

AFFIRMATIVE ACTION PROGRAM

FOR

**CT State Community College
North-West Region**

James Lombella, Ed.D.
Regional President, CSCC North-West Region

Kimberly Carolina
Manger of Equal Employment Opportunity

**For the Reporting Period:
February 1,2021 - January 30, 2022**

Submitted: May 31, 2022

May 31, 2022

Tanya Hughes
Executive Director
Commission on Human Rights
450 Columbus Blvd, Suite 2
Hartford, CT 06103

Dear Executive Director Hughes:

The CT State Community College North-West Region has prepared their first Affirmative Action Plan in accordance with section 46a-68 of the Connecticut General Statutes and Sections 46a-68-75 through 46a-68-114 of the Affirmative Regulations.

Affirmative Action and Equal Employment Opportunity are foundations to our higher education institutions. We firmly believe education is the gateway to undoing past practices of discrimination and building a workforce that reflects our diversity. The AA Plan is a reflection of our efforts and commitment to equal opportunity, equity, and justice.

The plan sets forth necessary goals and objectives for the region to achieve parity with relevant labor markets and will serve as a guide in our efforts to eliminate barriers in employment processes. It further asserts our commitment to prohibiting discrimination as defined by Connecticut and Federal laws and regulations.

I am committed to the future achievements of this Affirmative Action Plan and the achievement of our programs and goals set forth herein.

Sincerely,

James P. Lombella, Ed. D.

James Lombella, Ed.D.
President
North- West Region



State of Connecticut Commission on Human Rights and Opportunities

Central Office – 450 Columbus Blvd Ste 2, Hartford CT 06103

Promoting Equality and Justice for all People

PROPOSED AFFIRMATIVE ACTION PLAN

Connecticut State Community College North-West Region AGENCY

REVIEW AND ANALYSIS: A COMPARATIVE EVALUATION

INTRODUCTION

SECTION 46a-68-102. STANDARD OF REVIEW

- (a) To receive approved status, a plan must contain all elements required by Sections 46a-68-78 through 46a-68-94, inclusive.
- (b) Additionally, a plan shall be approved only if:
 - (1) the work force, considered as a whole and by occupational category, is in parity; or
 - (2) the agency has met all or substantially all of its hiring, promotion and program goals during the reporting period; or
 - (3) the agency has demonstrated every good faith effort to achieve such goals and, despite these efforts, has been unable to do so; and
 - (4) the agency has substantially addressed deficiencies noted by the Commission on Human Rights and Opportunities.

SECTION 46a-68-103. PLAN REVIEW AND ANALYSIS

As part of the review process, a written evaluation of the plan shall be prepared by Commission on Human Rights and Opportunities staff. Such evaluation shall:

1. assess the degree of procedural compliance with Regulations of CT State Agencies
2. identify and comment upon the deficiencies and weaknesses of the plan;
3. appraise the performance and effort of the agency in meeting its goals;
4. evaluate the effectiveness of the affirmative action program; and
5. suggest remedial action in addition to or in lieu of that proposed in the plan to achieve a balanced workforce and eliminate discriminatory practices.

Connecticut State Community College North-West Region

SECTION 46a-68-78. Policy Statement

PREVIOUS SUBMISSION:

This is the first filing of the Connecticut State Community College North-West Region's affirmative action plan. This plan is a consolidation of Asnuntuck, Naugatuck Valley, Northwest, and Tunxis Community Colleges.

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-79. Internal Communication

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-80. External Communication and Recruitment Strategies

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

The Connecticut State Community College North-West Region needs to review its SBE/MBE goal settings to determine if it will be establishing goals as a region or continue with SBE/MBE goal setting for the four individual colleges.

SECTION 46a-68-81. Assignment of Responsibility and Monitoring

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-82. Organizational Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

Connecticut State Community College North-West Region

SECTION 46a-68-83. Work Force Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-84. Availability Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-85. Utilization Analysis and Hiring and Promotion Goals

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-86. Employment Analyses

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-87. Identification of Problem Areas

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-88. Program Goals

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

PROPOSALS/RECOMMENDATIONS:

In future filings, place this section after Section 46a-68-87 in the affirmative action plan.

Neva Vigezzi and the Commission on Human Rights and Opportunities leadership are not employees of the North-West Region so they can not be responsible for achieving the program goals.

Connecticut State Community College North-West Region

SECTION 46a-68-89. Discrimination Complaint Process

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-90. Goals Analysis

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-91. Upward Mobility

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-93. Innovative Programs

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

SECTION 46a-68-94. Concluding Statement

PRESENT SUBMISSION:

This section is _____ Deficient _____ Weak X In Compliance

CONCLUSION:

The proposed affirmative action plan submitted by the Connecticut State Community College North-West Region for the filing date of May 30, 2021 has been voted APPROVED.

CSCC NORTH-WEST REGION

AFFIRMATIVE ACTION PLAN

FEBRUARY 1, 2021 – JANUARY 31, 2022

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Section 46a-68-78
Policy Statement

Section 46a-68-78: POLICY STATEMENT

Our strong commitment to Affirmative Action is explicitly stated in the document titled the Affirmative Action Policy Statement of the CT State Community College North-West Region, signed by President James Lombella Ed.D.

Also attached is the Connecticut State Colleges and Universities (CSCU)'s Affirmative Action/Equal Employment Opportunity Policy Statement adopted by the Board of Regents for Higher Education. Since the merging of Connecticut State University and Community College systems, the Connecticut State Colleges and Universities (CSCU) has a Policy Statement that provides a system-wide framework of affirmative action/equal employment opportunity that was approved by the Board of Regents. The CSCU System Office's Policy Statement was signed by the CSCU President Mark Ojakian in June 2020.

Affirmative Action Policy Statement: CSCC North-West Region

As the appointing authority for the CSCC North-West Region, I am fully committed to the achievement of the affirmative action goals and timetables set forth in this Affirmative Action Plan and urge all parts of the college community to assist us in achieving our goals. As a region, we acknowledge that affirmative action is an immediate and necessary college objective.

The goal of affirmative action is equal opportunity. It is the need and purpose of affirmative action to overcome the present effects of past practices or policies that may have created barriers to equal employment opportunity for all current and future employees. A policy of nondiscrimination was consistently applied without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of the CT Civil Air Patrol, and workplace hazards to reproductive systems. Unless the provisions of Section 46a-80(b) or 46a-81(b) of the Connecticut General Statutes are controlling or there are bona fide occupational qualifications excluding persons in one of the above protected groups.

We are fully committed to the principles and practices of affirmative action and equal opportunity in employment and provide our services in a fair and impartial manner. We continually examine the practices and promotion of employees with the express purpose of achieving our goal of a full representative workforce. The Region recognizes the hiring difficulties experienced by individuals with disabilities and by many older persons and will set program goals to address any problem areas identified.

Considering the dual role of affirmative action 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 following procedures are operative within the Region:

1. Every effort is made to recruit and hire protected group members reflective of their availability in the job market. An employment process is in place at the CSCC, which addresses the role affirmative action plays at each stage. A summary of Hiring Goals and Program Goals is included in the plan shall be posted with the College's Affirmative Action Policy Statement on all official bulletin boards.
2. Opportunities are made available to all employees for training, development, and advancement consistent with individual ability and performance.
3. Principles of equal opportunity and affirmative action will undergird decisions on promotions as a result of the institution strictly imposing only those requirements valid to the process.
4. Personnel decisions regarding transfer, reassignment, separation and termination encompasses the principles of equal opportunity and affirmative action to assure that members of any protected class will not be adversely impacted.

Affirmative Action Policy Statement: CSCC North-West Region

5. All educational programs and student support services are administered in a manner which do not adversely impact students because of age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, and workplace hazards to reproductive systems, or any other protected group recognized by local, state or federal laws and regulations.

Kimberly Carolina, Manager of Equal Employment Opportunity, serves as the CSCC North-West Region's Equal Employment Opportunity Officer. Her office is located at Gateway Community College, 20 Church St, New Haven, CT 06510 in the Human Resources Suite N324, room N324C. I have delegated to him the lead responsibility for all matters within the CSCC North-West Region related to affirmative action and equal employment opportunity. The CSCU System Office has an internal discrimination complaint process for employees who believe that they have been discriminated against. For further information regarding this process please contact Ms. Carolina at 860-723-0642.

The Affirmative Action Policy Statement will be posted throughout the four campuses within the Region and distributed to all employees in accordance with statutory mandates.

James P. Lombella, Ed. D.

5/27/2022

James Lombella, Ed. D.
President
CSCC North-West Region

Date



**Connecticut State
Colleges & Universities**

Terrence Cheng
President

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT**

The Connecticut State Colleges and Universities (CSCU) is committed to leading, by example, in the areas of equal employment opportunity and affirmative action. Additionally, CSCU has been charged by state statutes to promote representative racial and ethnic diversity among the students, faculty administrators and staff at public institutions of higher education. CSCU policies also advance compliance with Title IX requirements and the Americans with Disabilities Act (ADA) at all 17 institutions and system office. Equal employment opportunity and affirmative action are essential to achieving higher education's goals of academic excellence and equity.

The Connecticut State Colleges and Universities (CSCU) recognizes that affirmative action is positive action undertaken with diligence and conviction to:

- Overcome any remaining effects of past practices, policies or barriers to equal employment opportunity, and;
- Achieve the full and fair participation of all protected class members found to be underutilized in the workplace, or adversely impacted by policies or practices.

CSCU deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the CSCU will not discriminate against persons with a prior criminal conviction. Equal employment opportunity is the purpose and goal of affirmative action.

It is the policy of CSCU to administer all personnel policies in manners that ensure that there is no discrimination. CSCU recognizes the hiring difficulties experiences by persons with disabilities and by many older persons.

If necessary, program goals shall be established with the Affirmative Action Plan for action eliminating hiring barriers and actively recruiting members from these groups, to overcome any remaining effects

of past discrimination against these groups and to achieve full and fair participation of such persons in the workforce.

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

CSCU is committed to maintaining a work environment free from influence or prejudicial behavior and sexual harassment and a workplace in which all terms, conditions, privileges, and benefits are administered in an equitable manner. CSCU has an internal discrimination complaint procedure and system to process and resolve grievances.

As CSCU President, I am committed to successfully implementing the Affirmative Action Plan and goals within timetables set forth. As President, I will continue to ensure that all employees, especially managers and supervisors, understand the policies and their responsibilities for implementing such. As a System we will take positive steps to ensure compliance with the Affirmative Action Plan, AA/EEO policies, procedures, and programs, and also Americans with Disabilities Act (ADA) and Title IX requirements and mandates.

Nicholas D'Agostino, Director of Equal Employment Opportunity is the appointed Equal Employment Opportunity Officer for the Connecticut State Colleges and Universities System Office and reports directly to my office regarding all affirmative action, equal employment opportunity, ADA and Title IX matters.

The Affirmative Action Plan is available to all members of the workforce and the CSCU System through the Human Resources Office, which is located at 61 Woodland Street, 3rd Floor, Hartford, CT 06105. Mr. D'Agostino can be reached by telephone at (860)-723-0727 or by email at NDagostino@commnet.edu.



Terrence Cheng
President
Connecticut State Colleges & Universities (CSCU)

11/15/2021

Date



**CONNECTICUT STATE COLLEGES AND UNIVERSITIES SYSTEM OFFICE
AMERICANS WITH DISABILITIES ACT (ADA)
POLICY STATEMENT**

The Connecticut State Colleges and Universities System Office (System Office) does not discriminate on the basis of disability in the administration of, or access to, its programs, services or activities. Under this policy, a person with a disability is defined as “a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having an impairment.”

As President, I have designated the following individual to coordinate the System Office compliance with the non-discrimination requirements of Section 35.1067 of the Department of Justice regulations:

Nicholas D'Agostino
Director of Equal Employment Opportunity
Ndagostion@commnet.edu
860-723-0727

Should you wish to notify us of barriers that may exist in equal access to any program, service, or activity offered by our office or to obtain information regarding the provisions of the Americans with Disabilities Act and your rights, you are encouraged to contact the ADA Coordinator listed above. If you feel that you need a reasonable accommodation as a result of your disability to allow you to perform the essential functions of your position, please follow the attached ADA procedure for requesting a reasonable accommodation.

A handwritten signature in black ink, appearing to read "Tom Clug".

CSCU President

November 10, 2021

Date

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990, as amended, requires employers to provide “reasonable accommodation” to qualified individuals with disabilities who are employees or applicants unless to do so would cause an “undue hardship.” The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a employee with a disability to enjoy equal employment opportunities. The CSCU System Office must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual’s functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the System Office may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is “effective,” i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the System Office to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the **“Reasonable Accommodation Request Form,”** and the **“Health Care Provider Release Form.”** When deemed necessary by the System Office, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability, its impact on a major life function, and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them to the HR generalist assigned to their campus or directly to the System Office’s ADA Coordinator: *Nicholas D’Agostino, Director of Equal Employment Opportunity*, via email at Ndagostino@commnet.edu or phone at 860-723-0727.

The request for accommodation should include current documentation from a health care provider (if required by the System Office) that:

- States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such an impairment, or is regarded as having such an impairment.
- Explains the functional limitations the employee has as a result of their disability as it relates to the job duties.
- Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

2. Essential Job Function Analysis Conducted by System Office and Determination of the Request For Reasonable Accommodation

The ADA Coordinator will contact the Department or Unit and conduct an essential job function analysis. The System Office retains the right to establish the essential job functions of the position for which a request for accommodation has been made.

After the above information has been received, the following steps will be taken:

- A review by a designated health professional may be required to substantiate that the employee has a disability and needs a reasonable accommodation.
- If appropriate, a meeting may be held with the employee, ADA Coordinator, and management/supervisory personnel from the department to discuss the employee's limitations as they relate to the essential functions of the job and to discuss various options in regard to accommodating the employee.
- The System Office Administration retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preferences of the employee or applicant.
- Ongoing monitoring to ensure the effectiveness of any approved ADA accommodation.

Any questions regarding this process should be directed to the System Office's ADA Coordinator.

[References: 42 U.S.C. §12101 *et seq.*; .29 C.F.R. § 1630.9]

Complaint Procedure

For complaints of alleged violations of the Americans with Disabilities Act, employees should refer to the System Office's internal complaint procedure as contained on the CSCU Human Resources forms page under Labor Relations or at https://www.ct.edu/files/pdfs/LR_Complaint_Form_Fillable_2020.pdf.

CONFIDENTIAL

REASONABLE ACCOMMODATION REQUEST FORM

To be completed by employee or job applicant requesting an accommodation. Send to:

Nicholas D'Agostino
CSCU Director of Equal Employment Opportunity
NDagostino@commnet.edu
860-723-0727

This form must be used by CSCU and CT State employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the System Office does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the System Office in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form **must** be maintained separately from the employee's personnel file and is a **confidential** document.

Fill out all sections that apply to you

Name: _____ Date of Request _____

Job Title/Classification: _____ Phone #: _____

Supervisor's Name: _____ Phone #: _____

Department/Unit: _____

If job applicant, for what position are you applying? _____

1. Accommodations Requested (Be as specific as possible, for example adaptive equipment, reader, interpreter, training, schedule change, etc.):
2. Reason for the request (at this time, not disclose your diagnosis; explain your disability-related limitations and how this accommodation will help you do your job.):
3. Is this limitation permanent, temporary, unknown duration (please specify anticipated date, if applicable):

4. Medical verification of impairment from my physician or health care provider (check the appropriate box):

I have enclosed the documentation for this request.

The disability and the need for reasonable accommodation is obvious and no medical documentation is needed.

Explain:

I, _____, give _____ the Connecticut State Colleges and Universities System Office permission to explore coverage and reasonable accommodations under the Americans with Disabilities Act of 1990, and all applicable State and Federal laws. I understand that all information obtained during this process will be maintained and used in accordance with the ADA, including its confidentiality requirements.

Signature of Requestor

Date

To Be Completed By the ADA Coordinator

Accommodation Request is: Approved Denied Modified (Explain below)

Comments:

Signature of ADA Coordinator

Date

Reviewed by VP of HR

Date

HEALTH CARE PROVIDER RELEASE FORM

I, _____ (employee/applicant), give _____ Connecticut State Colleges and Universities System Office permission to contact (health care provider). I understand the reason for this contact is to advise the System Office about my functional abilities and limitations in relation to my job functions. I understand that the System Office will provide (health care provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

Employee/Applicant Signature

Date

Section 46a-68-79 Internal Communication

Section 46a-68-79: INTERNAL COMMUNICATION

This Affirmative Action Plan is considered a public document and is available for review and comment online or during regular business hours at the Regional President's Office. The Affirmative Action Plan can be available for review at any time throughout the year to accommodate all of the different work schedules and staff teaching or working nights and weekends.

The Affirmative Action Policy statement and a summary of the goals and objective of the AA Plan are sent electronically to all employees via email and are posted on bulletin boards throughout campuses in the region in prominent and accessible locations.

The North-West Region notifies its employees of their opportunity to review the Affirmative Action Plan, Policy Statement and Summary of Hiring and Promotional Goals and to provide comments after it has been reviewed by the Commission on Human Rights and Opportunities (CHRO). Written comments should be sent directly to Kimberly Carolina, Manager of Equal Employment Opportunity. Ms. Carolina can be reached at 860-723-0642 or kcarolina@commnet.edu to coordinate a time to review and comment on the 2022 AA Plan. He maintains copies of all communications and comments received, including their receipt date.

As this is the first North-West Regional AA Plan, employees will be afforded the opportunity to comment on this new plan after this submission to the CHRO. All comments about the AA Plan received will be included in the next reporting period.

The North-West Region maintains, as required by the State Library records retention schedules for state agencies, copies of all affirmative action-related internal communications and comments received pursuant to subsection (b) of this section and notes the date such comments were received.

Additional Internal Communication for North-West Region

The Manager of Equal Employment Opportunity meets regularly with the Regional President and/or his leadership team on EEO/AA/Diversity matters throughout the year. He also frequently attends Regional leadership meetings and works with campus CEOs and managers on matters, including but not limited to, the search and selection process, discrimination investigations, and ADA compliance.

The Manager of EEO meets with every search committee and participates in their search charge training. Topics covered during a search charge training include affirmative action, numerical goals, equal employment opportunity and bias. The Manager of EEO also frequently meets with hiring managers related to EEO/AA search compliance. Additionally, the Manager of EEO will execute Pause Points when the applicant pool and/or interview pools is not sufficiently diverse per the Good Faith Efforts element of the AA Plan regulations, e.g., make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals and develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool.

The Manager of EEO continually meets with HR, Marketing, and regional leadership to ensure all materials, postings, and the websites are in compliance with relevant laws and regulations and are free from bias.

Diversity Training

During the reporting period between February 1, 2021 through January 31, 2022, 86 employees received State Mandated Diversity Training. Additionally, all new full-time and permanent part-time employees will receive Diversity training during their first day orientation program.

Sexual Harassment Prevention Training

During the reporting period between February 1, 2021 through January 31, 2022, 240 employees received State Mandated Sexual Harassment Prevention Training.



Connecticut State
Colleges & Universities

August 31, 2021

Dear Colleagues:

I'm pleased to report that the 2019/2020 ACC, NVCC, NWCC, and TxCC affirmative action plans were approved by the CHRO. Additionally, we have submitted our first CSCC North-West Region Affirmative Action plan which was submitted on June 1, 2021 and received approval from the Commission on Human Rights and Opportunities in August 2021. These plans are a reflection of our commitment to equal employment opportunity and equal access to education which are foundations to our work in higher education.

All employees have the right to a period of review and the opportunity to comment on the Plan. Any comments regarding the 2021 CSCC North-West Affirmative Action Plan should be sent to Nicholas D'Agostino, Director of Equal Employment Opportunity via email at ndagostino@commnet.edu.

The regional affirmative action plan is available in print form in the Office of the Regional President upon request. Such requests, should go through Margaret Van Cott. Additionally, a full copy of the 2021 AA plan, the Region's Affirmative Action Policy Statement, a Summary of the objectives of the 2021 AA Plan, the agency's non-discrimination and sexual harassment prevention policies are available on the CSCU website using the following links:

1. [CSCC North-West Regional Affirmative Action Plan](#)
2. [CSCC North-West Regional Affirmative Action Plan Executive Summary](#)
3. [CSCC North-West Regional Affirmative Action Policy Statement](#)
4. [CSCC/CSCU Non-discrimination procedure](#)
5. [CSCC/CSCU Sexual Harassment Prevention/Sexual Misconduct Policy](#)

The current policy statement and grievance procedures regarding affirmative action and equal employment opportunity can be also be found on the bulletin boards located near Human Resources.

Questions or comments on the Affirmative Action Plan, the noted policies and/or the discrimination complaint procedure can be directed to Mr. Nicholas D'Agostino, Director of Equal Employment Opportunity at ndagostino@commnet.edu or via phone at 860-723-0727. Mr. D'Agostino serves as the Equal Employment Opportunity Officer for the North-West Region. Any and all comments should be made by November 30, 2021.

Sincerely,

James Lombella

James Lombella, Ed.D.

Regional President

CSCC North-West Region



Naugatuck
Valley
Community
College



Tunis
Community
College



ASNUNTUCK
COMMUNITY COLLEGE

From: [Bovia, Wendy M](#)
To: [D'Agostino, Nicholas](#)
Subject: Annual AA Notice (Email 1 of 4) - NVCC
Date: Tuesday, September 7, 2021 9:12:34 AM
Attachments: [McGhee Flyer #b.docx](#)
[Dr Lombella Annual Notice_083121.pdf](#)
[Discrimination Complaint Policy and Procedure.pdf](#)
[CSCC NW-Region AA Policy Statement 2021.pdf](#)
[image001.png](#)

Hi Nick,

Here's is the Annual AA Notice for NVCC. The announcement was included in their weekly bulletin. I will send copies of the announcement for the other 3 campuses, under separate cover to you.

Thanks,
Wendy

From: Monchun, Beth A
Sent: Thursday, September 2, 2021 3:11 PM
Cc: Dresdner, Lisa <LDresdner@nvcc.comnet.edu>
Subject: NVCC Weekly Bulletin September 2, 2021

Naugatuck Valley Community College Weekly Bulletin Office of the CEO

September 2, 2021

Hello, all, and welcome back officially as we conclude our first week of the fall semester!

Today's gloriously blue skies are a stark contrast to the dark gray and relentless rain of yesterday; yet, the cheerful sunshine belies the fact that roads are closed, people are without power, and flood warnings persist. The contrast reminds me of the ways in which our worlds contract and expand almost simultaneously. Each day we come to the college, focused on our students and the day's tasks. We live our lives are locally. Yet it is so important to remember how vast and interconnected our world actually is.

Those connections are evident in a myriad of ways: Our air quality on the east coast suffered from the California wildfires 3000 miles away, and those fires are still raging. The warming ocean waters that caused Hurricane Ida to devastate large portions of Louisiana and Mississippi led to our flooding and power outages today in the tri-state area. More than 100 Afghan refugees fleeing Kabul amidst the Taliban's takeover have already arrived in Connecticut, and more are expected. And, of course, COVID continues to remind us that borders exist only in the abstract.

The immediate frustrations that we all face in daily life are not to be dismissed; they are real. Yet as we head into the long weekend, I ask that we all remember those whose suffering is

greater than ours, keep our hearts and minds open, and lead with grace.

Lisa

Fall All College Meeting

The first All College Meeting of the Fall 2021 semester will be held virtually on:

Friday, September 24

9:30 a.m.

Via Teams

Please save the date! The Teams invitation will follow soon.

September 11 Remembrance Ceremony

Please join the Interfaith Center, the Student Government Association, and Student Activities in remembrance of September 11, 2001.

The Interfaith Center will be holding a memorial service on Thursday, September 9 at 9:15 a.m. at the flagpole in the Poet's Circle. Following the service, 161 flags in honor of the 161 fallen Connecticut residents will be placed in memoriam.

Refreshments will follow in the 3rd floor Atrium following the service.

Cafeteria Reopening

Cafeteria Reopening!

Beginning **Monday, September 13**, the NVCC cafeteria located in the 5th floor Student Center (across from the Prism Lounge) will be open Monday through Thursday, from 9:00 AM-1:00 PM, offering grab-and-go selections. More information will be posted shortly about items for sale. Stay tuned!

Office of Student Activities/Student Government Association

Student Activities and the Student Government Association (SGA) continue to provide an electronic newsletter to all NVCC students to keep them informed and engaged on campus.

Please see this link to the [August 30](#) newsletter which has important information and fun virtual activities for students. Be sure to check it out- there are many fun and creative activities being offered!

Affirmative Action Annual Notice

Attached please find the following documents regarding Affirmative Action:

1. Dr. Lombella's Annual Notice
2. Affirmative Action Policy Statement
3. Discrimination Complaint Policy & Procedure

This information can also be found on the Bulletin Board near the Payroll Office window and in the Human Resources Office-Room K704.

Social Justice Series Fall 2021

The theme for this academic year is "Social Justice, Art, and Connection." The idea was inspired by a quote from Elena Aguilar's *Onward: Cultivating Emotional Resilience in Educators*. As she writes, art "can shatter our misconceptions of each other and break down the walls that separate us... Art is a vehicle for connection and empathy; it combats loneliness, alienation, and dehumanization; and it helps us understand ourselves better. Creating art that does this is an act of political resistance against those who seek to divide us. Art has long been an essential tool for social justice" (p. 256). She goes on to explain that art cultivates resilience and optimism because it reminds us that "human beings have the capacity to commit acts of both tremendous violence and stunning beauty" (p. 257). And art can also be used to memorialize history and ignite social change.

Over the course of this academic year, we will explore how artists use their work to speak about social justice issues, share vulnerabilities, fuel connection, and ignite social change.

Please mark your calendars, invite your students and colleagues, and help spread the word! *All are welcome!*

Fleshy Cartoons in Conversation with the Already and Not Yet Dead

Wednesday, September 22nd @ 2:00 – 3:00 PM

This performance essay reveals elements of Dr. Stacey Sacks' PhD experiments in artistic research at Stockholm University of the Arts. Via transdisciplinary and auto-ethnographic experiments in the performing arts, she explores the mockery of colonial logic and questions how to mobilize her positionality as a privileged body in the anti-colonial conversation, making space for generative failure and productive shame.

Event Location/Link: **MAINSTAGE** for in-person and [CLICK HERE](#) for link to live remote access.

Theatre for Social Change: Death-Defying Acts of Courage and Conscience Around the Globe

Tuesday, October 12th @ 1:00 – 2:00 PM

Throughout history, Theatre artists have presented stories designed to create community and to engage that community in dialogue. Others have created work with the purpose of raising awareness about the impact of social issues through community engagement process. Yet, far beyond the congenial scope of "awareness" lies Theatre for Social Change; theatrical work which features an overtly intentional and aggressive call to action which has placed social change artists at odds with the ruling class, and often in physical jeopardy and in fear for their lives. Associate Dean Baker will explore the evolution of Theatre for Social Change from the ancient Greeks through the political theatre experiences of the 1930s and 1960s, to the agitational American street theatre focused on demands for change in the Chicano and Black communities and culminating with an in-depth discussion of the Revolutionary Black Theatre which contributed to the abolishment of Apartheid rule in South Africa.

Event Location/Link: **L501** for in-person and [CLICK HERE](#) for link to live remote access.

Motown: The Soundtrack of Young America

Thursday, November 4th @ 2:00 –3:00 PM

As rock music ascended to unprecedented heights in the 20th century, many sub-genres emerged reflecting elements connected to culture and geography. Among the most successful and sonically entrancing of these are the styles intertwined with African American musicians and producers of this period. This transmutation of traditional rock melded with rhythm and blues became broadly known as "Motown", after the city that served as unofficial headquarters during this remarkable period. Join Professor Gil Harel as he explores the history of "Hitsville, USA" and discusses important artists including Curtis Mayfield, Al Green, Marvin Gaye, as well as iconic groups such as the Temptations, the Supremes, and the Jackson Five.

Event Location: **MAINSTAGE** for in-person and [CLICK HERE](#) for link to live remote access.

Please contact Kathy Taylor (ktaylor1@nv.edu) and Nikki McGary (nmcgary@nv.edu) if you have any questions!

The Center for Racial Dialogue and Social Justice

Welcome to fall 2021 after 18 months that were very different from years past and unlike what we imagined. Take a minute and reflect upon the events and headlines from the past year. COVID-19, Critical Race Theory, Asian Hate, Systemic Racism, Performative Anti-Racism, and "Majority Minority." Just from this short list, we see race standing front and center. With all that is happening in our country, The Center for Racial Dialogue and Social Justice has planned thought-provoking and relevant remote and in-person programming for the fall semester. At the Center, we boldly face and have deep and meaningful dialogue around issues of race, injustice, power, hierarchy, and the multitude of ways that race shapes our experiences, interactions, and informs our perspective. This Fall, our programming is shaped by our current context, one full of discussions around race, inequity, disparate outcomes, and racial tensions. Commit to joining the dialogue, sharing your views, and examining your

own narrative about race.

Here's our Calendar of Events:

***The Sum of Us* Book Discussion:**

In collaboration with the Faculty Senate IDEAL committee, the Center will host a book discussion focused on articulating the benefits of a diverse community, the problems associated with a zero-sum perspective, and the cost to each of us when we fail to see our connectedness. Join us Wednesday afternoons at 1 p.m. on 9/29, 10/27, 11/10, and 12/1, via WebEx for robust dialogue.

To RSVP, please email Kathy Taylor at ktaylor1@nv.edu or Ron Picard at rpicard@nv.edu.

Back by Popular Demand: The Podcast Listening Party Returns:

With so many lists circulating, we've gathered some of the most thought-provoking episodes and podcasts to share and discuss, including *Asian Enough*, *Identity Politics*, *Intersectionality Matters*, *Tamarindo*, *The Diversity Gap*, and *Yo, Is this Racist?*

Each month, we will share the episode and meet virtually to discuss our thoughts, share our perspectives, and ponder questions raised by the episode. Stay tuned for the first announcement, beginning the week of September 13th.

Wednesday, December 1st from 12:30 to 1:30 p.m.

