\$2,659.70	\$2,744.37	\$2,828.97	\$2,913.80	\$3,001.23
		Daily	\$232.16	\$240.63	\$249.04	\$257.51	\$265.97	\$274.44	\$282.90	\$291.38	\$300.13
		Hourly	\$29.02	\$30.08	\$31.13	\$32.19	\$33.25	\$34.31	\$35.37	\$36.43	\$37.52
AR	24	Annual	\$63,502.00	\$65,804.00	\$68,107.00	\$70,410.00	\$72,711.00	\$75,011.00	\$77,314.00	\$79,633.00	\$82,022.00
		Bi-Wk	\$2,433.03	\$2,521.23	\$2,609.47	\$2,697.71	\$2,785.87	\$2,873.99	\$2,962.23	\$3,051.08	\$3,142.61
		Daily	\$243.31	\$252.13	\$260.95	\$269.78	\$278.59	\$287.40	\$296.23	\$305.11	\$314.27
		Hourly	\$30.42	\$31.52	\$32.62	\$33.73	\$34.83	\$35.93	\$37.03	\$38.14	\$39.29

**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	25	Annual	\$66,608.00	\$68,998.00	\$71,372.00	\$73,761.00	\$76,155.00	\$78,539.00	\$80,923.00	\$83,350.00	\$85,851.00
		Bi-Wk	\$2,552.04	\$2,643.61	\$2,734.56	\$2,826.10	\$2,917.82	\$3,009.16	\$3,100.50	\$3,193.49	\$3,289.32
		Daily	\$255.21	\$264.37	\$273.46	\$282.61	\$291.79	\$300.92	\$310.05	\$319.35	\$328.94
		Hourly	\$31.91	\$33.05	\$34.19	\$35.33	\$36.48	\$37.62	\$38.76	\$39.92	\$41.12
AR	26	Annual	\$69,891.00	\$72,395.00	\$74,841.00	\$77,314.00	\$79,789.00	\$82,258.00	\$84,728.00	\$87,269.00	\$89,888.00
		Bi-Wk	\$2,677.82	\$2,773.76	\$2,867.48	\$2,962.23	\$3,057.06	\$3,151.65	\$3,246.29	\$3,343.64	\$3,443.99
		Daily	\$267.79	\$277.38	\$286.75	\$296.23	\$305.71	\$315.17	\$324.63	\$334.37	\$344.40
		Hourly	\$33.48	\$34.68	\$35.85	\$37.03	\$38.22	\$39.40	\$40.58	\$41.80	\$43.05
AR	27	Annual	\$73,352.00	\$75,918.00	\$78,481.00	\$81,030.00	\$83,600.00	\$86,152.00	\$88,719.00	\$91,382.00	\$94,124.00
		Bi-Wk	\$2,810.43	\$2,908.74	\$3,006.94	\$3,104.60	\$3,203.07	\$3,300.85	\$3,399.20	\$3,501.23	\$3,606.29
		Daily	\$281.05	\$290.88	\$300.70	\$310.46	\$320.31	\$330.09	\$339.92	\$350.13	\$360.63
		Hourly	\$35.14	\$36.36	\$37.59	\$38.81	\$40.04	\$41.27	\$42.49	\$43.77	\$45.08
AR	28	Annual	\$77,057.00	\$79,707.00	\$82,361.00	\$85,011.00	\$87,657.00	\$90,303.00	\$92,950.00	\$95,739.00	\$98,612.00
		Bi-Wk	\$2,952.38	\$3,053.91	\$3,155.60	\$3,257.13	\$3,358.51	\$3,459.89	\$3,561.31	\$3,668.17	\$3,778.24
		Daily	\$295.24	\$305.40	\$315.56	\$325.72	\$335.86	\$345.99	\$356.14	\$366.82	\$377.83
		Hourly	\$36.91	\$38.18	\$39.45	\$40.72	\$41.99	\$43.25	\$44.52	\$45.86	\$47.23
AR	29	Annual	\$77,796.00	\$80,717.00	\$83,641.00	\$86,557.00	\$89,478.00	\$92,395.00	\$95,314.00	\$98,175.00	\$101,121.00
		Bi-Wk	\$2,980.69	\$3,092.61	\$3,204.64	\$3,316.37	\$3,428.28	\$3,540.04	\$3,651.88	\$3,761.50	\$3,874.37
		Daily	\$298.07	\$309.27	\$320.47	\$331.64	\$342.83	\$354.01	\$365.19	\$376.15	\$387.44
		Hourly	\$37.26	\$38.66	\$40.06	\$41.46	\$42.86	\$44.26	\$45.65	\$47.02	\$48.43
AR	30	Annual	\$80,923.00	\$83,922.00	\$86,933.00	\$89,931.00	\$92,936.00	\$95,938.00	\$98,949.00	\$101,920.00	\$104,978.00
		Bi-Wk	\$3,100.50	\$3,215.41	\$3,330.77	\$3,445.64	\$3,560.77	\$3,675.79	\$3,791.15	\$3,904.99	\$4,022.15
		Daily	\$310.05	\$321.55	\$333.08	\$344.57	\$356.08	\$367.58	\$379.12	\$390.50	\$402.22
		Hourly	\$38.76	\$40.20	\$41.64	\$43.08	\$44.51	\$45.95	\$47.39	\$48.82	\$50.28
AR	31	Annual	\$84,172.00	\$87,258.00	\$90,353.00	\$93,446.00	\$96,542.00	\$99,634.00	\$102,726.00	\$105,807.00	\$108,982.00
		Bi-Wk	\$3,224.99	\$3,343.22	\$3,461.81	\$3,580.31	\$3,698.93	\$3,817.40	\$3,935.87	\$4,053.91	\$4,175.56
		Daily	\$322.50	\$334.33	\$346.19	\$358.04	\$369.90	\$381.74	\$393.59	\$405.40	\$417.56
		Hourly	\$40.32	\$41.80	\$43.28	\$44.76	\$46.24	\$47.72	\$49.20	\$50.68	\$52.20
AR	32	Annual	\$87,545.00	\$90,719.00	\$93,893.00	\$97,073.00	\$100,257.00	\$103,427.00	\$106,620.00	\$109,817.00	\$113,112.00
		Bi-Wk	\$3,354.22	\$3,475.83	\$3,597.44	\$3,719.28	\$3,841.27	\$3,962.73	\$4,085.06	\$4,207.55	\$4,333.80
		Daily	\$335.43	\$347.59	\$359.75	\$371.93	\$384.13	\$396.28	\$408.51	\$420.76	\$433.38
		Hourly	\$41.93	\$43.45	\$44.97	\$46.50	\$48.02	\$49.54	\$51.07	\$52.60	\$54.18

**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	33	Annual	\$91,065.00	\$94,331.00	\$97,597.00	\$100,866.00	\$104,136.00	\$107,402.00	\$110,676.00	\$113,997.00	\$117,417.00
		Bi-Wk	\$3,489.09	\$3,614.22	\$3,739.35	\$3,864.60	\$3,989.89	\$4,115.02	\$4,240.46	\$4,367.71	\$4,498.74
		Daily	\$348.91	\$361.43	\$373.94	\$386.46	\$398.99	\$411.51	\$424.05	\$436.78	\$449.88
		Hourly	\$43.62	\$45.18	\$46.75	\$48.31	\$49.88	\$51.44	\$53.01	\$54.60	\$56.24
AR	34	Annual	\$94,816.00	\$98,173.00	\$101,526.00	\$104,890.00	\$108,240.00	\$111,598.00	\$114,949.00	\$118,398.00	\$121,950.00
		Bi-Wk	\$3,632.80	\$3,761.42	\$3,889.89	\$4,018.78	\$4,147.13	\$4,275.79	\$4,404.18	\$4,536.33	\$4,672.42
		Daily	\$363.28	\$376.15	\$388.99	\$401.88	\$414.72	\$427.58	\$440.42	\$453.64	\$467.25
		Hourly	\$45.41	\$47.02	\$48.63	\$50.24	\$51.84	\$53.45	\$55.06	\$56.71	\$58.41
AR	35	Annual	\$98,710.00	\$102,148.00	\$105,598.00	\$109,038.00	\$112,476.00	\$115,914.00	\$119,360.00	\$122,941.00	\$126,630.00
		Bi-Wk	\$3,782.00	\$3,913.72	\$4,045.91	\$4,177.71	\$4,309.43	\$4,441.15	\$4,573.19	\$4,710.39	\$4,851.73
		Daily	\$378.20	\$391.38	\$404.60	\$417.78	\$430.95	\$444.12	\$457.32	\$471.04	\$485.18
		Hourly	\$47.28	\$48.93	\$50.58	\$52.23	\$53.87	\$55.52	\$57.17	\$58.88	\$60.65
AR	36	Annual	\$102,819.00	\$106,341.00	\$109,877.00	\$113,408.00	\$116,939.00	\$120,470.00	\$123,997.00	\$127,717.00	\$131,549.00
		Bi-Wk	\$3,939.43	\$4,074.37	\$4,209.85	\$4,345.14	\$4,480.43	\$4,615.71	\$4,750.85	\$4,893.38	\$5,040.20
		Daily	\$393.95	\$407.44	\$420.99	\$434.52	\$448.05	\$461.58	\$475.09	\$489.34	\$504.02
		Hourly	\$49.25	\$50.93	\$52.63	\$54.32	\$56.01	\$57.70	\$59.39	\$61.17	\$63.01
AR	37	Annual	\$107,085.00	\$110,704.00	\$114,339.00	\$117,966.00	\$121,591.00	\$125,217.00	\$128,845.00	\$132,710.00	\$136,692.00
		Bi-Wk	\$4,102.88	\$4,241.54	\$4,380.81	\$4,519.78	\$4,658.66	\$4,797.59	\$4,936.60	\$5,084.68	\$5,237.25
		Daily	\$410.29	\$424.16	\$438.09	\$451.98	\$465.87	\$479.76	\$493.66	\$508.47	\$523.73
		Hourly	\$51.29	\$53.02	\$54.77	\$56.50	\$58.24	\$59.97	\$61.71	\$63.56	\$65.47
AR	38	Annual	\$111,506.00	\$115,212.00	\$118,931.00	\$122,641.00	\$126,352.00	\$130,063.00	\$133,774.00	\$137,787.00	\$141,921.00
		Bi-Wk	\$4,272.27	\$4,414.26	\$4,556.75	\$4,698.89	\$4,841.08	\$4,983.26	\$5,125.45	\$5,279.20	\$5,437.59
		Daily	\$427.23	\$441.43	\$455.68	\$469.89	\$484.11	\$498.33	\$512.55	\$527.92	\$543.76
		Hourly	\$53.41	\$55.18	\$56.96	\$58.74	\$60.52	\$62.30	\$64.07	\$65.99	\$67.97
AR	39	Annual	\$116,144.00	\$119,941.00	\$123,737.00	\$127,545.00	\$131,348.00	\$135,139.00	\$138,947.00	\$143,116.00	\$147,410.00
		Bi-Wk	\$4,449.97	\$4,595.45	\$4,740.89	\$4,886.79	\$5,032.50	\$5,177.74	\$5,323.64	\$5,483.38	\$5,647.90
		Daily	\$445.00	\$459.55	\$474.09	\$488.68	\$503.25	\$517.78	\$532.37	\$548.34	\$564.79
		Hourly	\$55.63	\$57.45	\$59.27	\$61.09	\$62.91	\$64.73	\$66.55	\$68.55	\$70.60
AR	40	Annual	\$120,982.00	\$124,861.00	\$128,746.00	\$132,627.00	\$136,510.00	\$140,392.00	\$144,277.00	\$148,605.00	\$153,064.00
		Bi-Wk	\$4,635.33	\$4,783.95	\$4,932.80	\$5,081.50	\$5,230.27	\$5,379.01	\$5,527.86	\$5,693.68	\$5,864.53
		Daily	\$463.54	\$478.40	\$493.28	\$508.15	\$523.03	\$537.91	\$552.79	\$569.37	\$586.46
		Hourly	\$57.95	\$59.80	\$61.66	\$63.52	\$65.38	\$67.24	\$69.10	\$71.18	\$73.31

**P-5 AR 40-Hours Salary Plan Effective 06/18/2010**

<u>Plan</u>	<u>Grade</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>
AR	41	Annual	\$126,045.00	\$130,018.00	\$133,993.00	\$137,966.00	\$141,948.00	\$145,921.00	\$149,895.00	\$154,393.00	\$159,025.00
		Bi-Wk	\$4,829.32	\$4,981.54	\$5,133.84	\$5,286.06	\$5,438.63	\$5,590.85	\$5,743.11	\$5,915.45	\$6,092.92
		Daily	\$482.94	\$498.16	\$513.39	\$528.61	\$543.87	\$559.09	\$574.32	\$591.55	\$609.30
		Hourly	\$60.37	\$62.27	\$64.18	\$66.08	\$67.99	\$69.89	\$71.79	\$73.95	\$76.17
AR	42	Annual	\$131,292.00	\$135,360.00	\$139,430.00	\$143,478.00	\$147,554.00	\$151,616.00	\$155,682.00	\$160,353.00	\$165,164.00
		Bi-Wk	\$5,030.35	\$5,186.21	\$5,342.15	\$5,497.25	\$5,653.41	\$5,809.05	\$5,964.83	\$6,143.80	\$6,328.13
		Daily	\$503.04	\$518.63	\$534.22	\$549.73	\$565.35	\$580.91	\$596.49	\$614.38	\$632.82
		Hourly	\$62.88	\$64.83	\$66.78	\$68.72	\$70.67	\$72.62	\$74.57	\$76.80	\$79.11
AR	43	Annual	\$136,869.00	\$141,014.00	\$145,160.00	\$149,300.00	\$153,455.00	\$157,593.00	\$161,734.00	\$166,587.00	\$171,585.00
		Bi-Wk	\$5,244.03	\$5,402.84	\$5,561.69	\$5,720.31	\$5,879.51	\$6,038.05	\$6,196.71	\$6,382.65	\$6,574.14
		Daily	\$524.41	\$540.29	\$556.17	\$572.04	\$587.96	\$603.81	\$619.68	\$638.27	\$657.42
		Hourly	\$65.56	\$67.54	\$69.53	\$71.51	\$73.50	\$75.48	\$77.46	\$79.79	\$82.18

**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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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, 2010, calendar period.

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

During 2010, there were four personnel actions in the Executive/ Administrative/ Managerial occupational category, one White male was hired to fill the position of Dean of Administration a position that was vacated by a retirement in 2009. This hire satisfied an affirmative action goal in the Executive/Administrative/Managerial occupational category for 2010. In addition there were two promotions into the Executive/Administrative/Managerial occupational category from other occupational categories and one resignation. A White female who had been serving as the Director of Nursing resigned to become the Director of System Nursing Curricular Operations for the Connecticut Community College System. A White female was promoted from the Faculty Below Professor occupational category to fill the vacated Director of Nursing Position. The other promotion was a White male from the Faculty Professor occupational category who was appointed as the Technologies Division Director.

### **Faculty:**

#### **Professor:**

During 2010, two Associate Professors (two White females) were promoted into the Professor occupational category. Both of these promotions satisfied goals for the occupational category. Along with the two promotions this occupational category had two other personnel actions that were recorded during the year, one resignation (a

White male) due to the sudden death of a faculty member and one promotion (White male) that resulted in a transfer to the Executive/Administrative/Managerial occupational category.

**Below Professor:**

There were eight additions and six reductions to the Faculty below Professor Category resulting in a net increase of two individuals in this occupational category. In addition as the College had individual employees validate gender ethnicity information contained in the personnel management information system there was one employee that changed from a gender ethnic category of Other female to White female. Six appointments were made for tenure track teaching positions in the areas of Chemistry (White male), Composition (Black male, White male), Communications (White male), Electrical Engineering Technology (White male) and Mathematics (White female). One of these six appointments satisfied a hiring goal for this occupational category. In addition to the six hires there were also two individuals promoted into the occupational category (one Other female, one White female). The reeducations in the occupational category include two Associate Professors who were promoted to Professor and therefore transferred to the Professor occupational category, one White female who was promoted to Director of Nursing and therefore transferred into the Executive/Administrative/Managerial occupational category, one White female that resigned, one Other female that transferred to another Community College and one White Female that voluntarily retired. The last personnel action to account for on the 42A1 so that current workforce within this occupational category reflects the current gender ethnic distribution is an individual change in declared gender ethnic description. This change was reflected as an Other female transfer in the reductions and a White female promotion in the increases.

**Professional/Non-Faculty:**

In this occupational category appointments were made to the positions of Director of Facilities (Hispanic male) and Director of Institutional Advancement (White female) during the filing period. The appointment to the Director of Facilities satisfied an established hiring goal. The other increase in this occupational category was a White male who was promoted from the Service/Maintenance occupational category to fill the position of Information Technology Technician I. The other personnel actions in this occupational category were two resignations (two White males) and one voluntary retirement (White female).

