

Three Rivers Community College
Norwich, Connecticut

Affirmative Action
Policy and Goals

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2012

**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	65.6	0.12	7.9	34.4	0.12	4.1	60.1	0.12	7.2	30.6	0.12	3.7	2.0	0.12	0.2	2.2	0.12	0.3
2. Unemployment data in the immediate labor market area	56.7	0.02	1.1	43.3	0.02	0.9	41.6	0.02	0.8	29.7	0.02	0.6	4.5	0.02	0.1	4.8	0.02	0.1
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	46.3	0.86	39.8	53.7	0.86	46.2	38.6	0.86	33.2	42.5	0.86	36.6	3.8	0.86	3.2	6.0	0.86	5.1
FINAL AVAILABILITY FACTOR			48.8			51.2			41.2			40.9			3.5			5.5
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	1.8	0.12	0.2	0.9	0.12	0.1	1.7	0.12	0.2	0.7	0.12	0.1	COS 2000, Vol 2, pp. 2-3 Occupation Management Occupations (Weighted average of 110001-Chief Executives, 113000-Operations Specialties, 119030 - Education Administrators) Calculation at end of section.	Positions are advertised nationally, typically filled by individuals currently in higher education so only a 12% weight is given to the immediate labor market data				
2. Unemployment data in the immediate labor market area	5.4	0.02	0.1	5.0	0.02	0.1	5.2	0.02	0.1	3.8	0.02	0.1	CTDOL Jobseekers (12/11) 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	2.1	0.86	1.8	3.0	0.86	2.6	1.8	0.86	1.6	2.2	0.86	1.9	Digest of Educational Statistics 2010 table 258 (Table prepared Aug 2010) Fall 2009 Employees in Degree granting Institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; Positions are typically filled by members currently employed in Higher Education. Weight is set to account for this.				
FINAL AVAILABILITY FACTOR			2.1			2.8			1.9			2.1						

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	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
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	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
3. Promotable/Transferrable	52.4	1.00	52.4	47.6	1.00	47.6	52.4	1.00	52.4	47.6	1.00	47.6	0.0	1.00	0.0	0.0	1.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00	0.0	0.00
FINAL AVAILABILITY FACTOR			52.4			47.6			52.4			47.6			0.0			0.0

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	0.00	0.0	0.00	-	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	0.00	0.0	0.00	-	-
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	0.00	0.0	0.00	-	-
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	-	-
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	-	-
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.00	0.0	0.00	-	-
FINAL AVAILABILITY FACTOR			0.0			0.0			0.0			0.0		

Availability Analysis

Section 46a-68-39

OCCUPATIONAL CATEGORY: Faculty																	LABOR MARKET: National		
JOB TITLE: Below Professor																	0		
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	
1. Employment data in the immediate labor market area	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	
FINAL AVAILABILITY FACTOR			49.3			50.7			36.9			35.1			5.2			6.3	

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.
FINAL AVAILABILITY FACTOR			2.9			4.8			4.4			4.3		

Availability Analysis

Section 46a-68-39

OCCUPATIONAL CATEGORY: Professional-Nonfaculty																	LABOR MARKET: National		
JOB TITLE: All in Category																			
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	
1. Employment data in the immediate labor market area	41.9	0.12	5.0	58.1	0.12	7.0	37.2	0.12	4.5	50.8	0.12	6.1	2.7	0.12	0.3	4.0	0.12	0.5	
2. Unemployment data in the immediate labor market area	21.8	0.02	0.4	78.2	0.02	1.6	9.4	0.02	0.2	36.0	0.02	0.7	5.3	0.02	0.1	17.9	0.02	0.4	
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
7. Other Source	38.9	0.86	33.5	61.1	0.86	52.5	30.3	0.86	26.0	45.6	0.86	39.2	3.5	0.86	3.0	7.2	0.86	6.1	
FINAL AVAILABILITY FACTOR			38.9			61.1			30.7			46.0			3.4			7.0	

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	4.5	0.02	0.1	16.1	0.02	0.3	2.6	0.02	0.1	8.3	0.02	0.2	CTDOL Jobseekers (12/11) 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	2.1	0.86	1.8	3.7	0.86	3.2	3.1	0.86	2.7	4.7	0.86	4.0	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 Employees in Degree granting institutions by race/ethnicity, etc.	National recruitment resources; favorably target protected classes; Positions are typically filled by members currently employed in Higher Education. Weight is set to account for this.
FINAL AVAILABILITY FACTOR			2.0			3.7			2.9			4.4		

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	49.4	0.30	14.8	50.6	0.30	15.2	38.3	0.30	11.5	34.6	0.30	10.4	2.5	0.30	0.7	1.2	0.30	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	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
FINAL AVAILABILITY FACTOR			31.7			68.3			28.5			58.4			1.3			2.2	

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	6.2	0.30	1.9	8.6	0.30	2.6	8.6	0.30	2.6	CTDOL Jobseekers (12/11) 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	-	-
FINAL AVAILABILITY FACTOR			0.5			3.4			3.5			4.4		

Availability Analysis

Section 46a-68-39

OCCUPATIONAL CATEGORY: Clerical and Secretarial																	LABOR MARKET: State		
JOB TITLE: All in Category																	0		
FACTOR	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	
1. Employment data in the immediate labor market area	2.6	0.50	1.3	97.4	0.50	48.7	2.3	0.50	1.2	88.9	0.50	44.5	0.0	0.50	0.0	4.4	0.50	2.2	
2. Unemployment data in the immediate labor market area	28.7	0.50	14.3	71.3	0.50	35.7	17.9	0.50	8.9	42.8	0.50	21.4	4.0	0.50	2.0	11.3	0.50	5.6	
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	
FINAL AVAILABILITY FACTOR			15.6			84.4			10.1			65.9			2.0			7.8	

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING THE FACTOR
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF		
1. Employment data in the immediate labor market area	0.0	0.50	0.0	1.8	0.50	0.9	0.3	0.50	0.2	2.3	0.50	1.2	COS 2000, Vol 2, pp. 196-197 Secretaries & Administrative Assistants (436000)	Higher weight given to local labor markets from which we hire most clerical staff
2. Unemployment data in the immediate labor market area	2.3	0.50	1.2	9.2	0.50	4.6	4.5	0.50	2.3	8.1	0.50	4.0	CTDOL Jobseekers (12/11) 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	-	-
FINAL AVAILABILITY FACTOR			1.2			5.5			2.5			5.2		

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	69.5	0.50	34.7	30.5	0.50	15.3	35.9	0.50	17.9	10.7	0.50	5.3	13.4	0.50	6.7	4.2	0.50	2.1
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
FINAL AVAILABILITY FACTOR			66.3			33.7			42.3			18.9			9.6			2.9

FACTOR	HISP MALE			HISP FEMALE			OTHER MALE			OTHER FEMALE			SOURCE OF STATISTIC	REASONS FOR WEIGHTING THE FACTOR
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF		
1. Employment data in the immediate labor market area	4.6	0.50	2.3	4.9	0.50	2.4	4.1	0.50	2.0	3.0	0.50	1.5	COS 2000, Vol 2, pp. 192-193 Occupation Bldng & Grounds Cleaning & Maint. (370001)	Higher weight given to local labor market
2. Unemployment data in the immediate labor market area	13.7	0.50	6.9	11.5	0.50	5.7	6.5	0.50	3.2	4.2	0.50	2.1	CTDOL Jobseekers (12/11) 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%
3. Promotable/Transferrable	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
4. Population data in the immediate labor market area	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
5. Client population data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
6. Education/technical training data	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
7. Other Source	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	-	-
FINAL AVAILABILITY FACTOR			9.2			8.1			5.2			3.6		

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 13 executive management positions, thus 8% of possible positions available.
Executive/Admin/Manage	Operations Specialities	0.54	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 13 positions have primary functions in IT, HR, and Administrative Services.
Executive/Admin/Manage	Education Administrators	0.38	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 5 of 13 positions at TRCC are in primarily in Education Administration
Executive/Admin/Manage	Total	1.0	11.10	12176	7981	4195	7310	3731	239	263	225	113	207	88	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	99.9	65.5	34.4	60.0	30.6	2.0	2.2	1.8	0.9	1.7	0.7	Calculation of percentages from data line above.	

Connecticut Labor Force Data for Affirmative Action Plans 4th Quarter 2011 along with availability calculations for unemployment data in the immediate labor market can be found on the following pages.

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
Total - All Occupations	00	64,732	35,706	29,026	18,793	13,673	5,707	6,372	6,885	5,584	4,321	3,397
Top Executives	11.10	1,158	708	450	529	316	54	48	59	44	66	42
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	462	280	182	221	124	15	23	19	21	25	14
Operations Specialties Managers	11.30	609	252	357	186	259	19	34	23	32	24	32
Other Management Occupations	11.90	1,261	740	521	515	336	69	61	89	79	67	45
Business Operations Specialists	13.10	610	270	340	171	204	44	73	31	35	24	28
Financial Specialists	13.20	772	357	415	237	250	51	79	23	37	46	49
Other Business & Financial Operations Occupations	13.90	431	177	254	120	169	26	40	12	25	19	20
Computer Specialists	15.10	783	571	212	372	134	66	32	46	19	87	27
Mathematical Scientists	15.20	16	11	5	5	3	0	0	1	1	5	1
Other Computer & Mathematical Occupations	15.90	195	118	77	79	46	16	13	10	8	13	10
Architects, Surveyors, & Cartographers	17.10	52	42	10	29	8	2	1	1	0	10	1
Engineers	17.20	421	354	67	262	41	27	6	26	10	39	10
Drafters, Engineering, & Mapping Technicians	17.30	200	169	31	111	16	22	4	14	9	22	2
Other Architecture & Engineering Occupations	17.90	47	37	10	21	6	5	0	5	2	6	2
Life Scientists	19.10	19	6	13	3	8	1	0	1	1	1	4
Physical Scientists	19.20	56	34	22	20	15	5	0	2	2	7	5
Social Scientists & Related Workers	19.30	121	49	72	32	46	6	7	3	9	8	10
Life, Physical, & Social Science Technicians	19.40	58	36	22	24	10	6	3	2	4	4	5
Other Life, Physical, & Social Science Occupations	19.90	73	42	31	26	19	8	2	2	6	6	4
Counselors, Social Workers, Other Cmnty./Soc. Svcs. Workers	21.10	688	223	445	88	185	72	166	39	57	24	37
Religious Workers	21.20	25	13	12	7	3	5	2	1	5	0	2
Other Community & Social Services Occupations	21.90	168	49	119	15	47	23	48	7	18	4	6
Lawyers, Judges, & Related Workers	23.10	78	42	36	38	18	1	9	1	7	2	2
Legal Support Workers	23.20	159	12	147	4	93	2	27	4	14	2	13
Other Legal Occupations	23.90	59	34	25	17	16	13	4	4	3	0	2

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
Postsecondary Teachers	25.10	167	76	91	32	32	28	25	10	21	6	13
Primary, Secondary & Special Education Teachers	25.20	354	95	259	61	166	14	38	7	27	13	28
Other Teachers & Instructors	25.30	75	26	49	16	28	5	7	3	9	2	5
Librarians, Curators, & Archivists	25.40	13	2	11	0	5	1	3	1	2	0	1
Other Education, Training, & Library Occupations	25.90	509	111	398	48	183	27	91	23	82	13	42
Art & Design Workers	27.10	267	147	120	100	87	14	14	17	10	16	9
Entertainers & Performers, Sports & Related Workers	27.20	51	31	20	16	11	9	6	4	2	2	1
Media & Communication Workers	27.30	142	74	68	59	49	7	10	5	3	3	6
Media & Communication Equipment Workers	27.40	44	27	17	12	11	6	1	6	2	3	3
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	55	31	24	12	10	6	4	10	6	3	4
Health Diagnosing & Treating Practitioners	29.10	413	74	339	49	229	10	59	7	25	8	26
Health Technologists & Technicians	29.20	640	140	500	78	250	28	135	19	73	15	42
Other Healthcare Practitioners & Technical Occupations	29.90	209	33	176	18	79	9	55	4	31	2	11
Nursing, Psychiatric, & Home Health Aides	31.10	2,113	219	1,894	45	529	107	820	44	334	23	211
Occupational & Physical Therapist Assistants & Aides	31.20	16	3	13	1	5	2	3	0	4	0	1
Other Healthcare Support Occupations	31.90	2,093	600	1,493	351	675	122	428	79	283	48	107
First-Line Supervisors/Mgrs. of Protective Service Workers	33.10	6	5	1	5	1	0	0	0	0	0	0
Fire Fighting & Prevention Workers	33.20	5	4	1	4	1	0	0	0	0	0	0
Law Enforcement Workers	33.30	53	39	14	24	6	6	5	5	2	4	1
Other Protective Service Workers	33.90	533	396	137	176	50	109	43	63	30	48	14
Supervisors of Food Preparation & Serving Workers	35.10	262	192	70	115	45	33	11	26	10	18	4
Cooks & Food Preparation Workers	35.20	1,202	740	462	265	190	215	120	174	100	86	52
Food & Beverage Serving Workers	35.30	1,180	366	814	148	486	89	135	86	123	43	70
Other Food Preparation & Serving Related Workers	35.90	413	240	173	63	67	87	54	64	41	26	11
Supervisors of Bldg/Grounds Cleaning & Maintenance Workers	37.10	78	49	29	24	8	14	6	10	13	1	2
Building Cleaning & Pest Control Workers	37.20	978	506	472	140	112	144	90	180	225	42	45
Grounds Maintenance Workers	37.30	1,519	1,449	70	716	45	88	3	523	13	122	9
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	253	213	40	72	9	59	2	69	28	13	1

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
Total - All Occupations	00	5,922	3,201	2,721	1,989	1,559	452	437	342	387	418	338
Top Executives	11.10	77	41	36	35	25	1	4	2	2	3	5
Advertising, Marketing, Promotions, Public Rel. Occupations	11.20	42	23	19	19	13	1	1	1	3	2	2
Operations Specialties Managers	11.30	37	8	29	5	20	2	1	1	3	0	5
Other Management Occupations	11.90	133	75	58	56	43	4	2	5	6	10	7
Business Operations Specialists	13.10	51	27	24	21	17	4	2	0	2	2	3
Financial Specialists	13.20	49	21	28	14	21	3	3	1	3	3	1
Other Business & Financial Operations Occupations	13.90	41	14	27	8	17	3	2	1	3	2	5
Computer Specialists	15.10	78	54	24	36	17	5	3	7	2	6	2
Mathematical Scientists	15.20	1	1	0	0	0	0	0	0	0	1	0
Other Computer & Mathematical Occupations	15.90	21	14	7	12	4	1	2	1	0	0	1
Architects, Surveyors, & Cartographers	17.10	1	1	0	1	0	0	0	0	0	0	0
Engineers	17.20	35	30	5	27	3	1	1	1	1	1	0
Drafters, Engineering, & Mapping Technicians	17.30	20	16	4	11	3	4	1	0	0	1	0
Other Architecture & Engineering Occupations	17.90	3	2	1	1	0	0	0	0	1	1	0
Life Scientists	19.10	9	1	8	1	4	0	0	0	0	0	4
Physical Scientists	19.20	27	18	9	13	5	2	0	0	2	3	2
Social Scientists & Related Workers	19.30	9	2	7	1	6	0	0	0	1	1	0
Life, Physical, & Social Science Technicians	19.40	15	11	4	10	2	0	1	0	1	1	0
Other Life, Physical, & Social Science Occupations	19.90	21	8	13	6	11	0	0	0	1	2	1
Counselors, Social Workers, Other Cmmlty./Soc. Svcs. Workers	21.10	64	17	47	5	27	7	16	2	3	3	1
Religious Workers	21.20	5	2	3	1	1	1	0	0	1	0	1
Other Community & Social Services Occupations	21.90	15	7	8	2	3	4	4	0	1	1	0
Lawyers, Judges, & Related Workers	23.10	10	3	7	3	4	0	1	0	2	0	0
Legal Support Workers	23.20	10	1	9	0	6	1	1	0	0	0	2
Other Legal Occupations	23.90	6	2	4	0	3	2	1	0	0	0	0

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
Postsecondary Teachers	25.10	27	14	13	3	3	10	4	0	3	1	3
Primary, Secondary & Special Education Teachers	25.20	28	9	19	8	18	0	0	0	1	1	0
Other Teachers & Instructors	25.30	5	2	3	2	2	0	1	0	0	0	0
Librarians, Curators, & Archivists	25.40	3	0	3	0	3	0	0	0	0	0	0
Other Education, Training, & Library Occupations	25.90	52	11	41	4	24	2	5	2	9	3	3
Art & Design Workers	27.10	34	17	17	12	14	1	1	0	2	4	0
Entertainers & Performers, Sports & Related Workers	27.20	6	4	2	3	0	1	1	0	1	0	0
Media & Communication Workers	27.30	12	2	10	1	5	1	3	0	0	0	2
Media & Communication Equipment Workers	27.40	6	2	4	0	3	0	1	1	0	1	0
Other Arts, Design, Entertainment, Sports, & Media Workers	27.90	13	8	5	4	3	1	0	3	0	0	2
Health Diagnosing & Treating Practitioners	29.10	36	6	30	4	22	2	5	0	1	0	2
Health Technologists & Technicians	29.20	58	14	44	6	20	3	11	1	7	4	6
Other Healthcare Practitioners & Technical Occupations	29.90	24	4	20	2	9	2	6	0	3	0	2
Nursing, Psychiatric, & Home Health Aides	31.10	184	16	168	2	64	11	63	2	23	1	18
Occupational & Physical Therapist Assistants & Aides	31.20	1	0	1	0	0	0	1	0	0	0	0
Other Healthcare Support Occupations	31.90	285	102	183	73	112	13	45	9	18	7	8
Law Enforcement Workers	33.30	14	12	2	8	1	2	1	1	0	1	0
Other Protective Service Workers	33.90	44	34	10	20	9	3	0	7	1	4	0
Supervisors of Food Preparation & Serving Workers	35.10	28	18	10	13	6	1	1	3	2	1	1
Cooks & Food Preparation Workers	35.20	143	81	62	36	26	26	8	9	19	10	9
Food & Beverage Serving Workers	35.30	159	42	117	26	84	5	9	5	10	6	14
Other Food Preparation & Serving Related Workers	35.90	44	30	14	10	4	8	4	8	5	4	1
Supervisors of Bldg./Grounds Cleaning & Maintenance Workers	37.10	15	8	7	6	2	1	0	1	4	0	1
Building Cleaning & Pest Control Workers	37.20	122	57	65	21	22	20	11	13	23	3	9
Grounds Maintenance Workers	37.30	104	100	4	63	3	4	0	19	0	14	1
Other Building/Grounds Cleaning & Maintenance Occupations	37.90	21	17	4	4	1	10	0	3	3	0	0

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
Supervisors of Personal Care & Service Workers	39.10	3	1	2	1	2	0	0	0	0	0	0
Animal Care & Service Workers	39.20	2	0	2	0	2	0	0	0	0	0	0
Entertainment Attendants & Related Workers	39.30	52	27	25	9	13	2	2	5	4	11	6
Personal Appearance Workers	39.50	13	1	12	0	7	0	0	0	5	1	0
Transportation, Tourism, & Lodging Attendants	39.60	1	0	1	0	1	0	0	0	0	0	0
Other Personal Care & Service Workers	39.90	45	7	38	3	17	2	11	2	6	0	4
Supervisors of Sales Workers	41.10	27	12	15	12	9	0	1	0	1	0	4
Retail Sales Workers	41.20	324	100	224	46	112	26	50	12	41	16	21
Sales Representatives, Services	41.30	54	33	21	23	14	7	2	0	4	3	1
Sales Representatives, Wholesale & Manufacturing	41.40	10	8	2	6	1	1	0	0	1	1	0
Other Sales & Related Workers	41.90	117	53	64	40	45	7	8	4	9	2	2
Supervisors of Office & Administrative Support Workers	43.10	7	3	4	3	3	0	1	0	0	0	0
Communications Equipment Operators	43.20	1	0	1	0	0	0	1	0	0	0	0
Financial Clerks	43.30	49	5	44	3	31	1	1	0	5	1	7
Information & Record Clerks	43.40	253	77	176	42	90	16	41	8	31	11	14
Material Recording, Scheduling, Dispatch/Distribution Workers	43.50	45	31	14	20	12	3	1	3	0	5	1
Secretaries & Administrative Assistants	43.60	121	8	113	7	70	0	17	0	14	1	12
Other Office & Administrative Support Workers	43.90	207	72	135	47	86	7	15	5	13	13	21
Supervisors of Farming, Fishing, & Forestry Workers	45.10	1	1	0	1	0	0	0	0	0	0	0
Agricultural Workers	45.20	10	7	3	3	1	0	0	3	1	1	1
Fishing & Hunting Workers	45.30	4	4	0	3	0	0	0	0	0	1	0
Forest, Conservation, & Logging Workers	45.40	1	1	0	0	0	0	0	1	0	0	0
Other Farming, Fishing, & Forestry Workers	45.90	17	10	7	6	4	1	2	2	1	1	0
Supervisors of Construction & Extraction Workers	47.10	4	4	0	2	0	1	0	0	0	1	0
Construction Trades Workers	47.20	335	325	10	239	6	26	1	18	1	42	2
Helpers, Construction Trades	47.30	72	68	4	51	3	6	0	4	0	7	1
Other Construction & Related Workers	47.40	18	16	2	10	1	3	0	3	1	0	0
Extraction Workers	47.50	1	0	1	0	1	0	0	0	0	0	0
Other Construction & Extraction Occupations	47.90	82	76	6	63	5	3	1	7	0	3	0

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	56.7	43.3	41.6	29.7	4.5	4.8	5.4	5.0	5.2	3.8	CTDOL Jobseekers (12/11) 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	100.2	45.6	54.6	19.2	19.2	16.8	15.0	6.0	12.6	3.6	7.8	CTDOL Jobseekers (12/11) page 5 (Statewide); Code 25.10	Faculty positions are nationally advertised but many times filled from the local labor market so the unemployment data is considered important, weight is set to 20%
Professional-Nonfaculty	Other Education, Training, & Library Occupations	0.02	25.90	100.1	21.8	78.3	9.4	36.0	5.3	17.9	4.5	16.1	2.6	8.3	CTDOL Jobseekers (12/11) page 5 (Statewide); Code 25.90	These positions are nationally advertised and are not typically filled from the unemployed local labor market so weight is set very low.
Technical and Paraprofessional	Life, Physical, & Social Science Technicians	0.30	19	100.0	49.4	50.6	38.3	34.6	2.5	1.2	0.0	6.2	8.6	8.6	CTDOL Jobseekers (12/11) 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	100.1	28.7	71.4	17.9	42.8	4.0	11.3	2.3	9.2	4.5	8.1	CTDOL Jobseekers (12/11) page 30 (Norwich-New London-LMA); Code 43	These positions are locally advertised and filled from the local labor market so the unemployment data is considered important, weight is set to 50%
Service/Maintenance	Building & Grounds Cleaning & Maintenance Occupations	0.50	37.00	100.1	69.5	30.6	35.9	10.7	13.4	4.2	13.7	11.5	6.5	4.2	CTDOL Jobseekers (12/11) 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	3490	1980	1510	1,451	1,035	157	166	190	176	182	133	CTDOL Jobseekers (12/11) 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	167	76	91	32	32	28	25	10	21	6	13	CTDOL Jobseekers (12/11) 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	509	111	398	48	183	27	91	23	82	13	42	CTDOL Jobseekers (12/11) 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	81	40	41	31	28	2	1	0	5	7	7	CTDOL Jobseekers (12/11) 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	683	196	487	122	292	27	77	16	63	31	55	CTDOL Jobseekers (12/11) 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	262	182	80	94	28	35	11	36	30	17	11	CTDOL Jobseekers (12/11) 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 256 Employees in degree-granting institutions by race/ethnicity, employment status, control and type of institution along with calculations for determining Table 256 contribution to the availability analysis follow.