Joining the Social Justice Series, the Center will explore the current controversy surrounding Critical Race Theory. Perhaps you have heard about the political debates concerning Critical Race Theory (CRT) and recent attempts at banning it in schools. But what is Critical Race Theory? Where did it come from? What is it really? And what is this debate about? Join us to learn more and share your thoughts.

Stay tuned for additional events, discussions, and opportunities to engage! As always, we look forward to rich dialogue.

Weekly Bulletin

Please send items for publication in the Weekly Bulletin to bmonchun@nv.edu

Beth A. Monchun (she/her/hers)
Executive Assistant/Office of the CEO
Naugatuck Valley Community College
750 Chase Parkway, Waterbury, CT 06708
190 Main Street, Danbury, CT 06810
(203) 575-8083 phone
<http://www.nv.edu/>

From: [Bovia, Wendy M](#)
To: [D'Agostino, Nicholas](#)
Subject: Annual AA Notice (Email 2 of 4) - Tunxis
Date: Tuesday, September 7, 2021 9:13:29 AM
Attachments: [image001.png](#)
[Dr Lombella Annual Notice 083121.pdf](#)
[image003.png](#)

Annual AA Notice (Email 2 of 4) – Tunxis

From: Bovia, Wendy M
Sent: Wednesday, September 1, 2021 1:29 PM
To: TX-Employees <tx-employees@txcc.comnet.edu>
Subject: Annual Notice: NW-Region's Affirmative Action Plan

To: Tunxis Employees

Please review the attached annual notice regarding the North-West Region's Affirmation Action Plan. Copies of the Affirmative Action Policy Statement and the Discrimination Complaint Policy and Procedure are posted on the HR bulletin boards located in the 100 Building (outside of the cafeteria) and at The Bristol Center.

Questions or comments on the Affirmative Action Plan, policies and/or the discrimination complaint procedure can be directed to Nicholas D'Agostino, Director of Equal Employment Opportunity at ndagostino@commnet.edu or via phone at 860-723-0727. Nick serves as the Equal Employment Opportunity Officer for the North-West Region. Any and all comments should be made by November 30, 2021.

Thank you,

Wendy Bovia ([she/her/hers](#))

Regional HR Manager, North-West Region

wbovia@commnet.edu

860.773.1420 phone

1.860.606.9755 fax

www.ct.edu

D'Agostino, Nicholas

From: Bovia, Wendy M
Sent: Tuesday, September 7, 2021 9:14 AM
To: D'Agostino, Nicholas
Subject: Annual AA Notice (Email 3 of 4) - Asnuntuck
Attachments: Dr Lombella Annual Notice_083121.pdf

Annual AA Notice (Email 3 of 4) - Asnuntuck

From: Ransford, Erin N
Sent: Wednesday, September 1, 2021 9:59 AM
To: AS-Employees <as-Employees@acc.commnet.edu>; AS-Faculty <AS-Faculty@acc.commnet.edu>; AS-Adjuncts <AS-Adjuncts@acc.commnet.edu>
Subject: Annual Affirmative Action Plan Notice

Good morning,

Please review the attached annual Affirmation Action Plan notice. Copies of the Affirmative Action Policy Statement and the Discrimination Complaint Policy and Procedure are posted on the Human Resources bulletin board, located at the Southwest Entrance.

Questions or comments on the Affirmative Action Plan, the noted policies and/or the discrimination complaint procedure can be directed to Mr. Nicholas D'Agostino, Director of Equal Employment Opportunity at ndagostino@commnet.edu or via phone at 860-723-0727. Mr. D'Agostino serves as the Equal Employment Opportunity Officer for the North-West Region. Any and all comments should be made by November 30, 2021.

Erin Ransford
Human Resources Generalist
Northwestern Connecticut Community College
Asnuntuck Community College
Phone 860.738.6324

D'Agostino, Nicholas

From: Bovia, Wendy M
Sent: Tuesday, September 7, 2021 9:15 AM
To: D'Agostino, Nicholas
Subject: Annual AA Notice (Email 4 of 4) - Northwestern
Attachments: Dr Lombella Annual Notice_083121.pdf

Annual AA Notice (Email 4 of 4) - Northwestern

From: Ransford, Erin N
Sent: Wednesday, September 1, 2021 9:56 AM
To: NW-All College <allcollege@nwcc.commnet.edu>
Subject: Annual Affirmative Action Plan Notice

Good morning,

Please review the attached annual Affirmation Action Plan notice. Copies of the Affirmative Action Policy Statement and the Discrimination Complaint Policy and Procedure are posted on the Human Resources bulletin board, located in the English Building, 1st floor.

Questions or comments on the Affirmative Action Plan, the noted policies and/or the discrimination complaint procedure can be directed to Mr. Nicholas D'Agostino, Director of Equal Employment Opportunity at ndagostino@commnet.edu or via phone at 860-723-0727. Mr. D'Agostino serves as the Equal Employment Opportunity Officer for the North-West Region. Any and all comments should be made by November 30, 2021.

Erin Ransford
Human Resources Generalist
Northwestern Connecticut Community College
Asnuntuck Community College
Phone 860.738.6324

D'Agostino, Nicholas

From: CSCU-Announcement
Sent: Saturday, January 9, 2021 6:04 PM
Subject: MANDATORY SEXUAL HARASSMENT PREVENTION TRAINING REMINDER

Dear Colleagues,

Hello and Happy New Year! The Connecticut Commission on Human Rights and Opportunities (CHRO) has extended the deadline for completion of the Sexual Harassment Prevention training to 2/9/21. As a reminder, this is state-mandated training for both full-time and part-time employees as required in the state's Time's Up Act and is available online to all CSCU employees in [FirstNet](#) as course HV09 Harassment Prevention for CT Employees until 1/14/21. On 1/15/21, CSCU will be transitioning to a new learning management system called NEOGOV LEARN. The same HV09 Harassment Prevention for CT Employees course will be available in LEARN. CSCU employees will soon receive a welcome email to LEARN with a link to initiate your log in credentials along with additional new user information. Please do not disregard this email.

FOR YOUR AWARENESS...if you started but have not yet completed course HV09 in FirstNet, you are strongly encourage to do so on or before 1/14/21. If not, you will be required to begin the module anew due to the 1/15/21 transition to NEOGOV LEARN. For those having to restart the course, the deadline remains 2/9/21. For those who have completed it, nothing further is required. Your course completion will transition into the LEARN platform.

Completion of the course will take approximately 2 hrs and can be done in multiple sessions. Student workers are receiving sexual harassment prevention training in a different LMS called "Not Anymore" and need not take the HV09 training module.

Many CSCU employees took the opportunity to complete this training during the fall 2020 term and we thank Training Administrators in facilitating its completion. We strongly encourage those CSCU employees who have not yet completed this training to do so as soon as possible but no later than 2/9/21.

[CSCU Employee Training Center \(firstnetcampus.com\)](http://firstnetcampus.com)

[Sexual Harassment Prevention Resources \(ct.gov\)](http://ct.gov)

Thank you.

HR Shared Services

From: CSCU-Announcement
Sent: Friday, January 8, 2021 7:12 PM
To: CSCU-Announcement
Subject: Statement from Connecticut State Community College Leadership on the Events of January 6, 2021

STATEMENT FROM CONNECTICUT STATE COMMUNITY COLLEGE LEADERSHIP ON THE EVENTS OF JANUARY 6, 2021

On January 6, 2021, as our elected representatives were gathered to confirm the 46th President of the United States, the whole world watched as an aggressive and angry mob, urged on by irresponsible leadership, invaded and assaulted the nation's Capitol Building in an effort to thwart the democratic process on which our nation was founded.

While this in itself is appalling, it did not go unnoticed that the visible and immediate response from law enforcement was passive in contrast to the actions taken against previous protests, including Black Lives Matter and others that took place in that same location earlier in the year.

This incident shed a glaring light on our nation's failure to address the most critical and divisive elements in our society. The alarming display of incivility, disrespect and racism cannot be ignored. It must be addressed. Therefore, we acknowledge that our most immediate path toward unification and healing demands of us all the courage to enter into mutually respectful dialogue and honest discourse about the disconcerting issues that we face as a nation.

As the executive leaders of the Connecticut Community Colleges, we commit ourselves to expanding our mission of providing access to education to include open, honest and challenging discourse on the most critical issues that challenge us all.

As educators, we know that it is possible for our communities to rise to the challenge of eradicating the ingrained attitudes that are born out of fear, greed and ignorance: injustice, racism, inequity, incivility and exclusion mentality, and we believe that our community colleges are a natural environment for such discourse.

Each and every day, across our campuses, we witness our racially, ethnically, generationally, socioeconomically, and gender-diverse student body as they engage in learning through dialogue and interaction with one another. They exchange ideas and perspectives, collaborate on projects, participate in discussions and solve problems together in an environment of mutual respect. They are a proven example of what is possible when people take the time to listen, and to reach beyond preconceived notions, assumptions and misconceptions.

The year is young, and we are hopeful that 2021 will unfold in a more positive light than what is currently before us. We acknowledge that we have a responsibility to live up to our full human potential by rising above the incivility and heated exchanges and by working toward "becoming the change that we want to see."

We affirm our commitment to providing multiple opportunities over the coming months for constructive and civil exchange of perspectives and ideas on our campuses. This process is critical to the healing process and to the development of a future where equity and justice are more than just words.

We have an important role to play in bringing our communities together to address the challenges and issues that confront us. We urge all members of our community to join us in these dialogues and to remain committed to civil and kind communications as we navigate these troubled waters.

Sincerely and in peace,

David Levinson, Ph.D.

Interim President, Connecticut State Community College

Thomas G. Coley, Ph.D.

Regional President, Shoreline West Region

Rob Steinmetz, Ed.D.

Regional President, Capital-East Region

James Lombella, Ed.D.

Regional President, North-West Region

Michelle Coach, Ed.D.

Interim Chief Executive Officer, Asnuntuck Community College

G. Duncan Harris, Ed. D.

Chief Executive Officer, Capital Community College

William (Terry) Brown, Ph.D.

Chief Executive Officer, Gateway Community College

Dwayne Smith, Ph.D.

Chief Executive Officer, Housatonic Community College

Nicole Esposito, Ed.D

Chief Executive Officer, Manchester Community College

Steven Minkler, Ed.D.

Chief Executive Officer, Middlesex Community College

Lisa Dresdner, Ph.D.

Interim Chief Executive Officer, Naugatuck Valley Community College

Michael A. Rooke, Ph.D.

President, Northwestern Connecticut Community College &
Interim Provost & Vice President of Academic Affairs, Connecticut State Community College

Cheryl De Vonish, J.D.

Interim Chief Executive Officer
Norwalk Community College

Rose R. Ellis, Ph.D

Interim Chief Executive Officer, Quinebaug Valley Community College

Mary Ellen Jukoski, Ed.D.

President, Three Rivers Community College

Darryl Reome, Ed.D.

Interim Chief Executive Officer, Tunxis Community College

CSCU Connecticut State Colleges & Universities

Search Charge Meeting

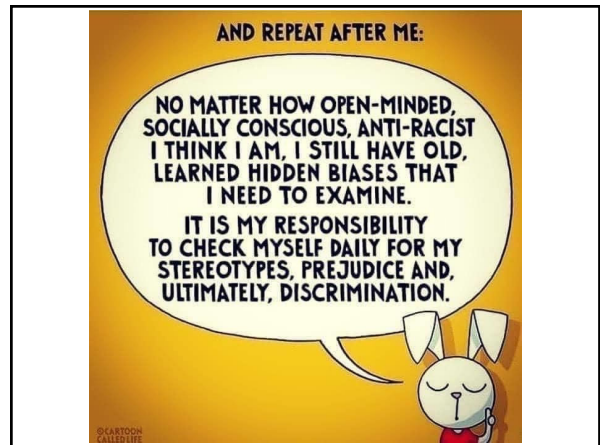
CSCU Search Charge Meeting

UNCONSCIOUS BIAS

- We all come to the table with positive and negative biases, stereotypes, and assumptions.
- Ask yourself why you are favoring or eliminating a candidate.
- Remind yourself that when we hire someone with a different background and mindset, we increase creativity and different approaches to problems and projects.
- As diverse search committees, it is important we work together to select the best candidates.
- Conflicts of interest

CSCU Search Charge Meeting

Thank you for agreeing to serve on a CSCU search committee!



CSCU Search Charge Meeting

CONFIDENTIALITY

- Committee meeting discussions and applicant materials are strictly confidential and should not be shared with individuals outside of the search committee, hiring manager, and human resources.
- FOIA

CSCU Search Charge Meeting

Step 1: Committee Meetings

Coordinate search schedule:

- What dates and times are we planning to meet to...
 - Draft interview questions and matrix?
 - Review applications to determine qualified applicants to interview?
 - Interview qualified applicants?
 - Meet as a committee to agree on candidate(s) to recommend to Hiring Manager?
 - Remember to document all decisions for the file

CSCU
Search Charge Meeting

Step 2: Developing Matrix/Interview Questions

Questions should...

- help you determine candidates' skills and experiences
- help you determine candidates' strengths and weaknesses
- incorporate behavioral and situational interview questions
- Best practice: Each question should have established preferred responses to ensure they are quantifiable
- Send questions and matrix (and preferred responses if applicable) to your Human Resources contacts for approval

CSCU
Search Charge Meeting

When selecting candidates for interviews please consider the following:

1. Follow a matrix to determine how candidates will be eliminated
2. Takes notes to help committee chair complete Strengths/Weaknesses chart
3. Keep in mind all notes/emails subject to FOIA

Candidates selected for interviews should be emailed to HR/AAO. Please include dates and times the committee is available for interviews (allowing at least 1 week notice for candidates)

Sample Matrix

Candidate	Minimum Requirements										Comments	Rank	Notes	
	1	2	3	4	5	6	7	8	9	10				
1														
2														
3														
4														
5														

CSCU
Search Charge Meeting

Step 4: Interview

- o All applicants should be asked the same questions
- o Same format- video vs. audio vs. in person
- o Same participants- all Search Committee members must attend each interview
- o After interview, Search Committee members discuss strengths/weaknesses
- o Search Committee recommends 3-5 candidates to move forward
- o Documentation- Search Committee must document reasons for decisions

Once interviews are complete-please send to HR

CSCU
Search Charge Meeting

Step 3: Application Review

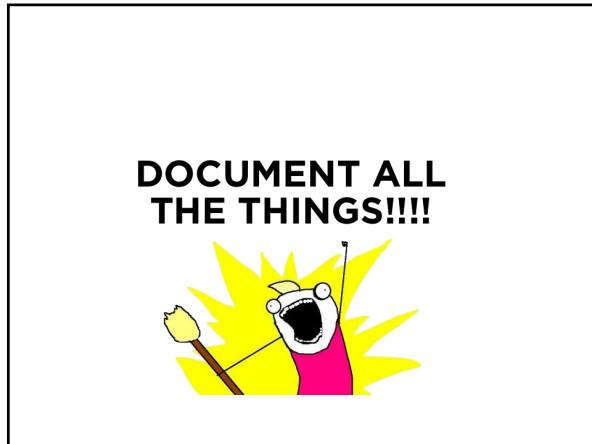
- Should be consistent for all applicants
- This is a paper review – application compared to job specifications (required, desired, and preferred qualifications)
- Outside knowledge of a candidate cannot be factored into this process

CSCU
Search Charge Meeting

Once interviews are complete...

Send the below to your Human Resources contact:

1. List of candidates moving forward in the process.
2. Strengths and weaknesses of all candidates interviewed based on the interview and skills/abilities/experience.
3. Matrix– with reason for elimination of all applicants reviewed.
 - Reasons should be specific, e.g., did not meet the degree requirement, met required and zero preferred/desired qualifications, met required and all preferred qualifications.



CSCU Your Next Steps

1. Convene as a committee
 - Develop Matrix (based on job posting)
 - Develop Questions
 - Send Matrix and Questions to your HR contacts for approval
2. This will then give you access to the applications
3. We are here to help you at each step.

CSCU

Capital East Region contacts	Shoreline West Region contacts	Northwest Region contacts
Miguel Lugo	Nick D'Agostino	Christie Higney
Debra Freund	Christie Higney	Miguel Lugo
Theresa Eisenbach	Theresa Eisenbach	Theresa Eisenbach
Leah Glende	Leah Glende	Leah Glende

Any questions?

**Connecticut State Community College
Confidentiality Agreement for Search Committee Members**

Confidentiality is the foundation of a credible search committee and trustworthy search process. Searches conducted in an impartial, ethical and professional manner preserve the integrity of all parties involved. As a search committee member, I understand the importance of maintaining strict confidence throughout the hiring process and that confidentiality is an absolute requirement to be understood and honored by everyone on the search team. I hereby agree to abide by the following:

1. I understand that this Search Committee's role is to recommend candidates to the hiring authority who has the ultimate decision to select a candidate that is best qualified.
2. I acknowledge that **all information** concerning the candidate pool is **extremely confidential** and agree to protect the identity of the individuals who have expressed interest in exploring this opportunity, including individual qualifications and merits.
3. I will maintain the privacy of all applicants' information, **even after the search process is complete**.
4. I agree that **any and all information** in the form of paper, books, files, documents, electronic communications, or in any other form or format that comes into my possession as it relates to the work of the search committee is **confidential** and is **my responsibility** to safeguard and prevent from being viewed by anyone outside of the committee.
5. I agree to maintain **absolute confidentiality about all discussions** held by the search committee, both **during** the search process **and after** its completion.
6. Upon request of a **Human Resource representative and/or the Chair of the search committee**, I agree that I will return or destroy all materials, which I have received.
7. I will **not contact any applicants** without approval from a Human Resource representative and the Chair of the Search Committee to discuss **any matters** regarding the search. If I am contacted by **anyone** who wishes to discuss **any confidential aspect** of the search, I will refer them to **Human Resources**.
8. I will **not make any effort** to contact or discuss matters of this search with **any** of the applicant's **references or places of employment**, past or present, whether it be **via email, social media, etc.**
9. I agree to disclose **promptly** to the Chair of the Search Committee and Human Resources **any real or potential** conflicts of interest between myself and any of the candidates.

I have read, understand and agree to abide by all the terms of this confidentiality agreement. I am aware that failure will result in the incident being documented and placed in my professional file.

Committee Member: _____ **Date:** _____

HR: _____ **Date:** _____

Unconscious Assumptions or Bias in the Evaluation Process of Candidates and Including the Interviews

-The evaluation of candidates should be equitable, consistent and objective and based solely on the qualifications advertised in the job announcement/advertisement and the quality of the submitted resume and application paperwork that includes all of the required elements.

-Bias is an inclination or prejudice for or against one person or group. Unconscious bias are feelings we have towards other people or groups of people. Unconscious feelings play a small part in influencing our judgement of certain people and groups, away from being balanced or even-handed, in many different areas of life, including the workplace. Feelings about gender and stereotypes we've all developed throughout our lives. How we were brought up, where you were brought up, how we've been socialized, our experiences, our exposure to other social identities and social groups, who our friends are and friends we have had through our lives, as well as media influences, all affect how we think and feel about certain types of people or feelings toward men and women.

It is important to note that most bias stereotypes, do not come from a place of bad intent. It's just deep seated, unconscious stereotype that's been formed in our brains through years of different influences we often have no control over.

Biases can affect our decision-making process in different ways like perception – how we see people and perceive reality. Attitude and how we react to certain people and how comfortable we are with certain people.

-Implicit biases can include:

- Stereotypical beliefs and attitudes about social groups such as:
- Men and Women/certain jobs are for one of these groups
- White and Black and other people of color
- Old and young employees and work experience
- Even people's dress and hairstyle can be impacted by bias.

-These beliefs and attitudes can affect one's perception, behavior and judgement about the people in those groups. We need to be aware of the nuances of cultural issues, language barriers and disabilities. It is natural to show a preference for people that share similarities and reject people with characteristics that we are unfamiliar with. So, the first thing to do is to get familiar with unknown experiences, cultures, and people.

Research in this area indicates that every person brings a lifetime of experience and cultural history that shapes their perspectives as related to candidate selection.

We want to attract diverse applicants for all of our positions and want to maintain them.

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on bias and assumptions and striving to minimize their influence on the evaluation of candidates.
- Developing criteria based on position qualifications directly from the job announcement for evaluating candidates and applying them consistently to all applicants.
- Spending sufficient time evaluating each resume/application package thoroughly.
- Evaluating each candidate's entire application package and not depending too heavily on only one element, such as the prestige of the degree-granting institution or post-doctoral program or the letter of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's submitted paperwork as it relates to the position qualifications.
- Be able to defend every decision for eliminating or advancing a candidate.
- Periodically evaluating the search committee's decision to consider whether evaluation bias and assumptions are influencing any decisions throughout the search process.
- All search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, the arrangements and interview appointment for each candidate. Please allow ample time to conduct the interview and time between interviews.
- All search committee members should develop a core set of questions for all applicants that will produce sufficient information to make an evaluation of the candidates' qualifications and allow equitable comparison of the candidates' expertise and skills in the line of work or discipline.
- Interview questions must be related to the job and essential job functions to determine the candidate's qualifications, knowledge, skills and abilities for the position.
- All search committee members should participate in all interviews to ensure fair and consistent evaluation of each applicant selected for interviews.
- The interview experience should be consistent and must provide the same opportunities as the other candidates.
- Everyone participating in the interview process must stay away from making comments, using humor or making any statements that could be interpreted as less formal, inappropriate or unlawful. Keeping the interview process formalized and consistent is the best practice to avoid anything that could be considered uncomfortable, illegal or inappropriate. Trying to make the candidate relaxed and at ease is always the best way to begin the interview process because it can be an intimidating experience for them. Starting by introducing the search committee members, explanation of the department that the position is in and the core job responsibilities can start the process positively.
- Document the information provided by the candidate being interviewed and not your opinions, feelings or statements about the person.
- Make sure all of your notes taken to evaluate applicants or interview notes are objective and not subjective; and are maintained and given to the Search Chair to keep in the Search folder.

Thanks for serving on our Search Committee!

**CT STATE COMMUNITY COLLEGE
NORTH-WEST REGION
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY
REPORTING PERIOD: February 1, 2020 – January 31, 2021**

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The CSCC North-West Region remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. All 2020 affirmative action plans were in compliance with the regulations and approved by the Commission on Human Rights and Opportunities. The North-West Region has just submitted the first CSCC regional plan which covers the reporting period February 1, 2020 through January 31, 2021 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2021-2022.

Copies of the Affirmative Action Plan are available in the Human Resources Offices, the Regional President's Office, and the websites of each campus as appropriate. As a public document, the Plan was (and remains) available for review by employees, and the general public throughout the entire reporting period. The respective unions were encouraged to review the last AA Plan and direct any comments in writing to the Human Resources Director/Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

As this is a new AA Plan, there is no report on prior goals or hires/promotions. Future executive summaries will include an analysis of numeric goals set compared to numeric goals achieved.

The North-West Region is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities

The region strives to be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The Connecticut State Colleges and Universities (CSCU) and the CT State Community College System has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

Affirmative Action Plan (AAP) Requirements

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The North-West Region is required to file an annual Affirmative Action Plan for the current reporting period that covers the timeframe covering February 1, 2020 through January 31, 2021. CHRO reviews the AAP by the Regulations "Standard of Review" and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has sixteen (16) narrative and statistical elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by

CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data;

The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee be responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.

Agencies demonstrate every “good-faith efforts” to achieve hiring, promotional and programmatic goals. Good faith efforts is defined as the degree, care and diligence, which a reasonable person would exercise in the performance of legal duties and obligations. At a minimum, it includes all those efforts reasonably exhausted to achieve the full and fair participation of all applicants in the search process and employees in all employment processes within the region. It includes efforts toward full statutory and regulation requirements.

Summary of the 2021 Affirmative Action Plan Achievements:

As this is the first regional plan, there is no data to report on goals established versus goals achieved.

Summary of the 2021-2021 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period February 1, 2021 – January 31, 2022 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

Statewide/National – Regional AA Plan Goals

Executive/Administrative/Managerial	HIRES: 2WM, 1BM, 1BF
Professor	PROMOTIONS: 9WM, 5BF, 2HM, 5HF
Associate Professor	PROMOTIONS: 2WF, 3BM, 1HM
Assistant Professor	HIRES: 1AM* PROMOTIONS: 1AF
Instructor	HIRES: 3WM, 1HF
Professional Non-Faculty	HIRES: 4BM, 2BF, 2HM, 4HF, 1AM, 3AF

*Asian, American Indian, Alaska Native, Hawaiian Native, Pacific Islander

Hartford County Labor Market Area

Administrative/Clerical	HIRES: 1WM, 1HF
Technical/Paraprofessional	HIRES: 1WF, 1HF, 1AF PROMOTIONS: 1WF
Service Maintenance	HIRES: 1BM, 1HM, 1HF

Litchfield County Labor Market Area

Administrative/Clerical	HIRES: 1HF
Technical/Paraprofessional	HIRES: 1WF
Service Maintenance	HIRES: 1WF, 1HM

New Haven County Labor Market Area

Administrative/Clerical	HIRES: 9WF, 1HM, 1AF
Technical/Paraprofessional	HIRES: 1HF PROMOTIONS: 1WF
Skilled Craft Workers	HIRES: 1BM, 1HM
Protective Services	HIRES: 1BF, 1HF
Service Maintenance	HIRES: 1WF, 2BM, 1BF, 2HM, 1AM

PROGRAM GOALS:

While the CSCC's North-West Region has not identified any barriers in any of the employment processes within the Identification of Problem Areas element, the Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

Section 46a-68-88: PROGRAM GOALS

2021 – 2022 PROGRAM GOALS

While the CSCC's North-West Region has not identified any barriers in any of the employment processes within the Identification of Problem Areas element, the Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. As part of the regionalization and the establishment of the CT State Community College (CSCC) System, the CSCC North-West Region sets a goal to establish the practice of including a search committee member from another campus in the region. This will establish a regional approach to the recruitment and selection process and provides for additional perspectives to advance our recruitment efforts.

To that end, the Region, will establish a process for search committees that adds at least one member from another campus within the region to participate on search committees for faculty positions and professional positions with a classification of CCP19 or higher. As part of this process, efforts must be made and documented to include a member from another campus (on CCP19 and above and Faculty searches) but a search may move forward if the campus is unable to secure a volunteer within 5 days and with the approval of the EEO Officer.

Responsible person: Theresa Eisenbach, Director of Talent and Recruitment, Nicholas D'Agostino, Director of Equal Employment Opportunity, and Dr. James Lombella, Regional President, and Campus CEOs.

Timeframe: Completion by January 31, 2022.

2. The region establishes a goal to develop a recruitment strategy to diversify the part-time lecturer (credit and non-credit) availability pool. As a major pipeline to fill full-time faculty positions, the region recognizes the importance in adding racial and gender diversity to this pool.

Responsible person: Theresa Eisenbach, Director of Talent and Recruitment, Nicholas

D'Agostino, Director of EEO, Dr. James Lombella, Regional President, Campus CEO's, and Campus Academic Deans.

Timeframe: Completion by January 31, 2022.

3. The region establishes a goal to determine the feasibility and necessity of creating a regional Employee Advisory Committee/Diversity Committee. If established, the region will develop mechanisms for membership, organizational structure, and purpose.

Responsible person: Director of EEO, Regional President and Campus CEO's.

Timeframe: Completion by January 31, 2022.

4. The region establishes a goal to work with the CHRO and AA Plan Reviewer to determine the feasibility of combining all faculty rank titles into one faculty title for the establishment of numeric goals. The region believes that such a change will more effectively establish numeric goals that reflect the actual available workforce for this job category.

Responsible person: Director of Equal Employment Opportunity, Neva Vigezzi, CHRO Supervisor/Reviewer, and CHRO leadership.

Timeframe: Completion by January 31, 2022.

5. The region establishes a goal to work with the CHRO and AA Plan Reviewer to pursue the use of the most current (2015 Community Survey Employment Data), e.g., 2010 census employment data, in place of the 2000 census employment data. Such a change would result in a more reflective parity goal and establish goals reflective of today's workforce data.

Responsible person: Director of EEO, EEO Center of Excellence, Neva Vigezzi, CHRO supervisor/reviewer, and CHRO leadership.

Timeframe: Completion by January 31, 2022

Section 46a-68-80
External Communication

Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

- a) The CSCC North-West Region has developed outreach and recruitment strategies to meet its affirmative action goals and objectives. Since this is the first regional AA Plan, there were no hiring/promotional transactions to report in this AA Plan submission. In all future plans, hiring and promotional activity will be justified in the Goals Analysis section of the Affirmative Action Plan and will include a summary of each recruitment effort resulting in a hire or promotion. A listing of outreach recruitment sources is included in this section.
- b) The CSCC North-West Region has put itself on public record as an affirmative action and equal employment opportunity employer. Consistent with that posture:
 - Written expression of the Region's commitment to affirmative action and equal employment opportunity and notice of job availability are sent regularly to recruiting sources and organizations which are capable of referring qualified applicants for employment; and
 - Notice that the Region is an affirmative action and equal employment opportunity employer will be sent to all unions that represent agency employees for collective bargaining purposes. The notice contains an invitation to review and comment upon the CSCC North-West Region's Affirmative Action Plan.
- c) The CSCC North-West Region initiates and undertakes vigorous, positive relationship building activity to ensure that affirmative action is more than a paper commitment. It works to secure ongoing relationships and develop additional recruiting sources while cultivating outreach recruitment programs and maintaining contact with protected class members and resource agencies.

Each position announcement is widely circulated and contains the tagline, "The CSCC is an Equal Opportunity Employer, Affirmative Action Employer." Steps are taken to ensure that all job announcements at the CSCC North-West Region reach diverse sectors of the - Litchfield, New Haven and Hartford counties, state, regional, and national labor markets. The CSCC North-West Region continues to engage in face-to-face discussions to cement on-going relationships within the communities we serve and to develop additional recruiting sources. Specifically,

- Notices of position vacancies and job availability are sent to target recruiting resources and local organizations that will encourage the referral of qualified applicants for employment. The CSCC North-West Region continues to maintain and add to its listing of community-based organizations concerned with the application of affirmative action and equal opportunity principles in the public and private sectors. Agencies/individuals on each list are contacted for position vacancies in the Executive Administrative Managerial, Faculty, Professional/Non-Faculty classifications and some Technical/Paraprofessional classifications. The JobApps System is used for Secretarial/Clerical, Service Maintenance, some Technical/Paraprofessional and Protective Service classified positions.
- Postings are also shared with the CT Association of Diversity and Equity Professionals (CADEP) whose membership consist of EEO Officers across the state.
- For positions utilizing national searches, vacancies are sent to electronic mailing lists.

Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

The CSCC North-West Region also posts all vacancies on its campuses and CSCU websites.

- Under existing collective bargaining agreements, job vacancy announcements are sent to each recognized representative of employees at the CSCC North-West Region. Union leaderships and members are invited to review and comment on the Affirmative Action Plan. The Connecticut State Colleges and Universities (CSCU) System Office performs a similar role with the appropriate State representatives and agencies. The CSCC North-West Region continues to state its commitment to affirmative action and equal employment opportunity on all position announcements and campus information.
- The North-West Region also utilizes its campus foundations and Advisory Boards to assist in its efforts to build a diverse workforce. Additionally, The CSCC North-West Region has committed itself to active outreach activities as part of its affirmative action program, which includes, but is not limited to the following:
 - Contact representatives of local/regional chapters of higher education professional organizations to discuss vacancies at the Region and to solicit their help in identifying qualified protected class members.
 - Advertise job openings with media that target a protected class audience in labor market areas most appropriate for filling a vacant position(s);
 - Periodic workshops and job fairs are held to encourage the participation of minorities and women in skills-improvement projects, job-exploration activities and job-interview techniques.
 - The CSCC North-West Region is used as a training site for the Department of Administrative Services (DAS) programs and in-service training offerings.
 - Staff are encouraged to network and inform colleagues and connections of vacancies.

The Region utilizes JAZZHR for all unclassified positions and JOBAPS for all classified positions. Both tools utilize social media to expand recruitment outreach efforts. Platforms supported include: Indeed, Facebook, Pinterest, Twitter, and LinkedIn.

The CSCC North-West Region excludes any references to either age or gender from all employment advertisement except in the case of bona fide occupational qualification or need. The Human Resources professionals and the Equal Employment Opportunity staff attend trainings throughout the year on a variety of human resources, labor relations, affirmative action, equal employment opportunity, diversity, equity, inclusion and social justice related issues. They and their respective teams are skilled and trained on conducting investigations, handling mediations and conflict resolution, and sexual harassment complaints. They also attend many joint Human Resources meetings with staff of the CSCU and CSCC throughout the reporting period.

The following is a sample of the organizations contacted to inform potential minority candidates about the Region vacancies: The following is a sample of the organizations contacted to inform potential minority candidates about the Region vacancies:

Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

Routine Recruitment/Referral Sources/Internet Sites

http://www.ncc.commnet.edu	http://www.restaurant.org
https://www.higheredjobs.com	http://www.hcareers.com
https://www.vetfriends.com	https://www.linkedin.com
http://minoritynurse.com	http://www.careerbuilder.com
http://www.jobtarget.com/corporate	http://www.monster.com
http://www.ct.edu (All CSCU institutions)	http://www.indeed.com
http://studentaffairs.com	http://www.dice.com
http://www.eeoc.gov	http://www.simplyhired.com
http://www.mainecareercenter.com	https://www.shrm.org/pages
https://www.suny.edu	http://www.prodivnet.com
http://matyconn.matyc.org	http://www.hireahero.org
https://www.insidehighered.com	http://www.healthcarejobsite.com
http://www.quintcareers.com	https://www.glassdoor.com
http://www.counseling.org	https://chroniclevitae.com
http://www.ala.org	http://das.ct.gov
http://www.ctnurses.org	https://www.prodivnet.com
http://jobs.acfchefs.org	https://twitter.com
http://www.militaryhire.com	

Agency Sources:

Organization	Address	City, State	Zip Code
100 Black Men of Stamford	P.O Box 1313	Stamford, CT	06904
American Association of AA	888 16th Street ,NW Suite 800	Washington, DC	20006
Capital Workforce Partners	One Union Place	Hartford, CT	06113
CADEP	P.O Box 260412	Hartford, CT	06126
CT Assoc. of Latinos in Higher Ed.	950 Main Street, Suite 1104	Hartford, CT	06103
DAS	165 Capitol Avenue	Hartford, CT	06106
Department of Social Services	25 Sigourney Street	Hartford, CT	06106
Department of Veterans Affairs	287 West Street	Rocky Hill, CT	06067
Diverse: Issues In higher Education	10520 Warwick Avenue Suite B-8	Fairfax, VA	22030
Fairfield County Alpha Phi Alpha	50 Dexter Dr	Shelton, CT	06484
NAACP- National Headquarters	4805 Mt Hope Drive	Baltimore, MD	21215
NAACP- Bridgeport	P.O Box 9180	Bridgeport, CT	06601
Asnuntuck Community College	170 Elm Street	Enfield, CT	06082
Capital Community College	950 Main Street	Hartford, CT	06103
Central Connecticut State University	1615 Stanley Street	New Britain ,CT	06050

Section 46a-68-80: EXTERNAL COMMUNICATION AND RECRUITMENT STRATEGIES

Charter Oak State College	55 Paul J. Manafort Drive	New Britain ,CT	06053
Eastern Connecticut State University	83 Windham Street	Willimantic, CT	06226
Gateway Community College	60 Sargent Drive	New Haven ,CT	06511
Housatonic Community College	900 Lafayette Boulevard	Bridgeport, CT	06604
Manchester Community College	Great Oath , P.O Box 1046	Manchester, CT	06045
Middlesex Community College	100 Training Hill Road	Middletown , CT	06457
Naugatuck Valley Community College	750 Chase Parkway	Waterbury, CT	06708
Northwestern Community College	Park Place East	Windsted, CT	06098
Norwalk Community College	188 Richards Avenue	Norwalk ,CT	06854
Quinebaug Valley Community College	742 Upper Mapple Street	Danielson, CT	06239
Southern Connecticut State University	501 Crescent Street	New Heaven, CT	06515
Three rivers Community College	574 London Tnpike.	Norwich, CT	06360
Tunix Community College	271 Scott Swamp Road	Farmington, CT	06032
University of Connecticut	115 N. Eagleville Road	Storrs, CT	06269
Western Connecticut State University	181 White Street	Danbury , CT	06810
The Chronicle of Higher Education	1255 23rd Street, N.W, 7Th floor	Washington , DC	20037
The Haitian Voice	934 E. Main Street #101	Stamford, CT	06902
The New York Times	229 West 43rd Street	New York, NY	10036
The Hartford Courant	285 Broad Street	Hartford, CT	06115
La Voz Hispana	35 Elm Street	New Heaven , CT	06510

The Quarterly Reports of the Set-Aside Program that includes Small, Minority, Women and Disabled Businesses are included in this section of the Affirmative Action Plan.

Virtual

JOB FAIR

OPENINGS FOR:

- > Full & Part-time Lecturers
- > Non-credit Lecturers
- > Administrative Staff

Many positions come with excellent State of CT benefits!

**Employment Opportunities
From 12 Connecticut State
Community Colleges
In One Virtual Event!**

**October 14, 2021
2PM – 6PM
Via Webex**

Connecticut's 12 State Community Colleges!

Asnuntuck Community College
Enfield, CT

Manchester Community College
Manchester, CT

Norwalk Community College
Norwalk, CT

Capital Community College
Hartford, CT

Middlesex Community College
Middletown, CT

Quinebaug Valley Community College
Danielson, CT

Gateway Community College
New Haven, CT

Naugatuck Valley Community College
Waterbury and Danbury, CT

Three Rivers Community College
Norwich, CT

Housatonic Community College
Bridgeport, CT

Northwestern CT Community College
Winsted, CT

Tunxis Community College
Farmington, CT

From: [CSCU-Announcement](#)
To: [CSCU-Announcement](#)
Subject: CSCU In the News 3-3-21
Date: Wednesday, March 3, 2021 1:46:23 PM

CSCU in the News
March 3, 2021

CSCU News

Journal Inquirer: [MCC Hands Out Annual Awards for Excellence](#)

West Haven Patch: [Gateway Community College CEO Speaks To GNHCC Executive Leadership Class Of 2021](#)

Boulder Patch: [Gateway Community College Leadership Participated In Panel For Diversity, Equity And Inclusion](#)

PR Web: [Intelligent.com Announces Best Construction Management Degree Programs for 2021 \(with CCSU\)](#)

Norwich Bulletin: [Eastern reaffirms commitment to climate as nation pivots](#)

New Haven Patch: [Gateway Community College Celebrates National Open Education Week](#)

WFSB-TV3: [Meriden wants first lady, U.S. education secretary to feel the love](#)

NBC 30: [First Lady, Miguel Cardona Visit Meriden, Elementary School](#)

Business West: [ACC's Advanced Manufacturing Technology Program Adapts to Unusual Times](#)

Journal Inquirer: [MCC Credit Free Offerings](#)

The Avery Journal Times: [LMC signs Memo of Understanding with Shoreline-West Region—Connecticut State Community College System](#)

MSU News Service: [MSU marketing professor, colleagues find broad impacts from political polarization \(William Ding, SCSU marketing professor\)](#)

Mansfield-Storrs Patch: [Blood at the Root \(presented by ECSU Theatre Program\)](#)

Darien's Hamlet Hub: [In celebration of Women's History Month, Darien Library Presents Strong Women in History: Ida B. Wells \(with Mark Albertson, NCC history instructor\)](#)

CT Post: [UConn's Hartford, Waterbury campuses report first COVID-19 cases](#)

Education/Related News

Inside Higher Ed: [New Hampshire Merger Proposal Takes Shape](#)

From: [CannonKlemenz, Rebecca](#)
To: wboucher@cpfu.org
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

William Boucher
CT Police and Fire Union (NP-5)
wboucher@cpfu.org

Dear William Boucher,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

From: [CannonKlemenz, Rebecca](#)
To: cchisem@ceui.org
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

Carl Chisem
CT Employees Union Independent (NP-2)
cchisem@ceui.org

Dear Carl Chisem,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

From: [CannonKlemenz, Rebecca](mailto:Rebecca.Klemenz@CannonKlemenz.com)
To: plamb@andr.org
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

Patrick Lam
Administrative and Residual (P-5)
plamb@andr.org

Dear Patrick Lam,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

From: [CannonKlemenz, Rebecca](#)
To: jbarr@council4.org
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

Jody Barr
AFSCME Council 4 (NP-3)
jbarr@council4.org

Dear Jody Barr,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

From: [CannonKlemenz, Rebecca](#)
To: djbsr88@aol.com
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

Dennis Bogusky
American Federation of Teachers
djbsr88@aol.com

Dear Dennis Bogusky,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

From: [CannonKlemenz, Rebecca](#)
To: [Seth Freeman](#)
Subject: CSCC North-West 2021 Affirmative Action Plan - Notice Unions
Date: Monday, January 31, 2022 12:35:00 PM

January 31, 2022

Seth Freeman
Congress of CT Community Colleges
Seth@the4cs.org

Dear Seth Freeman,

We wish to bring to your attention that the 2021 North-West Region Affirmative Action plan is available for the union members to review.

The North-West Region is an affirmative action/equal opportunity employer and, as such, hires individuals without regard for age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of Civil Air Patrol, and workplace hazards to reproductive systems unless the provisions of sections 46a(b), 46a-80(b) of the Connecticut General Statutes are controlling, or there is a bona fide occupation qualification excluding persons in one of the above protected groups.

We invite you and your members to review and comment upon the College's affirmative action plan, which is available online at the following link: [2021 North-West Region Affirmative Action Plan](#). Should you have any questions regarding the affirmative action plan, please contact my office at 860-723-0727.

Sincerely,

Kimberly Carolina
Manager of Equal Employment Opportunity

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1/1/21-3/31/21 Fiscal Year Period: 3RD

ENTER THIS QTR-

Agency Name:	Asnuntuck Community College	Agency Number:	7713
Prepared by:	Chad Glabach	E-mail Address:	cglabach@asnuntuck.edu
Tel. # -	860-253-3044		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,827,890.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 896,872.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 224,218.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 56,054.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 697,612.91	259	\$ 1,783,360.47	579

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 67,045.91	44	\$ 214,584.22	92
-------------------------------------------------------------------------------------------------------------------------------------------------	--------------	----	---------------	----

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 2,587.81	16	\$ 57,612.91	28
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 2,486.96	1	\$ 14,593.04	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -	0	\$ -	0
WBE TOTAL [Lines L - W]	\$ 5,074.77	17	\$ 72,205.95	30
MBE TOTAL {Lines A - W}	\$ 5,074.77	17	\$ 72,205.95	30

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 4/1/21-6/30/21 Fiscal Year Period: 4TH

ENTER THIS QTR-

Agency Name:	Asnuntuck Community College	Agency Number:	7713
Prepared by:	Chad Glabach	E-mail Address:	cglabach@asnuntuck.edu
Tel. # -	860-253-3044		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,827,890.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 896,872.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 224,218.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 56,054.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 621,156.88	335	\$ 2,404,517.35	854

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 69,803.79	62	\$ 284,388.01	134
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 2,995.00	1	\$ 2,995.00	1
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 3,120.26	17	\$ 60,733.17	30
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 3,313.78	2	\$ 17,906.82	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -	0	\$ -	0
WBE TOTAL [Lines L - W]	\$ 6,434.04	19	\$ 78,639.99	32
MBE TOTAL {Lines A - W}	\$ 9,429.04	20	\$ 81,634.99	33

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 7/1/21-9/30/21 Fiscal Year Period: 1ST

ENTER THIS QTR-

Agency Name:	Asnuntuck Community College	Agency Number:	7713
Prepared by:	Chad Glabach	E-mail Address:	cglabach@asnuntuck.edu
Tel. # -	860-253-3044		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,465,617.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 498,685.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 124,671.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 31,167.81

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 783,580.77	283	\$ 783,580.77	283

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 132,473.42	61	\$ 132,473.42	61
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 19,557.98	17	\$ 19,557.98	17
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)				
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -	0	\$ -	0
WBE TOTAL [Lines L - W]	\$ 19,557.98	17	\$ 19,557.98	17
MBE TOTAL {Lines A - W}	\$ 19,557.98	17	\$ 19,557.98	17

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 10/1/21-12/31/21 Fiscal Year Period: 2ND

ENTER THIS QTR-

Agency Name:	Asnuntuck Community College	Agency Number:	7713
Prepared by:	Chad Glabach	E-mail Address:	cglabach@asnuntuck.edu
Tel. # -	860-253-3044		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,465,617.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 498,685.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 124,671.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 31,167.81

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 769,737.68	303	\$ 1,553,318.45	525

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 132,693.77	61	\$ 265,167.19	113
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 10,687.14	19	\$ 30,245.12	21
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 4,428.92	1	\$ 4,428.92	1
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -	0	\$ -	0
WBE TOTAL [Lines L - W]	\$ 15,116.06	20	\$ 34,674.04	22
MBE TOTAL {Lines A - W}	\$ 15,116.06	20	\$ 34,674.04	22

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **3RD** Fiscal Year Period **01/01/2021-03/31/2021**

ENTER THIS QTR-

Agency Name:	Northwestern Connecticut Community College	Agency Number:	CCC78500
Prepared by:	Kim Dragan, Director of Finance	E-mail Address:	kdragan@nwcc.edu
Tel. # -	860-738-6418		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,199,336.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 369,673.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 92,418.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 23,104.56

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 372,263.63	263	\$ 1,098,247.43	545

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 14,390.96	10	\$ 24,086.73	22
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ -	0	\$ 1,161.70	1
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 639.65	1	\$ 2,861.39	4
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 639.65	1	\$ 4,023.09	5
MBE TOTAL {Lines A - W}	\$ 639.65	1	\$ 4,023.09	5

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **4TH** Fiscal Year Period **04/01/2021-06/30/2021**

ENTER THIS QTR-

Agency Name:	Northwestern Connecticut Community College	Agency Number:	CCC78500
Prepared by:	Kim Dragan, Director of Finance	E-mail Address:	kdragan@nwcc.edu
Tel. # -	860-738-6418		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 20,199,336.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 369,673.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 92,418.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 23,104.56

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 375,171.93	218	\$ 1,473,419.36	763

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 31,996.29	12	\$ 56,083.02	34
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 814.87	1	\$ 1,976.57	2
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 5,526.40	1	\$ 8,387.79	5
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 6,341.27	2	\$ 10,364.36	7
MBE TOTAL {Lines A - W}	\$ 6,341.27	2	\$ 10,364.36	7

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1st** Fiscal Year Period **07/01/2021-09/30/2021**

ENTER THIS QTR-

Agency Name:	Northwestern Connecticut Community College	Agency Number:	CCC78500
Prepared by:	Kim Dragan, Director of Finance	E-mail Address:	kdragan@nwcc.edu
Tel. # -	860-738-6418		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 19,998,524.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 263,464.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 65,866.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 16,466.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 528,072.33	161	\$ 528,072.33	161

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 57,360.44	16	\$ 57,360.44	16
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 1,009.50	1	\$ 1,009.50	1
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 577.76	2	\$ 577.76	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 1,587.26	3	\$ 1,587.26	3
MBE TOTAL {Lines A - W}	\$ 1,587.26	3	\$ 1,587.26	3

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **2ND** Fiscal Year Period **10/01/2021-12/31/2021**

ENTER THIS QTR-

Agency Name:	Northwestern Connecticut Community College	Agency Number:	CCC78500
Prepared by:	Kim Dragan, Director of Finance	E-mail Address:	kdragan@nwcc.edu
Tel. # -	860-738-6418		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 19,998,524.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 263,464.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 65,866.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 16,466.50

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 472,798.80	184	\$ 1,000,871.13	345

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 97,278.34	5	\$ 154,638.78	21
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. PLEASE CATEGORIZE:				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ -	0	\$ 1,009.50	1
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ -	0	\$ 577.76	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ -	0	\$ 1,587.26	3
MBE TOTAL {Lines A - W}	\$ -	0	\$ 1,587.26	3

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR 2020
Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

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

ENTER THIS QTR- 3rd **1/1/2021-3/31/2021**

Agency Name:	Tunxis Community College	Agency Number:	7710
Prepared by:	Nancy Eschenbrenner	E-mail Address:	Neschenbrenner@tunxis.edu
Tel. # -	860-773-1304	<i>Please submit a digital copy of this form to Donald.Braman@cct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$	38,935,958.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$	748,893.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$	187,223.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$	46,806.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 1,052,296.14	125	\$ 3,934,195.00	387
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 255,668.47	28	\$ 641,372.99	83
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 375.50	1	\$ 1,126.50	3
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 4,001.92	12	\$ 94,108.87	44
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 1,251.63	2	\$ 7,476.22	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 5,253.55		\$ 101,585.09	
MBE TOTAL (Lines A - W)	\$ 5,629.05		\$ 102,711.59	

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR **2020**
Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

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

ENTER THIS QTR- 4th **4/1/2021-6/30/2021**

Agency Name:	Tunxis Community College	Agency Number:	7710
Prepared by:	Nancy Eschenbrenner	E-mail Address:	Neschenbrenner@tunxis.edu
Tel. # -	860-773-1304	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 38,935,958.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 748,893.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 187,223.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 46,806.00

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contra	\$ 969,350.87	129	\$ 4,903,546.00	516
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 121,415.38	30	\$ 762,788.37	113
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 563.25	1	\$ 1,689.75	4
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 34,978.46	16	\$ 129,087.33	60
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 1,459.44	1	\$ 8,935.66	3
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 36,437.90		\$ 138,022.99	
MBE TOTAL (Lines A - W)	\$ 37,001.15		\$ 139,712.74	

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR [REDACTED]
Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY2022

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

ENTER THIS QTR- 4th 7/1/2021 **7/1/2021-9/30/2021**

Agency Name: Tunxis Community College Agency Number: 7710
Prepared by: Nancy Eschenbrenner E-mail: Neschenbrenner@tunxis.edu
Address: [REDACTED]

Tel. # - 860-773-1304 *Please submit a digital copy of this form to Donald.Braman@ct.gov*

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 37,849,222.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 911,496.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 227,874.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 56,969.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contract	\$ 1,076,109.00	126	\$ 1,076,109.00	126
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 76,883.78	20	\$ 76,883.78	20

7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.

A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 563.25	1	\$ 563.25	1
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 28,836.06	9	\$ 28,836.06	9
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 2,872.59	1	\$ 2,872.59	1
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 31,708.65		\$ 31,708.65	
MBE TOTAL (Lines A - W)	\$ 32,271.90		\$ 32,271.90	

DEPARTMENT OF ADMINISTRATIVE SERVICES
SUPPLIER DIVERSITY PROGRAM

FISCAL YEAR [REDACTED]
Back-Up Sheets require Totals for each MBE Category

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

FY2022

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

ENTER THIS QTR-

10/01/2021-12/31/2021

Agency Name:	Tunxis Community College	Agency Number:	7710
Prepared by:	Nancy Eschenbrenner	E-mail Address:	Neschenbrenner@tunxis.edu
Tel. # -	860-773-1304	<i>Please submit a digital copy of this form to Donald.Braman@ct.gov</i>	

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$	37,849,222.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$	911,496.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$	227,874.00
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$	56,969.00

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,343,358.75	130	\$ 2,419,467.75	256
6) Total Agency FY Expenditures for Purchases and from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 108,497.93	24	\$ 185,381.71	44
7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only.				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)	\$ 563.25	1	\$ 1,126.50	2
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 28,615.24	10	\$ 57,451.30	19
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 3,615.33	1	\$ 6,487.92	2
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S, T, U, V, & W)	\$ -		\$ -	
WBE TOTAL (Lines L - W)	\$ 32,230.57		\$ 63,939.22	
MBE TOTAL (Lines A - W)	\$ 32,793.82		\$ 65,065.72	

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period: 2021

ENTER THIS QTR- 3rd

Agency Name:	Naugatuck Valley Community College	Agency Number:	7708
Prepared by:	Michelle Jette	E-mail Address:	mjette@nvcc.commnet.edu
Tel. # -	203-575-8111		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 76,097,982.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,148,738.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 287,184.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 71,796.13

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,630,533.53	332	\$ 4,493,501.59	977

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 88,934.98	57	\$ 312,431.14	179
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)			\$ 4,107.00	1
C) Black (B)			\$ 1,329.35	4
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 37,624.55	15	\$ 143,209.47	45
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 665.34	2	\$ 34,119.36	15
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 38,289.89	17	\$ 177,328.83	60
MBE TOTAL {Lines A - W}	\$ 38,289.89	17	\$ 182,765.18	65

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter **1ST / 2ND / 3RD / 4TH** Fiscal Year Period: 2021

ENTER THIS QTR- 4th

Agency Name:	Naugatuck Valley Community College	Agency Number:	7708
Prepared by:	Michelle Jette	E-mail Address:	mjette@nvcc.commnet.edu
Tel. # -	203-575-8111		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 76,097,982.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,148,738.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 287,184.50
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 71,796.13

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,745,341.84	319	\$ 6,238,843.43	1,296

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 337,841.04	51	\$ 650,272.18	230
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)			\$ 4,107.00	1
C) Black (B)			\$ 1,329.35	4
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 30,880.14	14	\$ 174,089.61	59
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 16,840.56	4	\$ 50,959.92	19
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 47,720.70	18	\$ 225,049.53	78
MBE TOTAL {Lines A - W}	\$ 47,720.70	18	\$ 230,485.88	83

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1ST / 2ND / 3RD / 4TH Fiscal Year Period: 2022

ENTER THIS QTR- 1st

Agency Name:	Naugatuck Valley Community College	Agency Number:	7708
Prepared by:	Michelle Jette	E-mail Address:	mjette@nvcc.commnet.edu
Tel. # -	203-575-8111		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 78,348,621.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,177,221.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 294,305.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 73,576.31

	QUARTER		YEAR TO DATE	
	TOTALS (\$)	Number Contracts	TOTALS (\$)	Number Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,702,730.92	363	\$ 1,702,730.92	363

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 174,974.26	58	\$ 174,974.26	58
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 103,852.34	16	\$ 103,852.34	16
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 14,710.33	3	\$ 14,710.33	3
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 118,562.67	19	\$ 118,562.67	19
MBE TOTAL {Lines A - W}	\$ 118,562.67	19	\$ 118,562.67	19

SMALL/ MINORITY BUSINESS ENTERPRISE QUARTERLY REPORT

Fiscal Year Quarter 1ST / 2ND / 3RD / 4TH Fiscal Year Period: 2022

ENTER THIS QTR- 2nd

Agency Name:	Naugatuck Valley Community College	Agency Number:	7708
Prepared by:	Michelle Jette	E-mail Address:	mjette@nvcc.commnet.edu
Tel. # -	203-575-8111		

1) TOTAL FUNDS AVAILABLE (ALL SOURCES) FROM YOUR ADOPTED BUDGET Page 1 (Summary Page) From The Annual Goals Calculations Report	\$ 78,348,621.00
2) Amount Available for Small/Minority Business Program after DAS APPROVED DEDUCTIONS/EXEMPTIONS	\$ 1,177,221.00
3) 25% of line # 2 Total - Set Aside - Small/Minority Business Enterprises (Combined)	\$ 294,305.25
4) 25% of line # 3 Total- Set Aside - Minority Business Enterprises only	\$ 73,576.31

	QUARTER	Number	YEAR TO DATE	Number
	TOTALS (\$)	Contracts	TOTALS (\$)	Contracts
5) Total Agency FY Expenditures for Purchases and Contracts	\$ 1,949,942.01	351	\$ 3,652,672.93	714

6) Total Agency FY Expenditures for Purchases and Contracts from Small and Minority Contractors. Combined TOTALS OF SBE AND MBE EXPENDITURES	\$ 171,935.44	64	\$ 346,909.70	122
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7) Total Agency FY Expenditures for Purchases and Contracts from Minority Business Enterprises (MBE) only. <i>PLEASE CATEGORIZE:</i>				
A) American Indian (N)				
B) Asian (A)				
C) Black (B)				
D) Disabled Individual (D)				
E) Hispanic (H)				
F) Iberian Peninsula (I)				
G) Disabled American Indian (DN)				
H) Disabled Asian American (DA)				
I) Disabled Black American (DB)				
J) Disabled Hispanic American (DH)				
K) Disabled Iberian Peninsula American (DI)				
L) Woman (W)	\$ 61,661.86	19	\$ 165,514.20	35
M) Woman American Indian (NW)				
N) Woman Asian (AW)				
O) Woman Black (BW)				
P) Woman Disabled (DW)				
Q) Woman Hispanic (HW)				
R) Woman Iberian Peninsula (IW)	\$ 9,815.58	3	\$ 24,525.91	6
S) Disabled American Indian Woman (DNW)				
T) Disabled Asian American Woman (DAW)				
U) Disabled Black American Woman (DBW)				
V) Disabled Hispanic American Woman (DHW)				
W) Disabled Iberian Peninsula American Woman (DIW)				
DisBE TOTAL (Lines D, G, H, I, J, K, P, S,T,U, V, & W)	\$ -		\$ -	
WBE TOTAL [Lines L - W]	\$ 71,477.44	22	\$ 190,040.11	41
MBE TOTAL {Lines A - W}	\$ 71,477.44	22	\$ 190,040.11	41

Section 46a-68-81
Assignment of
Responsibility

Section 46a-68-81: ASSIGNMENT OF RESPONSIBILITY and MONITORING

The ultimate responsibility for adherence to affirmative action and equal opportunity rests directly with the Regional President, Dr. James Lombella. To assure compliance, the Regional President holds regular meetings with the CEOs, Human Resources, and the Manager of Diversity and Inclusion focusing on the following:

1. Human relations and intergroup relations;
2. Non-discriminatory employment practices;
3. The legal authority for affirmative action and equal employment opportunity and the appointing authority's commitment to affirmative action;
4. Review of the Affirmative Action Plan;
5. Identification of obstacles in meeting the goals of the Affirmative Action Plan.

Nicholas D'Agostino, Director of Equal Employment Opportunity is the North-West Region's Equal Employment Opportunity and Affirmative Action Officer. The EEO Officer reports directly to the North-West Regional President on all matters concerning affirmative action, equal employment opportunity, diversity, equity, sexual harassment and discrimination. Some of the duties and responsibilities include:

- The development of the North-West Region's Affirmative Action Plan; including the maintenance and monitoring of the AA Plan;
- Initiating and maintaining contact with recruiting sources and organizations serving members of protected classes;
- Training and informing the region of developments in affirmative action/equal employment opportunity laws; and
- Mitigating any discriminatory conduct, investigating complaints and keeping the Regional President and managerial staff aware of any changes with affirmative action/equal employment opportunity policies, laws and regulations.

In order to perform all necessary functions, the EEO Officer has access to all related records, files and material needed to develop the plan. Over the next Plan period, Mr. D'Agostino will spend 25% of his time directly handling AA/EEO duties and responsibilities for the Region and will report directly to the president on all EEO/AA matters at the Region in accordance to the regulations.

The CSCC North-West Region's leadership will assess the feasibility of establishing an employee advisory committee for the region consisting of a cross section of employees. If established, the North-West Region shall maintain and submit a record of each person performing any duty related to the development or implementation of the affirmative action plan by name, job, title and percentage of time devoted to affirmative action duties and outline specific responsibilities. As a member of the EEO Center of Excellence (COE) Mr. D'Agostino also has responsibilities for AA, EEO, searches, and complaints for the Shoreline West and Capital Regions, the CSCU System Office and Charter Oak State College.

The Regional President evaluates and monitors the affirmative action performance of the Deans, managers, supervisors, faculty and other employees assigned affirmative action responsibilities subject to Chapters 67 and 68 of the Connecticut General Statutes; such performance will be considered in promotion and merit increase decisions.

No employee or student shall be coerced, intimidated, or retaliated against for the performance of any affirmative action/equal employment opportunity duties. If there is such an occurrence, it shall be brought directly to the attention of the Regional President or EEO Officer. The Regional President will be informed of such incidents in consultation with Human Resources. Any employee so aggrieved may independently file a

complaint with the Commission on Human Rights and Opportunities (CHRO) or Equal Employment Opportunity Commission (EEOC), provided that nothing shall preclude the Region from disciplining or discharging an employee for just cause.