**Technical/Paraprofessional:**

During 2010, there was one individual that was reclassified and thus was transferred from the Secretarial/Clerical occupational category to the Technical/Paraprofessional occupational category.

**Secretarial/Clerical:**

There was one appointment (White female) made to the position of Clerk/Typist in the Academic Division in this category during 2010. This appointment satisfied an affirmative action hiring goal for this occupational category. The college advertised for the position of Secretary II in Student Services during 2010. This position was filled with an individual that was internal to the College. This reflects a promotion within occupational category by having the individual move into the Secretary II position but it also creates a vacancy in the Clerk/Typist position that she is moving out of. This appointment/promotion does not make any change to the overall gender-ethnicity distribution within the occupational category. There was also one additional personnel action within this occupational category which was a reduction in the category. A White female was reclassified and transferred to the Technical/Paraprofessional occupational category.

**Service/Maintenance:**

There were five appointments in this occupational category during 2010, one voluntary retirement (White male) and one promotion to another occupational category (White male). Appointments were made to the positions of Building Superintendent (White male), Skilled Maintainer (White male), and Custodian (Black male, Black female, White female). The three custodian appointments satisfied affirmative action goals within the occupational category. There was one transfer out of the Service/maintenance occupational category (White male) into the Professional non-faculty occupational category as a result of a promotion. There was also one voluntary retirement (White male) during the course of the year.

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</b> (46a-68-38)											Dec 31/2010	
<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	13	4	9	4	6	0	3	0	0	0	0	
Faculty	64	31	33	27	30	2	2	0	0	2	1	
Professional	41	17	24	14	20	2	1	1	1	0	2	
Tech/Paraprofessional	8	0	8	0	5	0	0	0	2	0	1	
Secretarial/Clerical	17	0	17	0	11	0	6	0	0	0	0	
Service/Maintenance	17	13	4	10	3	2	1	1	0	0	0	
<b>TOTALS</b>	<b>160</b>	<b>65</b>	<b>95</b>	<b>55</b>	<b>75</b>	<b>6</b>	<b>13</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>4</b>	
<b>TOTAL WORKFORCE Percentages (as a percentage of column totals)</b>												
<b>CATEGORY</b>	<b>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	<b>8.1%</b>	6.2%	9.5%	7.3%	8.0%	0.0%	23.1%	0.0%	0.0%	0.0%	0.0%	
Faculty	<b>40.0%</b>	47.7%	34.7%	49.1%	40.0%	33.3%	15.4%	0.0%	0.0%	100.0%	25.0%	
Professional	<b>25.6%</b>	26.2%	25.3%	25.5%	26.7%	33.3%	7.7%	50.0%	33.3%	0.0%	50.0%	
Tech/Paraprofessional	<b>5.0%</b>	0.0%	8.4%	0.0%	6.7%	0.0%	0.0%	0.0%	66.7%	0.0%	25.0%	
Secretarial/Clerical	<b>10.6%</b>	0.0%	17.9%	0.0%	14.7%	0.0%	46.2%	0.0%	0.0%	0.0%	0.0%	
Service/Maintenance	<b>10.6%</b>	20.0%	4.2%	18.2%	4.0%	33.3%	7.7%	50.0%	0.0%	0.0%	0.0%	
<b>percentage of total workforce</b>	<b>100%</b>	<b>41%</b>	<b>59%</b>	<b>34%</b>	<b>47%</b>	<b>4%</b>	<b>8%</b>	<b>1%</b>	<b>2%</b>	<b>1%</b>	<b>3%</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	4	2	2	2	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	4	1	3	1	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>13</b>	<b>4</b>	<b>9</b>	<b>4</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>1</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees

Date: 31-Dec-10

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	1	1	0	1	0	0	0	0	0	0	0
45-49	4	1	3	1	2	0	1	0	0	0	0
50-54	3	1	2	1	2	0	0	0	0	0	0
55-59	2	1	1	1	1	0	0	0	0	0	0
60-64	2	0	2	0	1	0	1	0	0	0	0
65 +	1	0	1	0	0	0	1	0	0	0	0
<b>TOTALS</b>	<b>13</b>	<b>4</b>	<b>9</b>	<b>4</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	9	13	7	12	1	1	0	0	1	0
Associate Professor	24	12	12	12	11	0	1	0	0	0	0
Assistant Professor	8	4	4	3	4	0	0	0	0	1	0
Instructor	10	6	4	5	3	1	0	0	0	0	1
<b>TOTALS</b>	<b>64</b>	<b>31</b>	<b>33</b>	<b>27</b>	<b>30</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>
<b>Disability</b>	<b>1</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees											Date:	31-Dec-10	
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	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0	0	0
40-44	1	0	1	0	1	0	0	0	0	0	0	0	0
45-49	3	1	2	1	2	0	0	0	0	0	0	0	0
50-54	3	1	2	1	2	0	0	0	0	0	0	0	0
55-59	6	2	4	2	3	0	1	0	0	0	0	0	0
60-64	8	4	4	3	4	1	0	0	0	0	0	0	0
65 +	1	1	0	0	0	0	0	0	0	1	0	0	0
<b>TOTALS</b>	<b>22</b>	<b>9</b>	<b>13</b>	<b>7</b>	<b>12</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-10					
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	3	2	1	2	1	0	0	0	0	0	0
35-39	6	2	4	1	4	1	0	0	0	0	0
40-44	2	1	1	1	1	0	0	0	0	0	0
45-49	9	8	1	8	1	0	0	0	0	0	0
50-54	10	1	9	1	9	0	0	0	0	0	0
55-59	6	3	3	3	1	0	1	0	0	0	1
60-64	4	3	1	3	1	0	0	0	0	0	0
65 +	2	2	0	1	0	0	0	0	0	1	0
<b>TOTALS</b>	<b>42</b>	<b>22</b>	<b>20</b>	<b>20</b>	<b>18</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</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	10	5	5	3	5	1	0	1	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	1	0	1	0	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>14</b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Disability</b>	<b>2</b>										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees						Date: 31-Dec-10					
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	2	2	0	2	0	0	0	0	0	0	0
30-34	3	1	2	1	2	0	0	0	0	0	0
35-39	2	1	1	1	1	0	0	0	0	0	0
40-44	3	2	1	0	1	1	0	1	0	0	0
45-49	8	3	5	2	3	1	0	0	0	0	2
50-54	11	3	8	3	8	0	0	0	0	0	0
55-59	7	4	3	4	3	0	0	0	0	0	0
60-64	3	1	2	1	1	0	1	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>14</b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>1</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	2	0	2	0	0	0	2	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	1	0	1	0	1	0	0	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
Secretary 1	2	0	2	0	1	0	1	0	0	0	0
Secretary 2	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>Disability</b>	<b>0</b>										



Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-10			
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	2	0	2	0	2	0	0	0	0	0	0
45-49	4	0	4	0	3	0	1	0	0	0	0
50-54	6	0	6	0	3	0	3	0	0	0	0
55-59	2	0	2	0	1	0	1	0	0	0	0
60-64	2	0	2	0	1	0	1	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>
Assistant Accountant	1	0	1	0	1	0	0	0	0	0	0
Purchasing Assistant	1	0	1	0	1	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 Assistant	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>8</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>5</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-10										
Occupational Category:		<b>Technical/Paraprofessional</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	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	1	0	1	0	1	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>8</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>5</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	1	1	0	1	0	0	0	0	0	0	0
Lead/Suhev Custodian	3	3	0	2	0	1	0	0	0	0	0
Qual.Craft Worker--Elec	1	1	0	1	0	0	0	0	0	0	0
Skilled Maintainer	2	2	0	2	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	2	0	0	0	0	0	0	0
Custodian	6	3	3	1	2	1	1	1	0	0	0
StoreKeeper	1	0	1	0	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>17</b>	<b>13</b>	<b>4</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>1</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-10			
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
25-29	1	1	0	1	0	0	0	0	0	0	0
30-34	2	0	2	0	1	0	1	0	0	0	0
35-39	2	1	1	1	1	0	0	0	0	0	0
40-44	1	1	0	1	0	0	0	0	0	0	0
45-49	6	5	1	3	1	1	0	1	0	0	0
50-54	3	3	0	3	0	0	0	0	0	0	0
55-59	1	1	0	0	0	1	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>17</b>	<b>13</b>	<b>4</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</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	56.5	0.02	1.1	43.5	0.02	0.9	41.9	0.02	0.8	30.8	0.02	0.6	4.9	0.02	0.1	5.5	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>42.1</b>			<b>40.5</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 Specialities, 119030 - Education Administrators) Calculation at end of section.	Positions are advertised nationally, typically filled by individuals currently in higher education so only a 12% weight is given to the immediate labor market data					
2. Unemployment data in the immediate labor market area	4.6	0.02	0.1	4.1	0.02	0.1	5.1	0.02	0.1	3.1	0.02	0.1	CTDOL Jobseekers (12/10) 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		
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		
3. Promotable/Transferrable	50.0	1.00	50.0	50.0	1.00	50.0	50.0	1.00	50.0	45.8	1.00	45.8	0.0	1.00	0.0	4.2	1.00	4.2	
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>50.0</b>			<b>50.0</b>			<b>50.0</b>			<b>45.8</b>			<b>0.0</b>			<b>4.2</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																		
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	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	36.6	0.20	7.3	63.4	0.20	12.7	14.1	0.20	2.8	21.8	0.20	4.4	14.8	0.20	3.0	19.7	0.20	3.9
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>49.3</b>			<b>50.7</b>			<b>36.9</b>			<b>35.1</b>			<b>5.2</b>			<b>6.3</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	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	5.6	0.20	1.1	14.8	0.20	3.0	2.1	0.20	0.4	7.0	0.20	1.4	CTDOL Jobseekers (12/10) 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>4.8</b>			<b>4.4</b>			<b>4.3</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	20.8	0.02	0.4	79.2	0.02	1.6	9.6	0.02	0.2	39.5	0.02	0.8	5.6	0.02	0.1	19.6	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	2.2	0.02	0.0	13.8	0.02	0.3	3.3	0.02	0.1	6.3	0.02	0.1	CTDOL Jobseekers (12/10) 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>1.9</b>			<b>3.5</b>			<b>2.8</b>			<b>4.2</b>		

**Availability Analysis**

Section 46a-68-39

OCCUPATIONAL CATEGORY: Technical and Paraprofessional																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	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	40.9	0.30	12.3	59.1	0.30	17.7	31.8	0.30	9.5	40.9	0.30	12.3	2.3	0.30	0.7	4.5	0.30	1.4
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	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>29.2</b>			<b>70.8</b>			<b>24.5</b>			<b>60.3</b>			<b>1.3</b>			<b>3.2</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	6.8	0.30	2.0	6.8	0.30	2.0	6.8	0.30	2.0	CTDOL Jobseekers (12/10) 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>3.5</b>			<b>2.9</b>			<b>3.8</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	33.4	0.50	16.7	66.6	0.50	33.3	18.8	0.50	9.4	43.4	0.50	21.7	4.6	0.50	2.3	8.8	0.50	4.4	
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	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>18.0</b>			<b>82.0</b>			<b>10.6</b>			<b>66.2</b>			<b>2.3</b>			<b>6.6</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	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	4.0	0.50	2.0	6.8	0.50	3.4	6.1	0.50	3.1	7.5	0.50	3.8	CTDOL Jobseekers (12/10) 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>2.0</b>			<b>4.3</b>			<b>3.3</b>			<b>5.0</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	68.4	0.50	34.2	31.6	0.50	15.8	37.1	0.50	18.6	13.9	0.50	7.0	10.1	0.50	5.1	6.3	0.50	3.2	
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>65.8</b>			<b>34.2</b>			<b>43.0</b>			<b>20.6</b>			<b>8.0</b>			<b>4.0</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	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 Bldg & Grounds Cleaning & Maint. (370001)	Higher weight given to local labor market
2. Unemployment data in the immediate labor market area	12.2	0.50	6.1	8.9	0.50	4.4	8.9	0.50	4.4	2.5	0.50	1.3	CTDOL Jobseekers (12/10) 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>8.4</b>			<b>6.8</b>			<b>6.4</b>			<b>2.8</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 4<sup>th</sup> Quarter 2010 along with availability calculations for unemployment data in the immediate labor market can be found on the following pages.

Characteristics of Job Seekers registered w <i>CT Work Career Center</i>													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>68,270</b>	<b>38,786</b>	<b>29,484</b>	<b>21,138</b>	<b>14,503</b>	<b>6,231</b>	<b>6,543</b>	<b>7,271</b>	<b>5,461</b>	<b>4,146</b>	<b>2,977</b>		
<b>Management Occupations</b>	<b>11</b>	<b>4,095</b>	<b>2,314</b>	<b>1,781</b>	<b>1,714</b>	<b>1,262</b>	<b>202</b>	<b>225</b>	<b>189</b>	<b>167</b>	<b>209</b>	<b>127</b>		
Top Executives	11.10	1,244	766	478	562	351	56	50	73	44	75	33		
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	473	272	201	213	137	21	25	16	23	22	16		
Operations Specialties Managers	11.30	644	271	373	196	260	25	50	18	36	32	27		
Other Management Occupations	11.90	1,734	1,005	729	743	514	100	100	82	64	80	51		
<b>Business &amp; Financial Operations Occupations</b>	<b>13</b>	<b>1,874</b>	<b>829</b>	<b>1,045</b>	<b>588</b>	<b>658</b>	<b>122</b>	<b>190</b>	<b>48</b>	<b>103</b>	<b>71</b>	<b>93</b>		
Business Operations Specialists	13.10	702	306	396	235	250	33	71	17	44	21	31		
Financial Specialists	13.20	837	388	449	260	278	68	78	23	42	37	51		
Other Business & Financial Operations Occupations	13.90	335	135	200	93	131	21	41	8	17	13	11		
<b>Computer &amp; Mathematical Occupations</b>	<b>15</b>	<b>1,248</b>	<b>858</b>	<b>390</b>	<b>585</b>	<b>230</b>	<b>115</b>	<b>61</b>	<b>71</b>	<b>30</b>	<b>87</b>	<b>69</b>		
Computer Specialists	15.10	967	690	277	480	166	85	41	52	18	73	52		
Mathematical Scientists	15.20	14	4	10	2	6	2	1	0	1	0	2		
Other Computer & Mathematical Occupations	15.90	267	164	103	103	58	28	19	19	11	14	15		
<b>Architecture &amp; Engineering Occupations</b>	<b>17</b>	<b>885</b>	<b>727</b>	<b>158</b>	<b>523</b>	<b>94</b>	<b>62</b>	<b>18</b>	<b>57</b>	<b>23</b>	<b>85</b>	<b>23</b>		
Architects, Surveyors, & Cartographers	17.10	74	58	16	36	12	3	1	7	1	12	2		
Engineers	17.20	508	421	87	317	48	30	13	25	8	49	18		
Drafters, Engineering, & Mapping Technicians	17.30	266	219	47	150	30	25	4	22	10	22	3		
Other Architecture & Engineering Occupations	17.90	37	29	8	20	4	4	0	3	4	2	0		
<b>Life, Physical, &amp; Social Science Occupations</b>	<b>19</b>	<b>331</b>	<b>168</b>	<b>163</b>	<b>118</b>	<b>103</b>	<b>21</b>	<b>18</b>	<b>8</b>	<b>18</b>	<b>21</b>	<b>24</b>		
Life Scientists	19.10	31	19	12	13	6	3	2	1	1	2	3		
Physical Scientists	19.20	36	24	12	14	5	2	0	3	0	5	7		
Social Scientists & Related Workers	19.30	164	79	85	61	59	9	10	1	6	8	10		
Life, Physical, & Social Science Technicians	19.40	59	32	27	19	14	5	2	3	9	5	2		
Other Life, Physical, & Social Science Occupations	19.90	41	14	27	11	19	2	4	0	2	1	2		
<b>Community &amp; Social Services Occupations</b>	<b>21</b>	<b>890</b>	<b>289</b>	<b>601</b>	<b>89</b>	<b>216</b>	<b>127</b>	<b>228</b>	<b>48</b>	<b>111</b>	<b>25</b>	<b>46</b>		
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	709	226	483	74	168	101	193	36	82	15	40		
Religious Workers	21.20	19	8	11	0	3	5	3	2	5	1	0		
Other Community & Social Services Occupations	21.90	162	55	107	15	45	21	32	10	24	9	6		
<b>Legal Occupations</b>	<b>23</b>	<b>337</b>	<b>96</b>	<b>241</b>	<b>62</b>	<b>157</b>	<b>13</b>	<b>32</b>	<b>13</b>	<b>32</b>	<b>8</b>	<b>20</b>		
Lawyers, Judges, & Related Workers	23.10	86	45	41	35	30	5	6	3	4	2	1		
Legal Support Workers	23.20	186	23	163	11	108	3	21	6	18	3	16		
Other Legal Occupations	23.90	65	28	37	16	19	5	5	4	10	3	3		