DIGEST of EDUCATION STATISTICS

2010 Tables and Figures

All Years of Tables and Figures

Most Recent Full Issue of the Digest

Table 256. Employees in degree-granting institutions, by race/ethnicity, sex, employment status, control and type of institution, and primary occupation: Fall 2009

1 Sex, employment status, control and type of institution, and primary occupation	2 Total	3 White	Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaska Native					9 Race/ethnicity unknown	10 Non-resident alien ³	
			4 Num-ber ¹	5 Per-cent ²	6 Black	7 Hispanic	8 Asian/Pacific Islander			
All institutions	3,723,419	2,586,098	817,934	22.9	366,324	220,794	208,842	21,994	153,153	166,214
Professional staff	2,782,149	1,983,921	515,050	19.4	207,335	123,718	169,582	14,415	125,091	158,087
Executive/administrative/managerial	230,579	182,459	42,384	18.8	21,828	11,486	7,782	1,288	4,718	1,018
Faculty (instruction/research/public service)	1,439,144	1,078,392	246,288	18.0	95,095	57,811	86,308	7,074	74,130	40,334
Graduate assistants	342,393	174,127	51,433	16.1	13,511	12,436	23,891	1,595	23,357	93,476
Other professional	770,033	548,943	174,945	23.4	76,901	41,983	51,601	4,458	22,886	23,259
Nonprofessional staff	941,270	602,177	302,904	33.2	158,989	97,076	39,260	7,579	28,062	8,127
Males	1,709,636	1,192,954	342,665	20.9	137,012	94,279	102,035	9,339	73,439	100,578
Professional staff	1,353,915	968,049	227,179	17.6	78,491	55,724	86,600	6,364	61,750	96,937
Executive/administrative/managerial	106,892	86,818	17,273	16.5	8,434	4,688	3,601	550	2,263	538
Faculty (instruction/research/public service)	761,035	574,653	123,119	17.0	39,720	29,731	50,235	3,433	37,857	25,406
Graduate assistants	180,941	87,563	23,865	14.1	5,199	5,857	12,087	722	11,977	57,536
Other professional	305,047	219,015	62,922	21.3	25,138	15,448	20,677	1,659	9,653	13,457
Nonprofessional staff	355,721	224,905	115,486	33.6	58,521	38,555	15,435	2,975	11,689	3,641
Females	2,013,783	1,393,144	475,289	24.6	229,312	126,515	106,807	12,655	79,714	65,636
Professional staff	1,428,234	1,015,872	287,871	21.1	128,844	67,994	82,982	8,051	63,341	61,150
Executive/administrative/managerial	123,687	95,641	25,111	20.7	13,394	6,798	4,181	738	2,455	480
Faculty (instruction/research/public service)	678,109	503,739	123,169	19.2	55,375	28,080	36,073	3,641	36,273	14,928
Graduate assistants	161,452	86,564	27,568	18.4	8,312	6,579	11,804	873	11,380	35,940
Other professional	464,986	329,928	112,023	24.8	51,763	26,537	30,924	2,799	13,233	9,802
Nonprofessional staff	585,549	377,272	187,418	32.9	100,468	58,521	23,825	4,604	16,373	4,486

Full-time	2,381,702	1,690,443	579,429	24.9	264,497	155,613	144,450	14,869	55,058	56,772
Professional staff	1,619,517	1,201,637	328,792	20.8	130,231	76,578	113,303	8,680	37,337	51,751
Executive/administrative/managerial	222,282	175,462	41,377	19.0	21,397	11,225	7,525	1,230	4,477	946
Faculty (instruction/research/public service)	728,977	531,271	130,903	18.4	39,715	28,040	59,691	3,457	16,058	30,745
Other professional	668,258	474,884	156,512	24.0	69,119	37,313	46,087	3,993	16,802	20,060
Nonprofessional staff	762,185	488,806	250,637	33.7	134,266	79,035	31,147	6,189	17,721	5,021
Part-time	1,341,717	895,655	238,525	19.2	101,827	65,181	64,392	7,125	98,095	109,442
Professional staff	1,162,632	782,284	186,258	17.3	77,104	47,140	56,279	5,735	87,754	106,336
Executive/administrative/managerial	8,297	6,977	1,007	12.5	431	261	257	58	241	72
Faculty (instruction/research/public service)	710,167	527,121	115,385	17.7	55,380	29,771	26,617	3,617	58,072	9,589
Graduate assistants	342,393	174,127	51,433	16.1	13,511	12,436	23,891	1,595	23,357	93,476
Other professional	101,775	74,059	18,433	19.3	7,782	4,672	5,514	465	6,084	3,199
Nonprofessional staff	179,085	113,371	52,267	31.0	24,723	18,041	8,113	1,390	10,341	3,106
Public 4-year	1,803,724	1,220,598	404,805	23.2	167,981	107,240	118,122	11,462	60,144	118,177
Professional staff	1,336,958	920,637	253,353	19.7	87,194	59,986	98,757	7,416	48,733	114,235
Executive/administrative/managerial	84,355	66,830	15,836	19.1	8,323	3,999	2,956	558	1,273	416
Faculty (instruction/research/public service)	539,901	401,717	95,938	18.4	28,449	21,464	43,203	2,822	19,532	22,714
Graduate assistants	275,872	143,101	41,450	15.9	10,767	10,313	18,939	1,431	15,960	75,361
Other professional	436,830	306,989	100,129	23.6	39,655	24,210	33,659	2,605	11,968	15,744
Nonprofessional staff	466,766	299,961	151,452	33.3	80,787	47,254	19,365	4,046	11,411	3,942
Private 4-year	1,229,784	864,333	260,255	22.3	125,674	63,405	66,347	4,829	61,810	43,386
Professional staff	934,298	675,565	166,235	18.8	73,207	35,821	53,899	3,308	51,636	40,862
Executive/administrative/managerial	111,616	89,181	19,317	17.7	9,713	5,341	3,894	369	2,604	514
Faculty (instruction/research/public service)	498,582	368,984	81,260	17.5	33,921	16,166	29,531	1,642	33,343	14,995

public service)										
Graduate assistants	66,521	31,026	9,983	16.9	2,744	2,123	4,952	164	7,397	18,115
Other professional	257,579	186,374	55,675	22.3	26,829	12,191	15,522	1,133	8,292	7,238
Nonprofessional staff	295,486	188,768	94,020	33.0	52,467	27,584	12,448	1,521	10,174	2,524
Public 2-year	638,352	468,120	137,941	22.6	65,354	44,939	22,487	5,161	27,686	4,605
Professional staff	467,760	359,356	83,815	18.8	41,033	24,088	15,367	3,327	21,642	2,947
Executive/administrative/managerial	27,827	21,790	5,506	20.1	2,963	1,526	731	286	450	81
Faculty (instruction/research/public service)	373,778	289,642	62,389	17.6	29,235	18,170	12,570	2,414	19,137	2,610
Graduate assistants	0	0	0	†	0	0	0	0	0	0
Other professional	66,155	47,924	15,920	24.8	8,835	4,392	2,066	627	2,055	256
Nonprofessional staff	170,592	108,764	54,126	32.9	24,321	20,851	7,120	1,834	6,044	1,658
Private 2-year	51,559	33,047	14,953	31.1	7,315	5,210	1,886	542	3,513	46
Professional staff	43,133	28,363	11,647	29.1	5,901	3,823	1,559	364	3,080	43
Executive/administrative/managerial	6,781	4,658	1,725	27.0	829	620	201	75	391	7
Faculty (instruction/research/public service)	26,883	18,049	6,701	27.1	3,490	2,011	1,004	196	2,118	15
Graduate assistants	0	0	0	†	0	0	0	0	0	0
Other professional	9,469	5,656	3,221	36.2	1,582	1,192	354	93	571	21
Nonprofessional staff	8,426	4,684	3,306	41.4	1,414	1,387	327	178	433	3

†Not applicable.

¹ The combined number of Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaska Native staff.

² Combined Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaska Native staff as a percentage of total staff, excluding race/ethnicity unknown.

³ 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, 2009 Integrated Postsecondary Education Data System (IPEDS), Winter 2009-10. (This table was prepared August 2010.)

Calculations for Table 256 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	224,843	104,091	120,752	86,818	95,641	8,434	13,394	4,688	6,798	4,151	4,919	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	1,324,680	697,772	626,908	574,653	503,739	39,720	55,375	29,731	28,080	53,668	39,714	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	723,888	281,937	441,951	219,015	329,928	25,138	51,763	15,448	26,537	22,336	33,723	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	-	-	-	-	-	-	-	-		
Clearical 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	46.3	53.7	38.6	42.5	3.8	6.0	2.1	3.0	1.8	2.2	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	100.0	52.7	47.3	43.4	38.0	3.0	4.2	2.2	2.1	4.1	3.0	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	100.2	39.0	61.2	30.3	45.6	3.5	7.2	2.1	3.7	3.1	4.7	Digest of Educational Statistics 2010 table 256 (Table prepared Aug 2010) Fall 2009 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	-	-	-	-	-	-	-	-		
Clearical and Secretarial		43.00	0.0	0.0	0.0	-	-	-	-	-	-	-	-		
Service/Maintenance		37.00	0.0	0.0	0.0	-	-	-	-	-	-	-	-		

Utilization Analysis (Section 46a-68-40)

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos) 0										A	
CATEGORY: Exec/Adm/Mgr			PROJECTED HIRES (12 mos) 1										B	
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos) 0										C	
DATA RESOURCE			DATA CURRENT TO 12/31/2011										D	
			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	48.7	51.3	41.2	40.9	3.5	5.5	2.1	2.8	1.9	2.1	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.		13.1	6.4	6.7	5.4	5.3	0.5	0.7	0.3	0.4	0.2	0.3	D
E	NET UTILIZATION (+/-)			(2.4)	2.3	(1.4)	0.7	(0.5)	2.3	(0.3)	(0.4)	(0.2)	(0.3)	E
F	PREVIOUS UTILIZATION			(2.5)	2.5	(1.5)	0.7	(0.5)	2.3	(0.3)	(0.3)	(0.2)	(0.2)	F
G	HIRING GOALS	Previous Short	0	0	0	0	0	0	0	0	0	0	0	G
H		Goals Long	4	4	0	2	0	1	0	1	0	0	0	H
I		Current Short	0	0	0	0	0	0	0	0	0	0	0	I
J		Hires Long	0	0	0	0	0	0	0	0	0	0	0	J
K		% Goals Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current Short	1	1	0	1	0	0	0	0	0	0	0	M
N		Goals Long	2	1	1	0	0	1	0	0	1	0	0	N
O	PROMOTION GOALS 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	0	0	0	0	0	0	0	0	0	0	0	Q
R		Promo UM	0	0	0	0	0	0	0	0	0	0	0	R
S		% Goals Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Total	0	0	0	0	0	0	0	0	0	0	0	U
V		Goals UM	0	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos)										0		
CATEGORY: Faculty/Professor			PROJECTED HIRES (12 mos)										0		
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)										2		
DATA RESOURCE			DATA CURRENT TO 12/31/2011												
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %		99.9	37.8	62.1	31.0	55.2	3.4	6.9	0.0	0.0	3.4	0.0	A	
B	WORKFORCE PARITY %		100.0	52.4	47.6	52.4	47.6	0.0	0.0	0.0	0.0	0.0	0.0	B	
C	WORKFORCE NUMBERS		29.0	11.0	18.0	9.0	16.0	1.0	2.0	0.0	0.0	1.0	0.0	C	
D	WORKFORCE PARITY NOS.		29.0	15.2	13.8	15.2	13.8	0.0	0.0	0.0	0.0	0.0	0.0	D	
E	NET UTILIZATION (+/-)			(4.2)	4.2	(6.2)	2.2	1.0	2.0	0.0	0.0	1.0	0.0	E	
F	PREVIOUS UTILIZATION			(2.0)	2.0	(4.0)	1.9	1.0	0.1	0.0	0.0	1.0	0.0	F	
G	HIRING GOALS	Previous Short	0	0	0	0	0	0	0	0	0	0	0	G	
H		Goals Long	0	0	0	0	0	0	0	0	0	0	0	H	
I		Current Short	0	0	0	0	0	0	0	0	0	0	0	I	
J		Hires Long	0	0	0	0	0	0	0	0	0	0	0	J	
K		% Goals Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved Long	0%	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	0	M
N		Goals Long	0	0	0	0	0	0	0	0	0	0	0	0	N
O	PROMOTION GOALS Including Upward Mobility	Previous Total	4	4	0	4	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	7	3	4	3	3	0	1	0	0	0	0	Q	
R		Promo UM	0	0	0	0	0	0	0	0	0	0	0	R	
S		% Goals Total	75%	75%	0%	75%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Total	6	6	0	6	0	0	0	0	0	0	0	0	U
V		Goals UM	0	0	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: National			PROJECTED TURNOVER (12 mos)										0		
CATEGORY: Faculty/ Below Professor			PROJECTED HIRES (12 mos)										0		
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)										0		
DATA RESOURCE			DATA CURRENT TO 12/31/2011												
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %		99.9	55.8	44.1	50.0	41.2	2.9	0.0	0.0	0.0	2.9	2.9	A	
B	WORKFORCE PARITY %		99.9	50.8	49.1	37.4	34.7	5.6	5.5	3.1	4.3	4.7	4.6	B	
C	WORKFORCE NUMBERS		34.0	19.0	15.0	17.0	14.0	1.0	0.0	0.0	0.0	1.0	1.0	C	
D	WORKFORCE PARITY NOS.		34.1	17.3	16.8	12.7	11.8	1.9	1.9	1.1	1.5	1.6	1.6	D	
E	NET UTILIZATION (+/-)			1.7	(1.8)	4.3	2.2	(0.9)	(1.9)	(1.1)	(1.5)	(0.6)	(0.6)	E	
F	PREVIOUS UTILIZATION			1.3	(1.1)	4.5	3.3	(1.2)	(1.6)	(1.2)	(2.0)	(0.8)	(0.8)	F	
G	HIRING GOALS	Previous Short	0	0	0	0	0	0	0	0	0	0	0	G	
H		Goals Long	8	3	5	0	0	1	2	1	2	1	1	H	
I		Current Short	0	0	0	0	0	0	0	0	0	0	0	I	
J		Hires Long	0	0	0	0	0	0	0	0	0	0	0	J	
K		% Goals Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved Long	0%	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	0	M
N		Goals Long	8	3	5	0	0	1	2	1	2	1	1	N	
O	PROMOTION GOALS 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%	0%	S
T		Achieved UM	0%	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	0	U
V		Goals UM	0	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 12/31/2011													
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF			
A	WORKFORCE %		100.0	45.0	55.0	37.5	45.0	5.0	2.5	2.5	2.5	0.0	5.0	A		
B	WORKFORCE PARITY %		100.1	39.0	61.1	30.7	46.0	3.4	7.0	2.0	3.7	2.9	4.4	B		
C	WORKFORCE NUMBERS		40.0	18.0	22.0	15.0	18.0	2.0	1.0	1.0	1.0	0.0	2.0	C		
D	WORKFORCE PARITY NOS.		40.2	15.7	24.5	12.3	18.4	1.4	2.8	0.8	1.5	1.2	1.8	D		
E	NET UTILIZATION (+/-)			2.3	(2.5)	2.7	(0.4)	0.6	(1.8)	0.2	(0.5)	(1.2)	0.2	E		
F	PREVIOUS UTILIZATION			1.0	(1.0)	1.3	1.0	0.6	(1.9)	0.2	(0.4)	(1.1)	0.3	F		
G	HIRING GOALS	Previous Short	1	0	1	0	0	0	1	0	0	0	0	G		
H		Goals Long	2	1	1	0	0	0	1	0	0	1	0	H		
I		Current Short	0	0	0	0	0	0	0	0	0	0	0	I		
J		Hires Long	2	1	1	1	1	0	0	0	0	0	0	J		
K		% Goals Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	K	
L		Achieved Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L	
M		Current Short	1	0	1	0	0	0	1	0	0	0	0	0	M	
N		Goals Long	3	1	2	0	0	0	1	0	1	1	0	0	N	
O	PROMOTION GOALS 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	0	P	
Q		Current Total	0	0	0	0	0	0	0	0	0	0	0	0	Q	
R		Promo UM	0	0	0	0	0	0	0	0	0	0	0	0	R	
S		% Goals Total	0%	0%	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%	0%	0%	T
U		Current Total	0	0	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	0	0	V

RECRUITING AREA: State			PROJECTED TURNOVER (12 mos) 0										A		
CATEGORY: Technical and Paraprofessional			PROJECTED HIRES (12 mos) 0										B		
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos) 0										C		
DATA RESOURCE			DATA CURRENT TO 12/31/2011										D		
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %		100.0	0.0	100.0	0.0	71.4	0.0	0.0	0.0	14.3	0.0	14.3	A	
B	WORKFORCE PARITY %		100.2	31.8	68.4	26.5	58.4	1.3	2.2	0.5	3.4	3.5	4.4	B	
C	WORKFORCE NUMBERS		7.0	0.0	7.0	0.0	5.0	0.0	0.0	0.0	1.0	0.0	1.0	C	
D	WORKFORCE PARITY NOS.		7.0	2.2	4.8	1.9	4.1	0.1	0.2	0.0	0.2	0.2	0.3	D	
E	NET UTILIZATION (+/-)			(2.2)	2.2	(1.9)	0.9	(0.1)	(0.2)	0.0	0.8	(0.2)	0.7	E	
F	PREVIOUS UTILIZATION			(2.3)	2.3	(2.0)	0.2	(0.1)	(0.3)	0.0	1.7	(0.2)	0.7	F	
G	HIRING GOALS	Previous	Short	0	0	0	0	0	0	0	0	0	0	G	
H		Goals	Long	3	2	1	2	0	0	1	0	0	0	H	
I		Current	Short	0	0	0	0	0	0	0	0	0	0	I	
J		Hires	Long	0	0	0	0	0	0	0	0	0	0	J	
K		% Goals	Short	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	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	3	2	1	2	0	0	1	0	0	0	0	N
O	PROMOTION GOALS Including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	0	P	
Q		Current	Total	0	0	0	0	0	0	0	0	0	0	Q	
R		Promo	UM	0	0	0	0	0	0	0	0	0	0	R	
S		% Goals	Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved	UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U	Goals	Total	0	0	0	0	0	0	0	0	0	0	0	U	
V		UM	0	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)										0	
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)										0	
DATA RESOURCE			DATA CURRENT TO 12/31/2011											
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	WORKFORCE %		100.0	0.0	100.0	0.0	66.7	0.0	33.3	0.0	0.0	0.0	0.0	A
B	WORKFORCE PARITY %		100.2	15.8	84.4	10.1	65.9	2.0	7.8	1.2	5.5	2.5	5.2	B
C	WORKFORCE NUMBERS		18.0	0.0	18.0	0.0	12.0	0.0	6.0	0.0	0.0	0.0	0.0	C
D	WORKFORCE PARITY NOS.		18.1	2.9	15.2	1.8	11.9	0.4	1.4	0.2	1.0	0.5	0.9	D
E	NET UTILIZATION (+/-)			(2.9)	2.8	(1.8)	0.1	(0.4)	4.6	(0.2)	(1.0)	(0.5)	(0.9)	E
F	PREVIOUS UTILIZATION			(3.1)	3.0	(1.8)	(0.3)	(0.4)	4.9	(0.3)	(0.7)	(0.6)	(0.9)	F
G	HIRING GOALS	Previous Short	1	1	0	1	0	0	0	0	0	0	0	G
H		Goals Long	5	3	2	1	0	1	0	0	1	1	1	H
I		Current Short	0	0	0	0	0	0	0	0	0	0	0	I
J		Hires Long	2	0	2	0	2	0	0	0	0	0	0	J
K		% Goals Short	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	K
L		Achieved Long	33%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current Short	0	0	0	0	0	0	0	0	0	0	0	M
N		Goals Long	6	4	2	2	0	1	0	0	1	1	1	N
O	PROMOTION GOALS 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	0	0	0	0	0	0	0	0	0	0	0	Q
R		Promo UM	0	0	0	0	0	0	0	0	0	0	0	R
S		% Goals Total	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	S
T		Achieved UM	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	T
U		Current Total	0	0	0	0	0	0	0	0	0	0	0	U
V		Goals UM	0	0	0	0	0	0	0	0	0	0	0	V

RECRUITING AREA: State			PROJECTED TURNOVER (12 mos)										0		
CATEGORY: Service/Maintenance			PROJECTED HIRES (12 mos)										2		
FACILITY IN AREA			PROJECTED PROMOTIONS (12 mos)										0		
DATA RESOURCE			DATA CURRENT TO 12/31/2011												
			TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF		
A	WORKFORCE %		99.9	78.5	21.4	57.1	21.4	14.3	0.0	7.1	0.0	0.0	0.0	A	
B	WORKFORCE PARITY %		99.8	66.3	33.5	42.3	18.9	9.6	2.9	9.2	8.1	5.2	3.6	B	
C	WORKFORCE NUMBERS		14.0	11.0	3.0	8.0	3.0	2.0	0.0	1.0	0.0	0.0	0.0	C	
D	WORKFORCE PARITY NOS.		13.8	9.2	4.6	5.9	2.6	1.3	0.4	1.3	1.1	0.7	0.5	D	
E	NET UTILIZATION (+/-)			1.8	(1.6)	2.1	0.4	0.7	(0.4)	(0.3)	(1.1)	(0.7)	(0.5)	E	
F	PREVIOUS UTILIZATION			1.8	(1.9)	2.7	(0.5)	0.6	0.3	(0.4)	(1.2)	(1.1)	(0.5)	F	
G	HIRING GOALS	Previous	Short	2	1	1	0	0	0	0	1	1	0	G	
H		Goals	Long	2	0	2	0	1	0	0	0	0	1	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%	0%	K
L		Achieved	Long	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	L
M		Current	Short	2	1	1	0	0	0	0	0	1	1	0	M
N		Goals	Long	2	0	2	0	0	0	1	0	0	0	1	N
O	PROMOTION GOALS Including Upward Mobility	Previous	Total	0	0	0	0	0	0	0	0	0	0	O	
P		Goals	UM	0	0	0	0	0	0	0	0	0	0	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%	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

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

Hiring/Promotion Goals and Timetables

Section 46a-68-41

There were a limited number of hires that occurred at the College in 2011 due to the severe budget constraints in the state during the year. It is anticipated that ongoing budget concerns will continue to limit the College's ability to hire permanent positions over the next several years and thus the majority of affirmative action hiring goals have been set in each of the occupational categories for the 2012-2013 plan years as 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 2012 will be presented for each occupational category.

- A. Executive/Administrative/Managerial: At the end of 2011, this category, by formula, should have approximately one (1) more White male, one (1) additional Black male and "collectively" one (1) additional Hispanic female. There is one permanent position vacancies within the Executive/Administrative/Managerial occupational category expected to be filled during the 2012-2013 plan years and so 1 short term hiring goal has been established. All other hiring goals have been established as long term hiring goals. Since White males have the largest negative net utilization of -1.4 a short term goal of one (1) White male has been established. The long term goals in this occupational class have been established as one (1) Black male and one (1) Hispanic female. The White male goal have been established to address an underutilization of 1.4 white males in the workforce. The Black male goal has been established to address an underutilization of 0.5 black males in the workforce. A collective Hispanic female 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 four (4) White males. Promotions are limited by contractual requirements but during 2011 seven (7) promotions from Associate professor to Professor occurred and three (3) of the seven (7) satisfied promotion goals (three (3) White males) The other four (4) individuals that were promoted included three (3) White females and one (1) Black female. A review of the utilization analysis at the end of 2011 given the pool of Associate Professors in relation to the current group of Professors shows a void of six (6) White males in the Faculty - professor occupational category. Anticipating two promotions for 2012-2013, promotional goals of six (6) White males are established in this category for 2012-2013 to address the current underutilization. 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. The long term hiring goals established in this occupational category have been established to address an underutilization of Black males of 0.9, an underutilization of Black females of 1.9, an underutilization of Hispanic males of 1.1, an underutilization of Hispanic females of 1.5, an underutilization of Other males of 0.6 and an underutilization of Other females of 0.6.