The CSCC North-West Region shall maintain and submit a record of each person performing any duty related to the development or implementation of the affirmative action plan by name, job, title and percentage of time devoted to affirmative action duties and outline specific responsibilities. If the equal employment opportunity officer performs other duties, the plan will identify such duties.

The CSCC North-West Region is committed to affirmative action and equal employment opportunity. - Each person in the organization who plays a role in assisting in any responsibilities of the Affirmative Action Plan is given an overview of his/her obligations and responsibilities and is completely supported by the Regional President. This is a listing of the employees with the CSCC North-West Region who have assisted in the development and implementation of the Affirmative Action Plan.

Affirmative Action Plan Team Responsibilities

<u>Name/Title</u>	<u>% of Time</u>	<u>Race/ Gender</u>	<u>Responsibility</u>
Regional President Dr. James Lombella	15	W/M	Appointing Authority, Oversees the AA/EEO responsibilities and program development & directly oversees staff and employee performance. Monitors budget.
CAMPUS CEO Dr. Michelle Coach (ACC) Dr. Lisa Dresdner (NVCC) Dr. Darryl Reome (TXCC) Dr. Michael Rooke (NWCC)	15 15 15 15	W/F W/F W/M W/M	CEO's oversee the AA/EEO responsibilities and program development & directly oversees staff and employee performance at their campus and monitors campus operation. (Plan note: The appointments of the CEO's for ACC, NVCC and TxCC will take effect in June 2021)
Dean of Academic Affairs Teresa Foley (ACC) H. Justin Moore (NVCC) Amy Feest (TXCC) David J Ferreira (NWCC)	15 15 15 15	W/F W/M W/F W/M	Oversees the Academic Affairs functions and supports activities related to AA/EEO.
Dean of Students Tim St. James (ACC) Charles Cleary (TXCC) Sarah Gager (NVCC) David J Ferreira (NWCC)	15 15 15 15	W/M W/M W/F W/M	Oversees the Student Services, Admissions & Financial Aid functions and supports activities related to AA/EEO. May serve as a Title IX Coordinator.
EEO Officer Kimberly Carolina	33	B/F	Oversees and manages all AA/EEO compliance functions, including but not limited to recruitment and search committee activities, discrimination complaints, provides records & data and handles mandatory reporting requirements. Develops AAP. Maintains all related records & required documentation.
Equal Employment			Oversee compliance, assist in searches and provide

Opportunity Center of Excellence Nicholas D'Agostino Rebecca Cannon-Klemenz	15 10	W/M B/F	support in the development of the AAP. There are currently two vacancies in the EEO Center of Excellence that will be filled during the reporting period.
Human Resources Theresa Eisenbach Sheila Antonacci Dina Wulinsky Christie Higney Wendy Bovia Linda Pestretto-Demers Erin Ransford	25 25 25 25 25 25	W/F W/F W/F W/F A/F W/F W/F	Oversees compliance with the recruitment and selection process, including job posting creation. HR also handles matters related to employee conduct, policy enforcement, and personnel management.
Director of Finance Chad Glabach (ACC) Lisa Palen (NVCC) Kimberly Dragan (NWCC) Nancy Eschenbrenner (TXCC)	10 10	W/M W/F W/F	Oversees the minority/women/ disabled business contracts, Administrative set-aside program and contract compliance quarterly reports & annual reports to DAS & CHRO.
Chief Regional Fiscal Officer Gennaro DeAngelis	10	W/M	Responsible for regional strategic budget planning and development, fiscal administration and reporting, accounting, and finance services.
Chief Regional Workforce Development Officer Eileen Peltier	10	W/F	Responsible for the creation and administration of comprehensive workforce development strategies and initiatives that serve the needs of students/job seeker and the region's business community.
Keith Madore (Executive Director of the Foundation, ACC & TXCC) Angela Chapman (Associate Dean of Development, NVCC)	10 10	W/M W/F	Responsibilities include raising funds to support students, faculty and staff; being a liaison to the Community College Foundation; being responsible for the Public Affairs and Marketing Department, and representing the campus as the Government Relations liaison.
Public Affairs and Marketing Melissa Lamar (ACC & TXCC) Susan Stiller (PR, NWCC) Grantley Adams (Marketing, NWCC)	10 10 10	W/F W/F B/M	Responsibilities include developing the college's marketing, communications, branding, media relations and social media strategies to advance the college's mission, increase visibility and engagement, and enhance the college's reputation both regionally and nationally.
Campus Operations			Oversees campus operations and participates in campus leadership. They oversee areas with employees in

Alfredo DiMauro (ACC) Brian Plessinger (NWCC) Dana Elm (NVCC)	10 10 10	W/M W/M W/F	classified positions (clerical, skilled craft, maintenance).
Executive Assistant to Regional President Margaret Van Cott	15	W/F	Prepares files & gathers related Information needed to compile the AAP. Also disseminates material and information from the President. Prepares information for Presidents. Signature and schedules AA/EEO Related meetings.
Regional Director of Institutional Research Dr. Qing Mack	10	A/F	Provides regional student and academic program data and provides data analysis.

The CSCC North-West has developed an internal reporting system to continually audit, monitor and evaluate programs essential for a successful Affirmative Action Plan. The Region is aware that the success of the affirmative action program is tantamount to the leadership of the Regional President and the collaborative efforts of the Director of Equal Employment Opportunity, the Diversity & Inclusion Center of Excellence, Human Resource staff and other regional managers, supervisors and the team that performed duties related to the development and implementation of the AA Plan.

The Regional President holds meetings regularly with the Director of Equal Employment Opportunity to discuss the hiring and promotional activity, successful program development and the accomplishment of goals and any barriers in meeting goals. Key managers including, but not limited to, CEOs and the Regional Leadership Team are briefed on all current affirmative action and equal employment opportunity matters. Topics discussed include, but are not limited to, hiring, promotional and programmatic goals, the recruitment and search process and the formation of diverse search committees, diversity of staff and students, development of related programs, potential upward mobility opportunities, complaint investigations, and other related AA/EEO issues.

Each search committee includes members of protected classes as reflective of the workforce as best as possible. They are given their charge regarding affirmative action responsibilities prior to the commencement of their review and evaluation of the applicants that applied. They are briefed about the screening process, especially regarding the development of selection criteria, interview questions are created and approved prior to the interview process; and they are advised of guidelines that are in compliance with laws and regulations and legal questions to be considered for interview purposes.

The Director of Equal Employment Opportunity develops and issues an annual Affirmative Action Plan summary report containing the overall status of the program, results achieved toward established objectives, identification of any particular problems encountered and recommendations for corrective actions needed. This report and the AA Plan are reviewed with the Regional President prior to submission. Subsequent updates and/or reports occur periodically throughout the reporting period.

**CT STATE COMMUNITY COLLEGE
NORTH-WEST REGION
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY
REPORTING PERIOD: February 1, 2021 – January 30, 2022**

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The CSCC North-West Region remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. All three campus affirmative action plans were in compliance with the regulations and approved by the Commission on Human Rights and Opportunities. The North-West Region has just submitted the first CSCC regional plan which covers the reporting period February 1, 2021 – January 30, 2022 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2020-2021.

Copies of the Affirmative Action Plan are available in the Human Resources Offices, the Regional President's Office, and the websites of each campus. As a public document, the Plan was (and remains) available for review by employees, and the general public throughout the entire reporting period. The respective unions were encouraged to review the last AA Plan and direct any comments in writing to the Human Resources Director/Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

As this is a new AA Plan, there is no report on prior goals or hires/promotions. Future executive summaries will include an analysis of numeric goals set compared to numeric goals achieved.

The North-West Region is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities

The region strives to be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The Connecticut State Colleges and Universities (CSCU) and the CT State Community College System has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

Affirmative Action Plan (AAP) Requirements

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The North-West Region is required to file an annual Affirmative Action Plan for the current reporting period that covers the timeframe covering February 1, 2021 – January 30, 2022. CHRO reviews the AAP by the Regulations "Standard of Review" and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has seventeen (17) narrative and statistical elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by

CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data;

The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee is responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.

The standard that agencies must show “good-faith efforts” when hiring non-goal candidates. Good faith efforts definition means the degree, care and diligence which a reasonable person would exercise in the performance of legal duties and obligations at a minimum it includes all those efforts reasonably to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

Summary of the 2021 Affirmative Action Plan Achievements:

2020-2021 Goal Achievements

EEO Category	Goals Established	Hires	Promotions	Goal Achievement
Executive	HIRES: 2WM, 1BM, 1BF	1WM, 2WF	None	1 out of 3 or 33%
Professor	PROMOTIONS: 9WM, 5BF, 2HM, 5HF	None	7WM, 3WF, 1BF, 1HM, 1HF	10 out of 13 or 77%
Associate Professor	PROMOTIONS: 2WF, 3BM, 1HM	None	2WM, 4WF, 1BM	3 out of 7 or 43%
Assistant Professor	HIRES: 1AM* PROMOTIONS: 1AF	6WF, 1AM	3WF, 1BM	1 out of 1 or 100% 0 of 4 promotions met goals or 0%
Instructor	HIRES: 3WM, 1HF	1WM, 1WF, 1BF, 1AM	N/A	1 out of 4 or 25%
Professional	HIRES: 4BM, 2BF, 2HM, 4HF, 1AM, 3AF	3WM, 20WF, 4BM, 7BF, 2HM, 4HF, 1AM, 1AF		14 out of 16 or 88%
New Haven County				
Clerical	HIRES: 9WF, 1HM, 1AF	1WF	None	1 out of 1 or 100%
Paraprofessionals	HIRES: 1HF PROMOTIONS: 1WF	None	None	N/A
Skilled Craft	HIRES: 1BM, 1HM	None	None	N/A
Protective Services	HIRES: 1BF, 1HF	1WM	None	0 out of 1 or 0%
Service Maintenance	HIRES: 1WF, 2BM, 1BF, 2HM, 1AM	1WM, 1HM, 1HF, 1TM	None	1 out of 4 or 25%
Hartford County				
Clerical	HIRES: 1WM, 1HF	None	None	N/A
Paraprofessionals	HIRES: 1WF, 1HF, 1AF PROMOTIONS: 1WF	1WF	None	1 out of 1 of 100%
Service Maintenance	HIRES: 1BM, 1HM, 1HF	None	None	N/A

Litchfield County				
Clerical	HIRES: 1HF	1WF	Zero	0 out of 1 or 0%
Paraprofessionals	HIRES: 1WF	None	None	N/A
Service Maintenance	HIRES: 1WF, 1HM	None	None	N/A
Program Goals				
Program Goals	5 Established			5 out of 5 or 100%

Summary of the 2022 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period February 1, 2022 – January 30, 2023 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

Statewide/National – Regional AA Plan Goals

Executive/Administrative/Managerial	Hiring: 1BM, 1BF, 1AM Promotional: None
Professor	Hiring: None Promotional: 2WF, 2BM, 3BF, 1HF
Associate Professor	Prom Hiring: None Promotional: 2WF, 1HM, 1AM
Assistant Professor	Hiring: 1WM, 1BF, 1AM, 1AF Promotional: 2WM
Instructor	Hiring: 2WM, 1WF, 1HF Promotional: None
Professional	Hiring: 5BF, 3HM, 1HF, 3AF, 1TM, 3TF Promotional: None
Guided Pathways Advisor 1	Hiring: 3WM, 2HF, 1AM, 1AF, 1TF Promotional: None

New Haven County Labor Market Area

Secretarial Clerical	Hiring: 6WF, 1BM, 1AF, 1TF Promotional: None
Technical Paraprofessional	Hiring: 1HF Promotional: 1WF
Skilled Craft Workers	Hiring: 1HM Promotional: None
Protective Services	Hiring: 1BF Promotional: None
Service Maintenance	Hiring: 1WF, 1BM, 1BF, 3HM, 1HF Promotional: None

Hartford Labor Market Area

Secretarial Clerical	Hiring: 1WM, 1HF, 1AF Promotional: None
Technical Paraprofessional	Hiring: 1HM Promotional: 1HF
Service Maintenance	Hiring: 2HM, 2HF, 1TM Promotional: None

Litchfield Labor Market Area

Secretarial Clerical	Hiring: 1WF Promotional: None
Technical Paraprofessional	Hiring: 1WF Promotional: None
Service Maintenance	Hiring: 2WF, 1HM Promotional: None

PROGRAM GOALS:

While the CSCC's North-West Region has not identified any barriers in any of the employment processes within the Identification of Problem Areas element, the Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. The region sets a goal strengthen the search and selection process to ensure equity, AA, and EEO compliance are foundational to every search. Such efforts may include, but are not limited to, adding a 30-minute Bias in the Interview training for all search committee members; establishing pause points in the search process to ensure applicant pool reflects the availability pool, and the interview pool reflects the applicant pool; working within the CSCU system to identify additional local, state, and national recruitment sources focused on diversity (e.g., Latinosinhighered.com), etc.
Responsible persons: Regional President, Regional Leadership, Deans, Recruitment and Talent Center of Excellence, EEO Center of Excellence, and the CSCU Diversity, Equity and Inclusion Team.
Timeframe: Completion by January 30, 2023
2. The region will establish the framework, charge and expectations of an Employee Advisory Committee. The expectation is that a call for nominations or volunteers to during the fall 2022 semester start and the inaugural meeting to take place in fall 2022.
Responsible persons: Equal Employment Opportunity Officer, Campus CEO's, Regional President, Regional Leadership team; HR Recruitment and Talent Center of Excellence, and Dr. James Lombella, Regional President.
Timeframe: Completion by January 30, 2023

**CT STATE COMMUNITY COLLEGE
NORTH-WEST REGION
AFFIRMATIVE ACTION PLAN EXECUTIVE SUMMARY
REPORTING PERIOD: February 1, 2021 – January 30, 2022**

Overall Status of the Affirmative Action/Equal Employment Opportunity Program

The CSCC North-West Region remains committed to a policy of affirmative action, equal employment opportunity, diversity, inclusion, and equity in the workplace. All three campus affirmative action plans were in compliance with the regulations and approved by the Commission on Human Rights and Opportunities. The North-West Region has just submitted the first CSCC regional plan which covers the reporting period February 1, 2021 – January 30, 2022 and details our efforts, goals, responsibilities and establishes our new hiring, promotional and programmatic goals for 2020-2021.

Copies of the Affirmative Action Plan are available in the Human Resources Offices, the Regional President's Office, and the websites of each campus. As a public document, the Plan was (and remains) available for review by employees, and the general public throughout the entire reporting period. The respective unions were encouraged to review the last AA Plan and direct any comments in writing to the Human Resources Director/Equal Employment Opportunity Officer. During the past reporting period, no comments were received.

As this is a new AA Plan, there is no report on prior goals or hires/promotions. Future executive summaries will include an analysis of numeric goals set compared to numeric goals achieved.

The North-West Region is committed to ensuring that the workforce is in parity with the relevant labor market area, demonstrating good faith efforts to achieving hiring, promotion and program goals, and addressing all deficiencies, omissions and errors as noted by the Commission on Human Rights and Opportunities (CHRO).

Affirmative Action, Equal Employment Opportunity, Diversity and Equity Responsibilities

The region strives to be in compliance with the CT Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC) and the Office of Civil Rights (OCR) mandatory requirements and related laws, statutes and regulations.

The Connecticut State Colleges and Universities (CSCU) and the CT State Community College System has a responsibility for compliance with affirmative action, equal employment opportunity, diversity, inclusion and equity, Americans with Disabilities Act (ADA) and Title IX mandates and to set an example for the entire CSCU system to embrace these initiatives.

Affirmative Action Plan (AAP) Requirements

The CT Affirmative Action Regulations require that the ultimate responsibility for promoting and enforcing affirmative action rests with the Appointing Authority or Agency Head.

The North-West Region is required to file an annual Affirmative Action Plan for the current reporting period that covers the timeframe covering February 1, 2021 – January 30, 2022. CHRO reviews the AAP by the Regulations "Standard of Review" and by enforcing affirmative action and equal employment opportunity compliance.

The AAP has seventeen (17) narrative and statistical elements that analyze different parts of the employment process at each stage of the hiring & selection process. Some parts of the AAP required by

CT Regulations include:

- Analyzing all personnel activity including all hiring, promotions, upward mobility opportunities and separations in the workforce;
- Reviewing the employment process to identify barriers to affirmative action, equal employment opportunity, diversity, inclusion and equity;
- Tracking all applicants through the entire employment process to identify the step at which they are no longer considered for the position;
- Setting hiring and promotional goals by comparing the workforce with similar job categories in the available census, labor, educational and other sources of data;

The most critical part of the AA Plan is the Goals Analysis narrative section. The CT CHRO Regulations require this section to be complete and detailed about every applicant that applies for every position during the reporting period. This section is difficult to develop and requires that each search committee is responsible for providing documentation and detailed reasons for selection or non-selection of every applicant.

The standard that agencies must show “good-faith efforts” when hiring non-goal candidates. Good faith efforts definition means the degree, care and diligence which a reasonable person would exercise in the performance of legal duties and obligations at a minimum it includes all those efforts reasonably to achieve the full and fair compliance. It includes efforts toward full statutory and regulation requirements.

Summary of the 2021 Affirmative Action Plan Achievements:

2020-2021 Goal Achievements

EEO Category	Goals Established	Hires	Promotions	Goal Achievement
Executive	HIRES: 2WM, 1BM, 1BF	1WM, 2WF	None	1 out of 3 or 33%
Professor	PROMOTIONS: 9WM, 5BF, 2HM, 5HF	None	7WM, 3WF, 1BF, 1HM, 1HF	10 out of 13 or 77%
Associate Professor	PROMOTIONS: 2WF, 3BM, 1HM	None	2WM, 4WF, 1BM	3 out of 7 or 43%
Assistant Professor	HIRES: 1AM* PROMOTIONS: 1AF	6WF, 1AM	3WF, 1BM	1 out of 1 or 100% 0 of 4 promotions met goals or 0%
Instructor	HIRES: 3WM, 1HF	1WM, 1WF, 1BF, 1AM	N/A	1 out of 4 or 25%
Professional	HIRES: 4BM, 2BF, 2HM, 4HF, 1AM, 3AF	3WM, 20WF, 4BM, 7BF, 2HM, 4HF, 1AM, 1AF		14 out of 16 or 88%
New Haven County				
Clerical	HIRES: 9WF, 1HM, 1AF	1WF	None	1 out of 1 or 100%
Paraprofessionals	HIRES: 1HF PROMOTIONS: 1WF	None	None	N/A
Skilled Craft	HIRES: 1BM, 1HM	None	None	N/A
Protective Services	HIRES: 1BF, 1HF	1WM	None	0 out of 1 or 0%
Service Maintenance	HIRES: 1WF, 2BM, 1BF, 2HM, 1AM	1WM, 1HM, 1HF, 1TM	None	1 out of 4 or 25%
Hartford County				
Clerical	HIRES: 1WM, 1HF	None	None	N/A
Paraprofessionals	HIRES: 1WF, 1HF, 1AF PROMOTIONS: 1WF	1WF	None	1 out of 1 of 100%
Service Maintenance	HIRES: 1BM, 1HM, 1HF	None	None	N/A

Litchfield County				
Clerical	HIRES: 1HF	1WF	Zero	0 out of 1 or 0%
Paraprofessionals	HIRES: 1WF	None	None	N/A
Service Maintenance	HIRES: 1WF, 1HM	None	None	N/A
Program Goals				
Program Goals	5 Established			5 out of 5 or 100%

Summary of the 2022 Affirmative Action Goals and Objectives

The following hiring and promotion goals have been set for the period February 1, 2022 – January 30, 2023 in accordance with Regulations of Connecticut State Agencies Section 46a-68-85.

Statewide/National – Regional AA Plan Goals

Executive/Administrative/Managerial	Hiring: 1WF, 1BM, 1BF, 1AM Promotional: None
Professor	Hiring: None Promotional: 2WF, 2BM, 3BF, 1HF
Associate Professor	Prom Hiring: None Promotional: 2WF, 1HM, 1AM
Assistant Professor	Hiring: 1WM, 1BF, 1AM, 1AF Promotional: 2WM
Instructor	Hiring: 2WM, 1WF, 1HF Promotional: None
Professional	Hiring: 5BF, 2HM, 1HF, 3AF, 1TM, 2TF Promotional: None
Guided Pathways Advisor 1	Hiring: 3WM, 2HF, 1AM, 1AF, 1TF Promotional: None

New Haven County Labor Market Area

Secretarial Clerical	Hiring: 6WF, 1BM, 1AF, 1TF Promotional: None
Technical Paraprofessional	Hiring: 1HF Promotional: 1WF
Skilled Craft Workers	Hiring: 1HM Promotional: None
Protective Services	Hiring: 1BF Promotional: None
Service Maintenance	Hiring: 1WF, 1BM, 1BF, 3HM, 1HF Promotional: None

Hartford Labor Market Area

Secretarial Clerical	Hiring: 1WM, 1HF, 1AF Promotional: None
Technical Paraprofessional	Hiring: 1HM Promotional: 1HF
Service Maintenance	Hiring: 2HM, 2HF, 1TM Promotional: None

Litchfield Labor Market Area

Secretarial Clerical	Hiring: 1WF Promotional: None
Technical Paraprofessional	Hiring: 1WF Promotional: None
Service Maintenance	Hiring: 2WF, 1HM Promotional: None

Section 46a-68-82
Organizational Analysis

Section 46a-68-82: ORGANIZATIONAL ANALYSIS

Job Title Study

North-West region has conducted a job classification study for occupational category.

The following is a listing of positions with no lines of progression, since most are at the top of their respective classifications. Job titles, which are in the Community Colleges classifications, have no progression lines because promotions are in rank rather than in position. When new vacant positions become available, they are filled through the region's search process and any collective bargaining agreements are also followed. Most positions are considered unclassified and require very skilled higher education expertise and direct experience working with students.

Executive/ Administrative/ Managerial

- Regional President
- Campus CEO
- Dean of Academic and Student Affairs
- Dir of Enrollment Management
- Director, Finance & Administration
- Director of the Learning Resources
- Regional Director, Institutional Research
- Division Director Nursing & Allied Health
- Director of Planning, Research & IE
- Director, Counseling/Student Success
- Director, Enrollment Management
- Director of Information Technology
- Director of Library Services
- Director of Student Development Services

Faculty

- Professor

Professional/Non-Faculty

- Allied Health Coordinator
- Assistant to the Dean
- Assistant to the Grant Coordinator
- Associate Dean-Campus Ops
- Associate Dean of Development
- Associate Dean Campus Operations
- Associate Dir Financial Aid Svcs.
- Associate Dean Health Sciences/Dir. Nursing
- Associate Dean of Business & Prof. Programs
- Associate Dean - LABSS
- Associate Director ACE
- Bookstore Assistant Supervisor
- Business & Industry Instructor

Children's Reading Rm Coordinator
Clinical Coordinator
Collection Agent
Continuing Education Program Specialist
Coordinator Facilities Mgmt & Public
College Career Pathways Coord
Continuing Education Coord
Coordinator AMTC - Welding
Coordinator of Academic IT
Coordinator Media Serv Info Tech
Coordinator of Academic Support
Coordinator of Administrative Information
Coordinator New Student Adv/Student Succ
Dean of Students Services
Dean of Danbury Campus
Director Center Job Placement/College Opportunities
Director of Business & Industry Svcs.
Director of Academic Success Center
Director of Child Development Center
Director of Education Technology
Director of Financial Aid Services
Director of Marketing & Public Relations
Director of Student Academic Engagement
Director of Workforce Transition & Outreach
Diversity, Recruitment, Advising & Retention Spec.
Director Academic Support
Director Facilities & Events Mgmt.
Director Financial Aid Services
Director Museum of Art
Director of Admissions
Director of Assessment
Director of Career Services
Director of Child Dev Center
Director of Distance Learning
Director of Facilities
Director of Student Activities
Director of Student Services Center
Director of Support Services
Director of the Academic Skill
Education Technology Specialist
Enrollment & Retention Specialist

ESL Coordinator
Executive Asssistant to President
Graphic Specialist
Facilities Project Assistant
Instructional Specialist
Interpreter-Tutor
Learning Disabilities Specialist
Library Associate II
Media Specialist
Placement Testing Specialist
Program Coordinator
Program Director
Project Assistant
Public Relations Associate
Public Relations Graph. Artist
Research Specialist
Retention Specialist RC
Bookstore Supervisor 2
Technical Coordinator: Fine Arts
Testing Coordinator
Testing Specialist
Title V Coordinator
Transfer Coordinator
Transfer Enrollment Specialist
Tutor
Veterinary Technology Tech
Workforce Development Coord

Technical/Paraprofessional

Academic Assistant
Administrative Serv Asst
Advising Services Assistant
Continuing Education Aide
Library Assistant
PersonnelAideRC
Bursar Services Assistant

Secretarial/Clerical

Administrative Assistant

Service/Maintenance

Building Superintendent 3

Quality Craft Worker Electrical
Quality Craft Worker HVAC
Quality Craft Worker Locksmith
Quality Craft Worker Painting
Boiler Tender
Duplicating Technician
Lead Mail Handler
Material Storage Supervisor 2
Storekeeper Assistant

Protective Services

Police Lieutenant

The following is a listing of position progressions that depict the order that jobs advance through promotions. NOTE: Director (Administrator) positions are not included in the progression since these positions are filled by search rather than promotion. Most of the lines of progression used within the North-West region are classified collective bargaining positions and Faculty ranks are considered unclassified collective bargaining positions.

Lines of Progression

Faculty

Professor

Associate Professor

Assistant Professor

Instructor

Building Maintenance

BuildingSuperintendent3

BuildingSuperintendent2

BuildingSuperintendent1

Skilled Maintainer

Maintainer

Lead Custodian

General Trades Worker

Custodian

Accounting

Associate Accountant

Accountant

Accounts Payable Coordinator

Assistant Accountant

Academic Advisement

Counselor

Academic Advisor

Achievement Coach

Academic Associate

Accessibility Services Coordinator

CAPS Coordinator

Student Retention Special (Coaching)

Student Services Advisor

Administrative Support

Administrative Assistant

Secretary 2

Secretary 1

Lead Telephone Operator

Telecomm Operator

Office Assistant

Clerk Typist

Admissions

Associate Director of Admissions

Assistant Director of Admissions

Admissions Transfer Coordinator

Allied Health

Clinical Supervisor, Nursing

Clinical Coord/RespCare Pgm RC

Clinical Coord-Surgi Tech

Allied Health Admin Coordinator

Allied Health/Nursing Advisor

Nurse/Allied Health Project Assistant

AMTC

AMTC Academic Associate

AMTC Business & Industry Instructor

AMTC Instructor

AMTC - Tutor

Child Development

Director Child Development Center

Assistant Teacher, CDLS

Child Development Teacher

Continuing Education

Coordinator of Adult Education Continuing Education
Coordinator

Continuing Education Associate

Continuing Education Aide

Enrollment Management

Director

Associate Director

Assistant Director

Recruitment & Retention Coordinator

Coordinator International Stud. Services

Enrollment Services Assistant

Finance

Bursar

Associate Director Finance & Admin Services

Assistant Director Financial Aid

Fiscal/Administrative Officer

Payroll Officer 1

Fscl/Admin Asst

Purchasing Assistant

Cash accounting clerk

Financial Clerk

Information Technology

Assistant Director of IT

Director Educational Technology

Network Manager

Coordinator of Administrative IT

Systems Manager

IT Analyst 2

IT Tech I

IT Tech 2

IT Technician

Institutional Research

Regional Director, Institutional Research

Campus Director Inst. Research

Library Services

Digital/Instruction Librarian

Systems Librarian

Ref/Instr.Librarian

Librarian

Public Safety

Police Lieutenant

Police Master Sergeant

Police Sergeant

Police Officer

Buildings and Grounds Patrol Offc.

Registrar

Registrar

Associate Registrar

Assistant Registrar

Registration Services Assistant

Student Services

Student Services Coordinator

Acad. & Student Affairs Assoc.

Student Services Specialist

AcadAdv/StudRetSpec

Student Services Assistant

Occupational Category Study

The following is a list of positions within the North-West Region, ranked from highest to lowest and the minimum salary for each position. Minimum salary levels were established by Collective Bargaining Agreements.