Characteristics of Job Seekers registered w *CT Work Career Center*

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>1,042</b>	<b>274</b>	<b>768</b>	<b>147</b>	<b>395</b>	<b>67</b>	<b>176</b>	<b>26</b>	<b>123</b>	<b>34</b>	<b>74</b>
Postsecondary Teachers	25.10	142	52	90	20	31	21	28	8	21	3	10
Primary, Secondary & Special Education Teachers	25.20	337	98	239	66	137	16	48	3	25	13	29
Other Teachers & Instructors	25.30	95	26	69	15	43	4	10	4	10	3	6
Librarians, Curators, & Archivists	25.40	20	5	15	3	7	1	2	1	5	0	1
Other Education, Training, & Library Occupations	25.90	448	93	355	43	177	25	88	10	62	15	28
<b>Arts, Design, Entertainment, Sports, &amp; Media Occupations</b>	<b>27</b>	<b>580</b>	<b>325</b>	<b>255</b>	<b>202</b>	<b>176</b>	<b>44</b>	<b>29</b>	<b>48</b>	<b>27</b>	<b>31</b>	<b>23</b>
Art & Design Workers	27.10	270	144	126	100	95	13	12	19	11	12	8
Entertainers & Performers, Sports & Related Workers	27.20	60	49	11	27	4	11	3	6	1	5	3
Media & Communication Workers	27.30	145	69	76	53	57	5	6	6	5	5	8
Media & Communication Equipment Workers	27.40	39	25	14	8	8	6	2	8	2	3	2
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	66	38	28	14	12	9	6	9	8	6	2
<b>Healthcare Practitioners &amp; Technical Occupations</b>	<b>29</b>	<b>1,122</b>	<b>224</b>	<b>898</b>	<b>133</b>	<b>489</b>	<b>54</b>	<b>229</b>	<b>16</b>	<b>110</b>	<b>21</b>	<b>70</b>
Health Diagnosing & Treating Practitioners	29.10	375	69	306	48	205	12	53	3	22	6	26
Health Technologists & Technicians	29.20	579	118	461	65	239	28	128	12	57	13	37
Other Healthcare Practitioners & Technical Occupations	29.90	168	37	131	20	45	14	48	1	31	2	7
<b>Healthcare Support Occupations</b>	<b>31</b>	<b>3,531</b>	<b>543</b>	<b>2,988</b>	<b>240</b>	<b>1,064</b>	<b>161</b>	<b>1,124</b>	<b>99</b>	<b>555</b>	<b>43</b>	<b>245</b>
Nursing, Psychiatric, & Home Health Aides	31.10	1,988	205	1,783	54	533	85	779	46	324	20	147
Occupational & Physical Therapist Assistants & Aides	31.20	16	5	11	1	6	3	1	1	3	0	1
Other Healthcare Support Occupations	31.90	1,527	333	1,194	185	525	73	344	52	228	23	97
<b>Protective Service Occupations</b>	<b>33</b>	<b>614</b>	<b>481</b>	<b>133</b>	<b>247</b>	<b>49</b>	<b>125</b>	<b>40</b>	<b>66</b>	<b>30</b>	<b>43</b>	<b>14</b>
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	5	4	1	4	1	0	0	0	0	0	0
Fire Fighting & Prevention Workers	33.20	9	9	0	4	0	2	0	1	0	2	0
Law Enforcement Workers	33.30	75	60	15	39	5	9	5	7	3	5	2
Other Protective Service Workers	33.90	525	408	117	200	43	114	35	58	27	36	12
<b>Food Preparation &amp; Serving Related Occupations</b>	<b>35</b>	<b>3,106</b>	<b>1,660</b>	<b>1,446</b>	<b>705</b>	<b>805</b>	<b>438</b>	<b>293</b>	<b>357</b>	<b>228</b>	<b>160</b>	<b>120</b>
Supervisors of Food Preparation & Serving Workers	35.10	252	198	54	123	38	29	10	30	3	16	3
Cooks & Food Preparation Workers	35.20	1,316	836	480	301	211	253	127	197	103	85	39
Food & Beverage Serving Workers	35.30	1,137	384	753	201	495	76	106	68	89	39	63
Other Food Preparation & Serving Related Workers	35.90	401	242	159	80	61	80	50	62	33	20	15
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>	<b>37</b>	<b>2,932</b>	<b>2,341</b>	<b>591</b>	<b>1,056</b>	<b>205</b>	<b>315</b>	<b>120</b>	<b>814</b>	<b>223</b>	<b>156</b>	<b>43</b>
Supervisors of Bldg./Grounds Cleaning & Maintenance Workers	37.10	76	47	29	16	5	16	8	14	13	1	3
Building Cleaning & Pest Control Workers	37.20	980	539	441	165	143	145	101	195	165	34	32
Grounds Maintenance Workers	37.30	1,661	1,573	88	814	50	101	5	551	25	107	8
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	215	182	33	61	7	53	6	54	20	14	0



Characteristics of Job Seekers registered w *CT Work Career Center*

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>5,706</b>	<b>3,127</b>	<b>2,579</b>	<b>2,013</b>	<b>1,600</b>	<b>399</b>	<b>390</b>	<b>317</b>	<b>299</b>	<b>398</b>	<b>290</b>
<b>Management Occupations</b>	<b>11</b>	<b>368</b>	<b>191</b>	<b>177</b>	<b>143</b>	<b>147</b>	<b>15</b>	<b>9</b>	<b>10</b>	<b>7</b>	<b>23</b>	<b>14</b>
Top Executives	11.10	83	39	44	32	35	2	2	2	2	3	5
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	37	22	15	17	13	0	0	1	1	4	1
Operations Specialties Managers	11.30	38	14	24	10	17	1	2	1	2	2	3
Other Management Occupations	11.90	210	116	94	84	82	12	5	6	2	14	5
<b>Business &amp; Financial Operations Occupations</b>	<b>13</b>	<b>121</b>	<b>43</b>	<b>78</b>	<b>33</b>	<b>61</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>3</b>	<b>4</b>
Business Operations Specialists	13.10	50	20	30	19	22	1	5	0	2	0	1
Financial Specialists	13.20	46	15	31	10	28	2	0	1	1	2	2
Other Business & Financial Operations Occupations	13.90	25	8	17	4	11	3	1	0	4	1	1
<b>Computer &amp; Mathematical Occupations</b>	<b>15</b>	<b>118</b>	<b>73</b>	<b>45</b>	<b>50</b>	<b>28</b>	<b>12</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>4</b>
Computer Specialists	15.10	66	45	21	31	14	7	4	2	1	5	2
Mathematical Scientists	15.20	2	0	2	0	1	0	1	0	0	0	0
Other Computer & Mathematical Occupations	15.90	50	28	22	19	13	5	4	3	3	1	2
<b>Architecture &amp; Engineering Occupations</b>	<b>17</b>	<b>56</b>	<b>39</b>	<b>17</b>	<b>30</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>
Architects, Surveyors, & Cartographers	17.10	3	2	1	1	0	0	0	1	1	0	0
Engineers	17.20	32	22	10	16	8	2	0	1	0	3	2
Drafters, Engineering, & Mapping Technicians	17.30	19	14	5	12	4	2	0	0	1	0	0
Other Architecture & Engineering Occupations	17.90	2	1	1	1	0	0	0	0	1	0	0
<b>Life, Physical, &amp; Social Science Occupations</b>	<b>19</b>	<b>44</b>	<b>18</b>	<b>26</b>	<b>14</b>	<b>18</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>
Life Scientists	19.10	8	4	4	3	2	1	1	0	0	0	1
Physical Scientists	19.20	7	5	2	3	0	0	0	0	0	2	2
Social Scientists & Related Workers	19.30	13	3	10	3	7	0	1	0	2	0	0
Life, Physical, & Social Science Technicians	19.40	9	6	3	5	2	0	0	0	1	1	0
Other Life, Physical, & Social Science Occupations	19.90	7	0	7	0	7	0	0	0	0	0	0
<b>Community &amp; Social Services Occupations</b>	<b>21</b>	<b>71</b>	<b>15</b>	<b>56</b>	<b>8</b>	<b>33</b>	<b>4</b>	<b>16</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>2</b>
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	54	11	43	6	23	2	14	3	4	0	2
Other Community & Social Services Occupations	21.90	17	4	13	2	10	2	2	0	1	0	0
<b>Legal Occupations</b>	<b>23</b>	<b>32</b>	<b>6</b>	<b>26</b>	<b>4</b>	<b>19</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>1</b>
Lawyers, Judges, & Related Workers	23.10	8	1	7	1	6	0	0	0	1	0	0
Legal Support Workers	23.20	15	2	13	0	9	0	2	2	1	0	1
Other Legal Occupations	23.90	9	3	6	3	4	0	0	0	2	0	0

Characteristics of Job Seekers registered w *CT Work Career Center*

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>118</b>	<b>33</b>	<b>85</b>	<b>18</b>	<b>58</b>	<b>8</b>	<b>9</b>	<b>3</b>	<b>10</b>	<b>4</b>	<b>8</b>
Postsecondary Teachers	25.10	16	6	10	0	3	5	1	0	3	1	3
Primary, Secondary & Special Education Teachers	25.20	39	10	29	7	23	2	2	0	2	1	2
Other Teachers & Instructors	25.30	10	2	8	0	7	1	0	0	1	1	0
Librarians, Curators, & Archivists	25.40	5	1	4	1	2	0	1	0	0	0	1
Other Education, Training, & Library Occupations	25.90	48	14	34	10	23	0	5	3	4	1	2
<b>Arts, Design, Entertainment, Sports, &amp; Media Occupations</b>	<b>27</b>	<b>50</b>	<b>26</b>	<b>24</b>	<b>16</b>	<b>18</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>2</b>
Art & Design Workers	27.10	15	5	10	4	9	0	0	1	1	0	0
Entertainers & Performers, Sports & Related Workers	27.20	6	6	0	3	0	2	0	1	0	0	0
Media & Communication Workers	27.30	19	9	10	7	6	0	1	0	1	2	2
Media & Communication Equipment Workers	27.40	4	3	1	1	1	0	0	0	0	2	0
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	6	3	3	1	2	1	0	0	1	1	0
<b>Healthcare Practitioners &amp; Technical Occupations</b>	<b>29</b>	<b>86</b>	<b>20</b>	<b>66</b>	<b>12</b>	<b>40</b>	<b>7</b>	<b>16</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>4</b>
Health Diagnosing & Treating Practitioners	29.10	25	8	17	4	13	4	3	0	0	0	1
Health Technologists & Technicians	29.20	49	7	42	6	24	1	11	0	4	0	3
Other Healthcare Practitioners & Technical Occupations	29.90	12	5	7	2	3	2	2	0	2	1	0
<b>Healthcare Support Occupations</b>	<b>31</b>	<b>365</b>	<b>81</b>	<b>284</b>	<b>46</b>	<b>141</b>	<b>19</b>	<b>78</b>	<b>9</b>	<b>36</b>	<b>7</b>	<b>29</b>
Nursing, Psychiatric, & Home Health Aides	31.10	158	21	137	7	56	7	49	5	22	2	10
Occupational & Physical Therapist Assistants & Aides	31.20	2	1	1	0	0	0	1	1	0	0	0
Other Healthcare Support Occupations	31.90	205	59	146	39	85	12	28	3	14	5	19
<b>Protective Service Occupations</b>	<b>33</b>	<b>70</b>	<b>57</b>	<b>13</b>	<b>40</b>	<b>10</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>4</b>	<b>2</b>
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	1	1	0	1	0	0	0	0	0	0	0
Fire Fighting & Prevention Workers	33.20	1	1	0	1	0	0	0	0	0	0	0
Law Enforcement Workers	33.30	9	8	1	6	0	0	1	1	0	1	0
Other Protective Service Workers	33.90	59	47	12	32	10	7	0	5	0	3	2
<b>Food Preparation &amp; Serving Related Occupations</b>	<b>35</b>	<b>436</b>	<b>212</b>	<b>224</b>	<b>120</b>	<b>143</b>	<b>38</b>	<b>29</b>	<b>33</b>	<b>26</b>	<b>21</b>	<b>26</b>
Supervisors of Food Preparation & Serving Workers	35.10	31	24	7	15	3	5	1	3	1	1	2
Cooks & Food Preparation Workers	35.20	175	101	74	48	40	22	14	19	14	12	6
Food & Beverage Serving Workers	35.30	169	57	112	39	85	7	7	7	7	4	13
Other Food Preparation & Serving Related Workers	35.90	61	30	31	18	15	4	7	4	4	4	5
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>	<b>37</b>	<b>237</b>	<b>162</b>	<b>75</b>	<b>88</b>	<b>33</b>	<b>24</b>	<b>15</b>	<b>29</b>	<b>21</b>	<b>21</b>	<b>6</b>
Supervisors of Bldg./Grounds Cleaning & Maintenance Workers	37.10	9	7	2	3	0	3	0	1	2	0	0
Building Cleaning & Pest Control Workers	37.20	106	39	67	15	30	10	14	8	17	6	6
Grounds Maintenance Workers	37.30	100	96	4	61	3	4	0	17	1	14	0
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	22	20	2	9	0	7	1	3	1	1	0