- D. Professional/Non-Faculty: The utilization analysis for this category reveals that there is an underutilization of approximately two (2) Black females, one (1) Hispanic female and one (1) Other male. Given the budget constraints it is anticipated that only one position will be filled during the 2012-2013 plan years and thus only one hiring goal has been established as a short-term goal. The short term affirmative action goal for this occupational category for 2012-2013 is one (1) Black female since this is the ethnic/gender category with the largest underutilization. The remaining goals in this occupational category have been established as long term goals and they are one (1) Black female, one (1) Hispanic 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 underutilization in White males along with a “collective” underutilization in

Black females. Since no appointments are anticipated in this occupational category during 2012-2013 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 underutilization of 1.9 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 2011 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 underutilization within this occupational category. The College anticipates making no appointments in this category for the 2012-2013 plan years all goals have been established as long term goals. The long term goals for this occupational category during the 2012-2013 plan years have been established as two (2) 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 underutilization of 1.8. The Hispanic female goal is set to address a net underutilization of 1.0. The Other male goal is set to address the net underutilization of 0.5 and the Other female goal is set to address the net underutilization of 0.9. The Black male goal is a "collective" goal to address net underutilizations in the Black male and Hispanic male ethnic/gender 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 2012-2013 plan years to fill critical vacancies that exist within the occupational category. The utilization analysis for this occupational category shows an underutilization of one (1) Black female, one (1) Hispanic female, one (1) Other male, and one (1) Other female. Short term goals have been established consisting of one (1) Hispanic female, and one (1) Other male. Long-term goals have been established to include one (1) Black female and one (1) Other female. The Hispanic female goal has been established to address a net underutilization of 1.1. The Other male goal has been established to address a net underutilization of 0.7. The Other female goal has been established to address a net underutilization of 0.5. The Black female goal has been established to address a "collective" underutilization in the Black female ethnic/gender group of 0.4 and in the Hispanic male ethnic/gender group of 0.3. No promotion goals have been established for this occupational category as no promotions are anticipated.

AFFIRMATIVE ACTION HIRING GOALS FOR 2012

Three Rivers Community College's Affirmative Action hiring goals for calendar year 2012, by occupational category are:

Executive/Administrative/Managerial

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

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

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

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

Executive/Administrative/Managerial													Form 42A2		
All in Category															
APPLICANT FLOW ANALYSIS															
	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-Agency														A
B	Outside Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	B
C	Reemployment List														C
D	Employment List														D
E	Transfer List														E
F	Other Applicants														F
G	TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	G
H	TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	H
I	TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL TESTED														J
K	TOTAL PASSING EXAM														K
L	Earned Rating 1-5														L
M	Earned Rating 6-10														M
N	Earned Rating 11-15														N
O	TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position														R
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Faculty													Form 42A2		
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	G
H	TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	H
I	TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL TESTED	0	0	0											J
K	TOTAL PASSING EXAM	0	0	0											K
L	Earned Rating 1-5	0	0	0											L
M	Earned Rating 6-10	0	0	0											M
N	Earned Rating 11-15	0	0	0											N
O	TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0											R
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Faculty														Form 42A2	
Below Professor															
APPLICANT FLOW ANALYSIS															
	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-agency	0	0	0											A
B	Outside Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	B
C	Reemployment List	0	0	0											C
D	Employment List	0	0	0											D
E	Transfer List	0	0	0											E
F	Other Applicants	0	0	0											F
G	TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	G
H	TOTAL REJECTED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	H
I	TOTAL QUALIFIED APPS	0	0	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL TESTED	0	0	0											J
K	TOTAL PASSING EXAM	0	0	0											K
L	Earned Rating 1-5	0	0	0											L
M	Earned Rating 6-10	0	0	0											M
N	Earned Rating 11-15	0	0	0											N
O	TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0											R
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Professional/Non-faculty														Form 42A2		
All in Category																
APPLICANT FLOW ANALYSIS																
	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U		
A	Intra-agency	0	0	0											A	
B	Outside Agency	133	15	115	8	75	0	8	1	9	1	10	5	13	3	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	133	15	115	8	75	0	8	1	9	1	10	5	13	3	G
H	TOTAL REJECTED APPS	108	11	94	5	64	0	6	1	6	0	7	5	11	3	H
I	TOTAL QUALIFIED APPS	25	4	21	3	11	0	2	0	3	1	3	0	2	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	25	4	21	3	11	0	2	0	3	1	3	0	2	0	O
P	Not Offered Position	24	3	21	2	11	0	2	0	3	1	3	0	2	0	P
Q	Offered Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	S

Technical & Paraprofessional														Form 42A2
All in Category														
APPLICANT FLOW ANALYSIS														
	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U
Intra-agency	0	0	0											A
Outside Agency	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

Secretarial & Clerical														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	0	0	0	0	0	0	0	0	0	0	A
B Outside Agency	21	0	21	0	16	0	1	0	0	0	1	0	3	B
C Reemployment List	1	0	1	0	1	0	0	0	0	0	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	22	0	22	0	17	0	1	0	0	0	1	0	3	G
H TOTAL REJECTED APPS	14	0	14	0	10	0	0	0	0	0	1	0	3	H
I TOTAL QUALIFIED APPS	8	0	8	0	7	0	1	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	8	0	8	0	7	0	1	0	0	0	0	0	0	O
P Not Offered Position	6	0	6	0	5	0	1	0	0	0	0	0	0	P
Q Offered Position	2	0	2	0	2	0	0	0	0	0	0	0	0	Q
R Refused Position	0	0	0											R
S TOTAL ACCESSIONS	2	0	2	0	2	0	0	0	0	0	0	0	0	S

Service/Maintenance		Form 42A2											Form 42A2			
All in Category															0	
APPLICANT FLOW ANALYSIS		TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	UM	UF	U	
A	Intra-Agency	0	0	0												A
B	Outside Agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	O
P	Not Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Q	Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
R	Refused Position	0	0	0												R
S	TOTAL ACCESSIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

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

College: Three Rivers Community College

Position: **Assistant Registrar**

A.A. Occupational Category: Professional - Non-Faculty

Current Hiring Goals: Short-term: Long-term:
1 BF 1 BF 1 OM

Applications: Total #: 133

White Male	Black Male	Hispanic Male	Other Male	Unknown Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown
8	0	1	1	5	75	8	9	10	13	3

Candidates Interviewed: Total#: 25

White Male	Black Male	Hispanic Male	Other Male	White Female	Black Female	Hispanic Female	Other Female	Unknown Female	Unknown Male	Unknown
3	0	0	1	11	2	3	3	2	0	0

Candidate Recommended: **Name:** Race: **W** 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:

The WM hired had a Bachelors degree in Computer Science and demonstrated extensive experience in student information systems including BANNER (Over 2 yrs as Information Specialist, 6 months as a Data Analyst and over 2yrs in a Customer Suport Position). This experience provides the competencies required to extract information, analyze, organize and compile data and produce reports in carrying out essential duties. The OM had no Higher Education experience and less direct knowledge of Information systems than the WM. 1 BF, 2 UM, & 2UF did not have Associates degrees; 5 BF, 3 UM and 9 UF had less than 2 years experience with information management systems; 1 BF & 1UF had no experieince in Higher Education. 1 BF & 1 UF had less direct experieince with information management systems (i.e more clerical and less programming experience). The positon was advertised on Higher Ed.com and the Colleges website. The Colleges mailing list along with the Presidents community contacts were also utilized in advertising the position. In an effort to keep the pool as diverse as possible the search committee conducted phone interviews prior to conducting on-campus interviews. Additionally the search process requires that the EEO officer reviews all applicants relative to the candidates selected by committee for interview and presents analysis as President approves interview pool to insure absense of systematic bias prior to scheduling of interviews. Search committee is instructed prior to beginning search about developing competency criteria and establishing specific questions related to criteria for interviewing. Questions are reviewed and approved by EEO prior to interviews.

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: 4/3/2012 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: **Office Assistant - Continuing Education**

A.A. Occupational Category: Clerical and Secretarial

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

Applications: Total #:21

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	16	1	0	1	3	0

Candidates Interviewed: Total#: 8

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	7	1	0	0	0	0	0

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

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:

Based on collective bargaining requirements for filling vacancies in this area candidates were required to meet one of the following criteria: be on the CT Office Assistant Re-employment/Layoff list; be on a current CT Office Assistant candidate list (taken and passed exam); be currently employed by CT as an Office Assistant; or currently employed by CT and have previous status as an Office Assistant. 1 OF did not meet qualifying requirements; Position was advertised in area newspapers and on College website. The Colleges mailing list along with the Presidents community contacts were also utilized in advertising the position. Review of applications was delayed in an effort to allow additional applications. The search process requires that the EEO officer reviews all applicants relative to the candidates selected by committee for interview and presents analysis as President approves interview pool to insure absence of systematic bias prior to scheduling of interviews. Search committee is instructed prior to beginning search about developing competency criteria and establishing specific questions related to criteria for interviewing. Questions are reviewed and approved by EEO prior to interviews.

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: 4/3/2012 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: **Administrative Assitant - Dean of Administration**

A.A. Occupational Category: Clerical and Secretarial

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

Applications: Total #:1

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

Candidates Interviewed: Total#: 1

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

Mandatory Hire from SEBAC re-employment/layoff list

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: 4/3/2012

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	13	4	9	4	6	0	3	0	0	0	0	B
C NET CHANGE +/-	0	0	0	0	0	0	0	0	0	0	0	C
D Hires	0	0	0	0	0	0	0	0	0	0	0	D
E Promotions from other category	0	0	0	0	0	0	0	0	0	0	0	E
F Provsional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	J
K Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N Retire (Voluntary)	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
Q TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	Q

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	29	11	18	9	16	1	2	0	0	1	0	A
B Workforce Number/Prior	22	9	13	7	12	1	1	0	0	1	0	B
C NET CHANGE +/-	7	2	5	2	4	0	1	0	0	0	0	C
D Reclassification	0	0	0	0	0	0	0	0	0	0	0	D
E Promotions	8	3	5	3	4	0	1	0	0	0	0	E
F Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J TOTAL INCREASES	8	3	5	3	4	0	1	0	0	0	0	J
K Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N Retire (Voluntary)	1	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
Q TOTAL REDUCTIONS	1	1	0	1	0	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Faculty												Form 42A1
POSITION CLASSIFICATION: Below professor												0
EMPLOYMENT PROCESS												
ANALYSIS	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A Workforce Number/Current	34	19	15	17	14	1	0	0	0	1	1	A
B Workforce Number/Prior	42	22	20	20	18	1	1	0	0	1	1	B
C NET CHANGE +/-	-8	-3	-5	-3	-4	0	-1	0	0	0	0	C
D Hires	0	0	0	0	0	0	0	0	0	0	0	D
E Promotions	0	0	0	0	0	0	0	0	0	0	0	E
F Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	J
K Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L Promotion to Other Category	8	3	5	3	4	0	1	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
Q TOTAL REDUCTIONS	8	3	5	3	4	0	1	0	0	0	0	Q

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	40	18	22	15	18	2	1	1	1	0	2	A
B Workforce Number/Prior	41	17	24	14	20	2	1	1	1	0	2	B
C NET CHANGE +/-	-1	1	-2	1	-2	0	0	0	0	0	0	C
D Hires	1	1	0	1	0	0	0	0	0	0	0	D
E Reclassification	1	0	1	0	1	0	0	0	0	0	0	E
F Promotion from other categorie	0	0	0	0	0	0	0	0	0	0	0	F
G Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J TOTAL INCREASES	2	1	1	1	1	0	0	0	0	0	0	J
K Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N Retire (Voluntary)	2	0	2	0	2	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
Q TOTAL REDUCTIONS	3	0	3	0	3	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Technical & Paraprofessional											Form 42A1		
POSITION CLASSIFICATION: All in Category											0		
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	7	0	7	0	5	0	0	0	1	0	1	A
B	Workforce Number/Prior	8	0	8	0	5	0	0	0	2	0	1	B
C	NET CHANGE +/-	-1	0	-1	0	0	0	0	0	-1	0	0	C
F	Hires	0	0	0	0	0	0	0	0	0	0	0	D
G	Reclassification	0	0	0	0	0	0	0	0	0	0	0	E
F	Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G	Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H	Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I	Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	J
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers	0	0	0	0	0	0	0	0	0	0	0	L
M	Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N	Retire (Voluntary)	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	0	0	0	0	1	0	0	P
Q	TOTAL REDUCTIONS	1	0	1	0	0	0	0	0	1	0	0	Q

OCCUPATIONAL CATEGORY: Secretarial & Clerical											Form 42A1		
POSITION CLASSIFICATION: All in Category											0		
EMPLOYMENT PROCESS													
ANALYSIS		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	Workforce Number/Current	18	0	18	0	12	0	6	0	0	0	0	A
B	Workforce Number/Prior	17	0	17	0	11	0	6	0	0	0	0	B
C	NET CHANGE +/-	1	0	1	0	1	0	0	0	0	0	0	C
D	Hires	2	0	2	0	2	0	0	0	0	0	0	D
E	Promotions (within category)	0	0	0	0	0	0	0	0	0	0	0	E
F	Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G	Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H	Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I	Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J	TOTAL INCREASES	2	0	2	0	2	0	0	0	0	0	0	J
K	Dismissals	0	0	0	0	0	0	0	0	0	0	0	K
L	Transfers-Reclassification	0	0	0	0	0	0	0	0	0	0	0	L
M	Layoffs	0	0	0	0	0	0	0	0	0	0	0	M
N	Retire (Voluntary)	0	0	0	0	1	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
Q	TOTAL REDUCTIONS	1	0	1	0	1	0	0	0	0	0	0	Q

OCCUPATIONAL CATEGORY: Service/Maintenance

Form 42A1

POSITION CLASSIFICATION: All in Category

0

EMPLOYMENT PROCESS

ANALYSIS	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A Workforce Number/Current	14	11	3	8	3	2	0	1	0	0	0	A
B Workforce Number/Prior	17	13	4	10	3	2	1	1	0	0	0	B
C NET CHANGE +/-	-3	-2	-1	-2	0	0	-1	0	0	0	0	C
D Hires	0	0	0	0	0	0	0	0	0	0	0	D
E Promotions	0	0	0	0	0	0	0	0	0	0	0	E
F Provisional Appts	0	0	0	0	0	0	0	0	0	0	0	F
G Temporary Appts	0	0	0	0	0	0	0	0	0	0	0	G
H Emergency Appts	0	0	0	0	0	0	0	0	0	0	0	H
I Intermittent Appts	0	0	0	0	0	0	0	0	0	0	0	I
J TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	J
K Dismissals	1	0	1	0	0	0	1	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	2	2	0	2	0	0	0	0	0	0	0	P
Q TOTAL REDUCTIONS	3	2	1	2	0	0	1	0	0	0	0	Q

During 2011, full-time employees were evaluated as follows:

Exec/Admin/Managerial	0
Faculty	8
Professional Non-Faculty	6
Technical/Paraprofessional	2
Secretarial/Clerical	16
Service/Maintenance	13

In the Executive/Administrative/Managerial occupational category 0 members were evaluated in 2011. 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

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	0	0	0	0	0	0	0	0
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty

Form 42A3

Instructor

0

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

OCCUPATIONAL CATEGORY: Faculty

Form 42A3

Assistant Professor

0

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

OCCUPATIONAL CATEGORY: Faculty

Form 42A3

Associate Professor

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
Good	4	2	2	2	2						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Faculty

Form 42A3

Professor

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: Professional-Nonfaculty

Form 42A3

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL		WM	WF	BM	BF	HM	HF	OM	OF
		MALE	FEM								
SERVICE RATING											
Excellent	2	1	1	1	1						
Good	4	1	3	1	3						
Fair	0	0	0								
Poor	0	0	0								
REPRIMANDS	0	0	0								
SUSPENSIONS	0	0	0								
DEMOTIONS											
Within Occ Category	0	0	0								
Lower Occ Category	0	0	0								
TRANSFERS											
Intra-agency	0	0	0								
Outside Agency	0	0	0								

OCCUPATIONAL CATEGORY: Technical & Paraprofessional

Form 42A3

All in Category

0

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	0	0	0								
Good	2	0	2	0	2	0	0	0	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 MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	10	0	10	0	6	0	4	0	0	0	0
Good	6	0	6	0	4	0	2	0	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 MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	6	4	2	3	2	0	0	1	0	0	0
Good	7	7	0	5	0	2	0	0	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
All in Category

Form 42A4
0

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Education	Su/Fa/Sp	7	2	5	2	3	0	2	0	0	0	0
Conferences	Su/Fa/Sp	9	2	7	2	4	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
Instructor

Form 42A4
0

TYPE OF TRAINING	DATE	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
Continuing Education	Su/Fa/Sp	3	2	1	2	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
Assistant Professor

Form 42A4
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
Associate Professor

Form 42A4
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
Professor

Form 42A4
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
All in Category

Form 42A4
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	30-Jun-11	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 President's 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 Equal Employment Opportunity 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. One such point is after the search committee has reviewed the applications and selected the candidates for interview. The search process does not proceed until the EEO officer has reviewed all applicants relative to the candidates selected for interview and presented his analysis to the President. The president reviews all information presented by the EEO officer to insure that the interview pool has an appropriate level of diversity and that no systematic selection bias is evident. Not until the President has approved the interview pool does the appointed search committee move forward with the search process and schedule interviews for the selected candidates.

3. Supervisors continue to be educated relative to Equal Employment Opportunity policies.
4. The Equal Employment Opportunity 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 18% 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 Plan 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 Tests do not apply since there were no hires or reductions in 2011.

Faculty: Professor: For the Faculty Professor occupational category, Adverse Impact Test No. 1 through 5 do not apply since there are no hires into this occupational category. There was one (1) reduction in this category in that a WM retired. Since there was only one reduction in this occupational category Adverse Impact Test No. 6 is not significant for any of the race/ethnic/gender classifications.

Faculty: Below Professor: For the Faculty-Below Professor occupational category Adverse Impact Tests No. 1 through 5 do not apply since there were no hires in 2011. Adverse Impact Test No. 6 was significant for the White female and the Black female race/ethnic/gender classifications in this occupation category based on the fact that there were eight (8) reductions in this occupational category during 2011 due to promotions into

the Professor category. All of the reductions in this occupational category were due to promotions into the Faculty Professor category and thus although there was adverse impact identified for the occupational category the individuals were staying in the workforce and this this does not represent an adverse impact on the workforce as a whole. Promotion opportunity is strictly dictate by collective bargaining agreements and thus the College does have the responsibility to conduct professional development and career counseling as a means of assisting individual members to better meet the established promotion criteria and insuring equal opportunity for those that have meet usual time in service requirements for promotion.

Professional/Non-Faculty: For the Professional/Non-Faculty occupational category, Adverse Impact Test No. 1 was significant for White males, Black males, and Hispanic males indicating an applicant pool that was under represented and having limited diversity of qualified applicants in these race/ethnic/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 no adverse impact in that there was only one hire in this occupational during the reporting year. Adverse Impact Test No. 5 was significant for White females, Black females, Hispanic males, Hispanic females, Other males and Other females indicating an imbalance in the hire rate when compared to the application rate for these groups of individuals. This test is a result of the fact that only one hire was made during the year in this occupational category. Adverse impact will be found in all race/ethnic/gender categories for which applications were received since the hire rate in all of these groups will be zero except for the one group that contains the successful applicant. Adverse Impact Test No. 6 was not significant since all reductions occurred within a single

race/ethnic/gender group, White females. 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 White males, Black males, Hispanic males, Hispanic females, Other males and Other females indicating that these race/ethnic/gender classifications are underrepresented and thus have limited diversity of qualified applicants. A review of the search involving these applicants revealed that the positions qualifying criteria as dictated by collective bargaining agreements may have had an impact on the diversity of the applicant pool since it restricted applicants to only those individuals that satisfied one of four qualifying criteria which included: being on the State of CT Office Assistant Re-employment/layoff list; being on the current State of CT Office Assistant candidate list, being currently employed by the State of CT as an Office Assistant, or currently employed by the State of CT and having previous status as an Office Assistant. Adverse Impact Test No. 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 indicating that the hire rate was significantly different than the interview rate for these race/ethnicity/gender classifications. This is typically a problem for situations when only one candidate is hired for a position. Within this occupation category there was an open search conditioned on the above mentioned qualifying conditions in which only one (1) candidate was hired and one other mandatory hire from the SEBAC re-employment/layoff

list both hires were from the White female race/ethnic/gender classification and thus all other race/ethnic/gender classifications with applicants that were interviewed had adverse impact. Adverse Impact Test No. 5 was significant for Black females indicating an imbalance in the hire rate when compared to the application rate for this group of individuals. Again this is a reflection of the small number of hires that took place in the occupational category. Adverse Impact Test No. 6 was not significant for any race/ethnic/gender classifications since there was only one (1) reduction in this occupational category, a White female voluntarily retired.

Service/Maintenance: For the Service/Maintenance occupational category, Adverse Impact Test No. 1 through 5 were not significant since no hiring was conducting this year in this occupational category. Adverse Impact Test No. 6 was significant for the Black female race/ethnic/gender classifications. There were three reductions in this occupational category two (2) White males and one (1) Black female.

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 Equal Employment Opportunity Officer, the Director of Personnel and Labor Relations as well as the President.