Classification	Title	Salary Range
Executive, Administrative and Managerial		
Exec 3	Regional President	\$162,83 - \$244,339
Exec 2	Campus CEO	\$138,432 - \$207,648
Manager 3	Dean	\$99,994- \$149,990
	Chief Operating Officer	
CCP-22	Director, Academic Division	\$94,679 - \$171,881
CCP-21	Director, Finance & Administration	\$86,697 - \$157,398
CCP-21	Regional Director, Institutional Research	\$86,697 - \$157,398
Manager 2	Executive Director – HCC Foundation	\$85,478 - \$128,218
CCP-20	Director, Counseling/Student Success	\$79,853 - \$144,970
CCP-20	Director, Enrollment Management	\$79,853 - \$144,970
CCP-20	Director of Information Technology	\$79,853 - \$144,970
CCP-20	Director of Library Services	\$79,853 - \$144,970
CCP-20	Director of Student Development Svcs	\$79,853 - \$144,970
Faculty-American Federation of Teachers (AFT)		
Unclassified	Professor	\$78,179 - \$124,572
Unclassified	Associate Professor	\$68,121 - \$108,652
Unclassified	Assistant Professor	\$60,308 - \$94,162
Unclassified	Instructor	\$55,841 - \$85,338
Congress of Connecticut Community Colleges (4C's)		
Unclassified	Professor	\$78,179 - \$124,572
Unclassified	Associate Professor	\$68,121 - \$108,652
Unclassified	Assistant Professor	\$60,308 - \$94,162
Unclassified	Instructor	\$55,841 - \$85,338
Professional Non-Faculty		
AR -29	Fiscal Administrative Supervisor	\$91,067 - \$118,370
Manager 2	Associate Dean – Campus Operations	\$85,478 - \$128,218
	Director of Grant Program	
AR-26	Associate Accountant	\$81,814 - \$105,221

CCP-19	Accessibility Services Coordinator Campus Director, Institutional Research Counselor Director of Academic Support Director of Admissions Director of Career Services Director, Child Development Center Director, Facilities & Events Management Director, Financial Aid Services Director, Institutional Research Director, Medical Office Management Director, Museum of Art Director, Recruitment & International Affairs Director of Support Services Director of Student Service Center Program Director, PT Program Program Director, Respiratory Care Registrar Student Dev & Services Associate	\$73,292 - \$133,061
AR-23	Accountant Fiscal Administrative Officer Bookstore Supervisor 2	\$70,930 - \$91,694
CCP-18	Allied Health Coordinator Allied Health Nursing Advisor Assistant Director of Information Technology Associate Director, Admissions Associate Director, Finance & Admin Services Associate Director, Financial Aid Services CAPS Coordinator Continuing Education Coordinator Clinical Coordinator Clinical Supervisor Digital Instruction Librarian Director of Assessment Director of Educational Technology & Media Learning Disability Specialist Librarian	\$67,587 - \$122,795
AR-21	Payroll Officer 1	\$65,913 - \$83,239
CCP-17	Coach Achievement Assistant Director of Admissions Assistant to Dean Bursar Child Development Teacher Coordinator International Student Services Coordinator of Administrative IT	\$62,169 - \$113,025

	Coordinator Service Learning	
	Director of Student Activities	
	Director of Student Life	
	Educational Technologies Specialist	
	Infant/Toddler Teacher	
	Institutional Support Specialist (M&E)	
	Language Lab Coordinator	
	MFG Tech Instructor	
	Network Manager	
	Recruitment & Retention Coordinator	
	Research Specialist	
	Transfer Coordinator	
	Executive Assistant	\$62,003 - \$93,005
CCP-16	Academic Associate	\$57,604 - \$104,581
	Admissions Transfer Coordinator	
	Assistant Director of Admissions	
	Assistant Director Financial Aid Services	
	Auto Program Facilitator	
	Associate Registrar	
	Continuing Education Aide	
	Culinary Associate	
	Donor Stewardship Associate	
	Educational Technician Specialist	
	Education Partnership Associate	
	Grant Development Specialist	
	Grant Project Assistant	
	Graphic Specialist	
	Instructional Support Specialist	
	IT Technician II	
	Marketing Associate	
	Public Relations Associate	
	Retention Specialist	
	Student Retention Specialist	
	Student Services Advisor	
CCP-15	Enrollment Management Specialist	\$53,043 - \$96,375
	Testing Coordinator	
	Testing Specialist	
	Transfer Enrollment Specialist	
CCP-14	Academic Assistant	\$49,048 - \$89,025
	Assistant Registrar	
	Assistant to the Grant Coordinator	
	IT Technician 1	
	Library Associate	
	Technical/Paraprofessional	
AR-19	Fiscal Administrative Assistant	\$59,772 - \$76,056

AR 18	Assistant Accountant	\$53,179 - \$67,885
CCP 13	Bursar Services Assistant	\$46,104 - \$83,696
	Child Development Assistant Teacher	
	Continuing Education Aide	
	Enrollment Services Assistant	
	Faculty Services Project Assistant	
	Registration Services Assistant	

Secretarial/Clerical

CL 19	Administrative Assistant	\$57,777 - \$74,767
Professional 2	Administrative Assistant	\$52,685 - \$79,027
CL 16	Payroll Clerk	\$50,050 - \$65,449
	Secretary 2	
CL 15	Head Cash Accounting Clerk	\$47,779 - \$62,656
	Head Clerk	
CL 14	Secretary 1	\$45,725 - \$59,999
CL 13	Office Assistant	\$43,815 - \$57,486
CL 10	Clerk Typist	\$39,284 - \$49,658
CL-08	Clerk	\$37,259 - \$46,631

Skilled Craft

TC-18	QCW(HVACR)	\$57,504 - \$74,151
TC-17	QCW(Carp)	\$51,384 - \$66,519

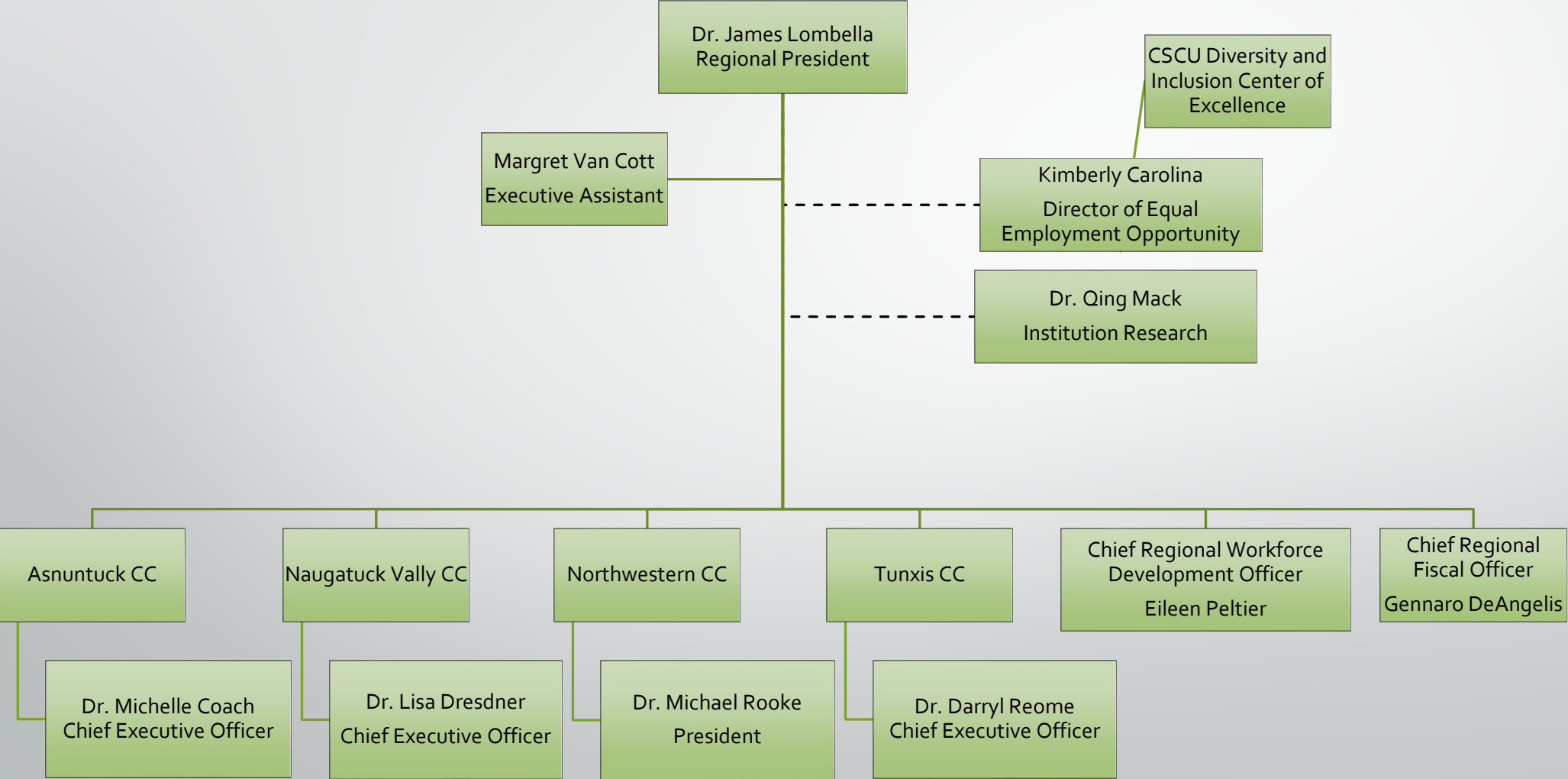
Service/Maintenance

TC 20	Building Superintendent I	\$59,305 - \$75,943
	Maintenance Supervisor 2 (Gen)	
TC 16	Material Storage Supervisor 1	\$49,023 - \$63,658
TC 15	General Trades Worker	\$46,802 - \$60,967
TC-14	Supervising Custodian	\$44,731 - \$58,416
	Material Storage Specialist	
	Skilled Maintainer	
TC 12	Storekeeper Assistant	\$40,619 - \$51,688
TC 11	Lead Custodian	\$39,472 - \$49,986
	Mail Handler	
TC 09	Custodian	\$37,335 - \$46,654
	Maintainer	

Protective Service

PS 16	Police Master Sergeant	\$71,325 - \$95,270
PS 14	Police Sergeant	\$60,656 - \$81,178
PS 11	Police Officer	\$57,354 - \$74,468
PS 6	Building & Grounds Lead Patrol Officer	\$45,112 - \$60,400
PS 5	Building & Grounds Patrol Officer	\$43,092 - \$57,828

CSCC North-West Region Organizational Chart



Section 46a-68-83
Workforce Analysis

Section 46a-68-83: WORKFORCE ANALYSIS

Subsection (a)

CSCC North-West Region reported the racial and sexual composition of the full-time employees for each office, position and position classification identified in the job title study on forms provided by the Commission on Human Rights and Opportunities (CHRO). A separate analysis was completed for the part-time workforce. The workforce analysis shall inventory the following:

1. Total agency workforce by occupational category with percentages of race and sex groups calculated for each occupational category;
2. Total agency workforce by office(s), position(s) and position classification(s) within each occupational category;
3. Agency workforce in each labor market area by occupational category;
4. Agency workforce in each labor market area by office(s), position(s) and position classification(s) within each occupational category.

Subsection (b)

CSCC North-West Region has also provided the Commission on Human Rights and Opportunities (CHRO) with an age grouping report of the full-time workforce by occupational category, in five (5) year increments as prescribed by the CHRO; and

Subsection (c)

CSCC North-West Region has also provided the number of employees with disabilities in the full-time workforce by occupational category. No employees identified as disabled during the reporting period.

WORKFORCE ANALYSIS

Form 83A

TOTAL WORKFORCEAGENCY: [CSCC Northwest Region](#)REPORTING DATE: [January 30, 2022](#)

OCCUPATIONAL CATEGORY/ JOB TITLE	GRAND Total	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
		M	F	M	F	M	F	M	F	M	F	M	F
Executive/Managerial	29	13	16	11	13	0	1	2	1	0	1	0	0
%TOTAL	100.0%	44.8%	55.2%	37.9%	44.8%	0.0%	3.4%	6.9%	3.4%	0.0%	3.4%	0.0%	0.0%
Faculty	190	73	117	60	98	5	11	5	5	3	3	0	0
%TOTAL	100.0%	38.4%	61.6%	31.6%	51.6%	2.6%	5.8%	2.6%	2.6%	1.6%	1.6%	0.0%	0.0%
Professional	195	78	117	57	89	8	13	8	12	5	3	0	0
%TOTAL	100.0%	40.0%	60.0%	29.2%	45.6%	4.1%	6.7%	4.1%	6.2%	2.6%	1.5%	0.0%	0.0%
Tech/Paraprofessional	12	3	9	3	6	0	1	0	0	0	2	0	0
%TOTAL	100.0%	25.0%	75.0%	25.0%	50.0%	0.0%	8.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
Secretarial/Clerical	46	1	45	1	28	0	7	0	10	0	0	0	0
%TOTAL	100.0%	2.2%	97.8%	2.2%	60.9%	0.0%	15.2%	0.0%	21.7%	0.0%	0.0%	0.0%	0.0%
Skilled Craft	4	4	0	4	0	0	0	0	0	0	0	0	0
%TOTAL	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	48	37	11	31	7	2	1	3	3	0	0	1	0
%TOTAL	100.0%	77.1%	22.9%	64.6%	14.6%	4.2%	2.1%	6.3%	6.3%	0.0%	0.0%	2.1%	0.0%
Protective Service	6	5	1	3	1	1	0	1	0	0	0	0	0
%TOTAL	100.0%	83.3%	16.7%	50.0%	16.7%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	530	214	316	170	242	16	34	19	31	8	9	1	0
%TOTAL	100.0%	40.4%	59.6%	32.1%	45.7%	3.0%	6.4%	3.6%	5.8%	1.5%	1.7%	0.2%	0.0%

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NATIONAL/STATEWIDE

REPORTING DATE:

1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
OCCUPATION CATEGORY - EXECUTIVE/MANAGERIAL													
Assoc Dean Campus Operations	1	1	0	1									
AssocDeanHealthSciencesDirNurs	1	0	1		1								
AssocDeanofBusiness&ProfProgra	1	1	0	1									
Associate Dean of AMTC	1	0	1		1								
Associate Dean of Development	1	0	1				1						
Associate Dean of STEM	1	1	0	1									
Campus Advising Lead (RC)	1	0	1		1								
Campus CEO - ASCC	1	0	1		1								
Campus CEO - NVCC	1	0	1		1								
Campus CEO - TXCC	1	1	0	1									
CCAssocDean-LABSS	1	1	0	1									
CCDean of Students	1	0	1		1								
CSCU Region Pres North-West	1	1	0	1									
DD Nursing & Allied Health	1	0	1		1								
Dean of Danbury Campus	1	1	0					1					
Dean of Student Services	1	1	0	1									
Dir of Enrollment Management	1	0	1		1								
Dir Planning, Research & IE	1	0	1		1								
Dir. of Finance and Administra	1	0	1		1								
Dir. of Financial & Adm. Servi	1	0	1		1								
Director of Enrollment Management	1	1	0	1									
Director of Fin and Adm Svcs	1	0	1		1								
Director of Information Techno	1	1	0					1					
Director of Library Services	2	1	1	1	1								
Director of the Learning Resou	1	1	0	1									
Dir-Off Stud.& Community Life	1	0	1						1				
Interim President, CTStateCC	1	1	0	1									
Regional Dir of IR	1	0	1								1		
EXECUTIVE MANAGERIAL - Subtotal	29	13	16	11	13	0	1	2	1	0	1	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NATIONAL/STATEWIDE

REPORTING DATE:

1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
OCCUPATION CATEGORY - FACULTY													
Full Professor	121	48	73	42	63	2	6	3	3	1	1		
Associate Professor	28	10	18	9	15	1	2		1				
Assistant Professor	27	9	18	6	15	1	1	1	1	1	1		
Instructor	14	6	8	3	5	1	2	1		1	1		
ALL FACULTY - Subtotal	190	73	117	60	98	5	11	5	5	3	3	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NATIONAL/STATEWIDE

REPORTING DATE:

1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY													
Enrollment Services Assistant	3	2	1	1					1	1			
ESL Coordinator	1	0	1				1						
ExecAsst. Office of Campus CEO	2	0	2		2								
Executive Asst to President	1	0	1		1								
Financial Aid Assistant	2	0	2		1				1				
Financial Aid Specialist	1	0	1								1		
Fiscal Admin Officer	2	0	2		2								
Graphic Specialist	2	1	1	1	1								
Graphic Specialist/Website Mgr	1	1	0							1			
Guided Pathway Campus Adv Lead	2	0	2		2								
Guided Pathways Advisor 1	30	8	22	3	14	2	7	3	1				
Guided Pathways Advisor 2	5	2	3	1	2	1	1						
I.T. Tech II	1	1	0							1			
Information Technology Tech II	4	3	1	1	1			2					
Instructional Specialist	1	0	1		1								
Interpreter-Tutor	1	0	1		1								
IT Analyst 2	3	2	1	1	1	1							
IT Technician	1	1	0	1									
Learning Disabilities Spec.	3	0	3		3								
Librarian	8	2	6	2	4				1		1		
Library Associate	3	1	2	1	1		1						
Library Associate II	1	0	1		1								
Media Specialist	1	1	0	1									
Network Manager	2	2	0	2									
Placement Testing Specialist	2	1	1	1	1								
PoliceLieutenant	1	1	0	1									
ProgDir-Team Success Scholars	1	0	1		1								
Program Director	2	1	1	1			1						
Public Relations Associate	2	0	2		2								
Registrar	3	0	3		2				1				

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NATIONAL/STATEWIDE

REPORTING DATE:

1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
OCCUPATIONAL CATEGORY - PROFESSIONAL NON-FACULTY													
Research Specialist	2	0	2						1		1		
Student Services Assistant	1	0	1		1								
Systems Librarian	1	1	0	1									
Systems Manager	2	2	0	1				1					
Technical Coordinator: Fine Ar	1	1	0	1									
Tutor	2	2	0	2									
Veterinary Technology Tech	1	0	1		1								
Web Specialist	1	1	0	1									
	0	0	0										
PROFESSIONAL NON-FACULTY - Subtotal	195	78	117	57	89	8	13	8	12	5	3	0	0
National/Statewide LMA TOTAL	414	164	250	128	200	13	25	15	18	8	7	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
Hartford County

REPORTING DATE: 1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

OCCUPATION CATEGORY - SERVICE MAINTENANCE													
Building Superintendent 1	1	1	0	1									
BuildingSuperintendent3	1	1	0	1									
Custodian	6	3	3	2	2	1	1						
GeneralTradesWorker	2	2	0	2									
Lead Custodian	2	2	0	1				1					
Lead Mail Handler	1	0	1		1								
Hartford SERVICE - Subtotal	13	9	4	7	3	1	1	1	0	0	0	0	0
Hartford Region TOTAL	34	11	23	9	19	1	3	1	1	0	0	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
LITCHFIELD COUNTY

REPORTING DATE: 1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

OCCUPATION CATEGORY - TECHNICAL/PARAPROFESSIONAL													
Assistant Accountant	1	0	1		1								
Library Assistant	1	0	1								1		
Litchfield PARA/TECH - Subtotal	2	0	2	0	1	0	0	0	0	0	1	0	0

OCCUPATION CATEGORY - OFFICE/CLERICAL													
Secretary 2	3	0	3		2		1						
Litchfield CLERICAL - Subtotal	3	0	3	0	2	0	1	0	0	0	0	0	0

OCCUPATION CATEGORY - PROTECTIVE SERVICE													
Buildings and Grounds Patrol Offc.	0	0	0										
Police Officer	0	0	0										
Police Master Sergeant	0	0	0										
Litchfield PROT. SVC. - Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0

OCCUPATION CATEGORY - SKILLED CRAFT WORKERS													
Quality Craft Worker (Carpentry)	0	0	0										
Quality Craft Worker (HVACR)	0	0	0										
FARFIELD SKILLED - Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0

OCCUPATION CATEGORY - SERVICE MAINTENANCE													
Building Superintendent 1	1	1	0	1									
Custodian	4	4	0	4									
General Trades Worker	1	1	0	1									
Lead Custodian	1	0	1		1								
Skilled Maintainer	1	1	0	1									
Litchfield SERVICE - Subtotal	8	7	1	7	1	0	0	0	0	0	0	0	0
Litchfield Region TOTAL	13	7	6	7	4	0	1	0	0	0	1	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NEW HAVEN COUNTY

REPORTING DATE: 1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

OCCUPATION CATEGORY - TECHNICAL/PARAPROFESSIONAL

Academic Assistant	1	1	0	1									
Assistant Accountant	1	0	1								1		
Purchasing Assistant	1	0	1		1								
	0	0	0										
NEW HAVEN PARA/TECH - Subtotal	3	1	2	1	1	0	0	0	0	0	1	0	0

OCCUPATION CATEGORY - OFFICE/CLERICAL

AdministrativeAssistant	6	0	6		5				1				
Office Assistant	8	0	8		3		1		4				
Secretary 1	3	0	3		2				1				
Secretary 2	6	0	6		3		2		1				
Cash Accounting Clerk	1	0	1		1								
Clerk Typist	3	1	2	1			1		1				
Lead Telephone Operator	1	0	1						1				
Telecommunications Operator	1	0	1				1						
NEW HAVEN CLERICAL- Subtotal	29	1	28	1	14	0	5	0	9	0	0	0	0

OCCUPATION CATEGORY - PROTECTIVE SERVICE

Bldg and Grnd Patrol Officer	4	3	1	1	1	1			1				
Police Officer	2	2	0	2									
NEW HAVEN PROT. SVC. - Subtotal	6	5	1	3	1	1	0	1	0	0	0	0	0

WORKFORCE ANALYSIS

FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY BY LABOR MARKET AREA

AGENCY:
LMA

CSCC Northwest Region
NEW HAVEN COUNTY

REPORTING DATE: 1/30/2022

JOB TITLE	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F

OCCUPATION CATEGORY - SKILLED CRAFT WORKERS

Quality Craft Worker Electrical	1	1	0	1									
Quality Craft Worker HVAC	1	1	0	1									
Quality Craft Worker Locksmith	1	1	0	1									
Quality Craft Worker Painting	1	1	0	1									
NEW HAVEN SKILLED - Subtotal	4	4	0	4	0	0	0	0	0	0	0	0	0

OCCUPATION CATEGORY - SERVICE MAINTENANCE

BoilerTender	1	0	1		1								
BuildingSuperintendent2	1	0	1		1								
Custodian	18	15	3	12				2	3			1	
LeadCustodian	1	0	1		1								
Maintainer	1	1	0			1							
MaterialStorageSupervisor2	1	1	0	1									
Mntr(Drvr/EquipOp)	1	1	0	1									
SkilledMaintainer	1	1	0	1									
StorekeeperAssistant	2	2	0	2									
Subtotal	27	21	6	17	3	1	0	2	3	0	0	1	0
New Haven Region TOTAL	69	32	37	26	19	2	5	3	12	0	1	1	0

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY

AGENCY
 OCCUPATIONAL CATEGORY:

[CSCC Northwest Region](#)
[EXECUTIVE/ADMINISTRATIVE/MANAGERIAL](#)

REPORTING DATE: [1/30/2022](#)

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Assoc Dean Campus Operations	1	1	0	1									
AssocDeanHealthSciencesDirNurs	1	0	1		1								
AssocDeanofBusiness&ProfProgra	1	1	0	1									
Associate Dean of AMTC	1	0	1		1								
Associate Dean of Development	1	0	1				1						
Associate Dean of STEM	1	1	0	1									
Campus Advising Lead (RC)	1	0	1		1								
Campus CEO - ASCC	1	0	1		1								
Campus CEO - NVCC	1	0	1		1								
Campus CEO - TXCC	1	1	0	1									
CCAssocDean-LABSS	1	1	0	1									
CCDean of Students	1	0	1		1								
CSCU Region Pres North-West	1	1	0	1									
DD Nursing & Allied Health	1	0	1		1								
Dean of Danbury Campus	1	1	0					1					
Dean of Student Services	1	1	0	1									
Dir of Enrollment Management	1	0	1		1								
Dir Planning, Research & IE	1	0	1		1								
Dir. of Finance and Administra	1	0	1		1								
Dir. of Financial & Adm. Servi	1	0	1		1								
Director of Enrollment Management	1	1	0	1									
Director of Fin and Adm Svcs	1	0	1		1								
Director of Information Techno	1	1	0					1					
Director of Library Services	2	1	1	1	1								
Director of the Learning Resou	1	1	0	1									
Dir-Off Stud.& Community Life	1	0	1						1				
Interim President, CTStateCC	1	1	0	1									
Regional Dir of IR	1	0	1								1		
TOTAL	29	13	16	11	13	0	1	2	1	0	1		

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY

AGENCY CSCC Northwest Region
 OCCUPATIONAL CATEGORY: FACULTY

REPORTING DATE: 1/30/2022

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Full Professor	121	48	73	42	63	2	6	3	3	1	1	0	0
Associate Professor	28	10	18	9	15	1	2	0	1	0	0	0	0
Assistant Professor	27	9	18	6	15	1	1	1	1	1	1	0	0
Instructor	14	6	8	3	5	1	2	1	0	1	1	0	0
TOTAL	190	73	117	60	98	5	11	5	5	3	3		

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY

Information Technology Tech II	4	3	1	1	1			2					
Instructional Specialist	1	0	1		1								
Interpreter-Tutor	1	0	1		1								
IT Analyst 2	3	2	1	1	1	1							
IT Technician	1	1	0	1									
Learning Disabilities Spec.	3	0	3		3								
Librarian	8	2	6	2	4				1		1		
Library Associate	3	1	2	1	1		1						
Library Associate II	1	0	1		1								
Media Specialist	1	1	0	1									
Network Manager	2	2	0	2									
Placement Testing Specialist	2	1	1	1	1								
PoliceLieutenant	1	1	0	1									
ProgDir-Team Success Scholars	1	0	1		1								
Program Director	2	1	1	1			1						
Public Relations Associate	2	0	2		2								
Registrar	3	0	3		2					1			
Research Specialist	2	0	2							1		1	
Student Services Assistant	1	0	1		1								
Systems Librarian	1	1	0	1									
Systems Manager	2	2	0	1				1					
Technical Coordinator: Fine Ar	1	1	0	1									
Tutor	2	2	0	2									
Veterinary Technology Tech	1	0	1		1								
Web Specialist	1	1	0	1									
TOTAL	195	78	117	57	89	8	13	8	12	5	3	0	0

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY

AGENCY: [CSCC Northwest Region](#)
 OCCUPATIONAL CATEGORY: [TECHNICAL/PARAPROFESSIONAL](#)

REPORTING DATE: 1/30/2022

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Academic Assistant	1	1	0	1									
Administrative Serv Asst	1	0	1		1								
Assistant Accountant	1	0	1		1								
AssistantAccountant	1	0	1								1		
Child Dev Asstr Teacher	1	0	1		1								
Childrens Reading Rm Coordinat	1	0	1		1								
Continuing Education Aide	1	1	0	1									
Enrollment Serv Asst	1	0	1		1								
Library Assistant	1	0	1								1		
PersonnelAideRC	1	0	1				1						
Purchasing Assistant	2	1	1	1	1	0	0	0	0	0	0	0	0
TOTALS	12	3	9	3	6	0	1	0	0	0	2	0	0

AGENCY: [CSCC Northwest Region](#)
 OCCUPATIONAL CATEGORY: [SECRETARIAL CLERICAL](#)

REPORTING DATE: 1/30/2022

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO or MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
AdministrativeAssistant	9	0	9		8				1				
ClerkTypist	1	0	1				1						
Financial Clerk	1	0	1		1								
Office Assistant	9	0	9		4		1		4				
Secretary 1	5	0	5		4				1				
Secretary 2	11	0	11		7		3		1				
Secretary2	4	0	4		3				1				
Cash Accounting Clerk	1	0	1		1								
Clerk Typist	3	1	2	1			1		1				
Lead Telephone Operator	1	0	1						1				
Telecommunications Operator	1	0	1				1						
SUBTOTAL	46	1	45	1	28	0	7	0	10	0	0	0	0

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY POSITION/JOB TITLE WITHIN OCCUPATIONAL CATEGORY

AGENCY
 OCCUPATIONAL CATEGORY:

[CSCC Northwest Region](#)
[SERVICE/MAINTENANCE](#)

REPORTING DATE: [1/30/2022](#)

JOB TITLES (UNDER 25 EMPLOYEES)	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		2 OR MORE RACES	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
BoilerTender	1	0	1		1								
Building Superintendent 1	2	2	0	2									
BuildingSuperintendent2	1	0	1		1								
BuildingSuperintendent3	1	1	0	1									
Custodian	28	22	6	18	2	1	1	2	3			1	
GeneralTradesWorker	3	3	0	3									
Lead Custodian	1	1	0	1									
Lead Mail Handler	1	0	1		1								
LeadCustodian	3	1	2		2			1					
Maintainer	1	1	0			1							
MaterialStorageSupervisor2	1	1	0	1									
Mntr(Drvr/EquipOp)	1	1	0	1									
SkilledMaintainer	2	2	0	2									
StorekeeperAssistant	2	2	0	2									
TOTALS	48	37	11	31	7	2	1	3	3	0	0	1	0

WORKFORCE ANALYSIS
FULL-TIME WORKFORCE BY LABOR MARKET AREA

Form 83C

AGENCY: CSCC Northwest Region
 LABOR MARKET AREA: National/Statewide

REPORTING DATE: 1/30/2022

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Executive/Managerial	29	13	16	11	13	0	1	2	1	0	1	0	0
Faculty	190	73	117	60	98	5	11	5	5	3	3	0	0
Professional	195	78	117	57	89	8	13	8	12	5	3	0	0
TOTAL	414	164	250	128	200	13	25	15	18	8	7	0	0

LABOR MARKET AREA: Litchfield County

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Tech/Paraprofessional	2	0	2	0	1	0	0	0	0	0	1	0	0
Secretarial/Clerical	3	0	3	0	2	0	1	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	8	7	1	7	1	0	0	0	0	0	0	0	0
TOTAL	13	7	6	7	4	0	1	0	0	0	1	0	0

LABOR MARKET AREA: NEW HAVEN COUNTY

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Tech/Paraprofessional	3	1	2	1	1	0	0	0	0	0	1	0	0
Secretarial/Clerical	29	1	28	1	14	0	5	0	9	0	0	0	0
Protective Service	6	5	1	3	1	1	0	1	0	0	0	0	0
Skilled Maintenance	4	4	0	4	0	0	0	0	0	0	0	0	0
Service/Maintenance	27	21	6	17	3	1	0	2	3	0	0	1	0
TOTAL	69	32	37	26	19	2	5	3	12	0	1	1	0

LABOR MARKET AREA: Hartford County

OCCUPATIONAL CATEGORY	GRAND	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F
Tech/Paraprofessional	7	2	5	2	4	0	1	0	0	0	0	0	0
Secretarial/Clerical	14	0	14	0	12	0	1	0	1	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	13	9	4	7	3	1	1	1	0	0	0	0	0
TOTAL	34	11	23	9	19	1	3	1	1	0	0	0	0

WORKFORCE ANALYSIS
TOTAL FULL-TIME WORKFORCE BY AGE

AGENCY:

CSCC Northwest Region

REPORTING DATE:

1/30/2022

OCCUPATIONAL CATEGORY	TOTAL	AGE INCREMENTS											
		16 -19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70+
Executive/Managerial	29						3	5	9	7	5		
Faculty	190				3	20	21	28	32	37	29	16	4
Professional	195		1	12	12	24	18	20	33	42	19	9	5
Tech/Paraprofessional	12			1		2		1		5	2	1	
Secretarial/Clerical	46		1	1	2	3	5	8	3	14	7	2	
Protective Service	6				1		1		2		1		1
Skilled Craft	4									2	2		
Service/Maintenance	48				2	5	6	3	8	8	12	4	
TOTAL	530		2	14	20	54	54	65	87	115	77	32	10

WORKFORCE ANALYSIS
TOTAL PART-TIME WORKFORCE

Form 83H

AGENCY: CSCC Northwest Region

REPORTING DATE: January 30, 2022

OCCUPATIONAL CATEGORY	GRAND	TOTAL	TOTAL	WHITE		BLACK		HISPANIC		AAIANHNP		2 OR MORE RACES		UNKNOWN	
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Manager 2 (Executive)	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Part-time Lecturer (Teaching)	397	167	230	116	168	5	9	9	2	5	9	2	1	30	41
FT Lecturers (Temporary Appt)	14	4	10	2	8	1	0	1	0	0	2	0	0	0	0
Assistant Professor	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0
Non-Credit Lecturer	51	22	29	16	17	1	3	0	1	0	0	0	0	5	8
PT Clinical Faculty	61	7	54	3	32	1	7	1	3	1	2	0	0	1	10
CC Professionals	4	1	3	1	2	0	0	0	0	0	1	0	0	0	0
Education Assistants	244	96	148	60	89	9	16	10	9	2	6	0	3	15	25
Special Appointment Professional	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Special Appointment ParaProf.	8	3	5	2	3	0	0	0	1	1	0	0	0	0	1
Office Assistant	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Secretary 1	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0
Secretary 2	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Building&Grounds Patrol Offc.	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Student Workers	157	57	100	21	41	3	11	16	22	1	7	1	2	15	17
TOTAL	947	360	587	224	366	20	47	37	39	10	27	3	6	66	102

Section 46a-68-84
Availability Analysis

Section 46a-68-84: AVAILABILITY ANALYSIS

Subsection (a)

As a preparatory step in determining whether protected classes are fully and fairly utilized in the workforce, CSCC North-West Region conducted an analysis by occupational category to determine the availability base of protected group members for employment. A separate analysis will be conducted for position classifications in each occupational category that employs more than twenty five (25) or more employees when necessary. A separate analysis can be performed for any job title requiring unique skills, abilities or educational qualifications.