Characteristics of Job Seekers registered w <i>CT Work Career Center</i>						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>183</b>	<b>78</b>	<b>105</b>	<b>36</b>	<b>54</b>	<b>14</b>	<b>19</b>	<b>12</b>	<b>15</b>	<b>16</b>	<b>17</b>	
Supervisors of Personal Care & Service Workers	39.10	13	6	7	6	2	0	1	0	0	0	4	
Animal Care & Service Workers	39.20	3	1	2	1	2	0	0	0	0	0	0	
Entertainment Attendants & Related Workers	39.30	97	59	38	24	23	9	4	11	5	15	6	
Personal Appearance Workers	39.50	20	1	19	1	10	0	3	0	2	0	4	
Transportation, Tourism, & Lodging Attendants	39.60	1	0	1	0	1	0	0	0	0	0	0	
Other Personal Care & Service Workers	39.90	49	11	38	4	16	5	11	1	8	1	3	
<b>Sales &amp; Related Occupations</b>	<b>41</b>	<b>488</b>	<b>191</b>	<b>297</b>	<b>112</b>	<b>186</b>	<b>33</b>	<b>50</b>	<b>23</b>	<b>39</b>	<b>23</b>	<b>22</b>	
Supervisors of Sales Workers	41.10	40	18	22	13	19	1	0	2	0	2	3	
Retail Sales Workers	41.20	303	101	202	56	117	17	40	16	32	12	13	
Sales Representatives, Services	41.30	60	35	25	21	21	8	1	0	1	6	2	
Sales Representatives, Wholesale & Manufacturing	41.40	11	6	5	3	4	2	0	1	1	0	0	
Other Sales & Related Workers	41.90	74	31	43	19	25	5	9	4	5	3	4	
<b>Office &amp; Administrative Support Occupations</b>	<b>43</b>	<b>703</b>	<b>235</b>	<b>468</b>	<b>132</b>	<b>305</b>	<b>32</b>	<b>62</b>	<b>28</b>	<b>48</b>	<b>43</b>	<b>53</b>	
Supervisors of Office & Administrative Support Workers	43.10	5	1	4	1	3	0	0	0	0	0	1	
Communications Equipment Operators	43.20	4	0	4	0	4	0	0	0	0	0	0	
Financial Clerks	43.30	49	7	42	3	30	1	5	1	4	2	3	
Information & Record Clerks	43.40	303	122	181	70	103	15	28	11	25	26	25	
Material Recording, Scheduling, Dispatch/Distribution Workers	43.50	46	34	12	18	10	6	2	8	0	2	0	
Secretaries & Administrative Assistants	43.60	115	14	101	9	76	3	10	2	4	0	11	
Other Office & Administrative Support Workers	43.90	181	57	124	31	79	7	17	6	15	13	13	
<b>Farming, Fishing, &amp; Forestry Occupations</b>	<b>45</b>	<b>32</b>	<b>21</b>	<b>11</b>	<b>15</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>3</b>	
Agricultural Workers	45.20	7	4	3	1	1	0	0	2	1	1	1	
Fishing & Hunting Workers	45.30	3	3	0	2	0	0	0	0	0	1	0	
Other Farming, Fishing, & Forestry Workers	45.90	22	14	8	12	6	0	0	0	0	2	2	
<b>Construction &amp; Extraction Occupations</b>	<b>47</b>	<b>509</b>	<b>499</b>	<b>10</b>	<b>392</b>	<b>6</b>	<b>33</b>	<b>3</b>	<b>27</b>	<b>0</b>	<b>47</b>	<b>1</b>	
Supervisors of Construction & Extraction Workers	47.10	2	2	0	1	0	1	0	0	0	0	0	
Construction Trades Workers	47.20	344	340	4	264	2	23	1	21	0	32	1	
Helpers, Construction Trades	47.30	73	71	2	57	2	3	0	2	0	9	0	
Other Construction & Related Workers	47.40	13	11	2	7	1	0	1	1	0	3	0	
Extraction Workers	47.50	2	2	0	2	0	0	0	0	0	0	0	
Other Construction & Extraction Occupations	47.90	75	73	2	61	1	6	1	3	0	3	0	
<b>Installation, Maintenance, &amp; Repair Occupations</b>	<b>49</b>	<b>176</b>	<b>167</b>	<b>9</b>	<b>119</b>	<b>4</b>	<b>15</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>14</b>	<b>2</b>	
Electrical & Electronic Equipment Mechanics, Installers	49.20	19	17	2	8	1	4	0	3	1	2	0	
Vehicle & Mobile Equipment Mechanics, Installers, Repairers	49.30	47	47	0	42	0	1	0	2	0	2	0	
Other Installation, Maintenance & Repair Occupations	49.90	110	103	7	69	3	10	0	14	2	10	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	100.0	56.5	43.5	41.9	30.8	4.9	5.5	4.6	4.1	5.1	3.1	CTDOL Jobseekers (12/10) 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.
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	36.6	63.3	14.1	21.8	14.8	19.7	5.6	14.8	2.1	7.0	CTDOL Jobseekers (12/10) 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	99.9	20.7	79.2	9.6	39.5	5.6	19.6	2.2	13.8	3.3	6.3	CTDOL Jobseekers (12/10) 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	99.9	40.9	59.0	31.8	40.9	2.3	4.5	0.0	6.8	6.8	6.8	CTDOL Jobseekers (12/10) 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%
Clerical and Secretarial	Office & Administrative Support Occupations	0.50	43.00	100.0	33.5	66.5	18.8	43.4	4.6	8.8	4.0	6.8	6.1	7.5	CTDOL Jobseekers (12/10) 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	99.9	68.3	31.6	37.1	13.9	10.1	6.3	12.2	8.9	8.9	2.5	CTDOL Jobseekers (12/10) 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	4095	2314	1781	1,714	1,262	202	225	189	167	209	127	CTDOL Jobseekers (12/10) 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.
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	142	52	90	20	31	21	28	8	21	3	10	CTDOL Jobseekers (12/10) 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	448	93	355	43	177	25	88	10	62	15	28	CTDOL Jobseekers (12/10) 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	44	18	26	14	18	1	2	0	3	3	3	CTDOL Jobseekers (12/10) 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%
Clerical and Secretarial	Office & Administrative Support Occupations	0.50	43.00	703	235	468	132	305	32	62	28	48	43	53	CTDOL Jobseekers (12/10) 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	237	162	75	88	33	24	15	29	21	21	6	CTDOL Jobseekers (12/10) 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	6,344	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	51,926	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 CATEGORY: Exec/Adm/Mgr FACILITY IN AREA DATA RESOURCE		PROJECTED TURNOVER (12 mos) 0											A	
		PROJECTED HIRES (12 mos) 0												B
		PROJECTED PROMOTIONS (12 mos) 0											C	
		DATA CURRENT TO 12/31/2010												
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %	100.1	30.8	69.3	30.8	46.2	0.0	23.1	0.0	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %	100.0	49.4	50.6	42.1	40.5	3.6	5.6	2.0	2.6	1.7	1.9	B	
C	WORKFORCE NUMBERS	13.0	4.0	9.0	4.0	6.0	0.0	3.0	0.0	0.0	0.0	0.0	C	
D	WORKFORCE PARITY NOS.	13.0	6.5	6.5	5.5	5.3	0.5	0.7	0.3	0.3	0.2	0.2	D	
E	NET UTILIZATION (+/-)		(2.5)	2.5	(1.5)	0.7	(0.5)	2.3	(0.3)	(0.3)	(0.2)	(0.2)	E	
F	PREVIOUS UTILIZATION		(3.4)	3.4	(2.6)	1.5	(0.4)	2.4	(0.2)	(0.3)	(0.2)	(0.2)	F	
G H I J K L M N	HIRING GOALS	Previous Short	1	1	0	1	0	0	0	0	0	0	G	
		Goals Long	3	3	0	2	0	1	0	0	0	0	H	
		Current Short	0	1	0	1	0	0	0	0	0	0	I	
		Hires Long	0	0	0	0	0	0	0	0	0	0	0	J
		% Goals Short	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	K
		Achieved Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
O P Q R S T U V	PROMOTION GOALS including Upward Mobility	Current Short	0	0	0	0	0	0	0	0	0	0	M	
		Goals Long	4	4	0	2	0	1	0	1	0	0	0	N
		Previous Total	0	0	0	0	0	0	0	0	0	0	0	O
		Goals UM	0	0	0	0	0	0	0	0	0	0	0	P
		Current Total	2	1	1	1	1	0	0	0	0	0	0	Q
		Promo UM	0	0	0	0	0	0	0	0	0	0	0	R
S T	% Goals Achieved	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S	
		UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T	
U V	Current Goals	Total	0	0	0	0	0	0	0	0	0	0	U	
		UM	0	0	0	0	0	0	0	0	0	0	V	

RECRUITING AREA: National		PROJECTED TURNOVER (12 mos)											0	
		CATEGORY: Faculty/Professor											0	
FACILITY IN AREA		PROJECTED HIRES (12 mos)											0	
		DATA RESOURCE											3	
		DATA CURRENT TO 12/31/2010												
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
<b>A</b>	WORKFORCE %	99.8	40.8	59.0	31.8	54.5	4.5	4.5	0.0	0.0	4.5	0.0	<b>A</b>	
<b>B</b>	WORKFORCE PARITY %	100.0	50.0	50.0	50.0	45.8	0.0	4.2	0.0	0.0	0.0	0.0	<b>B</b>	
<b>C</b>	WORKFORCE NUMBERS	22.0	9.0	13.0	7.0	12.0	1.0	1.0	0.0	0.0	1.0	0.0	<b>C</b>	
<b>D</b>	WORKFORCE PARITY NOS.	22.0	11.0	11.0	11.0	10.1	0.0	0.9	0.0	0.0	0.0	0.0	<b>D</b>	
<b>E</b>	NET UTILIZATION (+/-)		(2.0)	2.0	(4.0)	1.9	1.0	0.1	0.0	0.0	1.0	0.0	<b>E</b>	
<b>F</b>	PREVIOUS UTILIZATION		2.2	(2.2)	0.2	(2.1)	1.0	(0.1)	0.0	0.0	1.0	0.0	<b>F</b>	
<b>G</b>	<b>HIRING GOALS</b>	Previous Short	0	0	0	0	0	0	0	0	0	0	<b>G</b>	
<b>H</b>		Goals Long	0	0	0	0	0	0	0	0	0	0	<b>H</b>	
<b>I</b>		Current Short	0	0	0	0	0	0	0	0	0	0	<b>I</b>	
<b>J</b>		Hires Long	0	0	0	0	0	0	0	0	0	0	<b>J</b>	
<b>K</b>		% Goals Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<b>K</b>
<b>L</b>		Achieved Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<b>L</b>
<b>M</b>		Current Short	0	0	0	0	0	0	0	0	0	0	0	<b>M</b>
<b>N</b>		Goals Long	0	0	0	0	0	0	0	0	0	0	0	<b>N</b>
<b>O</b>	<b>PROMOTION GOALS including Upward Mobility</b>	Previous Total	2	0	2	0	2	0	0	0	0	0	<b>O</b>	
<b>P</b>		Goals UM	0	0	0	0	0	0	0	0	0	0	0	<b>P</b>
<b>Q</b>		Current Total	2	0	2	0	2	0	0	0	0	0	0	<b>Q</b>
<b>R</b>		Promo UM	0	0	0	0	0	0	0	0	0	0	0	<b>R</b>
<b>S</b>		% Goals Total	100%	0%	100%	0%	100%	0%	0%	0%	0%	0%	0%	<b>S</b>
<b>T</b>		Achieved UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<b>T</b>
<b>U</b>		Current Total	4	4	0	4	0	0	0	0	0	0	0	<b>U</b>
<b>V</b>		Goals UM	0	0	0	0	0	0	0	0	0	0	0	<b>V</b>

RECRUITING AREA: National		PROJECTED TURNOVER (12 mos) 0													
CATEGORY: Faculty/ Below Professor		PROJECTED HIRES (12 mos) 0													
FACILITY IN AREA		PROJECTED PROMOTIONS (12 mos) 0													
DATA RESOURCE		DATA CURRENT TO 12/31/2010													
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
A	WORKFORCE %	100.1	52.4	47.7	47.6	42.9	2.4	2.4	0.0	0.0	2.4	2.4	A		
B	WORKFORCE PARITY %	99.9	49.4	50.5	36.9	35.1	5.2	6.3	2.9	4.8	4.4	4.3	B		
C	WORKFORCE NUMBERS	42.0	22.0	20.0	20.0	18.0	1.0	1.0	0.0	0.0	1.0	1.0	C		
D	WORKFORCE PARITY NOS.	41.8	20.7	21.1	15.5	14.7	2.2	2.6	1.2	2.0	1.8	1.8	D		
E	NET UTILIZATION (+/-)		1.3	(1.1)	4.5	3.3	(1.2)	(1.6)	(1.2)	(2.0)	(0.8)	(0.8)	E		
F	PREVIOUS UTILIZATION		(3.4)	3.3	0.4	5.9	(1.6)	(1.6)	(1.2)	(1.4)	(1.0)	0.4	F		
G	<b>HIRING GOALS</b>	Previous	Short	7	4	3	0	0	2	2	1	1	1	0	G
H		Goals	Long	0	0	0	0	0	0	0	0	0	0	0	H
I		Current	Short	1	1	0	0	0	1	0	0	0	0	0	I
J		Hires	Long	5	4	1	4	1	0	0	0	0	0	0	J
K		% Goals	Short	0%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	0	0	0	0	0	0	0	0	0	0	0	M
N		Goals	Long	8	3	5	0	0	1	2	1	2	1	1	N
O	<b>PROMOTION GOALS</b> including Upward Mobility	Previous	Total	0	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	2	0	2	0	1	0	0	0	0	0	1	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													
CATEGORY: Professional-Nonfaculty		PROJECTED HIRES (12 mos) 1													
FACILITY IN AREA		PROJECTED PROMOTIONS (12 mos) 0													
DATA RESOURCE		DATA CURRENT TO 12/31/2010													
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
A	WORKFORCE %	99.9	41.4	58.5	34.1	48.8	4.9	2.4	2.4	2.4	0.0	4.9	A		
B	WORKFORCE PARITY %	100.0	39.0	61.0	31.0	46.3	3.3	7.0	1.9	3.5	2.8	4.2	B		
C	WORKFORCE NUMBERS	41.0	17.0	24.0	14.0	20.0	2.0	1.0	1.0	1.0	0.0	2.0	C		
D	WORKFORCE PARITY NOS.	41.0	16.0	25.0	12.7	19.0	1.4	2.9	0.8	1.4	1.1	1.7	D		
E	NET UTILIZATION (+/-)		1.0	(1.0)	1.3	1.0	0.6	(1.9)	0.2	(0.4)	(1.1)	0.3	E		
F	PREVIOUS UTILIZATION		1.0	(1.1)	2.3	1.0	0.6	(1.9)	(0.8)	(0.4)	(1.1)	0.2	F		
G	<b>HIRING GOALS</b>	Previous	Short	4	2	2	0	0	0	2	1	0	1	0	G
H		Goals	Long	0	0	0	0	0	0	0	0	0	0	0	H
I		Current	Short	2	1	1	0	1	0	0	1	0	0	0	I
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	0	J
K		% Goals	Short	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	1	0	1	0	0	0	1	0	0	0	0	M
N		Goals	Long	2	1	1	0	0	0	1	0	0	1	0	N
O	<b>PROMOTION GOALS</b> including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	0	P	
Q		Current	Total	1	1	0	1	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												
CATEGORY: Technical and Paraprofessional		PROJECTED HIRES (12 mos) 0												
FACILITY IN AREA		PROJECTED PROMOTIONS (12 mos) 0												
DATA RESOURCE		DATA CURRENT TO 12/31/2010												
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %	100.0	0.0	100.0	0.0	62.5	0.0	0.0	0.0	25.0	0.0	12.5	A	
B	WORKFORCE PARITY %	100.0	29.2	70.8	24.5	60.3	1.3	3.2	0.5	3.5	2.9	3.8	B	
C	WORKFORCE NUMBERS	8.0	0.0	8.0	0.0	5.0	0.0	0.0	0.0	2.0	0.0	1.0	C	
D	WORKFORCE PARITY NOS.	8.0	2.3	5.7	2.0	4.8	0.1	0.3	0.0	0.3	0.2	0.3	D	
E	NET UTILIZATION (+/-)		(2.3)	2.3	(2.0)	0.2	(0.1)	(0.3)	0.0	1.7	(0.2)	0.7	E	
F	PREVIOUS UTILIZATION		(2.3)	2.3	(1.8)	(0.2)	(0.1)	(0.2)	0.0	1.9	(0.4)	0.8	F	
G	<b>HIRING GOALS</b>	Previous	Short	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	3	3	0	2	0	0	0	0	1	0	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	J
K		% Goals	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	0	0	0	0	0	0	0	0	0	0	M
N		Goals	Long	3	2	1	2	0	0	1	0	0	0	N
O		<b>PROMOTION GOALS</b> 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

RECRUITING AREA: State		PROJECTED TURNOVER (12 mos) 0												
CATEGORY: Clerical and Secretarial		PROJECTED HIRES (12 mos) 1												
FACILITY IN AREA		PROJECTED PROMOTIONS (12 mos) 0												
DATA RESOURCE		DATA CURRENT TO 12/31/2010												
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %	100.0	0.0	100.0	0.0	64.7	0.0	35.3	0.0	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %	100.3	18.2	82.1	10.6	66.2	2.3	6.6	2.0	4.3	3.3	5.0	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.	17.1	3.1	14.0	1.8	11.3	0.4	1.1	0.3	0.7	0.6	0.9	D	
E	NET UTILIZATION (+/-)		(3.1)	3.0	(1.8)	(0.3)	(0.4)	4.9	(0.3)	(0.7)	(0.6)	(0.9)	E	
F	PREVIOUS UTILIZATION		(2.6)	2.6	(1.7)	(0.6)	(0.3)	4.8	(0.2)	(0.7)	(0.4)	(0.9)	F	
G	<b>HIRING GOALS</b>	Previous	Short	1	1	0	1	0	0	0	0	0	G	
H		Goals	Long	5	2	3	1	1	0	0	1	1	1	H
I		Current	Short	0	0	0	0	0	0	0	0	0	0	I
J		Hires	Long	1	0	1	0	1	0	0	0	0	0	J
K		% Goals	Short	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved	Long	33%	0%	50%	0%	100%	0%	0%	0%	0%	0%	L
M		Current	Short	1	1	0	1	0	0	0	0	0	0	M
N		Goals	Long	5	3	2	1	0	1	0	1	1	1	N
O	<b>PROMOTION GOALS</b> 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: State		PROJECTED TURNOVER (12 mos) 0													
CATEGORY: Service/Maintenance		PROJECTED HIRES (12 mos) 2													
FACILITY IN AREA		PROJECTED PROMOTIONS (12 mos) 0													
DATA RESOURCE		DATA CURRENT TO 12/31/2010													
		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
A	WORKFORCE %	100.0	76.5	23.5	58.8	17.6	11.8	5.9	5.9	0.0	0.0	0.0	A		
B	WORKFORCE PARITY %	100.0	65.8	34.2	43.0	20.6	8.0	4.0	8.4	6.8	6.4	2.8	B		
C	WORKFORCE NUMBERS	17.0	13.0	4.0	10.0	3.0	2.0	1.0	1.0	0.0	0.0	0.0	C		
D	WORKFORCE PARITY NOS.	17.1	11.2	5.9	7.3	3.5	1.4	0.7	1.4	1.2	1.1	0.5	D		
E	NET UTILIZATION (+/-)		1.8	(1.9)	2.7	(0.5)	0.6	0.3	(0.4)	(1.2)	(1.1)	(0.5)	E		
F	PREVIOUS UTILIZATION		3.0	(3.0)	4.7	(0.9)	(0.7)	(0.6)	(0.3)	(1.0)	(0.7)	(0.5)	F		
G	<b>HIRING GOALS</b>	Previous	Short	4	2	2	0	1	1	0	0	1	1	0	G
H		Goals	Long	2	0	2	0	0	0	1	0	0	0	1	H
I		Current	Short	2	1	1	0	1	1	0	0	0	0	0	I
J		Hires	Long	3	2	1	2	0	0	1	0	0	0	0	J
K		% Goals	Short	200%	100%	100%	0%	100%	100%	0%	0%	0%	0%	0%	K
L		Achieved	Long	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	L
M		Current	Short	2	1	1	0	0	0	0	1	1	0	0	M
N		Goals	Long	2	0	2	0	1	0	0	0	0	0	1	N
O		<b>PROMOTION GOALS</b> including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O
P			Goals	UM	0	0	0	0	0	0	0	0	0	0	P
Q	Current		Total	0	0	0	0	0	0	0	0	0	0	Q	
R	Promo		UM	0	0	0	0	0	0	0	0	0	0	R	
S	% Goals		Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S	
T	Achieved		UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T	
U	Current		Total	0	0	0	0	0	0	0	0	0	0	U	
V	Goals		UM	0	0	0	0	0	0	0	0	0	0	V	

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



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

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

There were a large number of hires that occurred in 2010 due to the vacancies caused by the many retirements in 2009. Searches were conducted in just about every occupational category to replace the vacancies created during 2009. This however will not be the case in 2011 as the College faces significant budget constraints. Limited hiring of permanent positions is anticipated and thus the majority of affirmative action hiring goals set in each of the occupational categories for 2011 will be long-term goals. 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 2011 will be presented for each occupational category.