Executive/Administrative/Managerial												Form 43E	
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	48.7	51.3	41.2	40.9	3.5	5.5	2.1	2.8	1.9	2.1	
C	0.8 * % Workforce Parity	80.0	39.0	41.0	33.0	32.7	2.8	4.4	1.7	2.2	1.5	1.7	
D	% Qualified Applicant Pool				No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	
E	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK	
F													
G	ADVERSE IMPACT TEST NO. 2	APPLICABLE FOR THIS CATEGORY											
H	No. Passing Examination												
I	Number Taking Test												
J	Passing Rate												
K	0.8 * Largest Line J												
L	Affected Group(s) (*)												
M													
N	ADVERSE IMPACT TEST NO. 3	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Q	Interview Rate				No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	
R	0.8 * Largest Line Q				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK	
	ADVERSE IMPACT TESTS 4 - 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
A	ADVERSE IMPACT TEST NO. 4												
B	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
D	Hiring Rate				None	None	None	None	None	None	None	None	
E	0.8 * Largest Line D				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
F	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK	
H	ADVERSE IMPACT TEST NO. 5	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
K	Hiring Rate				None	None	None	None	None	None	None	None	
L	0.8 * Largest Line K				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
M	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK	
O	ADVERSE IMPACT TEST NO. 6	TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF	
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	0.0	None	0.0	None	None	None	None	
R	Impact Ratio				None	None	None	None	None	None	None	None	
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK	

Faculty											Form 43E	
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) (*)											
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) (*)											
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	1.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	4.5	11.1	0.0	14.3	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

Faculty											Form 43E	
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	50.8	49.1	37.4	34.7	5.6	5.5	3.1	4.3	4.7	4.6
C	0.8 * % Workforce Parity	79.9	40.6	39.3	29.9	27.8	4.5	4.4	2.5	3.4	3.8	3.7
D	% Qualified Applicant Pool				No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps	No Apps
E	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
F												
G	ADVERSE IMPACT TEST NO. 2	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
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
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	8.0	3.0	5.0	3.0	4.0	0.0	1.0	0.0	0.0	0.0	0.0
Q	Reduction Rate				15.0	22.2	0.0	100.0	None	None	0.0	0.0
R	Impact Ratio				1.0	0.7	None	0.2	None	None	None	None
S	Affected Group(s) (*)				OK	Adv Imp	OK	Adv Imp	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 %	100.1	39.0	61.1	30.7	46.0	3.4	7.0	2.0	3.7	2.9	4.4
C	0.8 * % Workforce Parity	80.1	31.2	48.9	24.6	36.8	2.7	5.6	1.6	3.0	2.3	3.5
D	% Qualified Applicant Pool				12.0	44.0	0.0	8.0	0.0	12.0	4.0	12.0
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	OK	Adv Imp	OK	OK	OK
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) (*)											
N	ADVERSE IMPACT TEST NO. 3											
O	Number Interviewed	25.0	4.0	21.0	3.0	11.0	0.0	2.0	0.0	3.0	1.0	3.0
P	Number Eligible	25.0	4.0	21.0	3.0	11.0	0.0	2.0	0.0	3.0	1.0	3.0
Q	Interview Rate			100.0	100.0	100.0	None	100.0	None	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	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	25.0	4.0	21.0	3.0	11.0	0.0	2.0	0.0	3.0	1.0	3.0
D	Hiring Rate				33.3	0.0	None	0.0	None	0.0	0.0	0.0
E	0.8% Largest Line D				26.7	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
H	ADVERSE IMPACT TEST NO. 5											
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	133.0	15.0	115.0	8.0	75.0	0.0	8.0	1.0	9.0	1.0	10.0
K	Hiring Rate				12.5	0.0	None	0.0	0.0	0.0	0.0	0.0
L	0.8% Largest Line K				10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
M	Affected Group(s) (*)				OK	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp	Adv Imp
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	3.0	0.0	3.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	7.3	0.0	12.5	0.0	15.0	0.0	0.0	0.0	0.0	None	0.0
R	Impact Ratio				None	1.0	None	None	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK

Technical/Paraprofessional											Form 43E	
All in Category											0	
ADVERSE IMPACT TESTS 1 - 3		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 1											
B	Workforce Parity %	100.2	31.8	68.4	26.5	58.4	1.3	2.2	0.5	3.4	3.5	4.4
C	0.8 * % Workforce Parity	80.2	25.4	54.7	21.2	46.7	1.0	1.8	0.4	2.7	2.8	3.5
D	% Qualified Applicant Pool				None	None	None	None	None	None	None	None
E	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
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) (*)											
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
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
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Q	Reduction Rate	12.5	None	12.5	None	0.0	None	None	None	50.0	None	0.0
R	Impact Ratio				None	None	None	None	None	1.0	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 %	100.2	15.8	84.4	10.1	65.9	2.0	7.8	1.2	5.5	2.5	5.2
C	0.8 * % Workforce Parity	80.2	12.6	67.5	8.1	52.7	1.6	6.2	1.0	4.4	2.0	4.2
D	% Qualified Applicant Pool				0.0	87.5	0.0	12.5	0.0	0.0	0.0	0.0
E	Affected Group(s) (*)				Adv Imp	OK	Adv Imp	OK	Adv Imp	Adv Imp	Adv Imp	Adv Imp
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) (*)											
N	ADVERSE IMPACT TEST NO. 3	APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	8.0	0.0	8.0	0.0	7.0	0.0	1.0	0.0	0.0	0.0	0.0
P	Number Eligible	8.0	0.0	8.0	0.0	7.0	0.0	1.0	0.0	0.0	0.0	0.0
Q	Interview Rate				None	1.0	None	1.0	None	None	None	None
R	0.8 * Largest Line Q				0.8	0.8	0.8	0.8	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	APPLICABLE FOR THIS CATEGORY										
B	Number Hired	2.0	0.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	8.0	0.0	8.0	0.0	7.0	0.0	1.0	0.0	0.0	0.0	0.0
D	Hiring Rate				None	0.3	None	0.0	None	None	None	None
E	0.8 * Largest Line D				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
F	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	OK	OK	OK
H	ADVERSE IMPACT TEST NO. 5	APPLICABLE FOR THIS CATEGORY										
I	Number Hired	2.0	0.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	8.0	0.0	8.0	0.0	7.0	0.0	1.0	0.0	0.0	0.0	0.0
K	Hiring Rate				None	0.3	None	0.0	None	None	None	None
L	0.8 * Largest Line K				0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
M	Affected Group(s) (*)				OK	OK	OK	Adv Imp	OK	OK	OK	OK
O	ADVERSE IMPACT TEST NO. 6	APPLICABLE FOR THIS CATEGORY										
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	5.9	None	5.9	None	9.1	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 43E	
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 %	99.8	66.3	33.5	42.3	18.9	9.6	2.9	9.2	8.1	5.2	3.6
C	0.8 * % Workforce Parity	79.8	53.0	26.8	33.8	15.1	7.7	2.3	7.4	6.5	4.2	2.9
D	% Qualified Applicant Pool				None	None	None	None	None	None	None	None
E	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
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) (*)											
N	ADVERSE IMPACT TEST NO. 3	APPLICABLE FOR THIS CATEGORY										
O	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
P	Number Eligible	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Interview Rate				None	None	None	None	None	None	None	None
R	0.8 * Largest Line Q				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
S	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
ADVERSE IMPACT TESTS 4 - 6		TL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
A	ADVERSE IMPACT TEST NO. 4	APPLICABLE FOR THIS CATEGORY										
B	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
C	Number Interviewed	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D	Hiring Rate				None	None	None	None	None	None	None	None
E	0.8 * Largest Line D				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
F	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
H	ADVERSE IMPACT TEST NO. 5	APPLICABLE FOR THIS CATEGORY										
I	Number Hired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
J	Number Applied	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
K	Hiring Rate				None	None	None	None	None	None	None	None
L	0.8 * Largest Line K				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
M	Affected Group(s) (*)				OK	OK	OK	OK	OK	OK	OK	OK
O	ADVERSE IMPACT TEST NO. 6											
P	Number Reduced	3.0	2.0	1.0	2.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Q	Reduction Rate	100.0	100.0	100.0	20.0	0.0	0.0	100.0	0.0	None	None	None
R	Impact Ratio				1.0	None	None	0.2	None	None	None	None
S	Affected Group(s) (*)				OK	OK	OK	Adv Imp	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 weaknesses 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

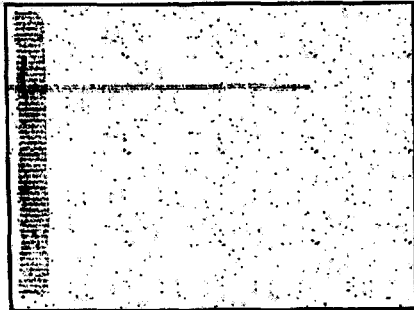
Administrative Tasks/Tools

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

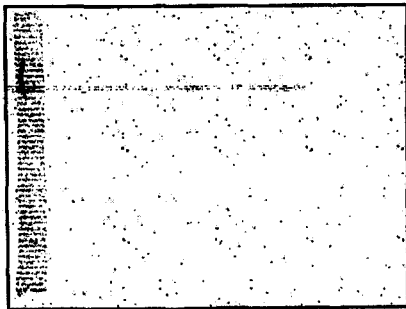
ADA Compliance

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

Title Search Summary - Search Results - Essential Functions			
[Hatched Area]			



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 White males, Black males and Hispanic males in the Professional Non-faculty occupational category and for White males, Black males, Hispanic males, Hispanic females, Other males and Other females in the Secretarial/Clerical occupational category. In reviewing these results it is clear that the College needs to continue its 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. Only two searches were conducted during 2011 and one of the positions which attracted a limited number of applicants. All positions were advertised in appropriate labor markets by using both print and internet publications. The size of the two applicant pools can be found on the appropriate Form 42A2's found on pages 165 to 168. One of the occupational categories had reasonable large applicant pool while the other 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. The President is an active participant throughout the search process in an effort to insure appropriate oversight throughout the search. After reviewing the applicant pool in all searches and selecting the list of qualified applicants to be interviewed search committees are required to submit the names of the candidates in the interview pool to the EEO Officer so that he can perform an analysis of applications for candidates in the interview pool relative to those not selected for interview. This information is presented to the President and she approves the interview pool as having sufficient diversity and consistency in review to move forward to the interview portion of the search process. This review process establishes a checks and balances in the search process that advances a good faith effort to have an equal opportunity hiring process.

*Program Goal for Year 2012-13

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 2012-2013 academic year are developed this goal is always considered and relative to this year's affirmative action plan the implementation date is considered to be December 31, 2012.

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: Black females in the Secretarial/Clerical occupational category. 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 reviews its interview and hiring process to insure that there is no inherit biases built into the process.

*Program Goal for Year 2012-13

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 2012.

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, Black females, Hispanic males, Hispanic females, Other males and Other females in the Professional non-faculty occupational category and for Black females in the Secretarial/Clerical occupational category. This test compares the hire rate to the application rate so again since the College has 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 results of adverse test #4. Additionally, unusually high hire rates due to a large number of goal hires in a particular race/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, 2012.

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

Adverse Impact Test No. 6

This test revealed adverse impact for White females and Black females in the Faculty - Below Professor occupational category and Black females in the Service/Maintenance occupational category. A systematic review of the reductions that occurred during 2011 in the aforementioned occupational categories does not provide any evidence to suggest a problem in the employment process, In fact a majority of the reductions that occurred and resulted in adverse impacted were promotions to a higher occupational category.

Overall

The college has had the opportunity to make three (3) appointments over the course of 2011, two of these appointments occurred through a search process and one (1) was done from the SEBAC re-employment/layoff list. As these positions were filled the college has consistently emphasized filling vacancies with minority and protected class personnel wherever possible. This calendar none of the appointments satisfied affirmative action hiring

goals, however 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 18% 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 2012-2013 will be established:

1) Continue minority recruitment.

This will be accomplished by:

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

Responsible parties: Director of Human Resources, Equal Employment Opportunity Officer, Affirmative Action Advisory Committee.

2) Review all search committees to identify weaknesses in committee composition or procedures.

Responsible parties: Director of Human Resources, and Equal Employment Opportunity Officer

3) 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 Regents 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: Equal Employment Opportunity Officer, President, Search Committees, Director of Human Resources.

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

Responsible parties: Director of Human Resources, Equal Employment Opportunity Officer, Affirmative Action Advisory Committee.

In addition to program goals, the College has also 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:

- a. #8 – Consideration of volunteer experience;
- b. #16 – The College already provides flextime;
- c. #17 – The College already has on-site day care available;

- d. #18 – Request for review and alteration of job specifications where they have an adverse impact on protected classes.
- e. These have been adopted for Faculty and Professional/non-Faculty searches in the future as part of the Affirmative Action process.

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 Equal Employment Opportunity 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.

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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 Equal Employment Opportunity (EEO) Officer for calendar year 2012. It is the duty of the EEO to coordinate the Affirmative Action Program at Three Rivers Community College. Dr. George Rezendes can be reached in Room C-131A or at 860-892-5774 on the Three Rivers Community College Campus (574 New London Turnpike, Norwich, CT 06360).

Grace S. Jones
President

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:

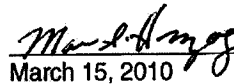
Mr. Kenneth G. Armstrong
System Affirmative Action Officer
Board of Trustees of Community-Technical Colleges
61 Woodland Street
Hartford, CT 06105
(860) 244-7606

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

3 of 3

ANTI-DISCRIMINATION LAW LIST

CONNECTICUT CONSTITUTIONAL PROVISIONS:

Article First – Section 1 – (Equality of Rights)

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

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

CONNECTICUT GENERAL STATUTES (or CGS):

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RECENT PUBLIC ACTS

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

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

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

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

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

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

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

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

REGULATIONS:

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

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

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

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

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

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

GUIDELINES: 1978 guidelines established by the Upward Mobility Committee.

EXECUTIVE ORDERS

Executive Order No. 3, Governor Thomas J. Meskill: - Requirement that state contractors file compliance reports with the Commissioner of Labor on their equal employment opportunity practices.

Executive Order No. 9, Governor William A. O'Neill: - Affirmative Action compliance mandated a top priority for state agencies.

Executive Order No. 11, Governor Ella T. Grasso: - Provision for promulgating affirmative action guidelines and technical assistance to state agencies.

Executive Order No. 12, Governor Ella T. Grasso: - Establishment of Governor's Council on opportunities for Spanish speaking persons.

Executive Order No. 18, Governor Thomas J. Meskill: - Establishment of affirmative action program for ensuring equal employment opportunities within state service.

UNITED STATES CONSTITUTION:

First Amendment – Freedom of religion for all persons.

Thirteenth Amendment – Prohibition against slavery and involuntary servitude.

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

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

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

FEDERAL LAWS:

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

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

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

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

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

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

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

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

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

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

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

FEDERAL REGULATIONS:

12 CFR 202.1 et seq – Equal Credit Opportunity regulations.

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

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

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

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

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

29 CFR Part 1620 – Interpretations of Equal Pay Act.

29 CFR Part 1627 – ADEA records and reports regulations.

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

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

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

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

FEDERAL GUIDELINES:

29 CFR Part 1604 – Sex discrimination guidelines.

29 CFR Part 1605 – Religious discrimination guidelines.

29 CFR Part 1606 – National origin discrimination guidelines.

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

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

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

EXECUTIVE ORDERS (EO):

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

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

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

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

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

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

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

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

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

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

EO 12432, President Ronald Reagan – Development of Minority Business Enterprises.

EO 12640 – Re-establishment of the President's Committee on Employment of People with Disabilities. (Also, review EO 10555)

EO 12898, President William Clinton – Environmental Justice.

Internal Communication
(Section 46a-68-34)

Internal 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 Equal Employment Opportunity Officer. To date, no comments or suggestions have been received by the Equal Employment Opportunity Officer.

Dr. Rezendes attended the Affirmative Action Update Investigation training held on June 30, 2011 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 2011 as an additional responsibility. His primary responsibility at the College is as the Director of Institutional Research. He can be reached at 892-5774 and is located in room C-131A on the Three Rivers campus at 574 New London Turnpike, Norwich, CT 06360.

(Distributed to all employees and posted.)

NOTICE

NON-DISCRIMINATION AND AFFIRMATIVE ACTION POLICY

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

Further, racist and sexist harassment are prohibited.

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

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



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 info3rivers@trcc.commnet.edu
THREE RIVERS IS A MEMBER OF THE CONNECTICUT COLLEGE SYSTEM AN EQUAL OPPORTUNITY EMPLOYER



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

Office of the President

TO: ALL FACULTY AND PROFESSIONAL STAFF
FROM GRACE S. JONES, PRESIDENT
DATE: JULY 1, 2002
SUBJ: REVISED BOARD POLICY AGAINST SEXUAL HARASSMENT

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

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

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

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

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

lbw

Attachment

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

Name

Date

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

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

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 irreparable 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.

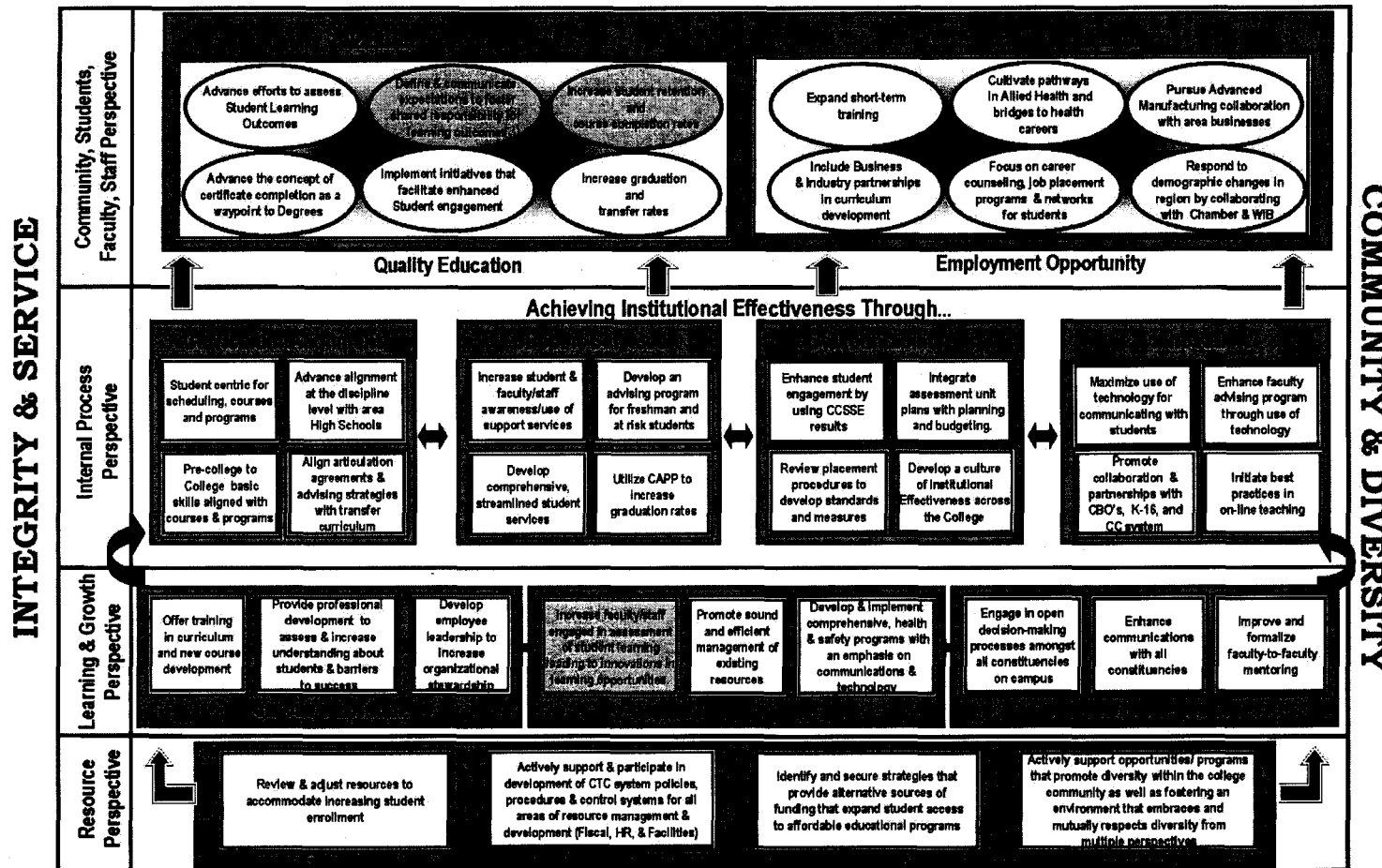
V. Ensuring a Safe, Secure, and Inclusive Campus Environment

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



Highlighted boxes represent annual priorities

TEACHING & 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 Equal Employment Opportunity 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 2011, the College advertised 2 permanent full-time vacancies. These positions included an Assistant registrar and an Office Assistant. 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 vacancies that may be filled during 2012 and beyond.

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

in the Minority Fellowship Program for many years and continues to use past participants of that program as a potential recruiting pool.

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

With regard to bidders, contractors, subcontractors and providers of materials, the participation of minority business enterprises meeting qualifications established in regulations pursuant to Section 4a-61 of the Connecticut General Statutes or federal law are solicited and encouraged. The Purchasing Office has taken an affirmative lead in seeking out both "good faith" and "set-aside" opportunities and thus Three Rivers has generally been successful in satisfying the SBE/MBE Supplier Diversity Goals over the past five years.

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

The 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

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.

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

Position: Assistant Registrar - CC14
Full-Time, 12 Month Tenure Track Position

**Anticipated
Starting Date:** August 2010

**Minimum
Qualifications:** Associate's Degree in a related field and two years of experience in a related field or a combination of education, training and experience which would lead to the competencies required for successful performance of the position's essential duties.

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 Registrar, the Assistant Registrar will perform the following duties:

Participate in the processing of student registrations including examining registration data and recording appropriate information in computer-based and manual records;
Review, analyze and correct student information in order to assure accuracy in recording such information as student grades, prior course credits and their equivalency, and academic data needed to certify student eligibility for degrees and certifications;
Carry out procedures to assure the protection of student information and its confidentiality.

Analyze, organize and compile data for recurring and ad hoc reports; this may involve careful interpretation of such information as course content and proper credits toward degrees;

Extract information and produce reports using both computer-based and manual data sources in a range of report types, including such documents as transcripts, grade reports, lists of candidates for graduation and detailed lists of classes.

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

**Application
Procedure:** Send letter of intent, resume, college transcripts, names and contact information for three references and completed Board Application form (Link to form:

http://www.trcc.commnet.edu/Div_Administrative/HumanResources/Documents/EMPLOYMENT_APPLICATION.doc)
to Barbara Billups, Human Resources, Three Rivers Community College, 574 New London Tpk,
Norwich, CT 06360

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

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

Three Rivers Community College

POSITION ANNOUNCEMENT

Posting Date: September 24, 2010

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

POSITION: OFFICE ASSISTANT
Continuing Education

CLOSING DATE: October 15, 2010

APPLICANT MUST MEET ONE OF THE FOLLOWING CRITERIA:

- On the State of Connecticut Office Assistant Re-employment/Layoff List;
- On a current State of Connecticut Office Assistant candidate list (has taken and passed the state Office Assistant exam);
- Currently employed by the State of Connecticut as an Office Assistant;
- Currently employed by the State and has previous status as Office Assistant.

QUALIFICATIONS/DUTIES:

- Knowledge of office systems and procedures including proper telephone usage and filing;
- Oral and written communication skills;
- Skill in performing arithmetical computations;
- Basic interpersonal skills;
- Ability to perform a full range of clerical tasks;
- Ability to operate office equipment including computer terminals and other automated equipment;
- Experience in using Microsoft Excel, Word and Access as well as strong organizational, mathematical, detail oriented and customer service skills;
- Ability to schedule and prioritize workflow;
- Compose routine correspondence, provides general information in response to inquiries and questions regarding the department's services;
- Maintains calendars of due dates and initiates recurring work accordingly;
- Processes a variety of documents in relation to individual programs; exercises discretion in choosing appropriate follow through procedures;
- Assembling and reviewing incoming materials for accuracy and completeness;
- Solicits information as required by phone or form letter;

MINIMUM SALARY: \$ 35,569 approximate annual. Excellent fringe benefit package.

HOURS: FULL-TIME, day shift, 40 hours per week, Monday – Friday
May require some evenings and weekends

TO APPLY:

Submit a State of CT PLD-1 Application form to:
(Form can be found at www.das.state.ct.us)

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

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

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
MASSOSOIT 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, 2012

Dear Union Leader,

In accordance with the Connecticut Affirmative Action Regulations section 46a-68-35(a)(4) this letter serves to inform you that Three Rivers Community College in Norwich Connecticut is an affirmative action employer and as such is required to prepare and submit an affirmative action plan to the Connecticut Commission on Human Rights and Opportunities in April of each year. A copy of the College's affirmative action plan is placed in the College library for 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 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, 2012, Affirmative Action Report are:

3/31/2011,
6/30/2011
9/30/2011
12/31/2011

The Minority Business Contract Set Aside Program reports cross fiscal years (10/11 & 11/12). The goals for both 2010/2011 and 2011/2012 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 3rd and 4th quarter of FY-11 and the 1st and 2nd quarter of FY-12. The DAS approved goals for the Small Business Set Aside for FY-11 was \$356,743 and for FY-12 it was \$258,282. The DAS approved goals for the Minority Business Set Aside for FY-11 was \$89,186 and for FY-12 was \$64,571.


For fiscal year 2011, the college made 147% of its Small Business Set Aside Goal, the annual goal was \$356,743.00 and actual purchasing totaled \$523,981.80. The college achieved 129% of its Minority Business Set-Aside Goal of \$136,649 for FY-2011 by executing \$\$115,351.01 in purchasing.

For fiscal year 2012 the college's SBE goal is \$258,282 and at the end of the 2nd quarter the College has achieved spending at a level of \$119,261.61 or 46.2% of its goal and for its Minority Business Set Aside Goal which is \$64,571 the College has achieved a spending level of \$42,263.08 representing 65.5% 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-12.