The Availability Analysis shall:

1. Examine the job content of each office; position and position classification within an occupational category or, where appropriate, the job content of a position classification.
2. Identify the relevant labor market area.
3. Match each office, position and position classification within an occupational category or where appropriate, a position classification, with the most nearly parallel job title contained in the data source consulted.

Subsection (b)

In calculating availability, the following information and data sources were referred to when developing this section of the Affirmative Action Plan.

1. Employment figures: 2000 Census Data – State of Connecticut Volume 1, Statewide & New Haven.
2. Unemployment Figures: Department of Labor Jobseekers Data – June 2020; second quarter.
3. The racial and sexual composition of persons in promotable and transferable offices, positions and position classifications: Promotable pools are used in some occupational categories where promotions occur.

Subsection (c)

In calculating availability, following information and data sources may be used when developing the Affirmative Action Plan.

1. Population figures;
2. Client Population figures;
3. Figures for Educational, technical and training program graduates and participants; the Digest of Educational Statistics - Table 314.40 and Table 315.20.
4. Any other relevant source.

Subsection (d)

For each occupational category, position classification or job title analyzed, CSCC North-West Region's Affirmative Action Plan provides the name of each source consulted and each basis for selection of each source and copies of the specific data sources are included.

The CSCC North-West Region's Affirmative Action Plan also documents the data source used and justifications for using them for each occupational category and includes the worksheets to detail the specific information used to create the Availability Analysis.

Section 46a-68-84: AVAILABILITY ANALYSIS

Subsection (e)

Any job title that had twenty five (25) or more employees in an occupational category where only the entry level positions are fulfilled by hiring and the other job titles in the series are filled by promotion, the availability base shall be calculated by an agency for the entire series and goals will be set for the entire series. Gateway Community College's has a separate twenty five (25) or more employee's category used for Professors.

Subsection (f)

The availability base is calculated by determining the sources used to fill positions and the percentage of positions filled from that source. This percentage is the weight that has been assigned to each source. The total weight for all sources cannot exceed on hundred percent (100%).

The percent of each race and sex group for each relevant source used in the Gateway Community College's Availability Analysis was multiplied by the weight given to the corresponding sources resulting in the weighted factor. The weighted factors for each race and sex group are added to determine the availability base for each race and sex group in each occupational category, position classification or job title analyzed.

Subsection (g)

The Gateway Community College's Affirmative Action Plan substantiated the manner in which the availability base is calculated. The worksheets of the sources used are included.

Subsection (h)

As part of its review, the Commission on Human Rights and Opportunities (CHRO) reserves the right to determine the appropriateness of information and data used in subsection of this section. CHRO also reserves the right to accept or reject such information or data used in the Affirmative Action Plan. Gateway Community College, with the consent of the Executive Director of the Commission on Human Rights and Opportunities (CHRO) may analyze additional labor market areas when specific requirements of the job profile, such as geography proximity, so require.

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Executive
All titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	38.1	30	11.4	61.9	30	18.6	29.2	30	8.8	50.3	30	15.1	3.2	30	1.0	3.8	30	1.1	3.2	30	1.0	5.2	30	1.6	1.5	30	0.5	1.9	30	0.6	1.1	30	0.3	0.6	30	0.2
Promotable Pool	38.6	10	3.9	61.4	10	6.1	31.0	10	3.1	51.7	10	5.2	3.4	10	0.3	5.5	10	0.6	2.8	10	0.3	3.4	10	0.3	1.4	10	0.1	0.7	10	0.1	0.0	10	0.0	0.0	10	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Other: Digest of Ed (National)	42.7	60	25.6	57.3	60	34.4	33.6	60	20.2	42.3	60	25.4	3.9	60	2.3	6.9	60	4.1	2.8	60	1.7	4.3	60	2.6	2.1	60	1.3	2.9	60	1.7	0.4	60	0.2	0.8	60	0.5
Other: None	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			40.9			59.1			32.1			45.7			3.6			5.8			3.0			4.5			1.9			2.4			0.5			0.7

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Education and Childcare Administrators (11-9030)

11-9030	13949	5315	8634	4070	7020	445	535	440	730	205	264	155	85
Total	13949	5315	8634	4070	7020	445	535	440	730	205	264	155	85
Percentage	100.0%	38.1%	61.9%	29.2%	50.3%	3.2%	3.8%	3.2%	5.2%	1.5%	1.9%	1.1%	0.6%

Promotable Pool

Professors	121	48	73	42	63	2	6	3	3	1	1	0	0
CC Professional 19	24	8	16	3	12	3	2	1	2	1	0	0	0
Total	145	56	89	45	75	5	8	4	5	2	1	0	0
Percentage	100.0%	38.6%	61.4%	31.0%	51.7%	3.4%	5.5%	2.8%	3.4%	1.4%	0.7%	0	0

Part-Time Pool

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

US Dept. Ed. National Center for Education Statistics, IPEDS, November 2019: Executive

Management	257414	110042	147372	86551	108813	9986	17862	7084	11181	5484	7572	937	1944
Total	257414	110042	147372	86551	108813	9986	17862	7084	11181	5484	7572	937	1944
Percentage	100.0%	42.7%	57.3%	33.6%	42.3%	3.9%	6.9%	2.8%	4.3%	2.1%	2.9%	0.4%	0.8%

Other source

	0	0	0										
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Education and Childcare Administrators (11-9030)	Statewide data utilized in this category.	30% value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. With updated data - CT Executives utilized as many of our positions are filled by those employed in CT
Promotable	The Professor category and those serving CC Professional 19 positions would be eligible for Dean, Associate Dean or CC Professional 20 or higher positions.	Selected titles are within the region for promotional opportunity	10% value weight. Promotional figures account for a smaller percentage of hires into this category
Part-Time Workforce	Workforce Analysis by Job Classification:	Positions are filled by hires in this job title.	0% value weight.
Fall Student Populations	Student population not utilized for this category as most positions require terminal degrees (Minimum of Masters degree and often a PHD)	N/A	N/A
Digest of Ed. Statistics	US Dept. of Ed IPEDS Data November 2019-Table 314.40: Management	Positions are often filled by national searches for executive level positions. Management titles chosen as titles at the EEO 1 level are highly competitive and are often filled by those currently employed in similar positions.	60% Value weight as Executive/Administrative positions require advanced degrees and relevant/current experience. Most hires are recruited primarily through national searches and are often currently employed at the postsecondary level.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Faculty
Professor**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Promotable Pool	35.7	100	35.7	64.3	100	64.3	32.1	100	32.1	53.6	100	53.6	3.6	100	3.6	7.1	100	7.1	0.0	100	0.0	3.6	100	3.6	0.0	100	0.0	0.0	100	0.0	0.0	100	0.0	0.0	100	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Digest of Ed Stats (National)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			35.7			64.3			32.1			53.6			3.6			7.1			0.0			3.6			0.0			0.0			0.0			

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut - N/A

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Promotable Pool

Associate Professor	28	10	18	9	15	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	28	10	18	9	15	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	100.0%	35.7%	64.3%	32.1%	53.6%	3.6%	7.1%	0	3.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Part-Time Pool - Non-Permanent Faculty

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	N/A - All positions are filled through promotion governed by collective bargaining agreement.		
Promotable	N/A - All positions are filled through promotion governed by collective bargaining agreement.		
Part-Time Workforce	2022 Regional Workforce Analysis by Job Classification: Associate Professor	Precise figures for computing racial and sexual composition of persons in promotable positions. All positions are filled by promotion annually via collective bargaining and the promotional and tenure process.	100% value weight. Value weight is 100% for promotions due to promotional and tenure processes in place at the region.
Other Source			

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Faculty
Associate Professor**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE					
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF			
Employment data (Census)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0			
Promotable Pool	34.6	100	34.6	65.4	100	65.4	23.1	100	23.1	53.8	100	53.8	3.8	100	3.8	3.8	100	3.8	3.8	100	3.8	3.8	100	3.8	3.8	100	3.8	3.8	100	3.8	3.8	100	3.8	0.0	100	0.0	0.0	100	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0			
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0			
Digest of Ed Stats (National)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0			
FINAL AVAILABILITY BASE PERCENTAGE			34.6			65.4			23.1			53.8			3.8			3.8			3.8			3.8			3.8			3.8			0.0			0.0			

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut - N/A

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Promotable Pool

Assistant Professor	26	9	17	6	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Total	26	9	17	6	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Percentage	100.0%	34.6%	65.4%	23.1%	53.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	

Part-Time Pool - Non-Permanent Faculty

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	N/A - All positions are filled through promotion governed by collective bargaining agreement.		
Promotable	N/A - All positions are filled through promotion governed by collective bargaining agreement.		
Part-Time Workforce	2022 Regional Workforce Analysis by Job Classification: Assistant Professor	Precise figures for computing racial and sexual composition of persons in promotable positions. All positions are filled by promotion annually via collective bargaining and the promotional and tenure process.	100% value weight. Value weight is 100% for promotions due to promotional and tenure processes in place at the region.
Other Source			

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Faculty
Assistant Professor**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	48.4	30	14.5	51.6	30	15.5	36.2	30	10.9	37.9	30	11.4	1.7	30	0.5	3.8	30	1.1	2.4	30	0.7	2.4	30	0.7	7.2	30	2.2	6.4	30	1.9	0.9	30	0.3	1.1	30	0.3
Promotable Pool	42.9	30	12.9	57.1	30	17.1	21.4	30	6.4	35.7	30	10.7	7.1	30	2.1	14.3	30	4.3	7.1	30	2.1	0.0	30	0.0	7.1	30	2.1	7.1	30	2.1	0.0	30	0.0	0.0	30	0.0
Part-Time Pool	42.0	20	8.4	58.0	20	11.6	35.6	20	7.1	51.5	20	10.3	1.5	20	0.3	2.8	20	0.6	2.8	20	0.6	0.6	20	0.1	1.5	20	0.3	2.8	20	0.6	0.6	20	0.1	0.3	20	0.1
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Digest of Ed Stats (National)	44.9	10	4.5	55.1	10	5.5	32.1	10	3.2	39.4	10	3.9	2.7	10	0.3	4.4	10	0.4	3.0	10	0.3	3.7	10	0.4	5.1	10	0.5	5.5	10	0.6	2.0	10	0.2	2.1	10	0.2
FINAL AVAILABILITY BASE PERCENTAGE			44.5			55.5			30.1			39.4			3.6			6.9			4.7			3.0			5.3			5.4			0.8			0.9

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Post Secondary Teachers (SOC 25-1000)

SOC 251000	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
Total	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
Percentage	100.0%	48.4%	51.6%	36.2%	37.9%	1.7%	3.8%	2.4%	2.4%	7.2%	6.4%	0.9%	1.1%

Promotable Pool

Instructors	14	6	8	3	5	1	2	1	0	1	1	0	0
Total	14	6	8	3	5	1	2	1	0	1	1	0	0
Percentage	100.0%	42.9%	57.1%	21.4%	35.7%	7.1%	14.3%	7.1%	0	7.1%	7.1%	0	0

Part-Time Pool - Non-Permanent Faculty (Lecturers) as of 9/30/2021

Part Time Lecturer	326	137	189	116	168	5	9	9	2	5	9	2	1
Percentage	100.0%	42.0%	58.0%	35.6%	51.5%	1.5%	2.8%	2.8%	0.6%	1.5%	2.8%	0.6%	0.3%

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Digest of Ed. Statistics, Table 315.20, Fall 2019: Lecturers, Instructors, Assistant Professors

Assistant Professors	166556	76905	89651	52759	62163	4484	7555	4407	4928	11464	11216	3791	3789
Instructors	95779	41283	54496	30521	39811	2693	4661	3558	4458	2904	3692	1607	1874
Lecturers	43950	19291	24659	14946	18720	990	1248	1306	1860	1306	2031	743	800
Total	306285	137479	168806	98226	120694	8167	13464	9271	11246	15674	16939	6141	6463
Percentage	100.0%	44.9%	55.1%	32.1%	39.4%	2.7%	4.4%	3.0%	3.7%	5.1%	5.5%	2.0%	2.1%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Post Secondary Teachers (SOC 25-1000)	The hiring area is predominantly within within the state of Connecticut employment pool from other universities.	30% value weight as assistant professor positions within the region require advanced degrees and relevant/current experience. Most occur from those currently employed.
Promotable	Job Category - Instructors as of 9/30/2021	Instructors promote from within their position.	30% value weight as many assistant professors are filled through the promotion and tenure process. Increased from previous submission to reflect the % of increases from instructor to Assistant Professor
Part-Time Workforce	Internal region applicants come from the current Part-time faculty employees - See workforce data for Part Time faculty. Data does not include those who identify as not specified.	The part-time/temporary faculty is a viable pool for which the region can identify qualified applicant pools. While they work throughout the region, they come from all over the state of CT.	20% value weight as a high percentage of our FT Instructors come from our part-time lecturers who meet the general requirements. New hires into this category often require more years of academic teaching experience which can be attained via PT faculty positions.
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community region environment.	Client data comes from within the region's student population records.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 315.20. Assistant Professors, Instructors and Lecturers. Fall 2019	The hiring area is nationwide for this job category. Persons currently employed at the assistant professor level are a common recruitment pool.	10% value weight. Assistant professor positions required teaching and administrative experience for new hires. Those already teaching are a viable pool.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Faculty
Instructors**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	48.4	30	14.5	51.6	30	15.5	36.2	30	10.9	37.9	30	11.4	1.7	30	0.5	3.8	30	1.1	2.4	30	0.7	2.4	30	0.7	7.2	30	2.2	6.4	30	1.9	0.9	30	0.3	1.1	30	0.3
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	41.5	30	12.5	58.5	30	17.6	34.7	30	10.4	51.8	30	15.5	1.8	30	0.5	2.6	30	0.8	2.9	30	0.9	0.6	30	0.2	1.5	30	0.5	3.2	30	1.0	0.6	30	0.2	0.3	30	0.1
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Digest of Ed Stats (National)	43.4	30	13.0	56.6	30	17.0	32.5	30	9.8	41.9	30	12.6	2.6	30	0.8	4.2	30	1.3	3.5	30	1.1	4.5	30	1.4	3.0	30	0.9	4.1	30	1.2	1.7	30	0.5	1.9	30	0.6
FINAL AVAILABILITY BASE PERCENTAGE			44.2			55.9			33.6			42.6			2.2			3.7			3.7			4.1			3.8			4.3			1.2			1.3

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Post Secondary Teachers (SOC 25-1000)

SOC 251000	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
Total	19955	9660	10295	7225	7555	345	755	485	485	1430	1285	175	215
Percentage	100.0%	48.4%	51.6%	36.2%	37.9%	1.7%	3.8%	2.4%	2.4%	7.2%	6.4%	0.9%	1.1%
Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Part-Time Faculty as of 2/1/2022

Part Time Lecturers	326	137	189	116	168	5	9	9	2	5	9	2	1
FT Lecturers	14	4	10	2	8	1	0	1	0	0	2	0	0
Total	340	141	199	118	176	6	9	10	2	5	11	2	1
Percentage	100.0%	41.5%	58.5%	34.7%	51.8%	1.8%	2.6%	2.9%	0.6%	1.5%	3.2%	0.6%	0.3%

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Digest of Ed. Statistics, Table 315.20, Fall 2019: Lecturers, Instructors

Instructors	95779	41283	54496	30521	39811	2693	4661	3558	4458	2904	3692	1607	1874
Lecturers	43950	19291	24659	14946	18720	990	1248	1306	1860	1306	2031	743	800
Total	139729	60574	79155	45467	58531	3683	5909	4864	6318	4210	5723	2350	2674
Percentage	100.0%	43.4%	56.6%	32.5%	41.9%	2.6%	4.2%	3.5%	4.5%	3.0%	4.1%	1.7%	1.9%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Post Secondary Teachers (SOC 25-1000)	The hiring area is statewide for this job category.	30% value weight as assistant professor positions within the region require advanced degrees and relevant/current experience. Most hires are recruited primarily through those presently employed in higher education. Increased value weight due to new census data and likelihood of CT being the dominate labor market for faculty positions.
Promotable	N/A		
Part-Time Workforce	Internal region applicants come from the current Part-time Lecturer employees. Data does not include those who identify as two or more races or not specified.	The promotable/transferrable pool is a viable pool for which the region can identify qualified applicant pools. While they work throughout the region, they come from all over the state of CT.	30% value weight as a high percentage of our FT Instructors come from our part-time lecturers who meet the general requirements.
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community region environment.	Client data comes from within the region's student population records.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 315.20. Lecturers and Instructors. Fall 2019	The hiring area is nationwide for this job category. Persons currently employed at the assistant professor level are a common recruitment pool.	30% value weight. Instructor positions throughout the region require advanced degrees and relevant/current experience. National data is used as some hires occur from out of state.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
AVAILABILITY ANALYSIS

OCCUPATIONAL CATEGORY:
JOB TITLE:

Professional Non-Faculty
All Remaining Titles

REPORTING DATE:
LABOR MARKET AREA:

1/30/2022
Statewide/National

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNP1* MALE			AAIANHNP1* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	34.6	30	10.4	65.4	30	19.6	26.1	30	7.8	50.3	30	15.1	2.8	30	0.8	5.1	30	1.5	3.2	30	1.0	6.6	30	2.0	1.6	30	0.5	2.4	30	0.7	0.7	30	0.2	1.1	30	0.3
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	39.6	30	11.9	60.4	30	18.1	29.2	30	8.8	43.4	30	13.0	4.2	30	1.3	7.5	30	2.3	4.7	30	1.4	4.7	30	1.4	1.4	30	0.4	3.3	30	1.0	0.0	30	0.0	1.4	30	0.4
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Digest of Ed Stats (National)	32.7	20	6.5	67.3	20	13.5	23.3	20	4.7	46.3	20	9.3	3.6	20	0.7	8.4	20	1.7	2.9	20	0.6	6.6	20	1.3	2.2	20	0.4	4.8	20	1.0	0.7	20	0.1	1.2	20	0.2
Digest of Ed Stats (National)	40.4	10	4.0	59.6	10	6.0	26.2	10	2.6	36.7	10	3.7	3.8	10	0.4	7.3	10	0.7	5.3	10	0.5	8.6	10	0.9	3.7	10	0.4	4.8	10	0.5	1.4	10	0.1	2.2	10	0.2
FINAL AVAILABILITY BASE PERCENTAGE			37.0			63.0			26.4			44.2			3.6			6.7			4.5			7.4			1.9			3.4			0.6			1.4

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and childcare administrators : 11-9030 / 0230

25-XXXX & 11-9030	29884	10325	19559	7810	15025	850	1525	970	1965	490	724	205	320
Total	29884	10325	19559	7810	15025	850	1525	970	1965	490	724	205	320
Percentage	100.0%	34.6%	65.4%	26.1%	50.3%	2.8%	5.1%	3.2%	6.6%	1.6%	2.4%	0.7%	1.1%

Promotable Pool

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Part-Time Pool - 2/1/2022

PT Special Appointments (EA)	204	81	123	60	89	9	16	10	9	2	6	0	3
Does not include unknown race (40 employees)													
PT Professional Staff	8	3	5	2	3	0	0	0	1	1	1	0	0
Total	212	84	128	62	92	9	16	10	10	3	7	0	3
Percentage	100.0%	39.6%	60.4%	29.2%	43.4%	4.2%	7.5%	4.7%	4.7%	1.4%	3.3%	0	1.4%

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Digest of Ed. Statistics, Table 314.40, Fall 2019: Multiple Titles

Bus & Financial Ops	219395	60016	159379	41755	107329	5710	19636	5779	16242	4295	12980	2477	3192
Comm, Soc Svc, Leg, Arts etc.	183707	80793	102914	60605	73665	10089	12203	6045	10094	2791	4930	1263	2022
Healthcare Pract. And Tech	105320	29353	75967	19227	51011	2557	9246	2605	6586	4539	8028	425	1096
Librarians, Curators and Arch.	39258	11631	27627	9256	21382	722	2271	876	1700	627	1818	150	456
Stud. & Acad. Affs & Ed Svc.	176953	54996	121957	37721	82145	7014	17380	5974	13262	3350	6882	937	2288
Total	724633	236789	487844	168564	335532	26092	60736	21279	47884	15602	34638	5252	9054
Percentage	100.0%	32.7%	67.3%	23.3%	46.3%	3.6%	8.4%	2.9%	6.6%	2.2%	4.8%	0.7%	1.2%

Degrees Conferred - Bachelors and Masters Degrees

Bachelors Degrees	1911018	803184	1107834	516342	673667	70811	125845	111468	173542	74344	91357	30219	43423
Masters Degrees	695616	250842	444774	165374	282051	27599	65527	27359	51515	23015	32660	7495	13021
Total	2606634	1054026	1552608	681716	955718	98410	191372	138827	225057	97359	124017	37714	56444
Percentage	100.0%	40.4%	59.6%	26.2%	36.7%	3.8%	7.3%	5.3%	8.6%	3.7%	4.8%	1.4%	2.2%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and childcare administrators : 11-9030 / 0230	The hiring area is statewide for this job category. Categories identified based on experience in higher education.	30% value weight as Professional Non-faculty positions are recruited from CT, often requiring previous and/or current work experience in the discipline/field.
Promotable	No longer utilized as of 2022		
Part-Time Workforce	Internal regional applicants come from the current Part-time Educational Assistants. Data does not include those who identify as not specified.	The PT pool is a viable pool for which the region can identify qualified applicant pools. While they work throughout the region, they come from all over the state of CT.	30% value weight as a high percentage of our FT professional staff come from the PT/Temp workforce after a period of time going to FT.
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community region environment.	Client data comes from within the region's student population records.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 314.40 - various administrative/professional positions.	The hiring area is statewide; however, we do recruit nationally and hire across statelines for various professional level positions.	20% value weight. Most hires are recruited primarily through statewide; however, some national and/or regional hires do occur.
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 322.20 and 323.20 - conferred bachelors and masters degrees. Fall 2019	Nationwide statistics used as graduating students will enter the workforce across state lines - and at times come from national searches.	10% value weight. PNF positions typically require a Bachelors degree and some require the masters degree.

*AAIANHNP1 = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Professional Non-Faculty
Guided Pathways Advisor 1**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Statewide/National**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	26.9	70	18.8	73.1	70	51.2	16.7	70	11.7	49.0	70	34.3	5.3	70	3.7	11.5	70	8.1	3.6	70	2.5	9.6	70	6.7	0.8	70	0.6	1.7	70	1.2	0.4	70	0.3	1.3	70	0.9
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Digest of Ed Stats (National)	31.1	10	3.1	68.9	10	6.9	21.3	10	2.1	46.4	10	4.6	4.0	10	0.4	9.8	10	1.0	3.4	10	0.3	7.5	10	0.8	1.9	10	0.2	3.9	10	0.4	0.5	10	0.1	1.3	10	0.1
Digest of Ed Stats (National)	40.4	10	4.0	59.6	10	6.0	26.2	10	2.6	36.7	10	3.7	3.8	10	0.4	7.3	10	0.7	5.3	10	0.5	8.6	10	0.9	3.7	10	0.4	4.8	10	0.5	1.4	10	0.1	2.2	10	0.2
FINAL AVAILABILITY BASE PERCENTAGE			30.1			69.9			18.9			45.7			4.9			10.3			4.3			10.2			1.4			2.3			0.7			1.5

Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and Counselors, social workers, and other community and social service specialists 21-0XX/2001													
25-XXXX/2350	15935	5010	10925	3740	8005	405	990	530	1235	285	460	50	235
21-10XX/2001	32064	7899	24165	4275	15525	2155	4515	1215	3350	109	375	145	400
Total	47999	12909	35090	8015	23530	2560	5505	1745	4585	394	835	195	635
Percentage	100.0%	26.9%	73.1%	16.7%	49.0%	5.3%	11.5%	3.6%	9.6%	0.8%	1.7%	0.4%	1.3%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Part-Time Pool - Non-Permanent Faculty (Lecturers) as of 1/30/2022													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2021													
Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Digest of Ed. Statistics, Table 314.40, Fall 2019: Student Affairs and Academic Affairs and Ed Services													
Stud. & Acad. Affs & Ed Svc.	176953	54996	121957	37721	82145	7014	17380	5974	13262	3350	6882	937	2288
Total	176953	54996	121957	37721	82145	7014	17380	5974	13262	3350	6882	937	2288
Percentage	100.0%	31.1%	68.9%	21.3%	46.4%	4.0%	9.8%	3.4%	7.5%	1.9%	3.9%	0.5%	1.3%

Degrees Conferred - Bachelors and Masters Degrees													
Bachelors Degrees	1911018	803184	1107834	516342	673667	70811	125845	111468	173542	74344	91357	30219	43423
Masters Degrees	695616	250842	444774	165374	282051	27599	65527	27359	51515	23015	32660	7495	13021
Total	2606634	1054026	1552608	681716	955718	98410	191372	138827	225057	97359	124017	37714	56444
Percentage	100.0%	40.4%	59.6%	26.2%	36.7%	3.8%	7.3%	5.3%	8.6%	3.7%	4.8%	1.4%	2.2%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Statewide Data, Connecticut Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350 & Education and Counselors, social workers, and other community and social service specialists 21-0XX/2001	The hiring area is statewide for this job category. The GPA1 position combines both counseling and higher ed advising and as such both census categories are viable pools for recruitment	70% value weight as assistant professor positions within the region require advanced degrees and relevant/current experience. Most hires come from those with previous experience.
Promotable	No longer utilized as of 2022		
Part-Time Workforce	N/A		
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community region environment.	Client data comes from within the region's student population records.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 314.40 - Student Affairs and Academic Affairs and Ed Services	The hiring area is nationwide for this job category. Persons currently employed in higher education will be sought.	10% value weight. Most hires are recruited primarily through statewide searches
Digest of Ed. Statistics	Digest of Ed. Statistics, Table 322.20 and 323.20 - conferred bachelors and masters degrees. Fall 2019	Nationwide statistics used as graduating students will enter the workforce across state lines - and at times come from national searches.	10% value weight. The GPA positions requires a bachelors degree and atimes a Masters is preferred.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - Shoreline West Region

AVAILABILITY ANALYSIS

OCCUPATIONAL CATEGORY:
JOB TITLE:

Administrative/Clerical
All Titles

REPORTING DATE:
LABOR MARKET AREA:

1/30/2022
New Haven County

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	4.7	80	3.8	95.3	80	76.2	2.3	80	1.8	76.0	80	60.8	0.9	80	0.7	8.3	80	6.6	1.4	80	1.1	8.1	80	6.5	0.0	80	0.0	2.1	80	1.7	0.1	80	0.1	0.9	80	0.7
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	24.0	20	4.8	76.0	20	15.2	12.0	20	2.4	40.0	20	8.0	8.0	20	1.6	0.0	20	0.0	0.0	20	0.0	28.0	20	5.6	4.0	20	0.8	4.0	20	0.8	0.0	20	0.0	4.0	20	0.8
FINAL AVAILABILITY BASE PERCENTAGE			8.6			91.4			4.2			68.8			2.3			6.6			1.1			12.1			0.8			2.5			0.1			1.5

Employment Data - Census 2014-2018 EEO Data Tool, New Haven and Fairfield Counties. Information and record clerks, except customer service representatives : 43-4XXX / 5200 & Secretaries and administrative assistants : 43-6010 / 5710