- A. Executive/Administrative/Managerial: At the end of 2010, this category, by formula, should have approximately two (2) more White males, one (1) additional Black male and "collectively" one (1) additional Hispanic male. There currently are no vacancies within the Executive/Administrative/Managerial occupational category and so no hiring is anticipated during 2011, therefore only long-term hiring goals have been set. The long term goals have been established as two (2) White males, one (1) Black male and one (1) Hispanic male. The White male goals have been established to address an under utilization of 1.5 white males in the workforce. The Black male goal has been established to address an under utilization of 0.5 black males in the workforce. A collective Hispanic male goal was established to address negative net utilizations in the 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 typically filled through the hiring process and thus no promotional goals have been established.

- B. Faculty – Professors: Last year’s plan established promotional goals for two (2) White females. Promotions are limited by contractual requirements but during 2010 two (2) promotions from Associate professor to Professor occurred and both satisfied promotion goals (two (2) White females). A review of the utilization analysis at the end of 2010 given the pool of Associate Professors in relation to the current group of Professors shows a void of four (4) White males in the Faculty - professor occupational category. Anticipating three promotions for 2011, promotional goals of four (4) White males are established in this category for 2011 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 long term hiring goals of one (1) Black male, two (2) Black females, one (1) Hispanic male, two (2) Hispanic females, one (1) Other male and one (1) Other female. All of these goals have been established as long term goals since the College anticipates no hiring in the Faculty: below Professor occupational category. 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, and one (1) Other male. Given the budget constraints it is anticipated that only one position will be filled in 2011 and thus one goal has been established as a short-term goal. The short term affirmative action goal for this occupational category for 2011 is one (1) Black female. The remaining goals have been established as long term goals and they are one (1) Black female and one (1) Other male. 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 Black females. Since no appointments are anticipated in this occupational category during 2011 no short-term goals have been established. Long term goals consisting of two (2) White males and one (1) Black female have been established. The White male goals have been set to address a net under utilization of 2.0 in White males within the occupational category. The Black female goal has been set to address a collective net underutilization in 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 2010 indicated that the College needed two (2) White males, one (1) Black male, 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 appointment in this category for 2011 thus a short-term goal of one (1) White male will be established. All other net under utilizations in the occupational category will be addressed as long term goals. The long term goals for 2011 have been established as one (1) White male, one (1) Black male, one (1) Hispanic female, one (1) Other male, and one (1) Other female. The White male goals are established to address a net under utilization of 1.8. The Hispanic female goal is set to address a net underutilization of 0.7. The Other male goal is set to address the net underutilization of 0.6 and the Other female goal is set to address the net under utilization of 0.9. The Black male goal is a “collective” goal to address net under utilizations in the Black male, White female and Hispanic male gender/ethnic groups. 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 two (2) appointments in 2011 to fill vacancies created by the expansion of the custodial staff 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) Hispanic female, one (1) Other male, and one (1) Other female. Short term goals have been established consisting of one (1) Hispanic female, and one (1) Other male. Long-term goals have been established to include one (1) White female and one (1) Other female. All goals have been established to address net under utilizations in the appropriate gender-ethnic groups. No promotion goals have been established for this occupational category as no promotions are anticipated.

## **AFFIRMATIVE ACTION HIRING GOALS FOR 2011**

Three Rivers Community College's Affirmative Action hiring goals for calendar year 2011, by occupational category are:

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

Short term: No anticipated hiring in this occupational category thus no short term goals set  
Long term: 2 White males, 1 Black male, 1 Hispanic male

### **Faculty—Below Professor**

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

Short term: No anticipated hiring in this occupational category thus no short term goals set  
Long term: 1 Black male, 2 Black females, 1 Hispanic male, 2 Hispanic females, 1 Other male, 1 Other female.

### **Professional Non-faculty**

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

### **Technical—Paraprofessional**

Short term: No anticipated hiring in this occupational category thus no short term goals set  
Long term: 2 White males, 1 Black female.

### **Clerical and Secretarial**

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

### **Service/Maintenance**

Short term: 1 Hispanic female, 1 Other male.  
Long term: 1 White 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	15	6	9	5	7	0	1	0	0	0	0	1	1	0 B
C Reemployment List														C
D Employment List														D
E Transfer List														E
F Other Applicants														F
G TOTAL APPLICANTS	15	6	9	5	7	0	1	0	0	0	0	1	1	0 G
H TOTAL REJECTED APPS	8	2	6	2	5	0	0	0	0	0	0	0	1	0 H
I TOTAL QUALIFIED APPS	7	4	3	3	2	0	1	0	0	0	0	1	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	7	4	3	3	2	0	1	0	0	0	0	1	0	0 O
P Not Offered Position	5	2	3	2	2	0	1	0	0	0	0	1	0	0 P
Q Offered Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0 Q
R Refused Position														R
S TOTAL ACCESSIONS	1	1	0	1	0	0	0	0	0	0	0	0	0	0 S

Faculty														Form 42A2
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											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 G
H TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0 H
I TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0 I
J TOTAL TESTED	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											O
P Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0 P
Q Offered Position	0	0	0											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 S

Faculty Professor		Form 42A2													
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U
A	Intra-agency	0	0	0											A
B	Outside Agency	0	0	0											B
C	Reemployment List	0	0	0											C
D	Employment List	0	0	0											D
E	Transfer List	0	0	0											E
F	Other Applicants	0	0	0											F
G	TOTAL APPLICANTS	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											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											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

Faculty Below Professor		Form 42A2														
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-agency	0	0	0											A	
B	Outside Agency	200	105	89	55	60	3	2	3	2	12	8	32	17	6	B
C	Reemployment List	0	0	0											C	
D	Employment List	0	0	0											D	
E	Transfer List	0	0	0											E	
F	Other Applicants	0	0	0											F	
G	TOTAL APPLICANTS	200	105	89	55	60	3	2	3	2	12	8	32	17	6	G
H	TOTAL REJECTED APPS	131	62	64	30	45	2	1	1	1	4	7	25	10	5	H
I	TOTAL QUALIFIED APPS	69	43	25	25	15	1	1	2	1	8	1	7	7	1	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	69	43	25	25	15	1	1	2	1	8	1	7	7	1	O
P	Not Offered Position	63	38	24	21	14	0	1	2	1	8	1	7	7	1	P
Q	Offered Position	6	5	1	4	1	1	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	6	5	1	4	1	1	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	96	80	16	47	15	4	0	4	0	4	0	21	1	0
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	96	80	16	47	15	4	0	4	0	4	0	21	1	0
H TOTAL REJECTED APPS	68	58	10	33	10	2	0	2	0	3	0	18	0	0
I TOTAL QUALIFIED APPS	28	22	6	14	5	2	0	2	0	1	0	3	1	0
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	28	22	6	14	5	2	0	2	0	1	0	3	1	0
P Not Offered Position	25	20	5	13	4	2	0	1	0	1	0	3	1	0
Q Offered Position	3	2	1	1	1	0	0	1	0	0	0	0	0	0
R Refused Position	0	0	0											R
S TOTAL ACCESSIONS	3	2	1	1	1	0	0	1	0	0	0	0	0	0

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	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	G
TOTAL REJECTED APPS	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	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	O
Not Offered Position	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	Q
Refused Position	0	0	0											R
TOTAL ACCESSIONS	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	130	118	12	73	6	15	3	13	1	5	0	12	2	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	130	118	12	73	6	15	3	13	1	5	0	12	2	0	G
H	TOTAL REJECTED APPS	102	97	5	59	0	12	2	13	1	4	0	9	2	0	H
I	TOTAL QUALIFIED APPS	28	21	7	14	6	3	1	0	0	1	0	3	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	28	21	7	14	6	3	1	0	0	1	0	3	0	0	O
P	Not Offered Position	23	18	5	12	5	2	0	0	0	1	0	3	0	0	P
Q	Offered Position	5	3	2	2	1	1	1	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0											R	
S	TOTAL ACCESSIONS	5	3	2	2	1	1	1	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: **Dean of Administration**

A.A. Occupational Category: Executive/Administrative/Managerial

Current Hiring Goals:                      Short-term:                      Long-term:  
1 WM    2 WM, 1 BM

Applications:                                      Total #:15

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
3	0	0	0	3	7	1	0	0	1	0

Candidates Interviewed:                      Total#: 7

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
3	0	0	0	2	1	0	0	0	0	0


Candidate Recommended:                      **Name:**                                      Race: **W**                                      Sex: **M**

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 appointment satisfies an affirmative action goal

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: 27 April 11                      Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **CHEMISTRY INSTRUCTOR-TENURE TRACK**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 40

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
18	1	1	3	8	5	0	1	1	2	0

Candidates Interviewed: Total#: 9

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
7	0	1	2	3	2	0	1	0	2	0


Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The WM that was appointed has a MS in Chemistry, over a year of full-time and 7 years of part-time experience teaching at Three Rivers Community College. In addition the appointed candidate has over 26 years of industry experience as a lab scientist at Pfizer Global R&D to support his classroom teaching. During his teaching demonstration he actively engaged students in the course material demonstrating good communication skills. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Instructor - Chemistry 10 month Tenure Track Position. The position was advertised in a wide variety of publications including Higher Education Jobs, in local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are also used as a means of disseminating the word about available positions to the widest possible audience.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Composition INSTRUCTOR-TENURE TRACK (Position 1)**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 74

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
13	1	0	3	7	37	1	0	2	9	0

Candidates Interviewed: Total#: 18

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
5	1	0	1	7	0	0	0	3	1	0


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

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 appointment satisfied an Affirmative Action Goal

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Composition INSTRUCTOR-TENURE TRACK (Position 2)**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 74

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
13	1	0	3	7	37	1	0	2	9	0

Candidates Interviewed: Total#: 18

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
5	1	0	1	7	0	0	0	3	1	0

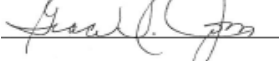
Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

There were two appointments made for tenure-track Composition Instructors. The first appointment satisfied an affirmative action goal for the faculty-below professor occupational category at which point there were no other goal candidates remaining in the pool of qualified candidates. The appointed WM candidate was well-trained and had a broad knowledge of Composition Rhetorical theory. He demonstrated curriculum development experience and very effective communication skills. He also had experience as an academic advisor which was obtained by teaching a First Year Inquiry course. The appointed WM's teaching demonstration actively engaged students in their learning and was supplemented with excellent materials. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Composition Instructor-Tenure Track position. The position was advertised in a wide variety of publications including Higher Education Jobs, in local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are also used as a means of disseminating the word about available positions to the widest possible audience.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Communications Technical Writing INSTRUCTOR-TENURE TRACK**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 25

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
7	0	0	2	3	8	1	0	3	1	0

Candidates Interviewed: Total#: 12

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
4	0	0	2	2	1	0	0	1	2	0


Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The appointed candidate holds an MA degree in Speech Communications and Rhetoric and had 2 years College level teaching experience including time at a technical College. He demonstrated the strongest competencies and possessed the most experience of all qualified candidates to meet the required duties and responsibilities for the Communications Technical Writing Instructor-Tenure Track position. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Communications-Technical Writing Instructor-Tenure Track position. The position was advertised in a wide variety of publications including Higher Education Jobs, in local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are also used as a means of disseminating the word about available positions to the widest possible audience.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Electrical Engineering Technology Assistant Professor-TENURE TRACK**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 19

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
5	0	0	2	5	0	0	0	1	2	4

Candidates Interviewed: Total#: 9

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
4	0	0	2	0	0	0	0	1	1	1


Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The appointed candidate was a WM who had an MS in Electrical and Computer Engineering, more than 5 years College level teaching experience as well as over 30 years of Industry Experience. Industry experience included over 17 years with United Technologies including over 5 years as a Systems engineer. In addition, the appointed candidate had over 11 years working with Continuous Improvement systems. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Assistant Professor-Electrical Engineering Technology 10 month tenure track position. The position was advertised in a wide variety of publications including Higher Education Jobs, in local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are used as a means of disseminating the word about available positions.

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: 29 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.



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

College: Three Rivers Community College

Position: **Mathematics INSTRUCTOR-TENURE TRACK**

A.A. Occupational Category: Faculty: Below Professor

Current Hiring Goals: Short-term: 2 BM, 2 BF, 1 HM, 1 HF, 1 OF Long-term: No long term goals

Applications: Total #: 42

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
12	1	2	2	9	10	0	1	1	3	1

Candidates Interviewed: Total#: 12

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
5	0	1	1	4	0	0	1	0	0	0


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

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The appointed candidate was a WF who had a PhD. in Applied Mathematics and more than 14 years experience teaching College mathematics including courses taught at TRCC. She demonstrated excellent technology skills. Her teaching demonstration was engaging and clearly demonstrated a high level of competency in communicating subject matter to students in a clear and understandable manner. In addition the candidate had more than 10 years experience showing service to students and the Institution through advising and Committee work. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Mathematics Instructor-Tenure Track position. The position was advertised in a wide variety of publications including Higher Education Jobs, in local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are also used as a means of disseminating the word about available positions to the widest possible audience.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Director of Facilities (CC19)**

A.A. Occupational Category: Professional Non-faculty

Current Hiring Goals: Short-term: 2 BF, 1HM, 1 OM Long-term: No long term goals

Applications: Total #: 68

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
38	3	4	2	18	3	0	0	0	0	0

Candidates Interviewed: Total#: 15

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
8	1	2	0	2	0	0	0	0	2	0


Candidate Recommended: **Name:** Race: **H** Sex: **M**

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 appointment satisfied an Affirmative Action Goal.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Director of Institutional Advancement (CC19)**

A.A. Occupational Category: Professional Non-faculty

Current Hiring Goals: Short-term: 2 BF, 1HM, 1 OM Long-term: No long term goals

Applications: Total #: 11

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
1	1	0	0	1	8	0	0	0	0	0

Candidates Interviewed: Total#: 4

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
0	1	0	0	3	0	0	0	0	0	0


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

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The candidate that was appointed held a MBA degree and 20 years of experience in finance, cultivating relationships, strategic planning and management. The selected candidate had significantly more fiscal management, supervisory and executive level experience than all other candidates. There were no goal candidates in the applicant pool despite the fact that the position was advertised in a wide variety of publications including the Chronicle of Education, Higher Education Jobs, in the local newspapers and on the College's website. The affirmative action mailing list and the Presidents personal contacts are used as a means of disseminating the word about available positions. The position was left open for over a period of 90 days and despite these efforts to market the position a relatively small applicant pool was obtained.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Information Technology Technician I**

A.A. Occupational Category: Professional Non-faculty

Current Hiring Goals: Short-term: 2 BF, 1HM, 1 OM Long-term: No long term goals

Applications: Total #:17

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
8	0	0	2	2	4	0	0	0	1	0

Candidates Interviewed: Total#: 9

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
6	0	0	1	0	0	0	0	1	1	0


Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The candidate appointed held an associates degree in Computer Science Technology and demonstrated good technical skills and substantial knowledge about computer hardware, software and related peripheral equipment in completing the practical exercise included as part of the search process. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Information Technology Technician I position. The position was advertised in local newspapers and on the College's website and the affirmative action distribution list was utilized in advertising the position. The candidate who was appointed to this position was a White male who was a current employee within the service/maintenance occupational category and thus this appointment was considered a promotion from the service/maintenance occupational category.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Clerk Typist - Academic Division**

A.A. Occupational Category: Clerical and Secretarial

Current Hiring Goals: Short-term: 1 WM Long-term: 1 WM, 1 WF, 1 HF, 1OM, 1 OF

Applications: Total #:89

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
3	0	1	1	0	65	8	3	1	7	0

Candidates Interviewed: Total#: 16

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
0	0	0	0	9	4	2	0	1	0	0


Candidate Recommended: **Name:** Race: **W** 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 appointment satisfies an affirmative action goal.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Secretary II - Student Services**

A.A. Occupational Category: Clerical and Secretarial

Current Hiring Goals: Short-term: 1 WM Long-term: 1 WM, 1 WF, 1 HF, 1 OM, 1 OF

Applications: Total #:20

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
0	0	0	0	0	18	1	0	0	1	0

Candidates Interviewed: Total#: 6

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	5	1	0	0	0	0	0


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

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The individual WF appointed to this position demonstrated considerable knowledge of office systems, office equipment and experience with Excel and Banner as she had been employed at Three Rivers as an Office Assistant in Continuing Education for over three years. The appointed candidate exhibited the strongest qualifications of all applicants for the position as she not only had the office experience with Banner, the student information system, and general higher education knowledge. Other candidates had varying degrees of office experience or some EPM system experience but no candidates had all elements of experience as did the selected candidate. Since the individual appointed to this position is already a college employee in the clerical and secretarial occupational category the appointment represents a promotion to Secretary II and does not change the overall composition of the occupational category.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Building Superintendent I**

A.A. Occupational Category: Service/Maintenance

Current Hiring Goals: Short-term: 1 WF, 1 BM, 1 HF, 1 OM Long-term: 1 BF, 1 OF

Applications: Total #:23

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
14	4	3	2	0	0	0	0	0	0	0

Candidates Interviewed: Total#: 6

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
6	0	0	0	0	0	0	0	0	0	0


Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The candidate that was appointed had more than 14 years experience and work history in facilities management including the management of maintenance and custodial responsibilities for public schools, healthcare facilities and hotels. He demonstrated outstanding knowledge of modern machinery, cleaning and maintenance methods & standards as well as safety standards. With over 14 years severing in a supervisory capacity the appointed candidate demonstrated that he had the skills necessary to schedule, assign, oversee the work of and evaluate custodial staff. The goal candidates that were in the applicant pool (4 BM, 3 HM and 2 OM) did not possess the necessary minimum qualifications in the area of 4 years of Building management experience. The appointed candidate demonstrated the best combination of minimum and preferred qualifications to successfully meet the required job responsibilities. The position was advertised in local and regional newspapers and on the College website. SEBAC recall lists were also used in accordance with requirements collective bargaining agreements.