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 Yatishefsky, 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 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 State 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	\$ 28,167,520
Budget Available for Small Contractor Program	\$ 1,278,973	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 State 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					

DEPARTMENT OF ADMINISTRATIVE SERVICES FISCAL YEAR - 2011 (2010-2011)
 SUPPLIER DIVERSITY PROGRAM

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 3rd Quarter Fiscal Year Period Jan 1 - Mar 31 2011

ENTER THIS QTR-

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

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 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	\$ 1,793,468.03	208	\$ 4,785,709.58	831

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 114,066.41	25	\$ 447,803.41	70
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) Black (B)				
B) Hispanic (H)				
C) Iberian Peninsula (I)				
D) Asian (A)				
E) American Indian (N)				
F) Disabled American Indian (DN)				
G) Disabled individual (D)				
H) Woman (W)	\$ 6,981.36	7	\$ 34,802.22	17
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 1,107.50	1	\$ 27,050.79	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 (D IW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 7,768.86	8	\$ 61,653.01	20

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year
 2010-2011

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD **Jan 1 - Mar 31 2011** In reporting data below, does your Agency utilize C.O.R.E.? **NO**

Agency Name: **Three Rivers Community College** **CC801000**

Report Prepared by: **Gayle O'Neill** Agency Number:

CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Aa Lock & Key	P0248528	\$ 661.43	W	
ABC Sign Corporation	P0256350	\$ 3,200.00	SB	
Automated Building Systems, Inc.	P0254188	\$ 5,118.50	SB	
Aztec Technologies, LLC	P0258130	\$ 307.36	W	
C&C Janitorial Suplies	P0256811	\$ 1,107.50	IW	
DH Marvin & Son Inc.	P0253528	\$ 63.90	SB	
EPS Printing II, LLC	P0254701	\$ 515.00	SB	
EPS Printing II, LLC	P0256102	\$ 230.00	SB	
G. Donovan Associates, Inc.	P0250778	\$ 7,598.00	SB	
G. Donovan Associates, Inc.	P0258256	\$ 2,258.00	SB	
Guardian Pest Control	P0246937	\$ 170.00	SB	
Hartford Toner & Cartridge, Inc.	P0249204	\$ 937.00	W	
High Tech Consultants, LLC	P0246844	\$ 62,307.19	SB	
Logo Concepts LLC	P0254183	\$ 3,483.96	W	
Northeast Ind. Services Inc.	P0246911	\$ 785.00	SB	
Post Road Stages	P0256941	\$ 650.00	SB	
Ryan Business Systems, Inc.	P0247097	\$ 1,271.61	W	
Shred-It	P0246886	\$ 176.00	SB	
Suburban Stationers, Inc.	E0008124	\$ 4,416.11	SB	
Suburban Stationers, Inc.	P0248687	\$ 4,373.72	SB	
TEC Control Systems, Inc.	P0246819	\$ 5,104.00	SB	
TEC Control Systems, Inc.	P0256958	\$ 244.50	SB	
Tradesman of New England, LLC	P0258077	\$ 1,516.00	SB	
Tradesman of New England, LLC	P0248540	\$ 4,872.87	SB	
Tradesman of New England, LLC	P0255598	\$ 2,898.76	SB	
SBE/MBE TOTAL		\$ 114,088.41		

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2011 (2010-2011)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 4th Quarter Fiscal Year Period Apr 1 - Jun 30 2011

ENTER THIS QTR-

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail Address:	gonell@trcc.comnet.edu
Tel. # -	880-892-5710		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 28,434,493.00
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	\$ 1,470,499.35	293	\$ 6,256,208.93	1,124
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 191,529.40	38	\$ 639,332.81	108

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)	\$ 39,194.04	13	\$ 73,796.26	30
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 14,503.95	2	\$ 41,554.75	5
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 (DHW)				
R) Disabled Asian American (DA)				
S) Disabled Black American Woman (DBW)				
T) Disabled American Indian Woman (DNW)				
U) Disabled Asian American Woman (DAW)				
V) Disabled Hispanic American Woman (DHW)				
MBE TOTALS (Lines A-V)	\$ 53,697.99	15	\$ 115,351.01	35

DEPARTMENT OF ADMINISTRATIVE SERVICES
 SUPPLIER DIVERSITY PROGRAM

Fiscal Year
 2010-2011

SMALL/MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD: Apr 1 - Jun 30 2011 In reporting data below, does your Agency utilize C.O.R.E.? NO

Agency Name: Three Rivers Community College CC801000

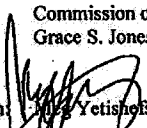
Report Prepared by: Gayle O'Neill Agency Number:

CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SP5CFY:
(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	\$ 444.76	W	
Aa Lock & Key	P0258728	\$ 472.00	W	
Adnet Technologies	P0262587	\$ 4,000.00	SB	
Alias Companies	P0244620	\$ 2,246.34	SB	
Automated Building Systems, Inc.	P0254188	\$ 5,118.50	SB	
Automated Building Systems, Inc.	P0258730	\$ 705.60	SB	
Aztec Technologies, LLC	P0258130	\$ 2,770.62	W	
Aztec Technologies, LLC	P0259007	\$ 28,107.44	W	
Aztec Technologies, LLC	P0259646	\$ 987.22	W	
Aztec Technologies, LLC	P0280674	\$ 178.00	W	
Aztec Technologies, LLC	P0262203	\$ 2,416.50	W	
Bonner Electric, Inc.	P0262237	\$ 12,326.00	SB	
C&C Janitorial Suplies	P0248529	\$ 14,168.53	W	
C&C Janitorial Suplies	P0256811	\$ 335.42	W	
Chase Graphics	P0258710	\$ 632.00	SB	
Chase Graphics	P0259792	\$ 152.00	SB	
DH Marvin & Son Inc.	P0253526	\$ 79.06	SB	
DH Marvin & Son Inc.	P0263286	\$ 1,176.19	SB	
Dartar Specialties, Inc.	P0260703	\$ 400.00	W	
EPS Printing II, LLC	P0257213	\$ 400.00	SB	
EPS Printing II, LLC	P0261494	\$ 725.00	SB	
Guardian Pest Control	P0248937	\$ 340.00	SB	
High Tech Consultants, LLC	P0246844	\$ 77,084.85	SB	
John C. Digerit, Inc.	P0247865	\$ 487.50	SB	
Logo Concepts LLC	P0257823	\$ 608.32	W	
Logo Concepts LLC	P0258385	\$ 613.00	W	
Northeast Ind. Services Inc.	P0248911	\$ 785.00	SB	
Northeast Ind. Services Inc.	P0262581	\$ 1,755.00	SB	
Prime Electric, LLC	P024055	\$ 3,725.12	SB	
Ryan Business Systems, Inc.	P0259455	\$ 1,196.34	W	
Ryan Business Systems, Inc.	P0260358	\$ 995.00	W	
Ryan Business Systems, Inc.	P0260360	\$ 4.84	W	
Suburban Stationers, Inc.	E0008124	\$ 3,828.55	SB	
Suburban Stationers, Inc.	P0248887	\$ 5,356.40	SB	
TEC Control Systems, Inc.	P0261177	\$ 5,130.00	SB	
Thomas W. Raftery, Inc.	P0261183	\$ 2,036.00	SB	
Tradesman of New England, LLC	P0248540	\$ 3,393.50	SB	
Yankee Remodeler of New London, Inc	P0255560	\$ 6,358.80	SB	
SBE/MBE TOTAL		\$ 191,529.40		

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:  Yetishofsky, Program Manager, Supplier Diversity Program

Date: February 9, 2012

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

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

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

A review of the agency submission has indicated the following:

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

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

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

Attachment

FY12 THREE RIVERS COMMUNITY COLLEGE

AMOUNTS REQUESTED BY AGENCY

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

AMOUNTS APPROVED BY DAS

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

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2011 (2011-2012)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1st Quarter Fiscal Year Period Jul 1- Sep 30 2011

ENTER THIS QTR-

Agency Name:	Three Rivers Community College	Agency Number:	CCC80100
Prepared by:	Gayle O'Neill	E-mail:	gonelli@trcc.commnet.edu
Tel. # -	880-892-5710	Address:	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 31,315,801.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,033,129.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 258,282.00
4) 25% of line # 3 Total - Set Aside - Minority Business Enterprises only	\$ 84,571.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,005,355.53	302	\$ 1,005,355.53	302

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 101,529.19	35	\$ 101,529.19	35
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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)	\$ 19,001.25	11	\$ 19,001.25	11
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 11,123.97	1	\$ 11,123.97	1
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (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)				
MBE TOTALS (Lines A-V)	\$ 30,125.22	12	\$ 30,125.22	12

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR - 2011 (2011-2012)

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 2nd Quarter Fiscal Year Period Oct 1- Dec 31 2011

ENTER THIS QTR-

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

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 31,315,801.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,033,129.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 258,282.00
4) 25% of line # 3 Total - Set Aside - Minority Business Enterprises only	\$ 84,571.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 2,356,275.30	248	\$ 3,381,630.83	550
6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 59,985.50	14	\$ 161,524.69	62

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)	\$ 7,196.18	2	\$ 26,137.43	13
I) Woman Black (BW)				
J) Woman Hispanic (HW)				
K) Woman Iberian Peninsula (IW)	\$ 5,001.68	1	\$ 16,125.65	1
L) Woman Asian (AW)				
M) Woman American Indian (NW)				
N) Woman Disabled (DW)				
O) Disabled Black American (DB)				
P) Disabled Hispanic American (DH)				
Q) Disabled Iberian Peninsula Woman (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)				
MBE TOTALS (Lines A-V)	\$ 12,197.86	3	\$ 42,263.08	14

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

Fiscal Year
2011-2012

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY QUARTER PERIOD **Oct 1 - Dec 31 2011** In reporting data below, does your Agency utilize C.O.R.E.? **NO**

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

CERTIFIED VENDORS ONLY		ACTUAL EXPENDITURES		SPECIFY:
(A) Small Business Enterprise (SBE) OR Minority Business Enterprise (MBE) Vendor Name	(B) State Contract # OR P.O. #	(C) DAS Certified SBE/MBE AMOUNT	(D) MBE Category	
Aa Lock & Key	P0264181	\$ 1,151.00	W	
Aa Lock & Key	P0266202	\$ 1,482.50	W	
ABC Sign Corporation	P0263458	\$ 17,364.50	SB	
Automated Building Systems, Inc.	P0269427	\$ 5,297.75	SB	
Aztec Technologies, LLC	P0258130	\$ 625.91	W	
Aztec Technologies, LLC	P0267978	\$ 2,748.16	W	
C&C Janitorial Suplies	P0264179	\$ 5,001.68	IW	
Chase Graphics	P0268408	\$ 1,030.98	SB	
D H Marvin & Sons, Inc.	P0269432	\$ 751.94	SB	
EPS Printing II, LLC	P0266080	\$ 180.00	SB	
EPS Printing II, LLC	P0269402	\$ 375.00	SB	
EPS Printing II, LLC	P0270478	\$ 300.00	SB	
EPS Printing II, LLC	P0270623	\$ 280.00	SB	
Fire Protection Testing, Inc.	P0264810	\$ 567.50	SB	
Guardian Pest Control	P0264078	\$ 85.00	SB	
Marcus Communications LLC	P0265485	\$ 1,972.97	SB	
Marcus Communications LLC	P0271732	\$ 135.00	SB	
Northeast Ind. Services Inc.	P0264196	\$ 395.00	SB	
Northeast Ind. Services Inc.	P0270585	\$ 650.00	SB	
Prime Electric	P0268478	\$ 2,141.27	SB	
Ryan Business Systems, Inc.	P0260360	\$ 8.87	W	
Ryan Business Systems, Inc.	P0265401	\$ 1,119.94	W	
Shred-It	P0264177	\$ 670.00	SB	
Suburban Stationers, Inc.	E0009306	\$ 3,032.91	SB	
Suburban Stationers, Inc.	P0265407	\$ 2,865.07	SB	
Total Mechanical Systems, LLC	P0268287	\$ 593.75	SB	
Tradesman of New England, LLC	P0265276	\$ 2,989.00	SB	
Tradesman of New England, LLC	P0265343	\$ 3,485.00	SB	
Tradesman of New England, LLC	P0267147	\$ 2,715.00	SB	
SBE/MBE TOTAL		\$ 59,995.50		

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 Regents for Higher Education and individually with the Chairperson of the Board, Lewis J. Robinson, Jr., and with the Board President, Dr. Robert A. Kennedy.

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

- (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 Regents of Higher Education has responsibility for appointing the Chief Equal Employment Opportunity Officer for the Board of Regents; the College President, appoints an Equal Employment Opportunity Officer for each college. The duties of the Equal Employment Opportunity Officer are specified in the Equal Opportunity Policy Statement and in the Job Description (presented at the end of this section). The Equal Employment Opportunity 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 equal employment opportunity officer duties for 2011 were assigned to Dr. George Rezendes. Dr. Rezendes assumed the responsibilities as the equal employment opportunity officer on July 1, 2006 and remains in that role. These responsibilities represent approximately 20% of Dr. Rezendes' overall responsibilities.

The College has an Affirmative Action advisory committee for gathering input from the College Community as the Affirmative Action Plan is developed and monitored. This committee was reestablished in 2011 as a program goal established in last year's Affirmative Action Plan after a break of several years.

President Jones has consistently expressed her commitment and legal authority to direct and support affirmative action efforts at our college. On several occasions during the year the topic of Affirmative Action was generally discussed at the President's Cabinet while Cabinet was kept apprised of the searches that were in progress. The topic appeared specifically on the Cabinet agenda on November 30, 2011 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.

Copies of the minutes are provided at the end of this section.

Equal Employment Opportunity 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.

Affirmative Action Advisory Committee

Mission:

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

Major Goals:

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

Membership:

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

Affirmative Action Advisory Committee
Membership List

Terry Browder
IT Technician II Information Technology

Barbara Billups
Administrative Assistant Human Resources

Rashita Cory
Registration Services Assistant

Mildred Hodge
Director Learning Resource Center

Chantal Krcmar
Instructor of Sociology

Ronald Leask
Instructor of Computer Networking

George Rezendes
Director of Institutional Research
Affirmative Action Officer

James Sherrard
Professor of Nuclear Engineering Technology

Louise Summa
Director of Human Resources

Ellen Wilson
Accountant

PRESIDENT'S CABINET MEETING MINUTES
NOVEMBER 30, 2011

PRESENT: President Jones, Deans Branchini, Edwards, Lopez, Valentin, Goetchius (recorder), George Rezendes, Louise Summa, Robie Grzyb, Phil Mayer

INDIVIDUAL REPORTS

President Jones

1. Review of Monday's visit by President Kennedy and Chairman Robinson: Consensus was that overall the day went very well. The first session which was comprised of members from the local Legislators and business community went extremely successfully. The group appeared to enjoy each other's company with almost a feeling of disappointment at being cut short. The tour was very much appreciated and involved students, faculty and staff should be congratulated for their efforts in providing informative briefings to the visiting representatives from the Board of Regents. The meeting with Faculty and Staff appeared to result in Three Rivers' employees being impressed by the Board representatives and appreciative of their openness at receiving feedback from members of the College community. Overall, this meeting appeared to have resulted in a sense of optimism for the future. The meeting with students also went well. The students were not shy, despite being somewhat unclear as to what topics to bring up at the outset of the meeting. The students included representatives from Student Government, PTK, and the Oasis Center. They are an impressive group. The meeting with Deans, Directors, and Department Chairs was quieter than expected, attributed possibly that some of the topics has already been covered in earlier meetings that some of the group had been a part of. The Board reps took note of the large number of adjuncts being supervised in the English Department. Overall, the visit appeared to achieve its objectives, the building looked great, and the process went smoothly. President Jones expressed her appreciation for the efforts of all involved with the visit.
2. Spring 2012 Professional Day: Will be held on Wednesday January 18. We are exploring a resource person to facilitate a presentation on Workplace Violence Prevention and how to respectfully engage members of the College community. More information will follow as details are firmed up.
3. Strategic Plan Emphasis: President Jones asked if Governance had any feedback from the revised Planning guidance that had been distributed earlier in the semester. Phil Mayer advised that he had distributed the information and to date had not received any substantial recommendations for modification to this revised Planning Emphasis. He noted that he would request that Governance review this information again. Dean Branchini urged that Governance representatives be reminded of the importance of their role in sharing Strategic Planning information with their Departments and gathering feedback as a crucial component for providing planning input throughout our organization.
4. NEASC Self Study: Kem Barfield is working with the Document Editors to take the submitted draft Chapters addressing each of the Standards into a more unified and "single voice" report. It is expected that a draft final document will be available for Cabinet review in mid-January.

5. Revised Student Wage Policy: being brought back to Governance for final review and recommendations to the President.

Dean Edwards

1. Profile of Top Ten Feeder High Schools: This report dated October 17, 2011 was distributed for Cabinet review and discussion. The report details Student Ethnicity, Legacy, Placement Test results, Pell Awards, and Majors for 2010 and 2011 both by number of students and percentages. The most significant information gleaned from the report was the high numbers of students being placed in developmental Math and English. Substantial discussion ensued regarding the implications of these placements and what actions can be taken to improve student success. This information was shared with Guidance Counselors from the respective schools and members of the College community involved with admissions. It will also be shared with those who work with high school programs such as the College Career Pathways staff. Other ideas included formation of a summer bridge program or alternatives to address students coming with poor or non-existent study skills. It was noted that many high school students come with a perception that Education just "happens to them" (i.e. that they, the student, are not a contributor). Students need to develop a sense of ownership and accountability for their own education. It was noted that this problem is not something that Three Rivers can expect to solve on our own, that we need to continue to expand partnerships throughout the region with other organizations that interact with these students. It was suggested that instilling active student learning may be a key contributor to student engagement. The promotion of service learning in our courses whenever possible was thought to be another excellent way to promote student success. Another suggestion was to promote facets of actions proposed for the recent I3 Grant proposal. George Rezendes cited a recent report by ACT that found that Workforce Readiness skills are essentially the same as College Readiness skills. It was recommended that this issue be discussed at an upcoming Administrative Forum meeting for further discussion and possible identification of action steps.
2. Remembrance Tree: this tree which honors military members from CT who have passed away in recent conflicts will be coming to TRCC on December 12th. The Veterans Club is working on an event to include local families of these service members.

Dean Valentin Reported that on November 18th she had attended a Continuing Ed Council meeting where they discussed a draft CE Strategic Plan that includes the development of a Center of Excellence and how to address Marketing of CE Programs. The CE Council is looking to work with the CE Departments at the CT State Universities and setting up a Workforce Development meeting. On Nov 17th, Dean Valentin had attended a SECTOR meeting which discussed a report relevant to the SECTOR membership. On November 17th, President Jones, M. Valentin, P. Stroup, met with Nancy Gray, President of the Norwich Chamber of Commerce, Department of Labor Commissioner Glenn Marshall, Executive Director of the Office of Workforce Competitiveness, Rina Bakalar and John Beauregard, Executive Director of the Eastern CT Workforce Investment Board, to discuss workforce development issues and possibilities in southeastern CT.

George Resendes Distributed a handout with sections from the College's current Affirmative Action report. Key portions of this handout were reviewed and discussed. George requested that Cabinet members review the Program Goals starting on page 231 and make recommendations for improved goals (if appropriate) as the next report is prepared for submission on April 30, 2012. After the next submission, this will become a biennial report. The Affirmative Action Committee will review and recommend the next draft for approval by the President.

Louise Summa Advised that she is working on getting the Sabbatical Committee together soon. Reminded members that Tenure applications (4C's and AFSCME ADMINS) were due by November 1st and respective Deans' recommendations for their personnel who had applied are due to the President no later than December 15th.

Dean Branchini Reported that there will be a Curriculum Committee Meeting on Friday. She will also be attending the NEASC Annual Meeting next Thursday and Friday. Reminded members of the recent invitation of the Holiday Open House to be held in the Academic Dean suite on Tuesday December 13th. The President's Holiday Party is scheduled for Wed Dec 14th and the System wide Community College Celebration Event is scheduled for the evening of Thurs Dec 15.

Dean Goetchius Reported that we are investigating the feasibility of acquiring an "off-the-shelf" Student Conduct Tracking software system. Noted that the IT Council is looking to hold a joint meeting with the Chief Information Officers (CIO's) from the CSU's.

Dean Lopez

1. **Smoking:** Reported that his recent presentation at the request of Student Government to "interested parties" from the College community had gone very well. He reported that the consensus from the group was that they preferred continuance of the current policy that allows for smoking in designated areas as opposed to a move to a smoke- (or tobacco-) free campus. It was noted that the Clock Tower designated area will be moving further away from the building in order to meet distance requirements. Some attendees had requested the construction of a shelter for this area in order to protect smokers from the elements. It was reminded that similar requests for a shelter had been made in the past without success. Some smaller suggestions such as more receptacles and the acquisition of small dust pans and brooms to be positioned near designated areas are planned for implementation.
2. **Speed bumps:** These have been received and will be installed at six locations around the parking areas to enhance safety throughout the campus.
3. **Fire Drill:** Had been conducted earlier this week and went very well. Dean Lopez thanked members of the College community for their cooperation with this test.
4. **Custodial Service Supplement Contract:** This contract intended to supplant the Maintenance Department during current staffing shortages is expected to be pursued soon. Currently, we are investigating whether voluntary overtime shifts will be able to meet this workload demand.

5. **Student Registration Deletions:** To date, 85 students were removed from registrations for the Spring 2012 semester due to failure to pay required fees in a timely manner. The deadline for deletions due to non-payment of tuition is January 3rd.

Phil Mayer

1. **Parking Violations:** Advised that students parking in faculty/staff designated areas is still a problem. Questioned if towing is an option.
2. **Honoring Long time Adjuncts:** Asked if there is a process for establishing recognition by adjuncts who had honorably served the College over a significant period of time. It was determined that currently we do not have such a process, but instead it was recommended that individual Departments were empowered to develop their own token of recognition as appropriate.
3. **Smoking:** noted that Governance had recommended that construction of a smoking shelter in the past.

Robbie Grzyb Reminded Cabinet that the Annual Appeal is currently underway. One of the new options for designated donations is the Marie Peloquin fund. Online donations are now being accepted off the college's website to a third party vendor that handles the information security for the credit card transactions. Some minor "bugs" are being worked out. The Office of Institutional Advancement is working on some Naming Opportunities and they are getting ready for the next Gala fundraiser in the spring

The meeting adjourned at approximately 11:45 A.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)