New Haven County	10895	515	10380	250	8275	100	905	150	880	0	225	15	95
Total	10895	515	10380	250	8275	100	905	150	880	0	225	15	95
Percentage	100.0%	4.7%	95.3%	2.3%	76.0%	0.9%	8.3%	1.4%	8.1%	0	2.1%	0.1%	0.9%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2020													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data - Regional BOT & Business Administration Program Student Data													
BOT	25	6	19	3	10	2	0	0	7	1	1	0	1
Total	25	6	19	3	10	2	0	0	7	1	1	0	1
Percentage	100.0%	24.0%	76.0%	12.0%	40.0%	8.0%	0	0	28.0%	4.0%	4.0%	0	4.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, New Haven County, Secretaries and administrative assistants : 43-6010 / 5710	The hiring area is local and given the proximate between New Haven and Bridgeport, both New Haven and Fairfield Counties are utilized.	80% as most positioins are hired from those already employed.
Promotable	N/A		
Transferrable Workforce	N/A		
Fall Student Populations	Not utilized for clerical positions		
Digest of Ed. Statistics	Education & Technical Training Data - Regional BOT & Business Administration Program Student Data	Graduates from this program form a viable pool for clerical positions in the region.	20% as graduates may have a strong interest in retruining to a campus they attened for FT employment.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Paraprofessional
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
New Haven County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	20.2	60	12.1	79.8	60	47.9	12.2	60	7.3	57.8	60	34.7	2.8	60	1.7	8.1	60	4.9	4.4	60	2.6	9.7	60	5.8	0.7	60	0.4	2.6	60	1.6	0.1	60	0.1	1.6	60	1.0
Promotable Pool	2.2	20	0.4	97.8	20	19.6	2.2	20	0.4	60.9	20	12.2	0.0	20	0.0	15.2	20	3.0	0.0	20	0.0	21.7	20	4.3	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Graduation Data (selected programs)	32.0	10	3.2	68.0	10	6.8	24.0	10	2.4	32.0	10	3.2	4.0	10	0.4	12.0	10	1.2	4.0	10	0.4	12.0	10	1.2	0.0	10	0.0	0.0	10	0.0	0.0	10	0.0	12.0	10	1.2
FINAL AVAILABILITY BASE PERCENTAGE			19.9			80.1			12.6			53.2			2.5			9.6			4.0			13.1			0.6			1.8			0.3			2.5

Employment Data - Census 2014-2018 EEO Data Tool, New Haven. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120

New Haven County	11490	2320	9170	1400	6645	320	925	505	1120	85	295	10	185
Total	11490	2320	9170	1400	6645	320	925	505	1120	85	295	10	185
Percentage	100.0%	20.2%	79.8%	12.2%	57.8%	2.8%	8.1%	4.4%	9.7%	0.7%	2.6%	0.1%	1.6%

Promotable Pool													
Clerical Titles	46	1	45	1	28	0	7	0	10	0	0	0	0
Total	46	1	45	1	28	0	7	0	10	0	0	0	0
Percentage	100.0%	2.2%	97.8%	2.2%	60.9%	0	15.2%	0	21.7%	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Education & Technical Training Data - Regional Graduation Data for Multiple Programs (see section attachments)

Multiple Programs	25	8	17	6	8	1	3	1	3	0	0	0	3
Total	25	8	17	6	8	1	3	1	3	0	0	0	3
Percentage	100.0%	32.0%	68.0%	24.0%	32.0%	4.0%	12.0%	4.0%	12.0%	0	0	0	12.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, New Haven County. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120	The hiring area is New Haven for this job category as positions at this level are often recruited from areas closer to the campus	60% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	Clerical employees within the region as of 2/1/2022	Internal promotional candidates are culminated within the region for promotional and transferable opportunities.	20% value weight as some increases in this category may come from the clerical ranks.
Part-Time WkForce	No PT workforce identified for this category		
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community college.	Student data is considered regionally.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Regional Graduation Data	Programs Selected: Accounting Assistant, Legal Assistant, Legal studies.	Community College experience and associate degrees are often sought in these positions.	10% value weight. Most positions are hired through those already employed.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Skilled Craft Workers
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
New Haven County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE					
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF			
Employment data (Census)	98.4	100	98.4	1.6	100	1.6	75.8	100	75.8	1.3	100	1.3	5.3	100	5.3	0.2	100	0.2	16.8	100	16.8	0.1	100	0.1	0.2	100	0.2	0.0	100	0.0	0.0	100	0.0	0.0	100	0.0	0.0	100	0.0
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			98.4			1.6			75.8			1.3			5.3			0.2			16.8			0.1			0.2			0.0			0.0			0.0			

Employment Data - Census 2014-2018 EEO Data Tool, New Haven County, Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441 and Carpenters : 47-2031 / 6230

New Haven County	8402	8264	138	6370	110	445	20	1415	8	14	0	20	0
Total	8402	8264	138	6370	110	445	20	1415	8	14	0	20	0
Percentage	100.0%	98.4%	1.6%	75.8%	1.3%	5.3%	0.2%	16.8%	0.1%	0.2%	0	0.2%	0
Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER SOURCE - N/A													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & Technical Training Data - Regional Graduation Data for Multiple Programs (see section attachments)													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, New Haven County. Carpenters: 47-2031/6230; Electricians: 47-2150; Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441.	New Haven County Identified for qualified candidates for positions in this category. Titles used to reflect Quality Craft Workers in HVAC for New Haven County Region.	100% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	No	Internal promotional candidates are culminated within the region for promotional and transferable opportunities.	0% value weight as some increases in this category may come from the clerical ranks.
Part-Time Workforce	No PT workforce identified for this category		
Fall Student Populations	None identified for category		
Regional Graduation Data	None identified for category		

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Protective Services
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
New Haven County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	91.6	90	82.4	8.4	90	7.6	68.3	90	61.5	3.5	90	3.2	5.1	90	4.6	3.7	90	3.3	14.4	90	13.0	1.1	90	1.0	2.9	90	2.6	0.1	90	0.1	0.9	90	0.8	0.0	90	0.0
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	52.2	10	5.2	47.8	10	4.8	30.0	10	3.0	26.7	10	2.7	3.3	10	0.3	6.7	10	0.7	10.0	10	1.0	11.1	10	1.1	3.3	10	0.3	2.2	10	0.2	5.6	10	0.6	1.1	10	0.1
FINAL AVAILABILITY BASE PERCENTAGE			87.6			12.4			64.5			5.9			4.9			4.0			14.0			2.1			2.9			0.3			1.4			0.1

Employment Data - Census 2014-2018 EEO Data Tool, New Haven County .First-line supervisors of law enforcement officers : 33-1010 / 3700 and Police Officers: 33-3050/3870

New Haven County	2738	2509	229	1870	95	139	100	395	30	80	4	25	0
Total	2738	2509	229	1870	95	139	100	395	30	80	4	25	0
Percentage	100.0%	91.6%	8.4%	68.3%	3.5%	5.1%	3.7%	14.4%	1.1%	2.9%	0.1%	0.9%	0
Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER SOURCE - N/A													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & Technical Training Data - Regional Graduation Data for Criminal Justice Programs													
CJ programs	90	47	43	27	24	3	6	9	10	3	2	5	1
Total	90	47	43	27	24	3	6	9	10	3	2	5	1
Percentage	100.0%	52.2%	47.8%	30.0%	26.7%	3.3%	6.7%	10.0%	11.1%	3.3%	2.2%	5.6%	1.1%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, First-line supervisors of law enforcement officers 33-1010/3700 & Police Officers 33-3050/3870	Hiring occurs in New Haven County for this job category. These positions are most often recruited locally. The titles chosen closely reflect the duties and functions of Protective Services at the campuses.	90% value weight as protective service positions require relevant and current experience. Most positions are filled by those already employed, and most often with local police departments.
Promotable	N/A		
Part-Time Workforce	N/A		
Fall Student Populations	N/A		
Regional Graduation Data	Graduation data from regional criminal justice programs	Often positions are filled by those who have degrees and work experience in criminal justice for protective services positions.	10% value weight as students many need to gain some experience to be considered beyond just a degree.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Service Maintenance
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
New Haven County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	65.6	100	65.6	34.4	100	34.4	34.6	100	34.6	14.3	100	14.3	8.5	100	8.5	5.3	100	5.3	19.3	100	19.3	12.5	100	12.5	1.3	100	1.3	1.2	100	1.2	1.9	100	1.9	1.1	100	1.1
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			65.6			34.4			34.6			14.3			8.5			5.3			19.3			12.5			1.3			1.2			1.9			1.1

Employment Data - Census 2014-2018 EEO Data Tool, New Haven & Fairfield Counties. First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251

New Haven County	14734	9665	5069	5105	2105	1255	780	2840	1840	190	184	275	160
Total	14734	9665	5069	5105	2105	1255	780	2840	1840	190	184	275	160
Percentage	100.0%	65.6%	34.4%	34.6%	14.3%	8.5%	5.3%	19.3%	12.5%	1.3%	1.2%	1.9%	1.1%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - N/A													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data - Regional Graduation Data for Multiple Programs (see section attachments)													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251	New Haven County Identified as the basis for recruitment	100% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	N/A		
Part-Time Workforce	No PT workforce identified for this category		
Fall Student Populations	N/A		
Regional Graduation Data	N/A		

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - Shoreline West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Administrative/Clerical
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Hartford County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	5.4	80	4.3	94.6	80	75.7	3.5	80	2.8	71.9	80	57.5	0.5	80	0.4	7.4	80	5.9	0.8	80	0.6	11.0	80	8.8	0.6	80	0.5	2.3	80	1.8	0.2	80	0.2	2.0	80	1.6
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	24.0	20	4.8	76.0	20	15.2	12.0	20	2.4	40.0	20	8.0	8.0	20	1.6	0.0	20	0.0	0.0	20	0.0	28.0	20	5.6	4.0	20	0.8	4.0	20	0.8	0.0	20	0.0	4.0	20	0.8
FINAL AVAILABILITY BASE PERCENTAGE			9.1			90.9			5.2			65.5			2.0			5.9			0.6			14.4			1.3			2.6			0.2			2.4

Employment Data - Census 2014-2018 EEO Data Tool, Hartford Counties - Secretaries and administrative assistants : 43-6010 / 5710

Hartford	9940	540	9400	350	7150	45	735	75	1095	55	225	15	195
Total	9940	540	9400	350	7150	45	735	75	1095	55	225	15	195
Percentage	100.0%	5.4%	94.6%	3.5%	71.9%	0.5%	7.4%	0.8%	11.0%	0.6%	2.3%	0.2%	2.0%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2020													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data - Regional BOT & Business Administration Program Student Data													
BOT	25	6	19	3	10	2	0	0	7	1	1	0	1
Total	25	6	19	3	10	2	0	0	7	1	1	0	1
Percentage	100.0%	24.0%	76.0%	12.0%	40.0%	8.0%	0	0	28.0%	4.0%	4.0%	0	4.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Hartford County, Secretaries and administrative assistants : 43-6010 / 5710	The hiring area is local and within Hartford County are utilized.	80% as most positions are hired from those already employed.
Promotable	N/A		
Transferrable Workforce	N/A		
Fall Student Populations	Not utilized for clerical positions		
Digest of Ed. Statistics	Education & Technical Training Data - Regional BOT & Business Administration Program Student Data	Graduates from this program form a viable pool for clerical positions in the region.	20% as graduates may have a strong interest in retraining to a campus they attended for FT employment.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Paraprofessional
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Hartford County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	19.2	60	11.5	80.8	60	48.5	14.6	60	8.8	60.4	60	36.2	1.2	60	0.7	8.3	60	5.0	2.3	60	1.4	8.6	60	5.2	1.1	60	0.7	2.4	60	1.4	0.0	60	0.0	1.2	60	0.7
Promotable Pool	2.2	20	0.4	97.8	20	19.6	2.2	20	0.4	60.9	20	12.2	0.0	20	0.0	15.2	20	3.0	0.0	20	0.0	21.7	20	4.3	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Graduation Data (selected programs)	32.0	10	3.2	68.0	10	6.8	24.0	10	2.4	32.0	10	3.2	4.0	10	0.4	12.0	10	1.2	4.0	10	0.4	12.0	10	1.2	0.0	10	0.0	0.0	10	0.0	0.0	10	0.0	12.0	10	1.2
FINAL AVAILABILITY BASE PERCENTAGE			19.3			80.7			14.1			54.7			1.5			9.7			2.8			12.5			0.9			1.6			0.2			2.2

Employment Data - Census 2014-2018 EEO Data Tool, Hartford Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120

Hartford County Total	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129
Total	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129
Percentage	100.0%	19.2%	80.8%	14.6%	60.4%	1.2%	8.3%	2.3%	8.6%	1.1%	2.4%	0	1.2%

Promotable Pool													
Clerical Titles	46	1	45	1	28	0	7	0	10	0	0	0	0
Total	46	1	45	1	28	0	7	0	10	0	0	0	0
Percentage	100.0%	2.2%	97.8%	2.2%	60.9%	0	15.2%	0	21.7%	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Education & Technical Training Data - Regional Graduation Data for Multiple Programs (see section attachments)

Multiple Programs	25	8	17	6	8	1	3	1	3	0	0	0	3
Total	25	8	17	6	8	1	3	1	3	0	0	0	3
Percentage	100.0%	32.0%	68.0%	24.0%	32.0%	4.0%	12.0%	4.0%	12.0%	0	0	0	12.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Hartford County. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120	The hiring area is Hartford for this job category as positions at this level are often recruited from areas closer to the campus	60% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	Clerical employees within the region as of 2/1/2022	Internal promotional candidates are culminated within the region for promotional and transferable opportunities.	20% value weight as some increases in this category may come from the clerical ranks.
Part-Time WkForce	No PT workforce identified for this category		
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community college.	Student data is considered regionally.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Regional Graduation Data	Programs Selected: Accounting Assistant, Legal Assistant, Legal studies.	Community College experience and associate degrees are often sought in these positions.	10% value weight. Most positions are hired through those already employed.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Service Maintenance
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Hartford County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	67.5	100	67.5	32.5	100	32.5	36.5	100	36.5	13.1	100	13.1	7.3	100	7.3	4.0	100	4.0	21.9	100	21.9	14.0	100	14.0	0.6	100	0.6	0.6	100	0.6	1.2	100	1.2	0.8	100	0.8
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			67.5			32.5			36.5			13.1			7.3			4.0			21.9			14.0			0.6			0.6			1.2			0.8

Employment Data - Census 2014-2018 EEO Data Tool, Hartford Counties. First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251

New Haven County	16839	11365	5474	6145	2200	1235	679	3690	2365	100	100	195	130
Total	16839	11365	5474	6145	2200	1235	679	3690	2365	100	100	195	130
Percentage	100.0%	67.5%	32.5%	36.5%	13.1%	7.3%	4.0%	21.9%	14.0%	0.6%	0.6%	1.2%	0.8%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - N/A													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251	Hartford County Identified as the basis for recruitment	100% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	N/A		
Part-Time Workforce	No PT workforce identified for this category		
Fall Student Populations	N/A		
Regional Graduation Data	N/A		

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Administrative/Clerical
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Litchfield County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNPI* MALE			AAIANHNPI* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	2.3	80	1.8	97.7	80	78.2	2.3	80	1.8	90.8	80	72.6	0.0	80	0.0	0.0	80	0.0	0.0	80	0.0	5.5	80	4.4	0.0	80	0.0	0.6	80	0.5	0.0	80	0.0	0.8	80	0.6
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	24.0	20	4.8	76.0	20	15.2	12.0	20	2.4	40.0	20	8.0	8.0	20	1.6	0.0	20	0.0	0.0	20	0.0	28.0	20	5.6	4.0	20	0.8	4.0	20	0.8	0.0	20	0.0	4.0	20	0.8
FINAL AVAILABILITY BASE PERCENTAGE			6.6			93.4			4.2			80.6			1.6			0.0			0.0			10.0			0.8			1.3			0.0			1.4

Employment Data - Census 2014-2018 EEO Data Tool, Litchfield Counties - Secretaries and administrative assistants : 43-6010 / 5710

Litchfield County	2385	55	2330	55	2165	0	0	0	130	0	15	0	20
Total	2385	55	2330	55	2165	0	0	0	130	0	15	0	20
Percentage	100.0%	2.3%	97.7%	2.3%	90.8%	0	0	0	5.5%	0	0.6%	0	0.8%

Promotable Pool

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool

N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2020

Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data - Regional BOT & Business Administration Program Student Data

BOT	25	6	19	3	10	2	0	0	7	1	1	0	1
Total	25	6	19	3	10	2	0	0	7	1	1	0	1
Percentage	100.0%	24.0%	76.0%	12.0%	40.0%	8.0%	0	0	28.0%	4.0%	4.0%	0	4.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Litchfield County. Secretaries and administrative assistants : 43-6010 / 5710	The hiring area is local and within Litchfield Counties.	80% as most positions are hired from those already employed.
Promotable	N/A		
Transferrable Workforce	N/A		
Fall Student Populations	Not utilized for clerical positions		
Digest of Ed. Statistics	Education & Technical Training Data - Regional BOT & Business Administration Program Student Data	Graduates from this program form a viable pool for clerical positions in the region.	20% as graduates may have a strong interest in returning to a campus they attended for FT employment.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
AVAILABILITY ANALYSIS**

OCCUPATIONAL CATEGORY:
JOB TITLE:

**Paraprofessional
All Titles**

REPORTING DATE:
LABOR MARKET AREA:

**1/30/2022
Litchfield County**

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNP1* MALE			AAIANHNP1* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	15.3	60	9.2	84.7	60	50.8	13.8	60	8.3	75.4	60	45.2	0.0	60	0.0	1.9	60	1.1	1.0	60	0.6	5.4	60	3.2	0.5	60	0.3	2.0	60	1.2	0.0	60	0.0	0.0	60	0.0
Promotable Pool	2.2	20	0.4	97.8	20	19.6	2.2	20	0.4	60.9	20	12.2	0.0	20	0.0	15.2	20	3.0	0.0	20	0.0	21.7	20	4.3	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0	0.0	20	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	41.6	10	4.2	58.4	10	5.8	24.5	10	2.5	30.6	10	3.1	3.7	10	0.4	5.3	10	0.5	10.1	10	1.0	17.8	10	1.8	1.7	10	0.2	2.2	10	0.2	1.5	10	0.2	2.5	10	0.3
Graduation Data (selected programs)	32.0	10	3.2	68.0	10	6.8	24.0	10	2.4	32.0	10	3.2	4.0	10	0.4	12.0	10	1.2	4.0	10	0.4	12.0	10	1.2	0.0	10	0.0	0.0	10	0.0	0.0	10	0.0	12.0	10	1.2
FINAL AVAILABILITY BASE PERCENTAGE			17.0			83.0			13.6			63.7			0.8			5.8			2.0			10.5			0.5			1.4			0.2			1.5

Employment Data - Census 2014-2018 EEO Data Tool, Litchfield. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120

Litchfield County Total	2686	412	2274	370	2025	0	50	28	144	14	55	0	0
Total	2686	412	2274	370	2025	0	50	28	144	14	55	0	0
Percentage	100.0%	15.3%	84.7%	13.8%	75.4%	0	1.9%	1.0%	5.4%	0.5%	2.0%	0	0

Promotable Pool	46	1	45	1	28	0	7	0	10	0	0	0	0
Clerical Titles	46	1	45	1	28	0	7	0	10	0	0	0	0
Total	46	1	45	1	28	0	7	0	10	0	0	0	0
Percentage	100.0%	2.2%	97.8%	2.2%	60.9%	0	15.2%	0	21.7%	0	0	0	0

Transferable Pool	0	0	0	0	0	0	0	0	0	0	0	0	0
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - Fall Student Populations 2021

Total	6045	2516	3529	1481	1852	225	319	612	1078	105	130	93	150
Percentage	100.0%	41.6%	58.4%	24.5%	30.6%	3.7%	5.3%	10.1%	17.8%	1.7%	2.2%	1.5%	2.5%

Education & Technical Training Data - Regional Graduation Data for Multiple Programs (see section attachments)

Multiple Programs	25	8	17	6	8	1	3	1	3	0	0	0	3
Total	25	8	17	6	8	1	3	1	3	0	0	0	3
Percentage	100.0%	32.0%	68.0%	24.0%	32.0%	4.0%	12.0%	4.0%	12.0%	0	0	0	12.0%

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, Litchfield County. Other teachers and instrs, ed., trng, and lib. wkrs : 25-XXXX / 2350, Fin. clerks, except bookkeeping, acct, and auditing clerks : 43-30XX / 5100, Bookkeeping, acct, and auditing clerks : 43-3031 / 5120	The hiring area is Litchfield for this job category as positions at this level are often recruited from areas closer to the campus	60% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	Clerical employees within the region as of 2/1/2022	Internal promotional candidates are culminated within the region for promotional and transferable opportunities.	20% value weight as some increases in this category may come from the clerical ranks.
Part-Time WkForce	No PT workforce identified for this category		
Fall Student Populations	The region student population is considered as the region typically looks for prior experience in a community college.	Student data is considered regionally.	10% value weight as students could become part of the workforce after more education and experience. The data is important as we seek to reflect the students in part due to our Hispanic Service Institution status. VW is lower due to the source consulted.
Regional Graduation Data	Programs Selected: Accounting Assistant, Legal Assistant, Legal studies.	Community College experience and associate degrees are often sought in these positions.	10% value weight. Most positions are hired through those already employed.

*AAIANHNP1 = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
AVAILABILITY ANALYSIS

OCCUPATIONAL CATEGORY:
JOB TITLE:

Service Maintenance
All Titles

REPORTING DATE:
LABOR MARKET AREA:

1/30/2022
Litchfield County

AVAILABILITY SOURCE	TOTAL MALE			TOTAL FEMALE			WHITE MALE			WHITE FEMALE			BLACK MALE			BLACK FEMALE			HISPANIC MALE			HISPANIC FEMALE			AAIANHNP1* MALE			AAIANHNP1* FEMALE			TWO or MORE MALE			TWO or MORE FEMALE		
	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF	RS	VW	WF
Employment data (Census)	57.6	100	57.6	42.4	100	42.4	48.0	100	48.0	36.5	100	36.5	0.1	100	0.1	0.0	100	0.0	8.9	100	8.9	5.4	100	5.4	0.2	100	0.2	0.1	100	0.1	0.4	100	0.4	0.4	100	0.4
Promotable Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Part-Time Pool	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Student Population	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
Graduation Data (selected programs)	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0
FINAL AVAILABILITY BASE PERCENTAGE			57.6			42.4			48.0			36.5			0.1			0.0			8.9			5.4			0.2			0.1			0.4			0.4

Employment Data - Census 2014-2018 EEO Data Tool, Litchfield County. First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251

Litchfield County	7569	4359	3210	3635	2760	4	0	675	410	15	10	30	30
Total	7569	4359	3210	3635	2760	4	0	675	410	15	10	30	30
Percentage	100.0%	57.6%	42.4%	48.0%	36.5%	0.1%	0	8.9%	5.4%	0.2%	0.1%	0.4%	0.4%

Promotable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Transferable Pool													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

OTHER SOURCE - N/A													
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

Education & Technical Training Data													
N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage	0	0	0	0	0	0	0	0	0	0	0	0	0

FACTOR:	SOURCE CONSULTED:	BASIS OF SELECTION: GEOGRAPHICAL AREA/JOB TITLE:	REASONS FOR WEIGHTING THE FACTOR:
Employment data in the Applicable LMA	Employment Data - Census 2014-2018 EEO Data Tool, First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200, First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210, Building cleaning workers : 37-2010 / 4220, Grounds maintenance workers : 37-3010 / 4251	Litchfield County Identified as the basis for recruitment	100% value weight as most hires into category come from the currently employed. New census tool provides
Promotable	N/A		
Part-Time Workforce	No PT workforce identified for this category		
Fall Student Populations	N/A		
Regional Graduation Data	N/A		

*AAIANHNP1 = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

EEO 1 - Executive Census Data Backup

Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography 2014-2018 ACS 5-Year EEO Estimates

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native	Asian alone	Native Hawaiian /Pacific Islander	Balance of not Hispanic or Latino
				11,090	980	4	465	0	240
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240
Education and childcare administrators : 11-9030 / 0230	Male	5,315	440	4,070	445	0	205	0	155
Education and childcare administrators : 11-9030 / 0230	Female	8,630	730	7,020	535	4	260	0	85
Education and childcare administrators : 11-9030 / 0230	Percent	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%
Education and childcare administrators : 11-9030 / 0230	Percent	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%
Education and childcare administrators : 11-9030 / 0230	Percent	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%

This data is a summary of the above information:

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	
Education and childcare administrators : 11-9030 / 0230	13,949	5,315	8,634	4,070	7,020	445	535	440	730	205	264	155	85	

EEO 2 - Faculty (Instructor, Assistant Professor) Census Data Back up

Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography 2014-2018 ACS 5-Year EEO Estimates

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White	Black or African American	American Indian / Alaska Native	Asian	American	Native Hawaiian / Pacific Islander	Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	alone	
Postsecondary teachers : 25-1000 / 2205 Total	19,945	965	14,780	1,100	10	2,655	50	385	
Postsecondary teachers : 25-1000 / 2205 Male	9,655	485	7,225	345	0	1,380	50	175	
Postsecondary teachers : 25-1000 / 2205 Female	10,290	485	7,555	755	10	1,275	0	215	
Postsecondary teachers : 25-1000 / 2205 Percent Total	100.0%	4.8%	74.1%	5.5%	0.1%	13.3%	0.3%	1.9%	
Postsecondary teachers : 25-1000 / 2205 Percent Male	48.4%	2.4%	36.2%	1.7%	0.0%	6.9%	0.3%	0.9%	
Postsecondary teachers : 25-1000 / 2205 Percent Female	51.6%	2.4%	37.9%	3.8%	0.1%	6.4%	0.0%	1.1%	

Data summarized from the information above:

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Postsecondary teachers : 25-1000 / 2205	19,955	9,660	10,295	7,225	7,555	345	755	485	485	1430	1285	175	215

Professional Non-Faculty - Census Backup Data

Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography 2014-2018 ACS 5-Year EEO Estimates

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native	Asian alone	Native Hawaiian /Pacific Islander	Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	
Education and childcare administrators : 11-9030 / 0230	Total	13,950	1,170	11,090	980	4	465	0	240
Education and childcare administrators : 11-9030 / 0230	Male	5,315	440	4,070	445	0	205	0	155
Education and childcare administrators : 11-9030 / 0230	Female	8,630	730	7,020	535	4	260	0	85
Education and childcare administrators : 11-9030 / 0230	Percent Total	100.0%	8.4%	79.5%	7.0%	0.0%	3.3%	0.0%	1.7%
Education and childcare administrators : 11-9030 / 0230	Percent Male	38.1%	3.2%	29.2%	3.2%	0.0%	1.5%	0.0%	1.1%
Education and childcare administrators : 11-9030 / 0230	Percent Female	61.9%	5.2%	50.3%	3.8%	0.0%	1.9%	0.0%	0.6%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	15,935	1,765	11,740	1,395	10	735	0	285
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Male	5,010	530	3,740	405	0	285	0	50
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Female	10,925	1,235	8,005	990	10	450	0	235
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Total	100.0%	11.1%	73.7%	8.8%	0.1%	4.6%	0.0%	1.8%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Male	31.4%	3.3%	23.5%	2.5%	0.0%	1.8%	0.0%	0.3%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Female	68.6%	7.8%	50.2%	6.2%	0.1%	2.8%	0.0%	1.5%

Source: 2014-2018 ACS 5-Year EEO Estimates

This data is a summary of the above information:

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Education and childcare administrators : 11-9030 / 0230	13,949	5,315	8,634	4,070	7,020	445	535	440	730	205	264	155	85
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	15,935	5,010	10,925	3,740	8,005	405	990	530	1235	285	460	50	235
Total	29,884	10,325	19,559	7,810	15,025	850	1525	970	1965	490	724	205	320

Professional - Guided Pathways Advisor 1 - Census Data

Connecticut EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography 2014-2018 ACS 5-Year EEO Estimates

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native alone	Asian	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Total	32,060	4,565	19,800	6,665	100	385	0	545
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Male	7,895	1,215	4,275	2,155	4	105	0	145
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Female	24,165	3,350	15,525	4,515	95	280	0	400
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Percent Total	100.0%	14.2%	61.8%	20.8%	0.3%	1.2%	0.0%	1.7%
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Percent Male	24.6%	3.8%	13.3%	6.7%	0.0%	0.3%	0.0%	0.5%
Counselors, social workers, and other community and social service specialists : 21-10XX / 2001	Percent Fema	75.4%	10.4%	48.4%	14.1%	0.3%	0.9%	0.0%	1.2%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	15,935	1,765	11,740	1,395	10	735	0	285
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Male	5,010	530	3,740	405	0	285	0	50
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Female	10,925	1,235	8,005	990	10	450	0	235
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Total	100.0%	11.1%	73.7%	8.8%	0.1%	4.6%	0.0%	1.8%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Male	31.4%	3.3%	23.5%	2.5%	0.0%	1.8%	0.0%	0.3%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Fema	68.6%	7.8%	50.2%	6.2%	0.1%	2.8%	0.0%	1.5%

Source: 2014-2018 ACS 5-Year EEO Estimates

This information is a summary of the above data

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	
Counselors etc	32,064	7,899	24,165	4,275	15,525	2,155	4,515	1,215	3,350	109	375	145	400	
Other Teachers etc	15,935	5,010	10,925	3,740	8,005	405	990	530	1,235	285	460	50	235	
Total	47,999	12,909	35,090	8,015	23,530	2,560	5,505	1,745	4,585	394	835	195	635	

CENSUS DATA CLERICAL NEW HAVEN COUNTY

New Haven EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	Race/Ethnicity					Balance of not Hispanic or Latino	
			White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone		
Secretaries and administrative assistants : 43-6010 / 5710	Total	10,895	1,030	8,525	1,005	0	225	0	110
Secretaries and administrative assistants : 43-6010 / 5710	Male	510	150	250	100	0	0	0	15
Secretaries and administrative assistants : 43-6010 / 5710	Female	10,380	880	8,275	905	0	225	0	95
Secretaries and administrative assistants : 43-6010 / 5710	Percent Total	100.0%	9.5%	78.2%	9.2%	0.0%	2.1%	0.0%	1.0%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Male	4.7%	1.4%	2.3%	0.9%	0.0%	0.0%	0.0%	0.1%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Fema	95.3%	8.1%	76.0%	8.3%	0.0%	2.1%	0.0%	0.9%

Source: 2014-2018 ACS 5-Year EEO Estimates

This information is a summary of the above data

	total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	
Secretaries and administrative assistants : 43-6010 / 5710	10895		515	10380	250	8,275	100	905	150	880	0	225	15	95