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: 29 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Skilled Maintainer**

A.A. Occupational Category: Service/Maintenance

Current Hiring Goals: Short-term: Long-term:  
1 WF, 1 BM, 1 HF, 1 OM 1 BF, 1 OF

Applications: Total #:64

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
43	3	6	3	8	0	0	0	0	0	1

Candidates Interviewed: Total#: 7

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
4	1	0	1	0	0	0	0	0	1	0

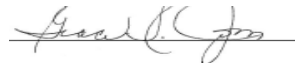
Candidate Recommended: **Name:** Race: **W** Sex: **M**

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

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

The White Male candidate that was appointed had over 13 years experience in the Electrical Trades. His experience and demonstrated knowledge provided him with the necessary skills and abilities to carryout the duties and responsibilities for the position as a Skilled Maintainer. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Skilled Maintainer position. The SEBAC recall list was utilized in accordance with Collective Bargaining Requirements. The position was also advertised in local newspapers and on the College's website and the affirmative action distribution list was utilized in announcing the availability of this position.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.



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

College: Three Rivers Community College

Position: **Custodian (Position 1)**

A.A. Occupational Category: Service/Maintenance

Current Hiring Goals: Short-term: 1 WF, 1 BM, 1 HF, 1 OM      Long-term: 1 BF, 1 OF

Applications: Total #:43

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
16	8	4	0	4	6	3	1	0	1	0

Candidates Interviewed: Total#: 15

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
4	2	0	0	6	1	0	0	0	2	0


Candidate Recommended: **Name:**      Race: **W**      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 appointment satisfies an affirmative action goal.

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: 27 April 11      Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Custodian (Position 2)**

A.A. Occupational Category: Service/Maintenance

Current Hiring Goals: Short-term: 1 WF, 1 BM, 1 HF, 1 OM Long-term: 1 BF, 1 OF

Applications: Total #:43

White	Black	Hispanic	Other	Unknown	White	Black	Hispanic	Other	Unknown	
Male	Male	Male	Male	Male	Female	Female	Female	Female	Female	Unknown
16	8	4	0	4	6	3	1	0	1	0

Candidates Interviewed: Total#: 15

White	Black	Hispanic	Other	White	Black	Hispanic	Other	Unknown	Unknown	
Male	Male	Male	Male	Female	Female	Female	Female	Female	Male	Unknown
4	2	0	0	6	1	0	0	0	2	0


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

Goal Achievement: Hiring Goal Yes:  No:   
 Upward Mobility Goal Yes:  No:   
 Promotional Goal Yes:  No:

If the appointment does not meet an affirmative action goal, provide a statement which explains the good faith efforts undertaken to meet the established goals:

This appointment satisfies an affirmative action goal.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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

College: Three Rivers Community College

Position: **Custodian (Position 3)**

A.A. Occupational Category: Service/Maintenance

Current Hiring Goals: Short-term: Long-term:  
1 WF, 1 BM, 1 HF, 1 OM 1 BF, 1 OF

Applications: Total #:43

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
16	8	4	0	4	6	3	1	0	1	0

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
4	2	0	0	6	1	0	0	0	2	0


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

Goal Achievement:	Hiring Goal	Yes:	<input checked="checked" type="checkbox"/>	No:	<input type="checkbox"/>
	Upward Mobility Goal	Yes:	<input type="checkbox"/>	No:	<input checked="checked" type="checkbox"/>
	Promotional Goal	Yes:	<input type="checkbox"/>	No:	<input checked="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 appointment satisfies an affirmative action goal.

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: 27 April 11 Signature of President: 

Affirmative Action Position Report must be filed with each recommendation to appoint an unclassified employee and with the PER 201 to employ any classified employee.

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	13	4	9	4	6	0	3	0	0	0	0	A
B Workforce Number/Prior	11	2	9	2	6	0	3	0	0	0	0	B
<b>C NET CHANGE +/-</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</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	1	1	0	1	0	0	0	0	0	0	0	D
E Promotions from other category	2	1	1	1	1	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 TOTAL INCREASES</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>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	1	0	1	0	1	0	0	0	0	0	0	P
<b>Q TOTAL REDUCTIONS</b>	<b>1</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>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	9	13	7	12	1	1	0	0	1	0	A
B Workforce Number/Prior	22	11	11	9	10	1	1	0	0	1	0	B
<b>C NET CHANGE +/-</b>	<b>0</b>	<b>-2</b>	<b>2</b>	<b>-2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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	2	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 TOTAL INCREASES</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</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	1	1	0	1	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	1	1	0	1	0	0	0	0	0	0	0	P
<b>Q TOTAL REDUCTIONS</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</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: Below professor												0
EMPLOYMENT PROCESS												
ANALYSIS	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A Workforce Number/Current	42	22	20	20	18	1	1	0	0	1	1	A
B Workforce Number/Prior	40	17	23	16	20	0	1	0	0	1	2	B
<b>C NET CHANGE +/-</b>	<b>2</b>	<b>5</b>	<b>-3</b>	<b>4</b>	<b>-2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>C</b>
D Hires	6	5	1	4	1	1	0	0	0	0	0	D
E Promotions	0	0	0	0	2	0	0	0	0	0	1	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 TOTAL INCREASES</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>J</b>
K Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L Transfers	5	0	5	0	3	0	0	0	0	0	2	L
M Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N Retire (Voluntary)	1	0	1	0	1	0	0	0	0	0	0	N
O Retire (Involuntary)	0	0	0	0	0	0	0	0	0	0	0	O
P Resignations	1	0	1	0	1	0	0	0	0	0	0	P
<b>Q TOTAL REDUCTIONS</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</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	14	20	2	1	1	1	0	2	A
B Workforce Number/Prior	41	17	24	15	20	2	1	0	1	0	2	B
<b>C NET CHANGE +/-</b>	<b>0</b>	<b>0</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>C</b>
D Hires	2	1	1	0	1	0	0	1	0	0	0	D
E Reclassification	0	0	0	0	0	0	0	0	0	0	0	E
F Promotion from other categories	1	1	0	1	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 TOTAL INCREASES</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</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	0	1	0	1	0	0	0	0	0	0	N
O Retire (Involuntary)	0	0	0	0	0	0	0	0	0	0	0	O
P Resignations	2	2	0	2	0	0	0	0	0	0	0	P
<b>Q 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>

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	8	0	8	0	5	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>1</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>0</b>	<b>0</b>	<b>C</b>
F	Hires	0	0	0	0	0	0	0	0	0	0	0	D
G	Reclassification	1	0	1	0	1	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>1</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>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	17	0	17	0	11	0	6	0	0	0	0	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>
D	Hires	1	0	1	0	1	0	0	0	0	0	0	D
E	Promotions (within category)	1	0	1	0	1	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>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</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	2	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	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>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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	17	13	4	10	3	2	1	1	0	0	0	A
B	Workforce Number/Prior	14	12	2	10	2	1	0	1	0	0	0	B
<b>C</b>	<b>NET CHANGE +/-</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>C</b>
D	Hires	5	3	2	2	1	1	1	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>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</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	1	1	0	1	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>2</b>	<b>2</b>	<b>0</b>	<b>2</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>

During 2010, full-time employees were evaluated as follows:

Exec/Admin/Managerial	4
Faculty	6
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 2010. 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 MALE</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	4	1	3	1	1	0	2	0	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: Faculty**

**Form 42A3**

**Instructor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</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	3	1	2	1	2						
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: Faculty**

**Form 42A3**

**Assistant Professor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</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: Faculty**

**Form 42A3**

**Associate Professor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</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	3	0	3		3						
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: Faculty**

**Form 42A3**

**Professor**

**0**

<b>PERSONNEL EVALUATION ANALYSIS</b>	<b>TOTAL</b>	<b>TL MALE</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 MALE</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	0	1		1						
Good	2	1	1	1	1						
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: Technical & Paraprofessional**

**Form 42A3**

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL		WM	WF	BM	BF	HM	HF	OM	OF
		MALE	FEM								
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: Secretarial/Clerical**

**Form 42A3**

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL		WM	WF	BM	BF	HM	HF	OM	OF
		MALE	FEM								
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: Service/Maintenance

Form 42A3

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL		WM	WF	BM	BF	HM	HF	OM	OF
		MALE	FEM								
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: 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
		0	0	0	0	0	0	0	0	0	0	0

**OCCUPATIONAL CATEGORY: Faculty**

**Form 42A4**

**Assistant Professor**

**0**

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing 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
		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
		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
AA Update Training	Jun-10	1	1	0	1	0	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		WM	WF	BM	BF	HM	HF	OM	OF
			MALE	FEM								
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
		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		WM	WF	BM	BF	HM	HF	OM	OF
			MALE	FEM								
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
		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		WM	WF	BM	BF	HM	HF	OM	OF
			MALE	FEM								
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.

Overall the ethnic breakdown of the total College's workforce mirrors the latest estimates of the demographics of the College's Service area as reflected in the 2009 American Community Survey for New London County which shows that 80.4% of the overall population of New London County is estimated to be White, Non-Hispanic indicating that 19.6% of the overall population in the county is estimated to be of some other race or ethnicity or a combination thereof. As shown in the workforce analysis the overall demographics for the College Workforce shows that 19% are from protected class groups thus in total being reflective of the College's local service area demographics. Further analysis shows that there is underrepresentation within specific occupational categories and the goals established by this Affirmative Action strive to overcome these deficiencies. The systematic review of the employment process through the use of Adverse Impact Tests helps the College to be proactive in improving its workforce .

#### Adverse Impact Tests:

In all cases where there has been an increase and/or a reduction of workforce in an occupational category, adverse impact tests have been conducted to determine whether any quantifiable aspect of the employment process has substantially disadvantaged members of a protected race/sex group. The results of these tests are:

**Executive/Administrative/Managerial:** For the Executive/Administrative/Managerial occupational category, Adverse Impact Test No. 1 was significant for all ethnic/gender groups except White males, and Black females indicating an applicant pool that was under represented in some of the race/ethnic/gender classifications with a diverse group of qualified applicants. 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, and Black females indicating that the hire rate was significantly different for these two race/ethnicity/gender classifications when compared to White males. In this situation this result is solely due to the fact that only a single appointment, (a White male) was made in this occupational category for 2010. In situations such as this when only one appointment is made in the occupational category all other race/ethnicity/gender classifications containing candidates that were interviewed but in which hires are not made adverse impact will always be found. This will be true because the hire rate will be zero which will always be significantly different than the rate for the one hire that is made. Adverse Impact Test No. 5 was significant for White females, and Black females indicating an imbalance in the hire rate when compared to the application rate for this group of individuals. Again with only one hire in this occupational category this test will always be significant for those ethnic/race/gender classifications that have applied and are not hired since hire rates will always be zero for all classifications except the one classification containing the appointed candidate. Adverse Impact Test No. 6 was not significant for any ethnic/gender classifications in this occupation category since there were no reductions during 2010.

**Faculty: Below Professor:** For the Faculty-Below Professor occupational category, Adverse Impact Test No. 1 was significant for all ethnic/gender groups except White males,

Hispanic males, and Other males indicating an applicant pool that was under represented with a diverse group of qualified applicants across the affected 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 all race/ethnicity/gender classifications except Black males indicating that the hire rate was significantly different for all affected race/ethnicity/gender classifications when compared to Black males. This result is a combination of several factors including the limited appointments that are made in the occupational category along with the limited diversity of qualified candidates in the applicant pools for the faculty positions. This is a long standing challenge for the College in recruiting diverse applicant pools for faculty positions. Adverse Impact Test No. 5 was significant for all race/ethnicity/gender classifications except Black males indicating a imbalance in the hire rate when compared to the application rate for this group of individuals. Again with the limited appointments that are made in this occupational category along with the limited diversity of qualified candidates in the applicant pools for the faculty positions this test has resulted in significant adverse impact being identified but I am not sure that it provides useful actionable information. Adverse Impact Test No. 6. was significant for the Other female race/ethnic/gender classifications in this occupation category since there were two reduction in this classification during 2010. Further review of these reductions reveals that one of these reductions is in actually an accounting reduction and not an actual reduction in personnel since one faculty member redefined their race/ethnic/gender classification and was moved to a new race/ethnic/classification.

**Professional/Non-Faculty:** For the Professional/Non-Faculty occupational category, Adverse Impact Test No. 1 was significant for White females, Black females, Hispanic

females, and Other females indicating an applicant pool that was under represented in these race/ethnic/gender classifications thus indicating limited diversity of qualified applicants in these 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 males, White females and Black males indicating that the hire rate was significantly different than the interview rate for these race/ethnicity/gender classifications. Adverse Impact Test No. 5 was significant for White males, White females and Black males indicating an imbalance in the hire rate when compared to the application rate for these groups of individuals. Adverse Impact Test No. 6. was significant for White males. The College had two (2) White males resign in 2010. A systematic review of these reductions does not provide any evidence to suggest a problem in the employment process.

**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 2010.

**Secretarial/Clerical:** For the Secretarial/Clerical occupational category, Adverse Impact Test No. 1 was significant for all race/ethnic/gender classifications except White females and Black females indicating an applicant pool that was under represented in these race/ethnic/gender classifications thus indicating limited diversity of qualified applicants in these 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 Black females, and Hispanic females indicating that the hire rate was significantly different than the interview rate for these race/ethnicity/gender classifications. Adverse Impact Test No. 5 was significant for Black females, and Hispanic

females indicating an imbalance in the hire rate when compared to the application rate for these groups of individuals. Adverse Impact Test No. 6 was not significant for any race/ethnic/gender classifications.

**Service/Maintenance:** For the Service/Maintenance occupational category, Adverse Impact Test No. 1 was significant for Hispanic males, Hispanic females, Other males and Other females indicating an applicant pool that was under represented in these race/ethnic/gender classifications thus indicating limited diversity of qualified applicants in these 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 males, White females, Black males and Other females indicating that the hire rate was significantly different than the interview rate for these race/ethnicity/gender classifications. In this instance the cause for these results is due to the limited diversity of qualified applicants in the applicant pool along with the limited number of appointments that are made in this occupational category. Adverse Impact Test No. 5 was significant for White males, White females, Black males and Other females indicating an imbalance in the hire rate when compared to the application rate for these groups of individuals. Adverse Impact Test No. 6 was not significant for any race/ethnic/gender classifications.