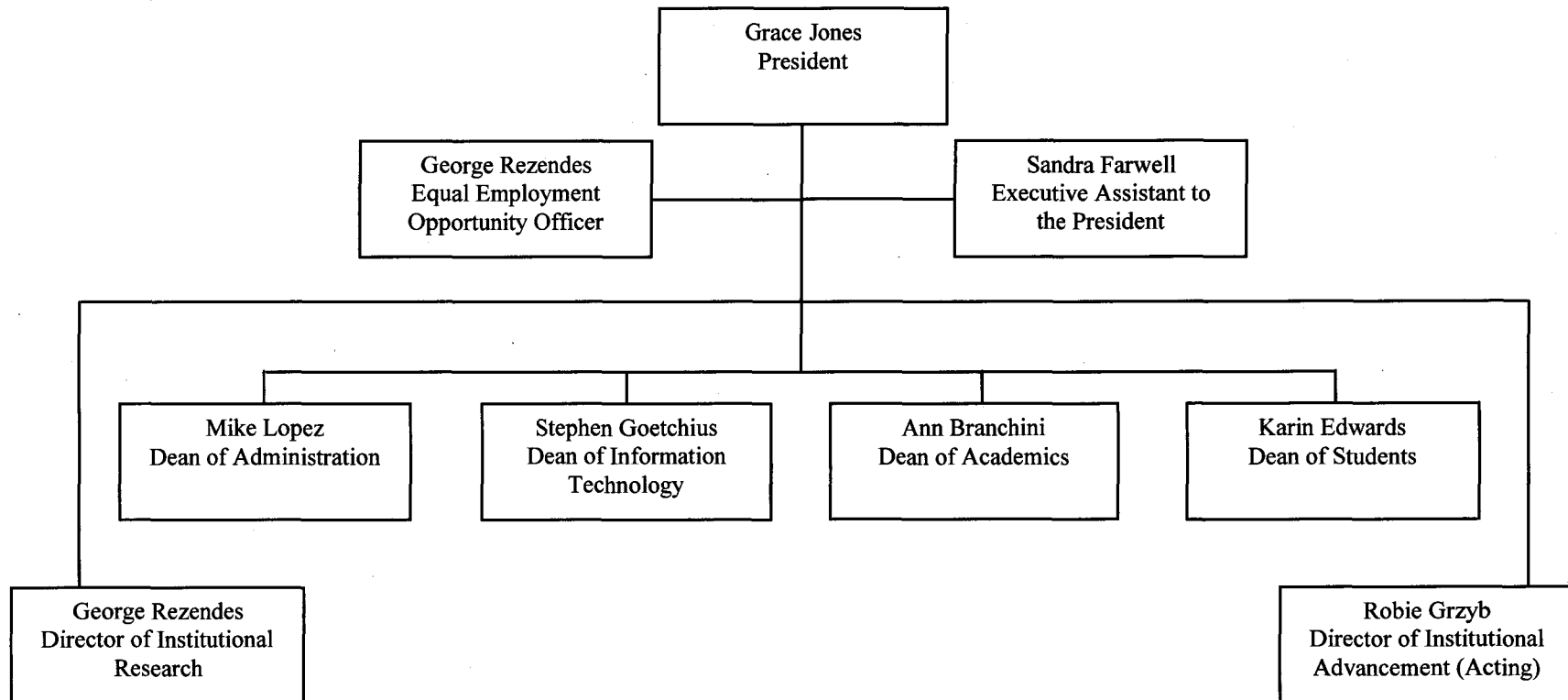
SECRETARIAL/CLERICAL

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



CONGRESS, AFSCME, AFT SALARY GRIDS																					
12 Month																					
ACL Salary Grid Effective 7/18/2008-12/3/2010																					
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		\$30,336	\$31,347	\$32,370	\$33,404	\$34,447	\$35,502	\$36,567	\$37,642	\$38,729	\$39,826	\$40,934	\$42,052	\$43,182	\$44,323	\$45,477	\$46,641	\$47,818	\$49,006	\$1,098	\$1,000
9		\$31,469	\$32,514	\$33,571	\$34,639	\$35,716	\$36,805	\$37,904	\$39,013	\$40,134	\$41,266	\$42,409	\$43,565	\$44,732	\$45,910	\$47,101	\$48,303	\$49,516	\$50,742	\$1,134	\$1,000
10		\$32,769	\$33,862	\$34,965	\$36,079	\$37,205	\$38,342	\$39,491	\$40,652	\$41,824	\$43,008	\$44,203	\$45,411	\$46,630	\$47,860	\$49,104	\$50,360	\$51,629	\$52,910	\$1,185	\$1,000
11		\$34,367	\$35,509	\$36,664	\$37,830	\$39,007	\$40,197	\$41,398	\$42,610	\$43,835	\$45,072	\$46,321	\$47,584	\$48,859	\$50,147	\$51,447	\$52,761	\$54,086	\$55,426	\$1,239	\$1,100
12		\$36,145	\$37,351	\$38,569	\$39,798	\$41,041	\$42,296	\$43,564	\$44,844	\$46,138	\$47,444	\$48,762	\$50,094	\$51,439	\$52,798	\$54,171	\$55,557	\$56,958	\$58,372	\$1,307	\$1,100
13		\$38,239	\$39,514	\$40,802	\$42,103	\$43,417	\$44,742	\$46,082	\$47,436	\$48,803	\$50,185	\$51,580	\$52,988	\$54,412	\$55,848	\$57,299	\$58,766	\$60,247	\$61,742	\$1,383	\$1,200
14		\$40,681	\$42,036	\$43,404	\$44,786	\$46,183	\$47,593	\$49,017	\$50,455	\$51,907	\$53,374	\$54,856	\$56,353	\$57,864	\$59,391	\$60,933	\$62,490	\$64,064	\$65,653	\$1,469	\$1,200
15		\$43,995	\$45,463	\$46,945	\$48,442	\$49,954	\$51,480	\$53,021	\$54,579	\$56,153	\$57,742	\$59,347	\$60,968	\$62,604	\$64,258	\$65,927	\$67,614	\$69,318	\$71,039	\$1,591	\$1,300
16		\$47,778	\$49,370	\$50,979	\$52,602	\$54,243	\$55,899	\$57,572	\$59,262	\$60,969	\$62,693	\$64,434	\$66,192	\$67,968	\$69,762	\$71,574	\$73,404	\$75,252	\$77,118	\$1,726	\$1,300
17		\$51,564	\$53,286	\$55,025	\$56,781	\$58,554	\$60,346	\$62,156	\$63,984	\$65,830	\$67,694	\$69,577	\$71,479	\$73,401	\$75,340	\$77,300	\$79,279	\$81,277	\$83,296	\$1,867	\$1,400
18		\$56,057	\$57,928	\$59,819	\$61,729	\$63,657	\$65,605	\$67,572	\$69,559	\$71,566	\$73,593	\$75,641	\$77,708	\$79,796	\$81,906	\$84,036	\$86,187	\$88,361	\$90,555	\$2,029	\$1,400
19		\$60,789	\$62,816	\$64,863	\$66,931	\$69,019	\$71,128	\$73,259	\$75,409	\$77,577	\$79,777	\$81,993	\$84,231	\$86,492	\$88,775	\$91,082	\$93,411	\$95,764	\$98,140	\$2,197	\$1,500
20		\$66,231	\$68,438	\$70,668	\$72,921	\$75,195	\$77,492	\$79,813	\$82,156	\$84,523	\$86,913	\$89,328	\$91,767	\$94,231	\$96,718	\$99,230	\$101,768	\$104,331	\$106,919	\$2,393	\$1,500
21		\$71,908	\$74,304	\$76,725	\$79,169	\$81,638	\$84,130	\$86,649	\$89,176	\$91,763	\$94,378	\$96,978	\$99,625	\$102,299	\$104,998	\$107,725	\$110,479	\$113,261	\$116,070	\$2,598	\$1,500
22		\$78,528	\$81,145	\$83,788	\$86,459	\$89,156	\$91,879	\$94,630	\$97,409	\$100,215	\$103,048	\$105,911	\$108,802	\$111,721	\$114,671	\$117,650	\$120,658	\$123,697	\$126,766	\$2,838	\$1,500
ACL Salary Grid Effective 12/3/2010-6/30/2011																					
8		\$31,246	\$32,287	\$33,341	\$34,406	\$35,480	\$36,567	\$37,664	\$38,771	\$39,891	\$41,021	\$42,162	\$43,314	\$44,477	\$45,653	\$46,841	\$48,040	\$49,253	\$50,476	\$1,131	\$1,000
9		\$32,413	\$33,489	\$34,578	\$35,678	\$36,787	\$37,909	\$39,041	\$40,183	\$41,338	\$42,504	\$43,681	\$44,872	\$46,074	\$47,287	\$48,514	\$49,752	\$51,001	\$52,264	\$1,168	\$1,000
10		\$33,752	\$34,878	\$36,014	\$37,161	\$38,321	\$39,492	\$40,676	\$41,872	\$43,079	\$44,298	\$45,529	\$46,773	\$48,029	\$49,296	\$50,577	\$51,871	\$53,178	\$54,497	\$1,220	\$1,000
11		\$35,398	\$36,574	\$37,764	\$38,965	\$40,177	\$41,403	\$42,640	\$43,888	\$45,150	\$46,424	\$47,711	\$49,012	\$50,325	\$51,651	\$52,990	\$54,344	\$55,709	\$57,089	\$1,276	\$1,100
12		\$37,229	\$38,472	\$39,726	\$40,992	\$42,272	\$43,565	\$44,871	\$46,189	\$47,522	\$48,867	\$50,225	\$51,597	\$52,982	\$54,378	\$55,796	\$57,224	\$58,667	\$60,123	\$1,347	\$1,100
13		\$39,386	\$40,699	\$42,026	\$43,366	\$44,720	\$46,084	\$47,464	\$48,859	\$50,267	\$51,691	\$53,127	\$54,578	\$56,044	\$57,523	\$59,018	\$60,528	\$62,054	\$63,594	\$1,424	\$1,200
14		\$41,901	\$43,297	\$44,706	\$46,130	\$47,568	\$49,021	\$50,488	\$51,969	\$53,464	\$54,974	\$56,500	\$58,044	\$59,606	\$61,173	\$62,761	\$64,365	\$65,986	\$67,623	\$1,513	\$1,200
15		\$45,315	\$46,827	\$48,353	\$49,895	\$51,453	\$53,024	\$54,612	\$56,216	\$57,838	\$59,474	\$61,127	\$62,797	\$64,482	\$66,186	\$67,905	\$69,642	\$71,398	\$73,170	\$1,639	\$1,300
16		\$49,211	\$50,851	\$52,508	\$54,180	\$55,876	\$57,599	\$61,040	\$62,798	\$64,574	\$66,367	\$68,178	\$70,007	\$71,855	\$73,721	\$75,606	\$77,510	\$79,432	\$81,378	\$1,778	\$1,300
17		\$53,111	\$54,885	\$56,676	\$58,484	\$60,311	\$62,156	\$64,021	\$65,904	\$67,805	\$69,725	\$71,664	\$73,623	\$75,603	\$77,600	\$79,619	\$81,657	\$83,715	\$85,795	\$1,923	\$1,400
18		\$57,739	\$59,666	\$61,614	\$63,581	\$65,567	\$67,573	\$69,599	\$71,646	\$73,713	\$75,802	\$77,910	\$80,039	\$82,190	\$84,363	\$86,557	\$88,773	\$91,012	\$93,272	\$2,090	\$1,400
19		\$62,613	\$64,700	\$66,809	\$68,939	\$71,090	\$73,262	\$75,457	\$77,671	\$79,910	\$82,170	\$84,453	\$86,758	\$89,087	\$91,438	\$93,814	\$96,213	\$98,637	\$101,084	\$2,263	\$1,500
20		\$68,218	\$70,491	\$72,788	\$75,109	\$77,451	\$79,817	\$82,207	\$84,621	\$87,059	\$89,520	\$92,008	\$94,520	\$97,058	\$99,620	\$102,207	\$104,821	\$107,461	\$110,127	\$2,465	\$1,500
21		\$74,065	\$76,533	\$79,027	\$81,544	\$84,087	\$86,654	\$89,248	\$91,869	\$94,516	\$97,188	\$99,887	\$102,614	\$105,368	\$108,148	\$110,957	\$113,793	\$116,659	\$119,552	\$2,676	\$1,500
22		\$80,884	\$83,579	\$86,302	\$89,053	\$91,831	\$94,635	\$97,469	\$100,331	\$103,221	\$106,139	\$109,088	\$112,066	\$115,073	\$118,111	\$121,180	\$124,278	\$127,408	\$130,569	\$2,923	\$1,500
ACL Salary Grid Effective 7/1/2011																					
8		\$32,027	\$33,094	\$34,175	\$35,266	\$36,367	\$37,481	\$38,606	\$39,740	\$40,888	\$42,047	\$43,216	\$44,397	\$45,589	\$46,794	\$48,012	\$49,241	\$50,484	\$51,738	\$1,159	\$1,000
9		\$33,223	\$34,326	\$35,442	\$36,570	\$37,707	\$38,857	\$40,017	\$41,188	\$42,371	\$43,567	\$44,773	\$45,994	\$47,226	\$48,469	\$49,727	\$50,996	\$52,276	\$53,571	\$1,197	\$1,000
10		\$34,596	\$35,750	\$36,914	\$38,090	\$39,279	\$40,479	\$41,693	\$42,919	\$44,156	\$45,405	\$46,667	\$47,942	\$49,230	\$50,528	\$51,841	\$53,168	\$54,507	\$55,859	\$1,251	\$1,000
11		\$36,283	\$37,488	\$38,708	\$39,939	\$41,181	\$42,438	\$43,706	\$44,985	\$46,279	\$47,585	\$48,904	\$50,237	\$51,583	\$52,942	\$54,315	\$55,703	\$57,102	\$58,516	\$1,308	\$1,100
12		\$38,160	\$39,434	\$40,719	\$42,017	\$43,329	\$44,654	\$45,993	\$47,344	\$48,710	\$50,089	\$51,481	\$52,887	\$54,307	\$55,742	\$57,191	\$58,655	\$60,134	\$61,626	\$1,380	\$1,100
13		\$40,371	\$41,716	\$43,077	\$44,450	\$45,838	\$47,236	\$48,651	\$50,080	\$51,524	\$52,983	\$54,455	\$55,942	\$57,445	\$58,961	\$60,493	\$62,042	\$63,605	\$65,184	\$1,460	\$1,200
14		\$42,949	\$44,379	\$45,824	\$47,283	\$48,757	\$50,247	\$51,750	\$53,268	\$54,801	\$56,349	\$57,915	\$59,497	\$61,094	\$62,702	\$64,330	\$65,974	\$67,636	\$69,314	\$1,551	\$1,200
15		\$46,448	\$47,998	\$49,562	\$51,142	\$52,739	\$54,350	\$55,977	\$57,621	\$59,284	\$60,961	\$62,655	\$64,365	\$66,094	\$67,841	\$69,603	\$71,383	\$73,183	\$74,999	\$1,679	\$1,300
16		\$50,441	\$52,122	\$53,821	\$55,535	\$57,267	\$59,015	\$60,781	\$62,566	\$64,368	\$66,188	\$68,026	\$69,882	\$71,757	\$73,651	\$75,564	\$77,496	\$79,448	\$81,418	\$1,822	\$1,300
17		\$54,439	\$56,257	\$58,093	\$59,946	\$61,819	\$63,710	\$65,622	\$67,552	\$69,500	\$71,468	\$73,456	\$75,464	\$77,493	\$79,540	\$81,609	\$83,698	\$85,808	\$87,940	\$1,971	\$1,400
18		\$59,182	\$61,158	\$63,157	\$65,177	\$67,206	\$69,262	\$71,339	\$73,437	\$75,556	\$77,697	\$79,858	\$82,040	\$84,245	\$86,472	\$88,721	\$90,992	\$93,287	\$95,604	\$2,142	\$1,400
19		\$64,178	\$66,318	\$68,479	\$70,662	\$72,867	\$75,094	\$77,343	\$79,613	\$81,904	\$84,224	\$86,564	\$88,927	\$91,314	\$93,724	\$96,159	\$98,618	\$101,103	\$103,611	\$2,320	\$1,500
20		\$69,923	\$72,253	\$74,608	\$76,987	\$79,387	\$81,812	\$84,262	\$86,737	\$89,235	\$91,758	\$94,308	\$96,883	\$99,484	\$102,111	\$104,762	\$107,442	\$110,148	\$112,880	\$2,527	\$1,500
21		\$75,917	\$78,446	\$81,003	\$83,583	\$86,189	\$88,820	\$91,479	\$94,166	\$96,879	\$99,618	\$102,384	\$105,179	\$108,002	\$110,852	\$113,731	\$116,638	\$119,575	\$122,541	\$2,743	\$1,500
22		\$82,906	\$85,668	\$88,460	\$91,279	\$94,127	\$97,001	\$99,906	\$102,839	\$105,802	\$108,792	\$111,815	\$114,868	\$117,950	\$121,064	\$124,210	\$127,385	\$130,593	\$133,833	\$2,996	\$1,500
CONGRESS, AFSCME, AFT SALARY GRIDS																					
11 Month																					

ACL Salary Grid Effective 7/18/2008-12/2/2010																			Avg AI Value	At Max Lump		
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18			
8		\$27,808	\$28,735	\$29,673	\$30,620	\$31,576	\$32,544	\$33,520	\$34,505	\$35,502	\$36,507	\$37,523	\$38,548	\$39,584	\$40,629	\$41,687	\$42,754	\$43,833	\$44,922	\$1,007	1000	
9		\$28,847	\$29,805	\$30,773	\$31,752	\$32,740	\$33,738	\$34,745	\$35,762	\$36,790	\$37,827	\$38,875	\$39,935	\$41,004	\$42,084	\$43,176	\$44,278	\$45,390	\$46,514	\$1,040	1000	
10		\$30,038	\$31,040	\$32,051	\$33,072	\$34,105	\$35,147	\$36,200	\$37,264	\$38,339	\$39,424	\$40,519	\$41,627	\$42,744	\$43,872	\$45,012	\$46,163	\$47,327	\$48,501	\$1,086	1000	
11		\$31,303	\$32,350	\$33,409	\$34,478	\$35,556	\$36,647	\$37,748	\$38,859	\$39,981	\$41,113	\$42,256	\$43,411	\$44,578	\$45,756	\$46,946	\$48,146	\$49,357	\$50,579	\$50,807	\$1,136	1100
12		\$33,133	\$34,238	\$35,355	\$36,482	\$37,621	\$38,771	\$39,934	\$41,107	\$42,293	\$43,490	\$44,699	\$45,920	\$47,152	\$48,396	\$49,657	\$50,927	\$52,212	\$53,508	\$1,198	1100	
13		\$35,052	\$36,221	\$37,402	\$38,594	\$39,799	\$41,014	\$42,242	\$43,483	\$44,736	\$46,003	\$47,282	\$48,572	\$49,876	\$51,194	\$52,524	\$53,869	\$55,226	\$56,597	\$1,268	1200	
14		\$37,291	\$38,533	\$39,787	\$41,054	\$42,334	\$43,627	\$44,932	\$46,250	\$47,581	\$48,926	\$50,285	\$51,657	\$53,042	\$54,442	\$55,855	\$57,283	\$58,725	\$60,182	\$1,347	1200	
15		\$40,329	\$41,674	\$43,033	\$44,405	\$45,791	\$47,190	\$48,603	\$50,031	\$51,474	\$52,930	\$54,401	\$55,887	\$57,387	\$58,903	\$60,433	\$61,980	\$63,542	\$65,119	\$1,458	1300	
16		\$43,797	\$45,256	\$46,731	\$48,219	\$49,723	\$51,241	\$52,774	\$54,324	\$55,888	\$57,469	\$59,065	\$60,676	\$62,304	\$63,949	\$65,610	\$67,287	\$68,981	\$70,692	\$1,582	1300	
17		\$47,267	\$48,846	\$50,440	\$52,049	\$53,675	\$55,317	\$56,976	\$58,652	\$60,344	\$62,053	\$63,779	\$65,522	\$67,284	\$69,062	\$70,858	\$72,672	\$74,504	\$76,355	\$1,711	1400	
18		\$51,386	\$53,101	\$54,834	\$56,585	\$58,352	\$60,138	\$61,941	\$63,762	\$65,602	\$67,461	\$69,338	\$71,232	\$73,146	\$75,081	\$77,033	\$79,005	\$80,998	\$83,009	\$1,860	1400	
19		\$55,723	\$57,581	\$59,458	\$61,353	\$63,267	\$65,201	\$67,154	\$69,125	\$71,118	\$73,129	\$75,160	\$77,212	\$79,284	\$81,377	\$83,492	\$85,627	\$87,784	\$89,962	\$2,014	1500	
20		\$60,712	\$62,735	\$64,779	\$66,844	\$68,929	\$71,034	\$73,162	\$75,310	\$77,479	\$79,670	\$81,884	\$84,120	\$86,378	\$88,658	\$90,961	\$93,287	\$95,637	\$98,009	\$2,194	1500	
21		\$65,916	\$68,112	\$70,331	\$72,572	\$74,835	\$77,119	\$79,428	\$81,760	\$84,116	\$86,494	\$88,897	\$91,323	\$93,774	\$96,248	\$98,748	\$101,272	\$103,823	\$106,398	\$2,382	1500	
22		\$71,984	\$74,383	\$76,806	\$79,254	\$81,726	\$84,222	\$86,744	\$89,292	\$91,864	\$94,461	\$97,085	\$99,735	\$102,411	\$105,115	\$107,846	\$110,603	\$113,389	\$116,202	\$2,602	1500	
ACL Salary Grid Effective 12/3/2010-6/30/2011																			Avg AI Value	At Max Lump		
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18			
\$7		\$28,642	\$29,596	\$30,563	\$31,539	\$32,523	\$33,520	\$34,525	\$35,540	\$36,567	\$37,603	\$38,649	\$39,705	\$40,771	\$41,849	\$42,936	\$44,037	\$45,149	\$46,270	\$1,037	1000	
\$8		\$29,712	\$30,698	\$31,697	\$32,705	\$33,721	\$34,750	\$35,788	\$36,834	\$37,893	\$38,962	\$40,041	\$41,133	\$42,235	\$43,346	\$44,471	\$45,606	\$46,751	\$47,909	\$1,071	1000	
\$9		\$30,939	\$31,972	\$33,013	\$34,064	\$35,128	\$36,201	\$37,286	\$38,383	\$39,489	\$40,607	\$41,735	\$42,875	\$44,027	\$45,188	\$46,362	\$47,548	\$48,747	\$49,956	\$1,118	1000	
\$10		\$32,448	\$33,526	\$34,617	\$35,718	\$36,829	\$37,953	\$39,087	\$40,231	\$41,388	\$42,555	\$43,735	\$44,928	\$46,131	\$47,347	\$48,574	\$49,815	\$51,067	\$52,332	\$1,170	1100	
\$11		\$34,127	\$35,266	\$36,416	\$37,576	\$38,749	\$39,935	\$41,132	\$42,340	\$43,562	\$44,795	\$46,040	\$47,297	\$48,567	\$49,850	\$51,146	\$52,455	\$53,778	\$55,113	\$1,235	1100	
\$12		\$36,104	\$37,307	\$38,524	\$39,752	\$40,993	\$42,244	\$43,509	\$44,787	\$46,078	\$47,383	\$48,700	\$50,030	\$51,374	\$52,729	\$54,100	\$55,485	\$56,883	\$58,295	\$1,305	1200	
\$13		\$38,409	\$39,689	\$40,981	\$42,286	\$43,604	\$44,936	\$46,281	\$47,638	\$49,009	\$50,394	\$51,794	\$53,207	\$54,633	\$56,075	\$57,531	\$59,001	\$60,487	\$61,988	\$1,387	1200	
\$14		\$41,539	\$42,925	\$44,324	\$45,737	\$47,165	\$48,605	\$50,061	\$51,531	\$53,018	\$54,518	\$56,033	\$57,564	\$59,109	\$60,671	\$62,246	\$63,839	\$65,448	\$67,073	\$1,502	1300	
\$15		\$45,110	\$46,613	\$48,132	\$49,665	\$51,214	\$52,778	\$54,357	\$55,953	\$57,565	\$59,193	\$60,836	\$62,497	\$64,173	\$65,867	\$67,578	\$69,306	\$71,051	\$72,813	\$1,630	1300	
\$16		\$48,685	\$50,311	\$51,953	\$53,610	\$55,285	\$56,976	\$58,686	\$60,412	\$62,155	\$63,915	\$65,692	\$67,488	\$69,303	\$71,133	\$72,984	\$74,852	\$76,739	\$78,645	\$1,763	1400	
\$17		\$52,927	\$54,694	\$56,480	\$58,283	\$60,103	\$61,942	\$63,799	\$65,676	\$67,570	\$69,485	\$71,418	\$73,369	\$75,341	\$77,333	\$79,344	\$81,375	\$83,428	\$85,499	\$1,916	1400	
\$17		\$57,395	\$59,308	\$61,242	\$63,194	\$65,166	\$67,157	\$69,169	\$71,198	\$73,251	\$75,323	\$77,415	\$79,528	\$81,663	\$83,818	\$85,996	\$88,195	\$90,417	\$92,660	\$2,074	1500	
\$18		\$62,533	\$64,617	\$66,722	\$68,850	\$70,997	\$73,166	\$75,356	\$77,569	\$79,804	\$82,060	\$84,341	\$86,643	\$88,970	\$91,318	\$93,690	\$96,086	\$98,506	\$100,950	\$2,260	1500	
\$19		\$67,893	\$70,155	\$72,441	\$74,749	\$77,080	\$79,433	\$81,811	\$84,213	\$86,640	\$89,089	\$91,563	\$94,063	\$96,587	\$99,136	\$101,711	\$104,310	\$106,937	\$109,589	\$2,453	1500	
\$20		\$74,144	\$76,614	\$79,110	\$81,632	\$84,178	\$86,749	\$89,347	\$91,970	\$94,619	\$97,294	\$99,997	\$102,727	\$105,484	\$108,268	\$111,082	\$113,922	\$116,791	\$119,688	\$2,679	1500	
ACL Salary Grid Effective 7/1/2011																			Avg AI Value	At Max Lump		
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18			
8		\$29,358	\$30,336	\$31,327	\$32,327	\$33,336	\$34,358	\$35,389	\$36,428	\$37,481	\$38,543	\$39,615	\$40,697	\$41,790	\$42,895	\$44,011	\$45,138	\$46,277	\$47,427	\$1,062	1000	
9		\$30,454	\$31,466	\$32,489	\$33,523	\$34,565	\$35,619	\$36,682	\$37,756	\$38,840	\$39,936	\$41,042	\$42,161	\$43,291	\$44,430	\$45,583	\$46,746	\$47,920	\$49,107	\$1,097	1000	
10		\$31,713	\$32,771	\$33,838	\$34,916	\$36,006	\$37,106	\$38,219	\$39,342	\$40,476	\$41,621	\$42,778	\$43,947	\$45,128	\$46,317	\$47,521	\$48,737	\$49,965	\$51,204	\$1,147	1000	
11		\$33,259	\$34,364	\$35,482	\$36,611	\$37,749	\$38,902	\$40,064	\$41,236	\$42,422	\$43,620	\$44,829	\$46,051	\$47,284	\$48,530	\$49,789	\$51,061	\$52,344	\$53,640	\$1,199	1100	
12		\$34,980	\$36,148	\$37,326	\$38,516	\$39,718	\$40,933	\$42,160	\$43,399	\$44,651	\$45,915	\$47,191	\$48,480	\$49,781	\$51,097	\$52,425	\$53,767	\$55,123	\$56,491	\$1,265	1100	
13		\$37,007	\$38,240	\$39,487	\$40,746	\$42,018	\$43,300	\$44,597	\$45,907	\$47,230	\$48,568	\$49,917	\$51,280	\$52,658	\$54,048	\$55,452	\$56,872	\$58,305	\$59,752	\$1,338	1200	
14		\$39,370	\$40,681	\$42,005	\$43,343	\$44,694	\$46,060	\$47,438	\$48,829	\$50,234	\$51,653	\$53,089	\$54,537	\$55,999	\$57,477	\$58,969	\$60,476	\$62,000	\$63,538	\$1,422	1200	
15		\$42,577	\$43,998	\$45,432	\$46,880	\$48,344	\$49,821	\$51,312	\$52,819	\$54,344	\$55,881	\$57,434	\$58,003	\$60,586	\$62,188	\$63,803	\$65,434	\$67,084	\$68,749	\$1,539	1300	
16		\$46,238	\$47,779	\$49,336	\$50,907	\$52,495	\$54,097	\$55,716	\$57,352	\$59,004	\$60,672	\$62,357	\$64,059	\$65,777	\$67,513	\$69,267	\$71,038	\$72,827	\$74,633	\$1,670	1300	
17		\$49,902	\$51,569	\$53,252	\$54,951	\$56,667	\$58,401	\$60,154	\$61,923	\$63,708	\$65,512	\$67,335	\$69,175	\$71,035	\$72,912	\$74,808	\$76,723	\$78,657	\$80,612	\$1,807	1400	
18		\$54,250	\$56,062	\$57,891	\$59,740	\$61,606	\$63,490	\$65,394	\$67,317	\$69,260	\$71,222	\$73,203	\$75,203	\$77,225	\$79,266	\$81,328	\$83,409	\$85,513	\$87,637	\$1,964	1400	
19		\$58,830	\$60,792	\$62,772	\$64,774	\$66,795	\$68,836	\$70,898	\$72,979	\$75,082	\$77,205	\$79,350	\$81,516	\$83,705	\$85,914	\$88,146	\$90,400	\$92,678	\$94,977	\$2,127	1500	
20		\$64,096	\$66,232	\$68,391	\$70,571	\$72,771	\$74,994	\$77,240	\$79,509	\$81,799	\$84,112	\$86,449	\$88,809	\$91,194	\$93,602	\$96,032	\$98,489	\$100,969	\$103,473	\$2,316	1500	
21		\$69,591	\$71,909	\$74,253	\$76,611	\$79,007	\$81,418	\$83,856	\$86,319	\$88,806	\$91,317	\$93,852	\$96,414	\$99,002	\$101,614	\$104,253	\$106,918	\$109,610	\$112,329	\$2,514	1500	
22		\$75,997	\$78,529	\$81,088	\$83,672	\$86,283	\$88,918	\$91,581	\$94,269	\$96,985	\$99,726	\$102,497	\$105,296	\$108,121	\$110,975	\$113,859	\$116,770	\$119,710	\$122,680	\$2,746	1500	