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 %	100.0	49.4	50.6	42.1	40.5	3.6	5.6	2.0	2.6	1.7	1.9
C	0.8 * % Workforce Parity	80.0	39.5	40.5	33.7	32.4	2.9	4.5	1.6	2.1	1.4	1.5
D	% Qualified Applicant Pool				42.9	28.6	0.0	14.3	0.0	0.0	0.0	0.0
E	Affected Group(s) (*)				OK	Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2	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	7.0	4.0	3.0	3.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0
P	Number Eligible	7.0	4.0	3.0	3.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0
Q	Interview Rate				100.0	100.0	No Apps	100.0	No Apps	No Apps	No Apps	No Apps
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	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	7.0	4.0	3.0	3.0	2.0	0.0	1.0	0.0	0.0	0.0	0.0
D	Hiring Rate				33.3	0.0	None	0.0	None	None	None	None
E	0.8 * Largest Line D				26.7	26.7	26.7	26.7	26.7	26.7	26.7	26.7
F	Affected Group(s) (*)				OK	Adv Imp	OK	Adv Imp	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	1.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	15.0	6.0	9.0	5.0	7.0	0.0	1.0	0.0	0.0	0.0	0.0
K	Hiring Rate				20.0	0.0	None	0.0	None	None	None	None
L	0.8 * Largest Line K				16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
M	Affected Group(s) (*)				OK	Adv Imp	OK	Adv Imp	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	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate				0.0	0.2	None	0.0	None	None	None	None
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK



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 %	99.9	49.4	50.5	36.9	35.1	5.2	6.3	2.9	4.8	4.4	4.3
C	0.8 * % Workforce Parity	79.9	39.5	40.4	29.5	28.1	4.2	5.0	2.3	3.8	3.5	3.4
D	% Qualified Applicant Pool				36.2	21.7	1.4	1.4	2.9	1.4	11.6	1.4
E	Affected Group(s) (*)				OK	Adv Imp	Adv Imp	Adv Imp	OK	Adv Imp	OK	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2	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	69.0	43.0	25.0	25.0	15.0	1.0	1.0	2.0	1.0	8.0	1.0
P	Number Eligible	69.0	43.0	25.0	25.0	15.0	1.0	1.0	2.0	1.0	8.0	1.0
Q	Interview Rate				100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
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	6.0	5.0	1.0	4.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	69.0	43.0	25.0	25.0	15.0	1.0	1.0	2.0	1.0	8.0	1.0
D	Hiring Rate				16.0	6.7	100.0	0.0	0.0	0.0	0.0	0.0
E	0.8 * Largest Line D				80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
F	Affected Group(s) (*)				Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	6.0	5.0	1.0	4.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	200.0	105.0	89.0	55.0	60.0	3.0	2.0	3.0	2.0	12.0	8.0
K	Hiring Rate				7.3	1.7	33.3	0.0	0.0	0.0	0.0	0.0
L	0.8 * Largest Line K				26.7	26.7	26.7	26.7	26.7	26.7	26.7	26.7
M	Affected Group(s) (*)				Adv Imp	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	7.0	0.0	7.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	2.0
Q	Reduction Rate				0.0	25.0	None	0.0	None	None	0.0	100.0
R	Impact Ratio				None	1.0	None	None	None	None	None	0.3
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	Adv Imp

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	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	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	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	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	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	2.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	9.1	18.2	0.0	22.2	0.0	0.0	0.0	None	None	0.0	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

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 %	100.0	39.0	61.0	31.0	46.3	3.3	7.0	1.9	3.5	2.8	4.2
C	0.8 * % Workforce Parity	80.0	31.2	48.8	24.8	37.0	2.6	5.6	1.5	2.8	2.2	3.4
D	% Qualified Applicant Pool				50.0	17.9	7.1	0.0	7.1	0.0	3.6	0.0
E	Affected Group(s) (*)				OK	Adv Imp	OK	Adv Imp	OK	Adv Imp	OK	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2	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	28.0	22.0	6.0	14.0	5.0	2.0	0.0	2.0	0.0	1.0	0.0
P	Number Eligible	28.0	22.0	6.0	14.0	5.0	2.0	0.0	2.0	0.0	1.0	0.0
Q	Interview Rate			100.0	100.0	100.0	100.0	None	100.0	None	100.0	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	3.0	2.0	1.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0
C	Number Interviewed	28.0	22.0	6.0	14.0	5.0	2.0	0.0	2.0	0.0	1.0	0.0
D	Hiring Rate				7.1	20.0	0.0	None	50.0	None	0.0	None
E	0.8% Largest Line D				40.0	40.0	40.0	40.0	40.0	0.0	0.0	0.0
F	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	OK	OK	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5											
I	Number Hired	3.0	2.0	1.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0
J	Number Applied	96.0	80.0	16.0	47.0	15.0	4.0	0.0	4.0	0.0	4.0	0.0
K	Hiring Rate				2.1	6.7	0.0	None	25.0	None	0.0	None
L	0.8% Largest Line K				20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
M	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	OK	OK	Adv Imp	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	7.3	11.8	4.2	13.3	5.0	0.0	0.0	None	0.0	None	0.0
R	Impact Ratio				0.4	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				Adv Imp	OK	OK	OK	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 %	100.0	29.2	70.8	24.5	60.3	1.3	3.2	0.5	3.5	2.9	3.8
C	0.8 * % Workforce Parity	80.0	23.4	56.6	19.6	48.2	1.0	2.6	0.4	2.8	2.3	3.0
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	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	APPLICABLE FOR THIS CATEGORY										
B	Workforce Parity %	100.3	18.2	82.1	10.6	66.2	2.3	6.6	2.0	4.3	3.3	5.0
C	0.8 * % Workforce Parity	80.2	14.6	65.7	8.5	53.0	1.8	5.3	1.6	3.4	2.6	4.0
D	% Qualified Applicant Pool				0.0	63.6	0.0	22.7	0.0	9.1	0.0	0.0
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	OK	Adv Imp	OK	Adv Imp	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2	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	APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	22.0	0.0	22.0	0.0	14.0	0.0	5.0	0.0	2.0	0.0	0.0
P	Number Eligible	22.0	0.0	22.0	0.0	14.0	0.0	5.0	0.0	2.0	0.0	0.0
Q	Interview Rate				None	1.0	None	1.0	None	1.0	None	None
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.0	0.0
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
ADVERSE IMPACT TESTS 4 - 6		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4	APPLICABLE FOR THIS CATEGORY										
B	Number Hired	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	22.0	0.0	22.0	0.0	14.0	0.0	5.0	0.0	2.0	0.0	0.0
D	Hiring Rate				None	0.1	None	0.0	None	0.0	None	None
E	0.8 * Largest Line D				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
F	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	Adv Imp	OK	OK
G												
H	ADVERSE IMPACT TEST NO. 5	APPLICABLE FOR THIS CATEGORY										
I	Number Hired	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	22.0	0.0	22.0	0.0	14.0	0.0	5.0	0.0	2.0	0.0	0.0
K	Hiring Rate				None	0.1	None	0.0	None	0.0	None	None
L	0.8 * Largest Line K				0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
M	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	Adv Imp	OK	OK
N												
O	ADVERSE IMPACT TEST NO. 6	APPLICABLE FOR THIS CATEGORY										
P	Number Reduced	2.0	0.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	11.8	None	11.8	None	18.2	None	0.0	None	None	None	None
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

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	APPLICABLE FOR THIS CATEGORY										
B	Workforce Parity %	100.0	65.8	34.2	43.0	20.6	8.0	4.0	8.4	6.8	6.4	2.8
C	0.8 * % Workforce Parity	80.0	52.6	27.4	34.4	16.5	6.4	3.2	6.7	5.4	5.1	2.2
D	% Qualified Applicant Pool				50.0	21.4	10.7	3.6	0.0	0.0	3.6	0.0
E	Affected Group(s) (*)				OK	OK	OK	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp
F												
G	ADVERSE IMPACT TEST NO. 2	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	APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	28.0	21.0	7.0	14.0	6.0	3.0	1.0	0.0	0.0	1.0	0.0
P	Number Eligible	28.0	21.0	7.0	14.0	6.0	3.0	1.0	0.0	0.0	1.0	0.0
Q	Interview Rate				1.0	1.0	1.0	1.0	None	None	1.0	None
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	0.8	0.8	0.8	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	APPLICABLE FOR THIS CATEGORY										
B	Number Hired	5.0	3.0	2.0	2.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
C	Number Interviewed	28.0	21.0	7.0	14.0	6.0	3.0	1.0	0.0	0.0	1.0	0.0
D	Hiring Rate				0.1	0.2	0.3	1.0	None	None	0.0	None
E	0.8 * Largest Line D				0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
F	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	OK	OK	Adv Imp	OK
G												
H	ADVERSE IMPACT TEST NO. 5	APPLICABLE FOR THIS CATEGORY										
I	Number Hired	5.0	3.0	2.0	2.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
J	Number Applied	28.0	21.0	7.0	14.0	6.0	3.0	1.0	0.0	0.0	1.0	0.0
K	Hiring Rate				0.1	0.2	0.3	1.0	None	None	0.0	None
L	0.8 * Largest Line K				0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
M	Affected Group(s) (*)				Adv Imp	Adv Imp	Adv Imp	OK	OK	OK	Adv Imp	OK
N												
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	2.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	100.0	100.0	None	20.0	0.0	0.0	None	0.0	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

## 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

### Committee members job is to

Find the most qualified applicants consistent with set criteria  
Develop processes which ensure equal opportunity for all  
Maintain confidentiality ---no discussion outside of meetings with those not formally involved in the process

### 2003-04 Hiring Goals Faculty Positions

Short Term : 2 White Males, 1 Other Male  
Long Term : 6 White Males, 1 Black Male,  
1 Other Female

- \* It is not the job of the committee to find the goal hires
- \* The AA Officer and President have access to the AA Applicant Flow Chart which details the gender/race profile

### Administrative Tasks/Tools

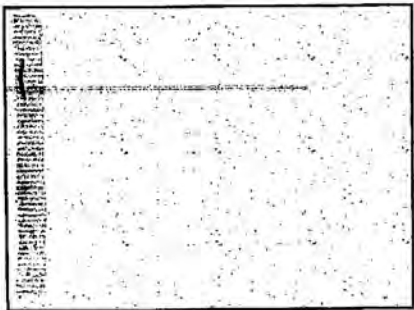
Complete Applicant Flow/Review Chart (Sample provided)  
detail reasons for including and excluding applicants  
May use codes if sufficiently detailed

### ADA Compliance

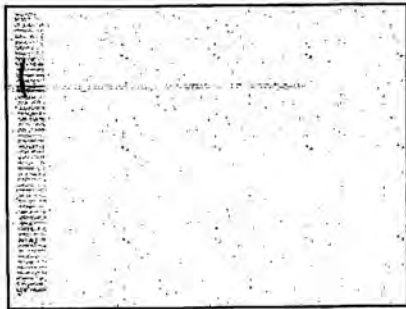
Accommodations ---requests for  
Essential functions of the job  
BFOQ's

Three Rivers Community College Search Committee Applicant

Applicant Name	Search Committee Members		Recommendation
	Chair	Members	



**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**

In reviewing the results of this test across all occupational categories adverse impact was found to exist for all race/ethnic/gender classifications in the Executive/Administrative/Managerial occupational category except White males and Black females. In the Faculty-Below professor occupational categories adverse impact was found for all race/ethnic/gender classifications except White male, Hispanic male, and Other male. In the Professional-Non faculty occupational categories adverse impact was found for all race/ethnic/gender classifications except White male, Black male, Hispanic male, and Other male. Advers Impact in the Secretarial/Clerical occupational category was found to exist for all race/ethnic/gender classifications except White female, Black female, and Hispanic female. The Service/Maintenance occupational category showed adverse impact in the Hispanic male, Hispanic female, Other male, and Other female race/ethnic/gender classification. In reviewing these results it is clear that the College needs to continue it's outreach efforts as diversity of qualified applicant pools is always a challenge.

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. Seventeen searches were conducted during 2010 for a variety of positions which attracted a large number of diverse applicants. All positions were advertised in appropriate labor markets by using both print and internet publications. As noted on the Form 42A2's found on pages 175 to 177 some occupational categories had large applicant pools while others did not. All positions were

advertised well over the minimum 30 days required by Board policy. 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 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 2011

**Goal:** Continue minority recruitment efforts

**Timeline:** This is recurring annual goal that has been incorporated into the College's 2009-2014 Strategic planning document. As action plans for the 2011-2012 academic year are developed this goal is always considered and relative to this years affirmative action plan the implementation date is considered to be December 31, 2011.

**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 of each year.

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

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

This test was significant for: White females and Black females in the Executive/Administrative/Managerial occupational category; for all race/ethnic/gender classifications except Black males in the Faculty-Below Professor occupational; for White males, White females, and Black males in the Professional non-faculty occupational category; for Black females and Hispanic females in the Secretarial/Clerical occupational category; and for White males, White females and Black males in the Service/maintenance occupational category. There were no hires in the Technical/Paraprofessional occupational categories thus the test was not performed. These results call for a continued program goal of critiquing and revising the interview process. It must also be realized that some of the adverse impact shown in this test is an artifact of the formula itself. When only one or a small number of appointments are made in an occupational category for any filing period all other race/ethnic/gender groups not hired for which there were qualified applicants will be adversely impacted given the calculations that are performed since eighty percent of any

positive number will always be greater than zero. This test compares the hire rate to the interview rate by race/ethnicity/gender classifications across all of the occupational categories. Given the small number of appointments that the College makes in each occupational category 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 are built into the process.

\*Program Goal for Year 2011

**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. This is an important continuous improvement goal so that the hiring process at the College systematically monitored.

**Timeline:** By December 2011.

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

**Adverse Impact Test No. 5**

This test was significant for: White females and Black females in the Executive/Administrative/Managerial occupational category; for all race/ethnic/gender classifications except Black males in the Faculty-Below Professor occupational; for White males, White females, Black males and Other males in the Professional non-faculty occupational category; for Black females and Hispanic females in the Secretarial/Clerical occupational category; and for White males, White females, Black males, and Other males in

the Service/maintenance occupational category. There were no hires in the Technical/Paraprofessional occupational categories thus the test was not performed. This test compares the hire rate to the application rate so again since the College so few appointments in any one occupational category there are some difficulties with the results of this test in the same way that there are problems with the result of adverse test #4.

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, 2011.

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

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

This test revealed adverse impact for Other females in the Faculty, Below Professor occupational category; and White males in the Professional Non-faculty occupational category. There was no adverse impact in the Faculty-Professor, Secretarial/Clerical, Technical/Paraprofessional or Service/Maintenance occupational categories. The majority of reductions at the College across all occupational categories were due to voluntary

resignations or retirements. A systematic review of these reductions does not provide any evidence to suggest a problem in the employment process.

## **Overall**

The college has had the opportunity to make seventeen (17) appointments over the course of 2010. As these positions were filled the college has consistently emphasized filling vacancies with minority and protected class personnel wherever possible. Seventeen (17) appointments were made during this calendar year and seven (7) – (41%) of those appointments satisfied affirmative action hiring goals. The College and its President remains committed to having the best qualified employees while providing the most diversified faculty/staff possible. Overall the College has a minority/protected class representation in its workforce of 19% which is reflective of the local community that the College serves. The College remains committed to maintaining the most qualified workforce possible while maximizing the attainment of affirmative action goals. 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 2011 will be established:

1) Continue 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.

**Responsible parties:** Director of Human Resources, and Affirmative Action Officer

- 3) The President remains 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.

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

- 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.

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

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

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 as part of the Affirmative Action process.

6.) Re-establish the Affirmative action advisory committee to assist the Affirmative Action Officer in the development and implementation of the affirmative action plan.

### **Goals for 2011**

Three Rivers Community College anticipates limited activity for search committees given the significant budget constraints that it will be facing during the next two years. It is expected that promotion opportunities into the Professor category will continue according to collective bargaining agreements. In the following narrative, the College's Hiring Goals for 2011 will be presented for each occupational category.

A. Executive/Administrative/Managerial: Based on the utilization analysis, this category has no short term goals as no hiring is anticipated. The long term goals for this occupational category are two (2) White males, one (1) Black male and one Hispanic male which is a collective goal.

- B. Faculty – Below Professor Rank: The utilization analysis within this occupational category calls for one (1) Black male, two (2) Black females, one (1) Hispanic male, two (2) Hispanic females, one (1) Other male and one (1) Other female. These have been established as long term goals. No short term goals have been established for this category in 2011 as no hiring is anticipated in this occupational category.
- C. Professional/Non-Faculty: Based on the utilization analysis, this category is void two (2) Black females, and one (1) Other male. It is anticipated that one position will be filled in this occupational category and thus these underutilizations will be addressed a Short term goal of one (1) Black female and Long term goals of one (1) Black female and one (1) Other male.
- D. Technical/Paraprofessional: The utilization analysis shows a deficiency of two (2) White males and one (1) Black female which have been established as long term goals. The Black female goal is a collective goal. No short term goals have been established for this category in 2011 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) Black male, one (1) Hispanic female, one (1) Other male and one (1) Other female in this occupational category. The one (1) Black male is a “collective goal”. Short term goals for this occupational category in 2011 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 four (4) individuals in this occupational category. Short term goals have been established for this category in 2011 to be one (1) Hispanic female, and one (1) Other male. Long term goals have been established as one (1) White 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. 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 2011, the College has established no upward mobility goals in that the numbers of positions that are available to the college for this purpose are very limited. All employees are encouraged to increase their qualification so that they may be competitive for college positions which are filled through the search process.

THREE RIVERS COMMUNITY-TECHNICAL COLLEGE

RECORD OF CAREER COUNSELING

Date: Dec 31, 2010

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
<b>GRAND TOTAL</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>

# 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 were no allegations during this reporting cycle. One allegation brought to the Commission on Human Rights and Opportunities during the previous year's reporting cycle was resolved.

There were no sexual harassment grievances during 2011.



# 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.



**(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-213D 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 22 Sigourney Street, Hartford, CT 06106.
- 5) Contact the Boston office of the United States Equal Employment Opportunities Commission, John Fitzgerald Kennedy Building, Room 409B, Boston, MA 02203.

**From the Board of Trustees Policy Manual:**

- **Equal Opportunity Policy Statement**
- **Affirmative Action Grievance Procedure**
- **Racism and Acts of Intolerance Policy Statement**

**2.1.2 Equal Opportunity Policy Statement**

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-68-63 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 support 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 underrepresentation 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 of the aged and people with disabilities 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, age, national origin, ancestry, present or past history of mental disorder, 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 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 are based upon job-related factors, and criteria and 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 an 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.

(Adopted October 10, 1975; amended May 17, 1982, July 19, 1982, April 15, 1985, November 17, 1986, February 26, 1990 and March 22, 1993)

### **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 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 system 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)

## MODEL NOTICE

### MEMORANDUM

TO: Employees who may wish to utilize the affirmative action grievance procedure

FROM: President

The affirmative action grievance procedure is a component of the college's commitment to ensure that employment decisions are free from unlawful discrimination. The procedure affords an informal means to raise concerns and for the college to make adjustments where appropriate. Employees who utilize the grievance procedure will not be subject to retaliation.

The affirmative action officer will investigate all grievances. After consultation with the president, the affirmative action officer may attempt to mediate the dispute. The purpose of this mediation is to effect informal resolution of the complaint. The affirmative action officer does not make conclusions about the merits of a complaint or resolve disputes about the facts of a case. If it is not possible to reach an amicable understanding, the employee retains the right to pursue other options.

Complaints may be filed with the Connecticut commission on human rights and opportunities; United States equal employment opportunity commission; United States department of labor, wage and hour division; and any other agencies, state, federal, or local, that enforce laws concerning discrimination in employment. The Connecticut commission on human rights and opportunities can provide assistance in filing and determining the legal options which may be available. In general, complaints must be filed within 180 days of the alleged discrimination. An exception exists for complaints which allege unlawful reliance on criminal records; Connecticut law requires that the complaint be filed within thirty days.



#### **2.1.4 Affirmative Action Grievance Procedure - Technical Revision**

The board of trustees authorizes the chancellor to revise the affirmative action grievance procedure in order to effect technical compliance with evolving interpretations of applicable regulations.

(Adopted June 15, 1987)

#### **2.1.5 Racism and Acts of Intolerance - Policy Statement**

##### **POLICY ON RACISM AND ACTS OF INTOLERANCE**

The community colleges have long been committed to providing educational opportunities to all who seek and can benefit from them, as evidenced in the mission statements and policies concerning student rights, affirmative action, and equal opportunity. The board and the colleges recognize that an important part of providing opportunity is creating a welcoming environment in which all people are able to work and study together, regardless of their differentness. At the same time, colleges and universities have traditionally been at the cutting edge of protection of our most cherished freedoms, most notably freedom of speech and non-violent action, which protect even unpopular or divisive ideas and perspectives.

Such constitutionally-protected expression can contribute to an unwelcoming and even offensive social and educational environment for some individuals in the college community, particularly when it concerns race, religion, sex, sexual orientation, disability, national origin, or ethnicity, and the first amendment does not preclude colleges from taking affirmative steps to sensitize the college community to the effects of creating such a negative environment.

Therefore, the community colleges recognize that they have an obligation not only to punish proscribed actions, but also to provide programs which promote pluralism and diversity and encourage the college community to respect and appreciate the value and dignity of every person and his or her right to an atmosphere not only free of harassment, hostility, and violence but supportive of individual academic, personal, social, and professional growth.

Acts of racism or harassment directed against individuals or specific groups of individuals will not be tolerated and will be dealt with under the employee affirmative action grievance procedures and the student grievance and disciplinary procedures.

Each college will provide a comprehensive educational program designed to foster understanding of differentness and the value of cultural diversity. This will include plans to (1) promote pluralism, (2) educate the college community about appropriate and inappropriate behaviors to increase sensitivity and encourage acceptance, and (3) widely disseminate this policy statement to the entire college community.

(Adopted February 26, 1990)

# 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 to be reviewed while increased focus is placed on recruitment of candidates and general celebration of diversity at the college.

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 2010) 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 College's web-site has been developed to describe the College as a desirable and diverse working environment to supplement job postings. A recent update of the College's website makes it much easier for community members to locate job opportunities and to acquire information about the College. Additional recruiting suggestions are obtained from the President's 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, 2011

Subject: Review of Affirmative Action Program for 2010

In preparing the annual Affirmative Action Plan for 2010 I have reviewed the activities, programs, and processes associated with the Affirmative Action program at Three Rivers for the 2010 Calendar year.

Throughout the year I worked in conjunction with the Director of Human Resources to charge all search committees prior to them beginning their work. During this charge committees were reminded of the importance of establishing criteria that are directly linked to each position's 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 2010 and will continue in 2011 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 2010 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. Given that seventeen searches were conducted throughout the year improvements were made throughout and continued improvement in this area will be emphasized for 2011. 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. As I reviewed the results of the searches conducted it is also important that the work of the search committee be done in a timely fashion. In particular I would like to note that the importance of the search process and the priority which it should have in within individual schedules needs to be emphasized to the entire college community. A trend in many of the searches conducted during 2010 was that they took a considerable amount of time to complete due to scheduling difficulties and in some instances qualified candidates were lost as they withdrew from the search process to accept other positions.

As the Affirmative Action Officer I attended the Affirmative Action Investigation Update Training in 2010.

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 2010 and will continue to get focus in 2011 as they are 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. 2010 saw some success but also provided opportunities for improvement so the challenge for 2011 will be to build on the successes of 2010.

To: Dr. George Rezendes

From: Grace S. Jones

Date: April 2, 2011

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 with many new faculty have joined the College Community and that many of the 22 now serving as full professor, and who are the current leaders, are eligible to retire in the next several years. This particularly makes mentoring among faculty more important than ever 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 and improve the workplace environment for the entire College community.

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: *[Handwritten Signature]*

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:**

The hiring goals in this occupational category during 2010 included three (3) White males and one (1) Black male. A white male was appointed as the Dean of Administration during 2010 which satisfied an affirmative action goal within this occupational category.

**Faculty: Below Professor:**

In 2010 the hiring goals for this occupational category included two (2) Black males, two (2) Black females, one (1) Hispanic male, one (1) Hispanic female and one (1) Other male. Appointments were made to six (6) positions within this occupational category. A Black male was appointed to a Composition Instructor 10 month Tenure Track position which satisfied an affirmative goal within this occupational category. The five (5) other appointments four (4) White males and one (1) White female did not satisfy established goals.

The White male that was appointed to the Chemistry Instructor 10-month Tenure Track position holds a MS in Chemistry, had a year of full-time and 7 years of part-time experience teaching at Three Rivers Community College. In addition, the appointed candidate has over 26 years of industry experience as a lab scientist at Pfizer Global R&D to support his classroom teaching. During his teaching demonstration he actively engaged students in the course material demonstrating good communication skills. Other candidates

that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Instructor - Chemistry 10 month Tenure Track Position.

The White male appointed to the Communications Technical Writing Instructor 10-month Tenure Track position holds an MA degree in Speech Communications and Rhetoric and had 2 years College level teaching experience including time at a technical College. He demonstrated the strongest competencies and possessed the most experience of all qualified candidates to meet the required duties and responsibilities for the Communications Technical Writing Instructor-Tenure Track position. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities of the position.

There were two appointments made for tenure-track Composition Instructors. As noted above the first appointment satisfied an affirmative action goal for this occupational category. The other appointed candidate a White male was well-trained and had a broad knowledge of Composition and Rhetorical theory. He demonstrated curriculum development experience and very effective communication skills. He also had experience as an academic advisor which was obtained by teaching a First Year Inquiry course. The appointed White male's teaching demonstration actively engaged students in their learning and was supplemented with excellent materials. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated



best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Composition Instructor-10 month Tenure Track position.

The candidate appointed to the Electrical Engineering Technology 10-month Assistant Professor Tenure Track position was a White male who had an MS in Electrical and Computer Engineering, more than 5 years College level teaching experience as well as over 30 years of industry experience. His industry experience included over 17 years with United Technologies including over 5 years as a systems engineer. In addition, the appointed candidate had over 11 years working with continuous improvement systems. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated the best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Assistant Professor-Electrical Engineering Technology 10 month tenure track position.

The candidate appointed to the Mathematics Instructor – 10 month Tenure Track position was a White female who had a PhD. in Applied Mathematics and more than 14 years experience teaching College mathematics including courses appropriate to the level of courses taught at TRCC. She demonstrated excellent technology skills. Her teaching demonstration was engaging and clearly demonstrated a high level of competency in communicating subject matter to students in a clear and understandable manner. In addition the candidate had more than 10 years experience showing service to students and the Institution through advising and Committee work. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated the best overall representation of the preferred selection criteria necessary to

meet the required duties and responsibilities for the Mathematics Instructor-Tenure Track position.

All faculty positions were nationally advertised in a wide variety of publications including Higher Education Jobs, and appropriate diversity publications as well as in local newspapers and on the College's website. The affirmative action mailing list and the President's personal contacts were also used as a means of disseminating the word about the available positions to the widest possible audience.

**Professional Non-Faculty:** In 2010 the hiring goals for this occupational category included two (2) Black females, one (1) Hispanic male, and one (1) Other male. There were three appointments in this occupational category, a Hispanic male, a White female and a White male. The Hispanic male, appointed as the Director of Facilities, satisfied an affirmative action goal for this occupational category. The White female and White male did not satisfy established goals. The White male appointment represented a promotion from the service/maintenance occupational category.

The candidate appointed to the Director of Institutional Advancement holds a MBA degree and has over 20 years of experience in finance, cultivating relationships, strategic planning and management. The selected candidate had significantly more fiscal management, supervisory and executive level experience than all other candidates. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated the best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the position as Director of Institutional Advancement. There were no goal candidates in the applicant pool despite the fact that the position was advertised in a wide variety of publications including the Chronicle

of Education, Higher Education Jobs, appropriate diversity publications, in the local newspapers and on the College's website. The affirmative action mailing list and the President's personal contacts were also used as a means of disseminating the word about availability of this position. The position was left open for over a period of 90 days and despite these efforts to market the position a relatively small applicant pool of only 11 applicants was obtained.

The candidate appointed to the Information Technology Technician I position held an Associates degree in Computer Science Technology and demonstrated good technical skills and substantial knowledge about computer hardware, software and related peripheral equipment in completing the practical exercise included as part of the search process. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated the best overall representation of the preferred selection criteria necessary to meet the required duties and responsibilities for the Information Technology Technician I position. The position was advertised in local newspapers and on the College's website and the affirmative action distribution list was utilized in advertising the position. The candidate who was appointed to this position was a White male who was a current employee within the service/maintenance occupational category and thus this appointment was considered a promotion from the service/maintenance occupational category.

**Technical/Paraprofessional:**

There were no hires in this occupational category during 2010.

**Secretarial/Clerical:**

The hiring goals for this occupational category for 2010 included 2 White males, 1 White female, 1 Hispanic female, 1 Other male and 1 Other female. Two appointments were made in the occupational category both were White females. The first White female was appointed to the position of Clerk-Typist –Academic Division satisfied an affirmative action goal within the occupational category. The second appointment a White female to the position of Secretary II – Student Services actually represents a promotion for an individual that was already employed by the College within the Secretarial/Clerical occupational category. The White female appointed to this position demonstrated considerable knowledge of office systems, office equipment and experience with Excel and Banner as she had been employed at Three Rivers as an Office Assistant in Continuing Education for over three years. The appointed candidate exhibited the strongest qualifications of all applicants for the position as she not only had the office experience but also had experience with Banner, the student information system, and general higher education knowledge. Other candidates had varying degrees of office experience or some EPM system experience but no candidates had all elements of experience as did the selected candidate. Since the individual appointed to this position is already a college employee in the clerical and secretarial occupational category the appointment represents a promotion to Secretary II and does not change the overall composition of the occupational category. The appointment creates a vacancy in the Continuing Education Office Assistant position.

**Service/Maintenance:**

The hiring goals for this occupational category for 2010 were 1 White female, 1 Black males, 1 Black female, 1 Hispanic female, 1 Other male, and 1 Other female. There were five appointments in this occupational category during 2010, two (2) White males, one (1) White

female, one (1) Black male, and one (1) Black female. The White female, Black male and Black female were appointed to Custodian positions and all three appointments satisfied affirmative action hiring goals in the occupational category. The two (2) male appointments did not satisfy established hiring goals.

One White male was appointed to the position of Building Superintendent I. This candidate had more than 14 years experience and a work history in facilities management including the management of maintenance and custodial responsibilities for public schools, healthcare facilities and hotels. He demonstrated outstanding knowledge of modern machinery, cleaning and maintenance methods & standards as well as safety standards. With over 14 years serving in a supervisory capacity the appointed candidate demonstrated that he had the skills necessary to schedule, assign, oversee the work of and evaluate custodial staff. The goal candidates that were in the applicant pool (4 BM, 3 HM and 2 OM) did not possess the necessary minimum qualifications in the area of 4 years of Building management experience. The appointed candidate demonstrated the best combination of minimum and preferred qualifications to successfully meet the required job responsibilities. The position was advertised in local and regional newspapers and on the College website. SEBAC recall lists were also used in accordance with requirements of collective bargaining agreements.

The second White male appointment was in the position of Skilled Maintainer. The candidate that was appointed had over 13 years experience in the Electrical Trades. His experience and demonstrated knowledge provided him with the necessary skills and abilities to carryout the duties and responsibilities for the position as a Skilled Maintainer. Other candidates that were interviewed had some of the elements demonstrated by the selected candidate but the selected candidate demonstrated the best overall representation of the

preferred selection criteria necessary to meet the required duties and responsibilities for the Skilled Maintainer position. The SEBAC recall list was utilized in accordance with Collective Bargaining agreements. The position was also advertised in local newspapers and on the College's website. The affirmative action distribution list was also utilized in announcing the availability of this position.

### **Promotion Goals**

Promotion goals are only established in the Faculty-professor occupational category. In 2010 the established promotion goals for the Faculty—Professors occupational category were two (2) White females.

There were two promotions into the Faculty-professor occupational category (two White females) , during 2010 which 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.

There were however promotions into the Executive/Administrative/Managerial occupational category which provided opportunities for members of the workforce to advance by transferring from one occupational category to another. Two faculty members

(one White male and one White female) were appointed to positions as Division Directors thus representing promotions into the Executive/Administrative/Managerial occupational category. With the promotion of the White male into the occupational category no promotion goal is satisfied since none was established but this does improve the under utilization of White males in the occupational category since three hiring goals had been established for 2010 based on the utilization analysis and only one of these hiring goal was realized.

### **Upward Mobility**

There were no upward mobility goals established in any category for 2010. 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 2010 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, 2010 and implemented by December 31, 2010

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 utilized electronic list serves and job posting sites to increase visibility of job announcements while trying to work within a limited advertising budget.
- g. 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 2010 were accomplished and will be on going for 2011.



**Goal 2:** Review all search committees to identify weaknesses in committee composition or procedures. Revise search checklist to reflect dates and stages of the selection process.

Timeline: To be accomplished by December 2010

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 2010. The goal was accomplished for the year and will be a goal for 2011. Several searches during the year were readvertised. The president added candidates to the interview pools on four of the seventeen searches as she was reviewing and approving the search committee's recommendations.

**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 2010 all searches adhered to this requirement and provided at least three unranked candidates for the Presidents consideration.

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

**Action(s) Taken:**

The College has made a concerted effort to review all position descriptions to ensure that qualifications focus on necessary knowledge, skills and ability to perform the duties and responsibilities of the advertised position. Both the HR Director and the Affirmative Action Officer have worked with search committee to emphasize the concept of transferable skills along with the importance of establishing clear objective criteria that are easily understood by all members of the search committee prior to reviewing any applications. These efforts have paid dividends in the quality of application reviews and the information provided about the candidates when recommendations are forwarded to the Presidents. This also supports the attainment of goal 5 in that it creates opportunity for a more diverse pool of qualified applicants to be available for interview thus increasing the likelihood these candidates will be appointed to available positions.

During 2010 Three Rivers Community College made seventeen (17) appointments (8 WM, 2-BM, 1-HM, 5-WF, 1-BF); these appointments satisfied seven (7) affirmative action hiring goal for a hiring goal attainment rate of 7/17 (41.2%) and satisfaction of 2 of 2 promotion goals for a promotion goal attainment of 100%. This provides an overall goal attainment rate of 9/19 or 47.4%. 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 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

# 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 2010. 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 2010, 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.



Date 27 April 11

Grace S. Jones, President