CONGRESS, AFSCME, AFT SALARY GRIDS																					
10 Month																					
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	\$25,280	\$26,123	\$26,975	\$27,837	\$28,706	\$29,585	\$30,473	\$31,368	\$32,274	\$33,188	\$34,112	\$35,043	\$35,985	\$36,936	\$37,898	\$38,868	\$39,848	\$40,838	\$915	1000	
9	\$26,224	\$27,095	\$27,976	\$28,866	\$29,763	\$30,671	\$31,587	\$32,511	\$33,445	\$34,388	\$35,341	\$36,304	\$37,277	\$38,258	\$39,251	\$40,253	\$41,263	\$42,285	\$945	1000	
10	\$27,308	\$28,218	\$29,138	\$30,066	\$31,004	\$31,952	\$32,909	\$33,877	\$34,853	\$35,840	\$36,836	\$37,843	\$38,858	\$39,883	\$40,920	\$41,967	\$43,024	\$44,092	\$988	1000	
11	\$28,639	\$29,591	\$30,553	\$31,525	\$32,506	\$33,498	\$34,498	\$35,508	\$36,529	\$37,560	\$38,601	\$39,653	\$40,716	\$41,789	\$42,873	\$43,968	\$45,072	\$46,188	\$1,033	1100	
12	\$30,121	\$31,126	\$32,141	\$33,165	\$34,201	\$35,247	\$36,303	\$37,370	\$38,448	\$39,537	\$40,635	\$41,745	\$42,866	\$43,998	\$45,143	\$46,298	\$47,465	\$48,643	\$1,089	1100	
13	\$31,866	\$32,928	\$34,002	\$35,086	\$36,181	\$37,285	\$38,402	\$39,530	\$40,669	\$41,821	\$42,983	\$44,157	\$45,343	\$46,540	\$47,749	\$48,972	\$50,206	\$51,452	\$1,153	1200	
14	\$33,901	\$35,030	\$36,170	\$37,322	\$38,486	\$39,661	\$40,848	\$42,046	\$43,256	\$44,478	\$45,713	\$46,961	\$48,220	\$49,493	\$50,778	\$52,075	\$53,387	\$54,711	\$1,224	1200	
15	\$36,663	\$37,896	\$39,121	\$40,368	\$41,628	\$42,900	\$44,184	\$45,483	\$46,794	\$48,118	\$49,456	\$50,807	\$52,170	\$53,548	\$54,939	\$56,345	\$57,765	\$59,199	\$1,326	1300	
16	\$39,815	\$41,142	\$42,483	\$43,835	\$45,203	\$46,583	\$47,977	\$49,385	\$50,808	\$52,244	\$53,695	\$55,160	\$56,640	\$58,135	\$59,645	\$61,170	\$62,710	\$64,265	\$1,438	1300	
17	\$42,970	\$44,405	\$45,854	\$47,318	\$48,795	\$50,288	\$51,797	\$53,320	\$54,858	\$56,412	\$57,981	\$59,566	\$61,168	\$62,783	\$64,417	\$66,066	\$67,731	\$69,413	\$1,556	1400	
18	\$46,714	\$48,273	\$49,849	\$51,441	\$53,048	\$54,671	\$56,310	\$57,966	\$59,638	\$61,328	\$63,034	\$64,757	\$66,497	\$68,255	\$70,030	\$71,823	\$73,634	\$75,463	\$1,691	1400	
19	\$50,658	\$52,347	\$54,053	\$55,776	\$57,516	\$59,273	\$61,049	\$62,841	\$64,653	\$66,481	\$68,328	\$70,193	\$72,077	\$73,979	\$75,902	\$77,843	\$79,803	\$81,783	\$1,831	1500	
20	\$55,193	\$57,032	\$58,890	\$60,768	\$62,663	\$64,577	\$66,511	\$68,463	\$70,436	\$72,428	\$74,440	\$76,473	\$78,526	\$80,598	\$82,692	\$84,807	\$86,943	\$89,099	\$1,994	1500	
21	\$59,923	\$61,920	\$63,938	\$65,974	\$68,032	\$70,108	\$72,208	\$74,328	\$76,469	\$78,631	\$80,815	\$83,021	\$85,249	\$87,498	\$89,771	\$92,066	\$94,384	\$96,725	\$2,165	1500	
22	\$65,440	\$67,621	\$69,823	\$72,049	\$74,297	\$76,566	\$78,858	\$81,174	\$83,513	\$85,873	\$88,259	\$90,668	\$93,101	\$95,559	\$98,042	\$100,548	\$103,081	\$105,638	\$2,365	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	\$26,038	\$26,906	\$27,784	\$28,672	\$29,567	\$30,473	\$31,387	\$32,309	\$33,243	\$34,184	\$35,135	\$36,095	\$37,064	\$38,044	\$39,034	\$40,033	\$41,044	\$42,063	\$943	1000	
9	\$27,011	\$27,908	\$28,815	\$29,732	\$30,656	\$31,591	\$32,534	\$33,486	\$34,448	\$35,420	\$36,401	\$37,393	\$38,395	\$39,406	\$40,428	\$41,460	\$42,501	\$43,553	\$973	1000	
10	\$28,127	\$29,065	\$30,012	\$30,968	\$31,934	\$32,910	\$33,897	\$34,893	\$35,899	\$36,915	\$37,941	\$38,978	\$40,024	\$41,080	\$42,148	\$43,226	\$44,315	\$45,414	\$1,017	1000	
11	\$29,498	\$30,478	\$31,470	\$32,471	\$33,481	\$34,503	\$35,533	\$36,573	\$37,625	\$38,687	\$39,759	\$40,843	\$41,938	\$43,043	\$44,158	\$45,287	\$46,424	\$47,574	\$1,063	1100	
12	\$31,024	\$32,060	\$33,105	\$34,160	\$35,227	\$36,304	\$37,393	\$38,491	\$39,602	\$40,723	\$41,854	\$42,998	\$44,152	\$45,318	\$46,497	\$47,687	\$48,889	\$50,103	\$1,123	1100	
13	\$32,822	\$33,916	\$35,022	\$36,138	\$37,267	\$38,403	\$39,553	\$40,716	\$41,889	\$43,076	\$44,273	\$45,482	\$46,703	\$47,936	\$49,182	\$50,441	\$51,712	\$52,995	\$1,187	1200	
14	\$34,918	\$36,081	\$37,255	\$38,442	\$39,640	\$40,851	\$42,073	\$43,308	\$44,553	\$45,813	\$47,085	\$48,370	\$49,667	\$50,978	\$52,301	\$53,638	\$54,988	\$56,353	\$1,261	1200	
15	\$37,763	\$39,023	\$40,294	\$41,579	\$42,878	\$44,187	\$45,510	\$46,847	\$48,198	\$49,562	\$50,939	\$52,331	\$53,735	\$55,155	\$56,588	\$58,035	\$59,498	\$60,975	\$1,366	1300	
16	\$41,009	\$42,376	\$43,757	\$45,150	\$46,558	\$47,980	\$49,416	\$50,867	\$52,332	\$53,812	\$55,306	\$56,815	\$58,339	\$59,879	\$61,434	\$63,005	\$64,592	\$66,193	\$1,482	1300	
17	\$44,259	\$45,738	\$47,230	\$48,737	\$50,259	\$51,797	\$53,351	\$54,920	\$56,504	\$58,104	\$59,720	\$61,353	\$63,003	\$64,667	\$66,349	\$68,048	\$69,763	\$71,496	\$1,603	1400	
18	\$48,116	\$49,722	\$51,345	\$52,984	\$54,639	\$56,311	\$57,999	\$59,705	\$61,428	\$63,168	\$64,925	\$66,699	\$68,492	\$70,303	\$72,131	\$73,978	\$75,843	\$77,727	\$1,742	1400	
19	\$52,178	\$53,917	\$55,674	\$57,449	\$59,242	\$61,052	\$62,881	\$64,726	\$66,592	\$68,475	\$70,378	\$72,298	\$74,239	\$76,198	\$78,178	\$80,178	\$82,198	\$84,237	\$1,886	1500	
20	\$56,848	\$58,743	\$60,657	\$62,591	\$64,543	\$66,514	\$68,506	\$70,518	\$72,549	\$74,600	\$76,673	\$78,767	\$80,882	\$83,017	\$85,173	\$87,351	\$89,551	\$91,773	\$2,054	1500	
21	\$61,721	\$63,778	\$65,856	\$67,953	\$70,073	\$72,212	\$74,373	\$76,558	\$78,763	\$80,990	\$83,239	\$85,512	\$87,807	\$90,123	\$92,464	\$94,828	\$97,216	\$99,627	\$2,230	1500	
22	\$67,403	\$69,649	\$71,918	\$74,211	\$76,526	\$78,863	\$81,224	\$83,609	\$86,018	\$88,449	\$90,907	\$93,388	\$95,894	\$98,426	\$100,983	\$103,565	\$106,173	\$108,808	\$2,436	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	\$26,689	\$27,578	\$28,479	\$29,388	\$30,306	\$31,234	\$32,172	\$33,117	\$34,073	\$35,039	\$36,013	\$36,998	\$37,991	\$38,995	\$40,010	\$41,034	\$42,070	\$43,115	\$966	1000	
9	\$27,686	\$28,605	\$29,535	\$30,475	\$31,423	\$32,381	\$33,348	\$34,323	\$35,309	\$36,306	\$37,311	\$38,328	\$39,355	\$40,391	\$41,439	\$42,497	\$43,563	\$44,643	\$998	1000	
10	\$28,830	\$29,792	\$30,762	\$31,742	\$32,733	\$33,733	\$34,744	\$35,766	\$36,797	\$37,838	\$38,889	\$39,952	\$41,025	\$42,107	\$43,201	\$44,307	\$45,423	\$46,549	\$1,043	1000	
11	\$30,236	\$31,240	\$32,257	\$33,283	\$34,318	\$35,365	\$36,422	\$37,488	\$38,566	\$39,654	\$40,753	\$41,864	\$42,986	\$44,118	\$45,263	\$46,419	\$47,585	\$48,763	\$1,090	1100	
12	\$31,800	\$32,862	\$33,933	\$35,014	\$36,108	\$37,212	\$38,328	\$39,453	\$40,592	\$41,741	\$42,900	\$44,073	\$45,256	\$46,452	\$47,659	\$48,879	\$50,112	\$51,355	\$1,150	1100	
13	\$33,643	\$34,763	\$35,898	\$37,042	\$38,198	\$39,368	\$40,543	\$41,733	\$42,937	\$44,153	\$45,379	\$46,618	\$47,871	\$49,134	\$50,411	\$51,702	\$53,004	\$54,320	\$1,217	1200	
14	\$35,791	\$36,983	\$38,187	\$39,403	\$40,631	\$41,873	\$43,125	\$44,390	\$45,668	\$46,958	\$48,263	\$49,579	\$50,908	\$52,252	\$53,608	\$54,978	\$56,363	\$57,762	\$1,293	1200	
15	\$38,707	\$39,998	\$41,302	\$42,618	\$43,949	\$45,292	\$46,648	\$48,018	\$49,403	\$50,801	\$52,213	\$53,639	\$55,078	\$56,534	\$58,003	\$59,486	\$60,986	\$62,499	\$1,399	1300	
16	\$42,034	\$43,435	\$44,851	\$46,279	\$47,723	\$49,179	\$50,651	\$52,138	\$53,640	\$55,157	\$56,688	\$58,235	\$59,798	\$61,376	\$62,970	\$64,580	\$66,207	\$67,848	\$1,518	1300	
17	\$45,366	\$46,861	\$48,371	\$49,895	\$51,516	\$53,092	\$54,685	\$56,293	\$57,917	\$59,557	\$61,213	\$62,887	\$64,578	\$66,283	\$68,008	\$69,748	\$71,507	\$73,281	\$1,643	1400	
18	\$49,311	\$50,965	\$52,628	\$54,309	\$56,005	\$57,718	\$59,449	\$61,198	\$62,963	\$64,744	\$66,548	\$68,367	\$70,204	\$72,060	\$73,934	\$75,827	\$77,739	\$79,670	\$1,785	1400	
19	\$53,482	\$55,265	\$57,066	\$58,885	\$60,723	\$62,578	\$64,453	\$66,344	\$68,257	\$70,187	\$72,137	\$74,106	\$76,095	\$78,103	\$80,133	\$82,182	\$84,253	\$86,343	\$1,933	1500	
20	\$58,269	\$60,211	\$62,173	\$64,156	\$66,156	\$68,177	\$70,218	\$72,281	\$74,363	\$76,465	\$78,590	\$80,736	\$82,903	\$85,093	\$87,302	\$89,535	\$91,790	\$94,067	\$2,106	1500	
21	\$63,264	\$65,372	\$67,503	\$69,653	\$71,824	\$74,017	\$76,233	\$78,472	\$80,733	\$83,015	\$85,320	\$87,649	\$90,002	\$92,377	\$94,776	\$97,198	\$99,646	\$102,118	\$2,286	1500	
22	\$69,088	\$71,390	\$73,717	\$76,066	\$78,439	\$80,834	\$83,255	\$85,699	\$88,168	\$90,660	\$93,179	\$95,723	\$98,292	\$100,887	\$103,508	\$106,154	\$108,828	\$111,528	\$2,497	1500	
CONGRESS, AFSCME, AFT SALARY GRIDS																					
9 Month																					

\\SERVER03\Users\m\my Documents\web uploads\Salary Grids for 2009-10 through 2011-12

ACL Salary Grid Effective 8/1/2008-12/16/2010																			Avg AI Value	At Max Lump	
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
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		\$25,775	\$26,632	\$27,498	\$28,373	\$29,255	\$30,148	\$31,049	\$31,958	\$32,876	\$33,804	\$34,741	\$35,688	\$36,644	\$37,610	\$38,585	\$39,571	\$40,565	\$41,570	\$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	\$44,510	\$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	\$51,329	\$53,001	\$54,691	\$56,396	\$58,119	\$59,860	\$61,617	\$63,392	\$65,185	\$66,996	\$68,825	\$70,673	\$72,539	\$74,423	\$76,326	\$78,248	\$80,189	\$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																			Avg AI Value	At Max Lump	
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
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		\$27,922	\$28,854	\$29,795	\$30,744	\$31,704	\$32,674	\$33,653	\$34,642	\$35,642	\$36,650	\$37,669	\$38,698	\$39,737	\$40,787	\$41,847	\$42,918	\$44,000	\$45,092	\$1,010	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	\$37,867	\$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																			Avg AI Value	At Max Lump	
Group	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		
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		\$27,122	\$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		\$32,212	\$33,284	\$34,368	\$35,462	\$36,568	\$37,685	\$38,813	\$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	\$58,007	\$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	\$80,582	\$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 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 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 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	\$1,216.88
		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	\$1,210.89	\$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	\$29,718.00	\$30,337.00	\$30,955.00	\$31,576.00	\$32,387.00	\$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	\$29,868.00	\$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	\$15.28	\$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	\$31,868.00	\$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	\$134.28	\$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

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	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	\$33,679.00	\$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	\$1,258.94	\$1,290.39	\$1,324.22	\$1,358.59	\$1,394.87	\$1,431.96	\$1,470.20	\$1,508.90	\$1,544.60	\$1,582.23
		Daily	\$125.70	\$129.04	\$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	\$37,588.00	\$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	\$136.38	\$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	\$38,542.00	\$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	\$1,745.60	\$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	\$24.26	\$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	\$1,825.56	\$1,880.89	\$1,935.91	\$1,984.45	\$2,034.03	\$2,083.57
		Daily	\$160.46	\$165.89	\$171.52	\$177.05	\$182.56	\$188.08	\$193.60	\$198.45	\$203.41	\$208.36
		Hourly	\$21.40	\$22.14	\$22.87	\$23.61	\$24.35	\$25.08	\$25.62	\$26.46	\$27.13	\$27.79

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	17	Annual	\$43,895.00	\$45,388.00	\$46,880.00	\$48,349.00	\$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	\$2,022.89	\$2,073.61	\$2,125.48	\$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	\$48,054.00	\$47,571.00	\$49,091.00	\$50,615.00	\$52,133.00	\$53,650.00	\$55,177.00	\$56,558.00	\$57,970.00	\$59,384.00
		Bi-Wk	\$1,764.53	\$1,822.85	\$1,880.89	\$1,939.28	\$1,997.44	\$2,055.56	\$2,114.07	\$2,166.90	\$2,221.08	\$2,275.25
		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	\$48,280.00	\$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	\$2,208.83	\$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	\$25.89	\$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	\$2,034.88	\$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	\$65,208.00	\$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	\$228.43	\$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	\$61,888.00	\$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	\$298.60
		Hourly	\$30.53	\$31.61	\$32.70	\$33.78	\$34.86	\$35.95	\$37.03	\$37.96	\$38.91	\$39.86

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	25	Annual	\$62,604.00	\$64,807.00	\$67,010.00	\$69,208.00	\$71,413.00	\$73,610.00	\$75,816.00	\$77,712.00	\$79,655.00	\$81,595.00
		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	\$2,864.88	\$2,952.15	\$3,039.43	\$3,115.48	\$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	\$68,635.00	\$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	\$281.88	\$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	\$79,588.00	\$82,028.00	\$84,474.00	\$86,916.00	\$89,091.00	\$91,320.00	\$93,544.00
		Bi-Wk	\$2,768.28	\$2,862.15	\$2,955.68	\$3,049.35	\$3,142.84	\$3,236.58	\$3,330.12	\$3,413.45	\$3,496.88	\$3,584.07
		Daily	\$276.83	\$286.22	\$295.57	\$304.94	\$314.29	\$323.68	\$333.02	\$341.36	\$349.89	\$358.41
		Hourly	\$36.92	\$38.17	\$39.41	\$40.66	\$41.91	\$43.16	\$44.41	\$45.52	\$46.68	\$47.79
TC	29	Annual	\$72,937.00	\$75,829.00	\$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	\$2,897.87	\$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	\$78,585.00	\$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	\$100,797.00	\$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	\$3,588.51	\$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	\$43.38	\$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	\$3,283.38	\$3,378.88	\$3,494.28	\$3,610.00	\$3,725.80	\$3,841.04	\$3,956.56	\$4,055.48	\$4,156.98	\$4,258.28
		Daily	\$328.34	\$337.89	\$349.43	\$361.00	\$372.58	\$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	\$109,898.00	\$112,644.00	\$115,390.00
		Bi-Wk	\$3,395.87	\$3,514.64	\$3,633.34	\$3,752.07	\$3,870.86	\$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	\$437.08	\$447.99	\$458.91
		Hourly	\$47.12	\$48.74	\$50.37	\$51.99	\$53.61	\$55.23	\$56.86	\$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	\$59.04	\$60.52	\$62.03	\$63.54
TC	37	Annual	\$99,958.00	\$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	\$4,342.78	\$4,470.89	\$4,599.20	\$4,714.22	\$4,831.98	\$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	\$107,457.00	\$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	\$4,773.84	\$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	\$108,318.00	\$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	\$441.88	\$455.32	\$468.78	\$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	\$137,632.00	\$141,077.00	\$144,515.00
		Bi-Wk	\$4,321.15	\$4,458.36	\$4,595.71	\$4,732.99	\$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	\$5,202.78	\$5,343.22	\$5,478.90	\$5,613.80	\$5,750.73
		Daily	\$450.01	\$464.08	\$478.12	\$492.19	\$506.25	\$520.28	\$534.33	\$547.89	\$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	\$152,138.00	\$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	\$5,688.67	\$5,828.97	\$5,971.08
		Daily	\$468.59	\$482.97	\$497.34	\$511.69	\$526.08	\$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	\$590.82	\$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	\$15.54	\$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

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
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	\$53,356.00	\$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

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
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	\$3,348.55	\$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	\$74,855.00	\$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

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<u>Plan</u>	<u>Group</u>	<u>Period</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>
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	\$15.76	\$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

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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

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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

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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	\$3,057.05	\$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

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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

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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	

MP Pay Plan Effective 6/20/2008

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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	

MP Pay Plan Effective 6/20/2008

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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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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-Wk	\$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, 2011, calendar period.

Executive/Administrative/Managerial:

During 2011, there were no personnel actions in the Executive/ Administrative/ Managerial occupational category.

Faculty:

Professor:

During 2011, eight Associate Professors {three (3) White males, four (4) White females and one (1) Black female) were promoted into the Professor occupational category. The three (3) White male promotions satisfied goals for the occupational category. Along with the eight promotions in this occupational category there was one other personnel action that was recorded during the year, one retirement (a White male) resulting in a net overall change to the occupational category of plus seven personnel.

Below Professor:

There were eight reductions to the Faculty below Professor Category due to the promotion of eight Associate professors. There were no other personnel actions in this occupational category during the year and thus the net change for this category was a reduction of eight (8) personnel.

Professional/Non-Faculty:

In this occupational category there was one (1) appointment made to the position of Assistant Registrar (White male). There were four other personnel actions in this occupational category during the year. One (1) White female was added to the category due to a reclassification of a Nursing Lab coordinator position. Two (2) White females retired and one (1) White female resigned during the year. Considering all the personnel actions in this occupational category the category had a net overall change in personnel which reduced the category by one.

Technical/Paraprofessional:

During 2011, there was one individual that resigned (Hispanic female) and thus the occupational category had a reduction of one individual during the year.

Secretarial/Clerical:

There were two appointments (both White females) made, one (1) to the position of Office Assistant in Continuing Education and one (1) to the position of Administrative Assistant to the Dean of Administration in this category during 2011. The Office Assistant in Continuing Education was appointed after an open search and the Administrative Assistant appointment was a mandatory hire from the SEBAC re-employment/Layoff list. Neither of these two appointments satisfied affirmative action hiring goal for this occupational category. There was also one additional personnel action within this occupational category which was a reduction in the category. A White female retired. Overall net change to the occupational category was an increase of individual.

Service/Maintenance:

There were no appointments in this occupational category during 2011. There were two voluntary resignations (both White males) and one dismissal (Black female) resulting in a net change for the category of a reduction of three individuals.

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.

TOTAL WORKFORCE (46a-68-38)				Dec 31/2011							
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Executive/Managerial	13	4	9	4	6	0	3	0	0	0	0
Faculty	63	30	33	26	30	2	2	0	0	2	1
Professional	40	18	22	15	18	2	1	1	1	0	2
Tech/Paraprofessional	7	0	7	0	5	0	0	0	1	0	1
Secretarial/Clerical	18	0	18	0	12	0	6	0	0	0	0
Service/Maintenance	14	11	3	8	3	2	0	1	0	0	0
TOTALS	155	63	92	53	74	6	12	2	2	2	4
TOTAL WORKFORCE Percentages (as a percentage of column totals)											
CATEGORY	Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Executive/Managerial	8.4%	6.3%	9.8%	7.5%	8.1%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Faculty	40.6%	47.6%	35.9%	49.1%	40.5%	33.3%	16.7%	0.0%	0.0%	100.0%	25.0%
Professional	25.8%	28.6%	23.9%	28.3%	24.3%	33.3%	8.3%	50.0%	50.0%	0.0%	50.0%
Tech/Paraprofessional	4.5%	0.0%	7.6%	0.0%	6.8%	0.0%	0.0%	0.0%	50.0%	0.0%	25.0%
Secretarial/Clerical	11.6%	0.0%	19.6%	0.0%	16.2%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	9.0%	17.5%	3.3%	15.1%	4.1%	33.3%	0.0%	50.0%	0.0%	0.0%	0.0%
percentage of total workforce	100%	41%	59%	34%	48%	4%	8%	1%	1%	1%	3%

Labor Market: NATIONAL**Classification: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL**

CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
President	1	0	1	0	0	0	1	0	0	0	0
Dean	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
TOTALS	13	4	9	4	6	0	3	0	0	0	0
Disability	1										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees

Date: 31-Dec-11

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

Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	0	0	0	0	0	0	0	0	0	0	0
45-49	2	1	1	1	1	0	0	0	0	0	0
50-54	6	2	4	2	3	0	1	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
TOTALS	13	4	9	4	6	0	3	0	0	0	0

Labor Market: NATIONAL**Classification: FACULTY**

CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Professor	29	11	18	9	16	1	2	0	0	1	0
Associate Professor	21	11	10	11	10	0	0	0	0	0	0
Assistant Professor	7	3	4	2	3	0	0	0	0	1	1
Instructor	6	5	1	4	1	1	0	0	0	0	0
TOTALS	63	30	33	26	30	2	2	0	0	2	1
Disability	1										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees						Date: 31-Dec-11					
Occupational Category: Faculty -Professor											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	0	0	0	0	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	0	0	0	0	0	0	0	0	0	0	0
45-49	5	3	2	3	2	0	0	0	0	0	0
50-54	7	2	5	2	5	0	0	0	0	0	0
55-59	7	2	5	2	5	0	0	0	0	0	0
60-64	9	3	6	2	4	1	2	0	0	0	0
65 +	1	1	0	0	0	0	0	0	0	1	0
TOTALS	29	11	18	9	16	1	2	0	0	1	0

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees											Date:	31-Dec-11	
Occupational Category: Faculty - Below Professor													
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	1	0	1	0	1	0	0	0	0	0	0		
35-39	7	4	3	3	3	1	0	0	0	0	0		
40-44	2	0	2	0	2	0	0	0	0	0	0		
45-49	5	5	0	5	0	0	0	0	0	0	0		
50-54	6	2	4	2	4	0	0	0	0	0	0		
55-59	6	2	4	2	3	0	0	0	0	0	1		
60-64	2	1	1	1	1	0	0	0	0	0	0		
65 +	5	5	0	4	0	0	0	0	0	1	0		
TOTALS	34	19	15	17	14	1	0	0	0	1	1		

Labor Market: NATIONAL											
Classification: PROFESSIONAL, NON-FACULTY											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Accountant	2	0	2	0	2	0	0	0	0	0	0
Coordinator	9	3	6	3	5	0	0	0	0	0	1
Counselor	7	2	5	2	3	0	0	0	1	0	1
Director	9	5	4	3	4	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	0	0	0	0	0	0	0	0	0	0	0
Network & PC	7	6	1	5	1	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	2	1	1	1	1	0	0	0	0	0	0
TOTALS	40	18	22	15	18	2	1	1	1	0	2
Disability	0										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-11			
Occupational Category: Professional Non-Faculty											
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female
25-29	1	1	0	1	0	0	0	0	0	0	0
30-34	2	2	0	2	0	0	0	0	0	0	0
35-39	4	1	3	1	3	0	0	0	0	0	0
40-44	4	3	1	1	1	1	0	1	0	0	0
45-49	3	2	1	1	1	1	0	0	0	0	0
50-54	11	3	8	3	6	0	0	0	0	0	2
55-59	9	5	4	5	4	0	0	0	0	0	0
60-64	3	1	2	1	1	0	1	0	0	0	0
65 +	3	1	2	1	1	0	0	0	1	0	0
TOTALS	40	19	21	16	17	2	1	1	1	0	2

Labor Market: STATE**Classification: CLERICAL AND SECRETARIAL**

CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
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	3	0	3	0	3	0	0	0	0	0	0
ClerkTypist	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
TOTALS	18	0	18	0	12	0	6	0	0	0	0
Disability	0										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-11			
Occupational Category: Secretarial/Clerical											
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	5	0	5	0	4	0	1	0	0	0	0
50-54	5	0	5	0	3	0	2	0	0	0	0
55-59	3	0	3	0	1	0	2	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
TOTALS	18	0	18	0	12	0	6	0	0	0	0

Labor Market: STATE											
Classification: TECHNICAL/PARAPROFESSIONAL											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
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	3	0	3	0	1	0	0	0	1	0	1
Tutoring /LabAides	1	0	1	0	1	0	0	0	0	0	0
TOTALS	7	0	7	0	5	0	0	0	1	0	1
Disability	0										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees		Date: 31-Dec-11										
Occupational Category:		Technical/Paraprofessional										
Age Group	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Other Male	Other Female	
20-24	0	0	0	0	0	0	0	0	0	0	0	
25-29	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	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	1	0	1	0	0	0	0	0	1	0	0	
50-54	4	0	4	0	4	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	
TOTALS	7	0	7	0	5	0	0	0	1	0	1	

Labor Market: STATE											
Classification: SERVICE/MAINTENANCE											
CATEGORY	Grand Total	Total Male	Total Female	WM	WF	BM	BF	HM	HF	OM	OF
Building Maint Spvr	1	1	0	1	0	0	0	0	0	0	0
Building Superintendent	1	1	0	1	0	0	0	0	0	0	0
Lead/Supev Custodian	3	3	0	2	0	1	0	0	0	0	0
Qual.Craft Worker--Elec	0	0	0	0	0	0	0	0	0	0	0
Skilled Maintainer	0	0	0	0	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	5	3	2	1	2	1	0	1	0	0	0
StoreKeeper	1	0	1	0	1	0	0	0	0	0	0
TOTALS	14	11	3	8	3	2	0	1	0	0	0
Disability	0										

Three Rivers Community-Technical College

Workforce Analysis

Age of Full-Time Employees								Date: 31-Dec-11			
Occupational Category: Service/Maintenance											
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	0	0	0	0	0	0	0	0	0	0	0
30-34	2	1	1	1	1	0	0	0	0	0	0
35-39	0	0	0	0	0	0	0	0	0	0	0
40-44	1	0	1	0	1	0	0	0	0	0	0
45-49	5	4	1	2	1	1	0	1	0	0	0
50-54	4	4	0	4	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
TOTALS	14	11	3	8	3	2	0	1	0	0	0

**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 routinely examines and revises, 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. In considering avenues of upward mobility for employees multiple measures of performance and credentials are considered, including current qualifications, evidence of demonstrated ability to perform work successfully in higher level positions, and substitution of experience including training for education if appropriate. The college will continue to use training programs to advance its employees whenever appropriate striving to implement these in quantifiable and measurable ways whenever possible.

For 2012-2013, 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, 2011

Category or Class	Grand Total	Total Male	Total Female	White Male	White Female	Black Male	Black Female	Hispanic Male	Hispanic Female	Other Male	Other Female
Exec/Adm/Mgrl	0	0	0	0	0	0	0	0	0	0	0
Prof Non-Faculty	0	0	0	0	0	0	0	0	0	0	0
Fac-Below Prof Rank	0	0	0	0	0	0	0	0	0	0	0
Faculty-Professors	0	0	0	0	0	0	0	0	0	0	0
Tech/Paraprof	0	0	0	0	0	0	0	0	0	0	0
Sec/Cler	0	0	0	0	0	0	0	0	0	0	0
Serv/Maint	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

Grievance Procedure (Section 46a-68-46)

Grievance Procedure
Section 46a-68-46

In this section the Board of Trustees Policy on grievance procedures is presented along with the current guidelines for handling grievances. Each of the community-technical colleges is governed by this policy. While this policy indicates the availability of confidential counseling in step one (1) of the Grievance Procedure steps, a memo has been directed to all staff to ensure universal awareness of such availability.

Pursuant to subsection c, there was one allegation filed on or about Feb 17, 2011 that was brought to the Commission on Human Rights and Opportunities during this reporting cycle. The College received notice from the Commission on Human Rights and Opportunities in August 2011 that the complaint was being retained for a full investigation. This was the last update that the College received concerning this allegation.

There were no sexual harassment grievances during 2011.



Three Rivers

COMMUNITY COLLEGE

Mohegan Campus • 7 Mahan Drive
Norwich, Connecticut 06360-2487
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 grievant 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 at the College is systematically reviewed. There has also been an increased focus placed on recruitment of candidates and along with a 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 28% in 2011) it becomes critical to increase the diversity of the faculty/staff and nurturing a culture within the learning community which is one of inclusiveness. Numerous programs have been instituted within the Three Rivers' student body 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 therefore 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 the Commission on Human Rights and Opportunity (CHRO) each year. The Equal Employment Opportunity 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 year's program goals and established program goals for the upcoming year.

The Equal Employment Opportunity Officer is responsible for the coordination and oversight of the Internal Program Evaluation. The Equal Employment Opportunity 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 Equal Employment Opportunity 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: Equal Employment Opportunity Officer

Date: March 1, 2012

Subject: Review of Affirmative Action Program for 2011

In preparing the annual Affirmative Action Plan for 2012 I have reviewed the activities, programs, and processes associated with the Affirmative Action program at Three Rivers for the 2011 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 2011 and will continue in 2012 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 2011 continue to be vague and left to each individual search committee member's interpretation as they review applicants providing for some uncertainty. I continued to emphasize and provide examples of how committees can create these criteria and the importance of this to their work. Improvement in the process from the previous year were made but this is an area that continually needs monitoring. Given the limited number of searches (2) that were conducted throughout the year I was able to work with committees and create improvements in this area. 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. Last year I noted the importance of the search process and the priority which it should have in within individual schedules for the entire college community. Based on the limited number of searches this year there did not seem to be a problem with in scheduling and completing the committees work. I am sure this was due in part to the small number of searches, but I will continue to monitor this as we go into 2012. I do remember that 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. I will continue to

emphasize timeliness in completing the search process as we move through search in the current year.

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 2011 and will continue to get focus in 2012 as they are priority for you.

Affirmative Action Advisory Committee was reinstated and is now meeting on a regular basis. The committee is assisting me in developing program goals for the College as well educating the rest of the College community about the goals of our Affirmative Action Programs.

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. 2011 saw some success but also provided opportunities for improvement so the challenge for 2012 will be to build on the successes of 2011.

To: Dr. George Rezendes

From: Grace S. Jones

Date: April 3, 2012

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 Equal Employment Opportunity 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 many new faculty have joined the College Community over that last few years and that many of the 29 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 at this time than it ever was. 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 System Office. These were thoroughly scrutinized by the Director of Human Resources and the Equal Employment Opportunity Officer and reviewed with the President during 2003. These procedures were determined to be appropriate and will be continued in 2011.

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 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

Candidates Recommended:

Name:

Race:

Sex:

Goal Achievement:

Hiring Goal
Upward Mobility Goal
Promotional Goal

Yes:
Yes:
Yes:

No:
No:
No:

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

President's Certification:

The search process resulting in the recommendation of the above named candidate was conducted in accordance with the institution's affirmative action plan. I have personally reviewed the employee selection process especially with respect to the achievement of hiring goals and recommend the candidate indicated above.

Date:

Signature of President:



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



Three Rivers

COMMUNITY COLLEGE

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

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 • 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 2011 affirmative action plan.

Hiring Goals:

Executive/Administrative/Managerial:

The hiring goals in this occupational category during 2011 included two (2) White males, one (1) Black male and one (1) Hispanic male. There were no appointments made in the Executive/Administrative/Managerial occupational category during the 2011 reporting period.

Faculty: Below Professor:

In 2011 the hiring goals for this occupational category included 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. There were no appointments made within this occupational category during the reporting period.

Professional Non-Faculty: In 2011 the hiring goals for this occupational category included two (2) Black females, and one (1) Other male. There was one appointment in this occupational category, a White male, during the reporting period which did not satisfy an established hiring goal. The White male was hired for the Position of Assistant Registrar. The minimum qualifications for the Assistant Registrars position was an Associate's Degree in a related area and two years' experience in a related field or a combination of education, training and experience which would lead to the competencies required for successful performance of the positions essential duties. The duties of the Assistant Registrar include

participating in the processing of student registrations and recording appropriate information in computer-based and manual records; In addition the Assistant Registrar must review, analyze and correct student information in order to assure accuracy in recording such things as student grades, prior course credits and their equivalency, and academic data needed to certify student eligibility for degrees and certifications. The Assistant registrar must also carryout procedures to assure the protection of student information and its confidentiality. The analysis, organization and compilation of data for recurring and ad hoc reports may involve careful interpretation of such information as course content and proper credits toward degrees; The successful candidate should be able to extract information and produce reports using both computer-based and manual data sources in a range of report types including such documents as transcripts, grade reports, lists of candidates for graduation and detailed lists of classes.

The White male hired had a Bachelor's degree in Computer Science and demonstrated extensive experience in student information systems including BANNER (Over 2 years as an Information Specialist, 6 months as a Data Analyst and over 2yrs in a Customer Support Position). This experience provided the competencies required to extract information, analyze, organize and compile data and produce reports in carrying out essential duties.

The Other male included in the applicant pool had no higher education experience and thus was not familiar with student grade reports, and documents such as transcripts. His knowledge of information systems was more related to being an operator or report generator than a report writer as was reflected in response to the standard questions that were asked of all interviewed candidates. One (1) Black female, Two (2) Unknown males, and two (2)

Unknown females did not have Associates degrees which was a minimum requirement for the position; five (5) Black females, three (3) Unknown males, nine (9) Unknown females and three (3) Unknown ethnicity and Unknown gender candidates had less than 2 years' experience with information management systems which again was a minimum requirement for the position; one (1) Black female and one (1) Unknown female had no experience in higher education thus making it difficult to support the essential competencies for the assistant registrar position in evaluating grades and transcripts for determining eligibility for degrees and certifications. One (1) Black female and one (1) Unknown female had less direct experience with information management systems (i.e. more clerical report generation and less programming, report writing experience) therefore impacting their ability to extract information and produce reports using both computer-based and manual data sources in a range of report types including such documents as transcripts, grade reports, lists of candidates for graduation and detailed lists of classes an essential responsibility for the position. The position was advertised on Higher Ed.com (an internet higher education jobsite) and the College's website for more than thirty days. The College's mailing list along with the President's community contacts were also utilized in advertising the position. In an effort to keep the pool as diverse as possible the search committee conducted phone interviews prior to conducting on-campus interviews. Additionally, the search process requires that the EEO officer reviews all applicants relative to the candidates selected by the committee for interview and presents that analysis to the President as she approves the interview pool. This analysis is conducted to insure the absence of systematic biases prior to scheduling of interviews. In fact, the President added a candidate to the interview pool during this particular search as a result of her review of the candidate pool relative to affirmative

action goals and the EEO's analysis. In addition to the active involvement of the President at critical points in the search process, the search committees are also instructed prior to the beginning of each search about developing competency based criteria in which to evaluate each application against and to establish specific questions related to those criteria for interviewing. Interview questions are reviewed and approved by the EEO officer prior to all interviews being conducted and all interviews are conducted with the same set of questions. The college's goal is to hire the most qualified staff that it can to achieve its mission and makes every good faith effort to achieve the established hiring goals within this occupational category when making all permanent appointments.

Technical/Paraprofessional:

The hiring goals in this occupational category during 2011 included two (2) White males, and one (1) Black female. There were no appointments made in the Technical/Paraprofessional occupational category during the 2011 reporting period.

Secretarial/Clerical:

The hiring goals for this Secretarial/Clerical occupational category for 2011 included two (2) White males, one (1) Black male, one (1) Hispanic female, one (1) Other male and one (1) Other female. Two (2) appointments were made in this occupational category during the reporting period, both were White females and neither satisfied an established goal in this occupational category.

The first White female that was appointed was to the position of Office Assistant in Continuing Education. The second appointment a White female was to the position of Administrative Assistant for the Dean of Administration.

In reviewing the appointment of the Office Assistant in Continuing Education, a White female, the minimum requirements required for the position were determined by the collective bargaining agreements for Office Assistants. This agreement requires that all vacancies for Office Assistants be filled from candidates that meet one of the following minimum criteria:

- a. be on the State of CT Office Assistant Re-employment/Layoff list;
- b. be on a current State of CT Office Assistant candidate list (taken and passed exam);
- c. be currently employed by the State of CT as an Office Assistant;
- d. be currently employed by the State of CT and have previous status as an Office Assistant.

Additional Qualifications for the Office Assistant position included:

- a. Knowledge of office systems and procedures including proper telephones usage and filing;
- b. Oral and written communications skills;
- c. Skill in performing arithmetical; computations;
- d. Basic interpersonal skills;
- e. Ability to perform a full range of clerical tasks;
- f. Ability to operate office equipment including computer terminals and automated equipment;
- g. Experience in using Microsoft Excel, Word and Access as well as strong organizational, mathematical, detail, detail oriented, and customer service skills;

- h. Ability to schedule and prioritize workflow;
- i. Compose routine correspondence, provides general information in response to inquiries and questions regarding the departments services;
- j. Maintains calendars of due dates and imitates recurring work accordingly;
- k. Processes a variety of documents in relation to individual programs; exercises discretion in choosing appropriate follow through procedures.
- l. Assembling and reviewing incoming materials for accuracy and completeness;
- m. Solicits information as required by phone or form letter.

The Continuing Education – Office Assistant position was advertised in area newspapers and on the College website. The SEBAC Re-employment/Layoff list was reviewed. The College's mailing list along with the Presidents community contacts were utilized in advertising the position. Despite these efforts a limited number of applications were received for the position. In an effort to increase the number of applications the review of applications was delayed an additional thirty days to allow for additional applications to enter the applicant pool. Even after the extended posting timeframe a review of the applicant pool determined that there were a limited number of goal candidates for this occupational category. In fact, the applicant pool consisted of one (1) Other female and three (3) Unknown females as the only possible goal candidates. Further review of the applicants revealed that One (1) Other female and two (2) Unknown females in the applicant pool did not meet the minimum qualifying criteria required for the position. The third Unknown female in the applicant pool had no experience with Microsoft Office. The White female that was hired demonstrated strong computer skills particularly with Microsoft Office products including Microsoft Access. She had a certificate for completing a one month training course in MS

Excel and Access. Her past experience included over eight years of state employment in roles as a data entry clerk, clerk typist and financial clerk including three years in a state educational institution dealing with student records and course scheduling.

The search process requires that the EEO officer reviews all applicants relative to the candidates selected by committee for interview and presents analysis of the review to the President when she approves the interview pool. The active involvement of the President at this critical step in the search process insures that no systematic biases have been introduced into the search process prior to scheduling of interviews. No interviews are scheduled until the president approves the interview pool. If necessary the President will add additional candidates to the interview pool to insure that candidates are only eliminated with the presence of information rather than the just the lack of information in their applications.

There were no additional candidates added to the interview pool other than those recommended by the search committee in this search. In addition to the active involvement of the President at critical points in the search process, the search committee is also instructed prior to beginning the search about developing specific competency criteria and establishing specific questions related to criteria for interviewing. The EEO officer worked with the Continuing Education Office Assistant Search Committee over several iterations to develop specific measureable competencies that were related to the posted job description prior to the committee beginning to review applications. The same iterative process was utilized in developing the interview questions which were reviewed and approved by EEO officer prior to interviews. The exact same sets of interview questions were used for all candidates that were interviewed.

The White female that was hired to fill the Administrative Assistant position for the Dean of Administrative Services was a mandatory hire from the SEBAC re-employment/layoff list as required by State collective bargaining agreements.

The college's goal is to hire the most qualified staff that it can to achieve its mission and the College makes every good faith effort to achieve the established hiring goals within this occupational category when making all permanent appointments.

Service/Maintenance:

The hiring goals for this occupational category for 2011 were 1 White female, 1 Hispanic female, 1 Other male, and 1 Other female. There were no appointments made in the Service/Maintenance occupational category during the 2011 reporting period.

Promotion Goals

Promotion goals are only established in the Faculty-professor occupational category. In 2011 the established promotion goals for the Faculty—Professors occupational category were four (4) White males.

There were eight (8) promotions into the Faculty-professor occupational category [three (3) White males, four (4) White females, and one (1) Black female] , during 2011. The three (3) White male promotions satisfied established promotion goals while the promotion of the four (4) White females and one (1) Black female did not satisfy established promotion goals. Criteria for promotion are established by bargaining unit agreement and are dependent on qualifications and time in service as an Associate Professor. Promotions at the college are strictly guided by contractual agreement largely as a matter of time and rank/grade already achieved in sequence. There were no promotional goals established in any other of the

occupational categories other than the Faculty – Professor occupational category as promotion has no impact on movement between any other occupational categories. As a matter of practical feasibility it is not realistic for the college to establish promotion goals even in the Faculty –Professor occupational category as there is little that can be done to alter the progression to the Professor rank as it must follow strict 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. Over the long term the diversity/parity of the Faculty- Professor occupational category can only be affected by maintaining diversity/parity within the Faculty – Below professor occupational category while focusing on career counseling/mentoring programs to retain diversity/parity over the long term.

Upward Mobility

There were no upward mobility goals established in any category for 2011. 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 2011 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, 2011 and implemented by December 31, 2011

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 college works cooperatively with the Department of Administrative Services and SEBAC in the recruitment of applicants whenever vacant positions are available.
- e. 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.
- f. The College has developed a new strategic plan for the 2009-2014 planning period that includes the goal to "Actively support opportunities/programs that promote increased diversity within the college community as well as fostering an environment that embraces and mutually respects diversity from multiple perspectives. Specific

Action plans to support this goal are developed each year to support this item.

Department Chairs maintain contact with graduate programs that have the potential of providing faculty candidates and work with Adjunct pools to increase diversity since these pools serve as source of applicants for full-time permanent positions. The development and nurturing of recruiting networks is always ongoing even when limited or no full-time permanent hiring is expected since these networks must exist when it is time to hire.

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 2011

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.

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 2011. The goal was accomplished for the year and will be a goal for 2012. The president added candidates to the interview pool on one of the two 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 2011 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 Equal Employment Opportunity 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 2011 Three Rivers Community College made three (3) appointments (1 WM, 2-WF); these appointments satisfied no established affirmative action hiring goal for a hiring goal attainment rate of 0/3 (0.0%) and satisfaction of 3 of 4 promotion goals for a promotion goal attainment of 75%. This provides an overall goal attainment rate of 3/7 or 42.9%. 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 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

**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 28% in 2011. 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 2011, 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.

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 Equal Employment Opportunity 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.

Grace S. Jones, President