CENSUS - PARAPROFESSIONAL - NEW HAVEN

New Haven EEO-ALLO1R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Grou	Hispanic or La	White alone	Black or Africa	American Indi	Asian alone	Native Hawaii	Balance of not Hispanic or Latino
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	4,075	760	2,355	555	0	250	0	160
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Male	1,180	285	650	160	0	70	0	10
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Female	2,895	470	1,700	395	0	175	0	150
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Total	100.0%	18.7%	57.8%	13.6%	0.0%	6.1%	0.0%	3.9%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Male	29.0%	7.0%	16.0%	3.9%	0.0%	1.7%	0.0%	0.2%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Female	71.0%	11.5%	41.7%	9.7%	0.0%	4.3%	0.0%	3.7%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Total	3,510	500	2,530	365	0	80	0	35
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Male	645	75	480	75	0	15	0	0
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Female	2,865	420	2,050	290	0	70	0	35
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Total	100.0%	14.2%	72.1%	10.4%	0.0%	2.3%	0.0%	1.0%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Male	18.4%	2.1%	13.7%	2.1%	0.0%	0.4%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Female	81.6%	12.0%	58.4%	8.3%	0.0%	2.0%	0.0%	1.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Total	3,915	375	3,165	325	0	50	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Male	500	145	270	85	0	0	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Female	3,415	230	2,895	240	0	50	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Total	100.0%	9.6%	80.8%	8.3%	0.0%	1.3%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Male	12.8%	3.7%	6.9%	2.2%	0.0%	0.0%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Female	87.2%	5.9%	73.9%	6.1%	0.0%	1.3%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

Data summary from above data sets:

Title	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	4065	1175	2890	650	1700	160	395	285	470	70	175	10	150
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	3510	645	2865	480	2050	75	290	75	420	15	70	0	35
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	3915	500	3415	270	2895	85	240	145	230	0	50	0	0
Total	11490	2320	9170	1400	6645	320	925	505	1120	85	295	10	185

CENSUS - SKILLED CRAFT - NEW HAVEN

New Haven EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native alone	Asian alone	American	Native Hawaiian /Pacific Islander	Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	alone	
Carpenters : 47-2031 / 6230	Total	4,245	1,005	2,995	220	10	0	0	20
Carpenters : 47-2031 / 6230	Male	4,190	1,005	2,935	220	10	0	0	20
Carpenters : 47-2031 / 6230	Female	60	0	60	0	0	0	0	0
Carpenters : 47-2031 / 6230	Percent Total	100.0%	23.7%	70.6%	5.2%	0.2%	0.0%	0.0%	0.5%
Carpenters : 47-2031 / 6230	Percent Male	98.7%	23.7%	69.1%	5.2%	0.2%	0.0%	0.0%	0.5%
Carpenters : 47-2031 / 6230	Percent Female	1.4%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Electricians : 47-2111 / 6355	Total	2,515	235	2,080	200	0	0	0	0
Electricians : 47-2111 / 6355	Male	2,440	225	2,030	185	0	0	0	0
Electricians : 47-2111 / 6355	Female	75	4	50	20	0	0	0	0
Electricians : 47-2111 / 6355	Percent Total	100.0%	9.3%	82.7%	8.0%	0.0%	0.0%	0.0%	0.0%
Electricians : 47-2111 / 6355	Percent Male	97.0%	8.9%	80.7%	7.4%	0.0%	0.0%	0.0%	0.0%
Electricians : 47-2111 / 6355	Percent Female	3.0%	0.2%	2.0%	0.8%	0.0%	0.0%	0.0%	0.0%
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Total	1,640	190	1,405	40	0	4	0	0
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Male	1,635	185	1,405	40	0	4	0	0
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Female	4	4	0	0	0	0	0	0
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Percent Total	100.0%	11.6%	85.7%	2.4%	0.0%	0.2%	0.0%	0.0%
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Percent Male	99.7%	11.3%	85.7%	2.4%	0.0%	0.2%	0.0%	0.0%
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	Percent Female	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

Data summary from above data sets:

Title	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Carpenters : 47-2031 / 6230	4250	4190	60	2935	60	220	10	0	1005	0	10	0	20
Electricians : 47-2111 / 6355	2514	2440	74	2030	50	185	20	20	225	4	0	0	0
Pipelayers, plumbers, pipefitters, and steamfitters : 47-2150 / 6441	1638	1634	4	1405	0	40	0	0	185	4	4	0	0
Total	8402	8264	138	6370	110	445	20	20	1415	8	14	0	20

CENSUS - PROTECTIVE SERVICES - NEW HAVEN COUNTY

New Haven EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native	Asian	Native Hawaiian /Pacific Islander	Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	
First-line supervisors of law enforcement workers : 33-1010 / 3700	Total	430	80	345	4	0	0	0
First-line supervisors of law enforcement workers : 33-1010 / 3700	Male	400	60	335	4	0	0	0
First-line supervisors of law enforcement workers : 33-1010 / 3700	Female	30	20	10	0	0	0	0
First-line supervisors of law enforcement workers : 33-1010 / 3700	Percent Tot	100.0%	18.6%	80.2%	0.9%	0.0%	0.0%	0.0%
First-line supervisors of law enforcement workers : 33-1010 / 3700	Percent Ma	93.0%	14.0%	77.9%	0.9%	0.0%	0.0%	0.0%
First-line supervisors of law enforcement workers : 33-1010 / 3700	Percent Fer	7.0%	4.7%	2.3%	0.0%	0.0%	0.0%	0.0%
Police officers : 33-3050 / 3870	Total	2,310	345	1,620	235	15	75	25
Police officers : 33-3050 / 3870	Male	2,105	335	1,535	135	15	65	25
Police officers : 33-3050 / 3870	Female	205	10	85	100	0	4	0
Police officers : 33-3050 / 3870	Percent Tot	100.0%	14.9%	70.1%	10.2%	0.6%	3.2%	1.1%
Police officers : 33-3050 / 3870	Percent Ma	91.1%	14.5%	66.5%	5.8%	0.6%	2.8%	1.1%
Police officers : 33-3050 / 3870	Percent Fer	8.9%	0.4%	3.7%	4.3%	0.0%	0.2%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

This data analysis comes from the above data sets

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
First-line supervisors of law enforcement workers : 33-1010 / 3700	429	399	30	335	10	4	0	60	20	0	0	0	0
Police officers : 33-3050 / 3870	2309	2110	199	1535	85	135	100	335	10	80	4	25	0
Summary total	2738	2509	229	1870	95	139	100	395	30	80	4	25	0

CENSUS - SERVICE - NEW HAVEN COUNTY

New Haven EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Total	485	70	335	55	0	20	0	0
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Male	340	40	270	20	0	15	0	0
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Female	145	30	70	40	0	4	0	0
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Total	100.0%	14.4%	69.1%	11.3%	0.0%	4.1%	0.0%	0.0%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Male	70.1%	8.2%	55.7%	4.1%	0.0%	3.1%	0.0%	0.0%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Female	29.9%	6.2%	14.4%	8.2%	0.0%	0.8%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Total	600	110	350	30	50	0	0	60
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Male	575	110	325	30	50	0	0	60
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Female	30	0	30	0	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Total	100.0%	18.3%	58.3%	5.0%	8.3%	0.0%	0.0%	10.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Male	95.8%	18.3%	54.2%	5.0%	8.3%	0.0%	0.0%	10.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Female	5.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Building cleaning workers : 37-2010 / 4220	Total	10,345	3,345	4,630	1,815	60	180	0	315
Building cleaning workers : 37-2010 / 4220	Male	5,650	1,640	2,685	1,070	40	45	0	170
Building cleaning workers : 37-2010 / 4220	Female	4,695	1,705	1,950	740	20	135	0	145
Building cleaning workers : 37-2010 / 4220	Percent Total	100.0%	32.3%	44.8%	17.5%	0.6%	1.7%	0.0%	3.0%
Building cleaning workers : 37-2010 / 4220	Percent Male	54.6%	15.9%	26.0%	10.3%	0.4%	0.4%	0.0%	1.6%
Building cleaning workers : 37-2010 / 4220	Percent Female	45.4%	16.5%	18.8%	7.2%	0.2%	1.3%	0.0%	1.4%
Grounds maintenance workers : 37-3010 / 4251	Total	3,295	1,150	1,880	135	0	65	0	60
Grounds maintenance workers : 37-3010 / 4251	Male	3,095	1,050	1,825	135	0	40	0	45
Grounds maintenance workers : 37-3010 / 4251	Female	200	105	55	0	0	25	0	15
Grounds maintenance workers : 37-3010 / 4251	Percent Total	100.0%	34.9%	57.1%	4.1%	0.0%	2.0%	0.0%	1.8%
Grounds maintenance workers : 37-3010 / 4251	Percent Male	93.9%	31.9%	55.4%	4.1%	0.0%	1.2%	0.0%	1.4%
Grounds maintenance workers : 37-3010 / 4251	Percent Female	6.1%	3.2%	1.7%	0.0%	0.0%	0.8%	0.0%	0.5%

Source: 2014-2018 ACS 5-Year EEO Estimates

This data analysis comes from the above data sets

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	489	345	144	270	70	20	40	40	30	15	4	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	605	575	30	325	30	30	0	110	0	50	0	60	0
Building cleaning workers : 37-2010 / 4220	10345	5650	4695	2685	1950	1070	740	1640	1705	85	155	170	145
Grounds maintenance workers : 37-3010 / 4251	3295	3095	200	1825	55	135	0	1050	105	40	25	45	15
Summary total	14734	9665	5069	5105	2105	1255	780	2840	1840	190	184	275	160

Hartford Census Clerical

Hartford EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
				Secretaries and administrative assistants : 43-6010 / 5710	Total	9,940	1,170	7,500	
Secretaries and administrative assistants : 43-6010 / 5710	Male	540	75	350	45	15	40	0	15
Secretaries and administrative assistants : 43-6010 / 5710	Female	9,400	1,095	7,150	735	0	225	0	195
Secretaries and administrative assistants : 43-6010 / 5710	Percent Total	100.0%	11.8%	75.5%	7.8%	0.2%	2.7%	0.0%	2.1%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Male	5.4%	0.8%	3.5%	0.5%	0.2%	0.4%	0.0%	0.2%
Secretaries and administrative assistants : 43-6010 / 5710	Percent Female	94.6%	11.0%	71.9%	7.4%	0.0%	2.3%	0.0%	2.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

This information is a summary of the above data

	total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Secretaries and administrative assistants : 43-6010 / 5710	9940		540	9400	350	7,150	45	735	75	1095	55	225	15 195

CENSUS ParaProfessional Hartford County

Hartford EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	White	Black or African American	American Indian / Alaska Native	Asian	Native Hawaiian / Pacific Islander	Balance of not Hispanic or Latino
			alone	alone	alone	alone	alone	
Other teachers and instructors, education, training, and library wo Total	3,600	450	2,635	385	0	120	0	4
Other teachers and instructors, education, training, and library wo Male	1,135	155	850	50	0	80	0	0
Other teachers and instructors, education, training, and library wo Female	2,465	295	1,790	335	0	40	0	4
Other teachers and instructors, education, training, and library wo Percent Total	100.0%	12.5%	73.2%	10.7%	0.0%	3.3%	0.0%	0.1%
Other teachers and instructors, education, training, and library wo Percent Male	31.5%	4.3%	23.6%	1.4%	0.0%	2.2%	0.0%	0.0%
Other teachers and instructors, education, training, and library wo Percent Female	68.5%	8.2%	49.7%	9.3%	0.0%	1.1%	0.0%	0.1%
Financial clerks, except bookkeeping, accounting, and auditing cler Total	3,770	405	2,700	335	0	230	0	95
Financial clerks, except bookkeeping, accounting, and auditing cler Male	505	30	415	20	0	40	0	0
Financial clerks, except bookkeeping, accounting, and auditing cler Female	3,265	380	2,285	315	0	190	0	95
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Total	100.0%	10.7%	71.6%	8.9%	0.0%	6.1%	0.0%	2.5%
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Male	13.4%	0.8%	11.0%	0.5%	0.0%	1.1%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing cler Percent Female	86.6%	10.1%	60.6%	8.4%	0.0%	5.0%	0.0%	2.5%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Total	3,410	310	2,745	300	0	30	0	30
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Male	425	60	310	55	0	0	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Female	2,985	250	2,430	240	0	30	0	30
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Total	100.0%	9.1%	80.5%	8.8%	0.0%	0.9%	0.0%	0.9%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Male	12.5%	1.8%	9.1%	1.6%	0.0%	0.0%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120 Percent Female	87.5%	7.3%	71.3%	7.0%	0.0%	0.9%	0.0%	0.9%

Source: 2014-2018 ACS 5-Year EEO Estimates

Data summary from above data sets:

Title	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Other teachers and instructors, education, training, and library wo	3599	1135	2464	850	1790	50	335	155	295	80	40	0	4
Financial clerks, except bookkeeping, accounting, and auditing cler	3770	505	3265	415	2285	20	315	30	380	40	190	0	95
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	3405	425	2980	310	2430	55	240	60	250	0	30	0	30
Total	10774	2065	8709	1575	6505	125	890	245	925	120	260	0	129

Hartford EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Total	935	320	565	40	0	0	0	10
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Male	660	210	405	30	0	0	0	10
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Female	275	110	160	4	0	0	0	0
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Total	100.0%	34.2%	60.4%	4.3%	0.0%	0.0%	0.0%	1.1%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Male	70.6%	22.5%	43.3%	3.2%	0.0%	0.0%	0.0%	1.1%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Female	29.4%	11.8%	17.1%	0.4%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Total	575	35	520	20	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Male	575	35	520	20	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Female	0	0	0	0	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Total	100.0%	6.1%	90.4%	3.5%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Male	100.0%	6.1%	90.4%	3.5%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Building cleaning workers : 37-2010 / 4220	Total	11,225	4,345	4,815	1,625	10	150	0	275
Building cleaning workers : 37-2010 / 4220	Male	6,325	2,090	3,005	1,025	10	50	0	150
Building cleaning workers : 37-2010 / 4220	Female	4,900	2,255	1,815	600	0	100	0	130
Building cleaning workers : 37-2010 / 4220	Percent Total	100.0%	38.7%	42.9%	14.5%	0.1%	1.3%	0.0%	2.4%
Building cleaning workers : 37-2010 / 4220	Percent Male	56.3%	18.6%	26.8%	9.1%	0.1%	0.4%	0.0%	1.3%
Building cleaning workers : 37-2010 / 4220	Percent Female	43.7%	20.1%	16.2%	5.3%	0.0%	0.9%	0.0%	1.2%
Grounds maintenance workers : 37-3010 / 4251	Total	4,110	1,355	2,440	240	30	10	0	35
Grounds maintenance workers : 37-3010 / 4251	Male	3,810	1,355	2,215	160	30	10	0	35
Grounds maintenance workers : 37-3010 / 4251	Female	300	0	225	75	0	0	0	0
Grounds maintenance workers : 37-3010 / 4251	Percent Total	100.0%	33.0%	59.4%	5.8%	0.7%	0.2%	0.0%	0.9%
Grounds maintenance workers : 37-3010 / 4251	Percent Male	92.7%	33.0%	53.9%	3.9%	0.7%	0.2%	0.0%	0.9%
Grounds maintenance workers : 37-3010 / 4251	Percent Female	7.3%	0.0%	5.5%	1.8%	0.0%	0.0%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

This data analysis comes from the above data sets

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	929	655	274	405	160	30	4	210	110	0	0	10	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	575	575	0	520	0	20	0	35	0	0	0	0	0
Building cleaning workers : 37-2010 / 4220	11230	6330	4900	3005	1815	1025	600	2090	2255	60	100	150	130
Grounds maintenance workers : 37-3010 / 4251	4105	3805	300	2215	225	160	75	1355	0	40	0	35	0
Summary total	16839	11365	5474	6145	2200	1235	679	3690	2365	100	100	195	130

Litchfield EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone	Balance of not Hispanic or Latino
				alone	n alone	alone	alone	alone	
Secretaries and administrative assistants : 43-6010 / 5710	Total	2,380	130	2,220	0	0	15	0	20
Secretaries and administrative assistants : 43-6010 / 5710	Male	55	0	55	0	0	0	0	0
Secretaries and administrative assistants : 43-6010 / 5710	Female	2,320	130	2,165	0	0	15	0	20
Secretaries and administrative assistants : 43-6010 / 5710	Percent T	100.0%	5.5%	93.3%	0.0%	0.0%	0.6%	0.0%	0.8%
Secretaries and administrative assistants : 43-6010 / 5710	Percent M	2.3%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Secretaries and administrative assistants : 43-6010 / 5710	Percent F	97.5%	5.5%	91.0%	0.0%	0.0%	0.6%	0.0%	0.8%

Source: 2014-2018 ACS 5-Year EEO Estimates

This information is a summary of the above data

	total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	
Secretaries and administrative assistants : 43-6010 / 5710	2385	55	2330	55	2,165	0	0	0	0	130	0	15	0	20

CENSUS - EEO 5 ParaProfessional Litchfield County

Litchfield EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code	Total All Groups	Hispanic or Latino	Race/Ethnicity					Balance of not Hispanic or Latino	
			White alone	Black or African American alone	American Indian /Alaska Native alone	Asian alone	Native Hawaiian /Pacific Islander alone		
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Total	775	80	670	15	0	10	0	0
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Male	180	4	165	0	0	10	0	0
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Female	595	75	505	15	0	0	0	0
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Total	100.0%	10.3%	86.5%	1.9%	0.0%	1.3%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Male	23.2%	0.5%	21.3%	0.0%	0.0%	1.3%	0.0%	0.0%
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	Percent Female	76.8%	9.7%	65.2%	1.9%	0.0%	0.0%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Total	760	70	645	15	0	35	0	0
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Male	160	4	155	0	0	0	0	0
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Female	605	65	495	15	0	35	0	0
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Total	100.0%	9.2%	84.9%	2.0%	0.0%	4.6%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Male	21.1%	0.5%	20.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	Percent Female	79.6%	8.6%	65.1%	2.0%	0.0%	4.6%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Total	1,145	25	1,075	20	0	25	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Male	75	20	50	0	0	4	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Female	1,070	4	1,025	20	0	20	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Total	100.0%	2.2%	93.9%	1.7%	0.0%	2.2%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Male	6.6%	1.7%	4.4%	0.0%	0.0%	0.3%	0.0%	0.0%
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	Percent Female	93.4%	0.3%	89.5%	1.7%	0.0%	1.7%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

Data summary from above data sets:

Title	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
Other teachers and instructors, education, training, and library workers : 25-XXXX / 2350	774	179	595	165	505	0	15	4	75	10	0	0	0
Financial clerks, except bookkeeping, accounting, and auditing clerks : 43-30XX / 5100	769	159	610	155	495	0	15	4	65	0	35	0	0
Bookkeeping, accounting, and auditing clerks : 43-3031 / 5120	1143	74	1069	50	1025	0	20	20	4	4	20	0	0
Total	2686	412	2274	370	2025	0	50	28	144	14	55	0	0

CENSUS - SERVICE - LITCHFIELD COUNTY

Litchfield EEO-ALL01R - Occupation by Sex and Race/Ethnicity for Residence Geography (Universe: Civilian labor force 16 years and over)

Note: Race categories with grey background indicate "Not Hispanic or Latino, One Race."

Occupation Label: SOC / Census Code		Total All Groups	Hispanic or Latino	White	Black or African American	American Indian /Alaska Native	Asian	Native Hawaiian /Pacific Islander	Balance of not Hispanic or Latino
				alone	alone	alone	alone	alone	
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Total	110	0	95	0	0	0	0	15
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Male	90	0	75	0	0	0	0	15
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Female	20	0	20	0	0	0	0	0
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Total	100.0%	0.0%	86.4%	0.0%	0.0%	0.0%	0.0%	13.6%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Male	81.8%	0.0%	68.2%	0.0%	0.0%	0.0%	0.0%	13.6%
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	Percent Female	18.2%	0.0%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Total	235	105	130	0	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Male	215	105	110	0	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Female	20	0	20	0	0	0	0	0
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Total	100.0%	44.7%	55.3%	0.0%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Male	91.5%	44.7%	46.8%	0.0%	0.0%	0.0%	0.0%	0.0%
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	Percent Female	8.5%	0.0%	8.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Building cleaning workers : 37-2010 / 4220	Total	2,220	365	1,820	4	0	15	0	15
Building cleaning workers : 37-2010 / 4220	Male	1,300	100	1,175	0	0	10	0	15
Building cleaning workers : 37-2010 / 4220	Female	920	265	645	4	0	4	0	0
Building cleaning workers : 37-2010 / 4220	Percent Total	100.0%	16.4%	82.0%	0.2%	0.0%	0.7%	0.0%	0.7%
Building cleaning workers : 37-2010 / 4220	Percent Male	58.6%	4.5%	52.9%	0.0%	0.0%	0.5%	0.0%	0.7%
Building cleaning workers : 37-2010 / 4220	Percent Female	41.4%	11.9%	29.1%	0.2%	0.0%	0.2%	0.0%	0.0%
Grounds maintenance workers : 37-3010 / 4251	Total	1,790	205	1,590	0	0	0	0	0
Grounds maintenance workers : 37-3010 / 4251	Male	1,605	205	1,400	0	0	0	0	0
Grounds maintenance workers : 37-3010 / 4251	Female	185	0	185	0	0	0	0	0
Grounds maintenance workers : 37-3010 / 4251	Percent Total	100.0%	11.5%	88.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Grounds maintenance workers : 37-3010 / 4251	Percent Male	89.7%	11.5%	78.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Grounds maintenance workers : 37-3010 / 4251	Percent Female	10.3%	0.0%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: 2014-2018 ACS 5-Year EEO Estimates

This data analysis comes from the above data sets

	Total	TM	TF	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
First-line supervisors of housekeeping and janitorial workers : 37-1011 / 4200	200	110	90	95	75	0	0	0	0	0	0	15	15
First-line supervisors of landscaping, lawn service, and groundskeeping workers : 37-1012 / 4210	450	235	215	130	110	0	0	105	105	0	0	0	0
Building cleaning workers : 37-2010 / 4220	3519	2219	1300	1820	1175	4	0	365	100	15	10	15	15
Grounds maintenance workers : 37-3010 / 4251	3400	1795	1605	1590	1400	0	0	205	205	0	0	0	0
Summary total	7569	4359	3210	3635	2760	4	0	675	410	15	10	30	30

CCP-19 Level Employees

CCP-19 Level Employees										
Job Title	(Multiple Items)									

Count of Sex	Column Labels		
Row Labels	F	M	Grand Total
AMIND		1	1
BLACK	2	3	5
HISPA	2	1	3
WHITE	12	3	15
Grand Total	16	8	24

DIGEST OF EDUCATION STATISTICS
 TABLE 314.40 - FALL 2018 EMPLOYEES IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS
 (Fall 2018 - Table Prepared November 2019)

STAFF	TOTAL	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPA	HISPANI	AAIAN	AAIANH	Two/more	two/more
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Management	257414	110,042 42.7%	147,372 57.3%	86,551 33.6%	108,813 42.3%	9,986 3.9%	17,862 6.9%	7,084 2.8%	11,181 4.3%	5,484 2.1%	7,572 2.9%	937 0.6%	1,944 1.3%
Professional/ Faculty	1409807	693,164 49.2%	716,643 50.8%	532,480 37.8%	535,306 38.0%	42,176 3.0%	66,097 4.7%	40,665 2.9%	43,280 3.1%	70,706 5.0%	62,464 4.4%	7,137 1.0%	9,496 1.3%
Business & Financial	219395	60,016 27.4%	159,379 72.6%	41,755 19.0%	107,329 48.9%	5,710 2.6%	19,636 9.0%	5,779 2.6%	16,242 7.4%	4,295 2.0%	12,980 5.9%	2,477 1.6%	3,192 2.0%
Computers, Engineering & Science	219844	131,682 59.9%	88,162 40.1%	96,078 43.7%	57,731 26.3%	8,366 3.8%	7,387 3.4%	10,488 4.8%	7,484 3.4%	14,731 6.7%	14,078 6.4%	2,019 2.3%	1,482 1.7%
Community, Social Service, Legal, Arts, Design, Entertainment, Sports & Media	183707	80,793 44.0%	102,914 56.0%	60,605 33.0%	73,665 40.1%	10,089 5.5%	12,203 6.6%	6,045 3.3%	10,094 5.5%	2,791 1.5%	4,930 2.7%	1,263 1.2%	2,022 2.0%
Healthcare Practitioners & Technicians	105320	29,353 27.9%	75,967 72.1%	19,227 18.3%	51,011 48.4%	2,557 2.4%	9,246 8.8%	2,605 2.5%	6,586 6.3%	4,539 4.3%	8,028 7.6%	425 0.6%	1,096 1.4%
Librarians, Curators, & Archivists	39258	11,631 29.6%	27,627 70.4%	9,256 23.6%	21,382 54.5%	722 1.8%	2,271 5.8%	876 2.2%	1,700 4.3%	627 1.6%	1,818 4.6%	150 0.5%	456 1.7%
Student & Academic Affairs & Other Education	176953	54,996 31.1%	121,957 68.9%	37,721 21.3%	82,145 46.4%	7,014 4.0%	17,380 9.8%	5,974 3.4%	13,262 7.5%	3,350 1.9%	6,882 3.9%	937 0.8%	2,288 1.9%
Graduate Assistants	242740	112,186 46.2%	130,554 53.8%	77,660 32.0%	87,825 36.2%	6,262 2.6%	10,593 4.4%	10,601 4.4%	13,213 5.4%	14,461 6.0%	14,527 6.0%	3,202 2.5%	4,396 3.4%

U.S. Department of Education, National Center for Education Statistics, Integrated System (IPEDS), Spring 2019, Human Resources component, Fall Staff section.
 (This table was prepared November 2019.)

Table 314.40. Employees in degree-granting postsecondary institutions, by race/ethnicity, sex, employment status, control and level of institution, and primary occupation: Fall 2019

Sex, employment status, control and level of institution, and primary occupation	Total	White	Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and Two or more races								Race/ethnicity unknown	Non-resident alien
			Total	Per-cent\2\	Black	Hispanic	Asian	Pacific Islander	American Indian/Alaska Native	Two or more races		
1	2	3	4	5	6	7	8	9	10	11	12	13
All institutions	3,958,330	2,529,849	1,043,778	29.2	382,525	317,240	262,916	7,737	19,722	53,638	171,762	212,941
Faculty (instruction/research/public service)	1,548,726	1,067,786	342,021	24.3	108,273	83,945	123,550	2,723	6,897	16,633	78,618	60,301
Instruction	1,424,083	1,005,587	313,247	23.8	103,486	78,039	107,168	2,618	6,571	15,365	72,904	32,345
Research	93,567	41,260	20,566	33.3	2,328	4,171	12,910	66	191	900	4,662	27,079
Public service	31,076	20,939	8,208	28.2	2,459	1,735	3,472	39	135	368	1,052	877
Graduate assistants	384,733	165,485	77,255	31.8	16,855	23,814	27,728	326	934	7,598	20,531	121,462
Librarians, curators, and archivists	40,694	30,638	8,620	22.0	2,993	2,576	2,143	62	240	606	1,131	305
Student and academic affairs and other education services	186,234	119,866	57,087	32.3	24,394	19,236	8,266	597	1,369	3,225	7,051	2,230
Management	266,352	195,364	62,311	24.2	27,848	18,265	11,333	457	1,266	3,142	7,303	1,374
Business and financial operations	227,520	149,084	68,020	31.3	25,346	22,021	15,682	468	1,125	3,378	8,209	2,207
Computer, engineering, and science	242,069	153,809	66,035	30.0	15,753	17,972	27,394	398	1,017	3,501	8,367	13,858
Community, social service, legal, arts, design, entertainment, sports, and media	192,819	134,270	49,437	26.9	22,292	16,139	6,105	607	1,009	3,285	7,736	1,376
Healthcare practitioners and technicians	115,116	70,238	35,082	33.3	11,803	9,191	12,050	151	366	1,521	6,346	3,450
Service occupations	242,402	123,161	107,169	46.5	52,828	39,591	9,115	740	2,039	2,856	9,689	2,383
Sales and related occupations	12,200	7,220	4,319	37.4	2,037	1,418	415	42	72	335	614	47
Office and administrative support	407,266	248,741	142,365	36.4	61,491	53,508	17,107	974	2,603	6,682	12,733	3,427
Natural resources, construction, and maintenance	73,277	52,245	17,869	25.5	7,525	7,419	1,471	155	616	683	2,719	444
Production, transportation, and material moving	18,922	11,942	6,188	34.1	3,087	2,145	557	37	169	193	715	77
Males	1,770,211	1,136,671	427,457	27.3	141,504	130,146	122,946	3,494	8,313	21,054	80,347	125,736
Faculty (instruction/research/public service)	768,434	532,480	160,684	23.2	42,176	40,665	66,213	1,318	3,175	7,137	38,373	36,897
Instruction	701,101	500,133	146,529	22.7	40,446	37,937	57,232	1,270	3,046	6,598	35,470	18,969
Research	52,589	22,241	10,523	32.1	892	1,908	7,225	30	78	390	2,403	17,422
Public service	14,744	10,106	3,632	26.4	838	820	1,756	18	51	149	500	506
Graduate assistants	195,335	77,660	34,526	30.8	6,262	10,601	13,929	149	383	3,202	10,216	72,933
Librarians, curators, and archivists	12,109	9,256	2,375	20.4	722	876	557	15	55	150	367	111
Student and academic affairs and other education services	58,407	37,721	17,275	31.4	7,014	5,974	2,673	260	417	937	2,431	980
Management	114,150	86,551	23,752	21.5	9,986	7,084	4,757	199	528	1,198	3,171	676
Business and financial operations	61,879	41,755	16,685	28.6	5,710	5,779	3,882	123	290	901	2,652	787
Computer, engineering, and science	144,981	96,078	35,604	27.0	8,366	10,488	13,856	276	599	2,019	5,005	8,294
Community, social service, legal, arts, design, entertainment, sports, and media	85,268	60,605	20,188	25.0	10,089	6,045	2,090	307	394	1,263	3,844	631
Healthcare practitioners and technicians	33,582	19,227	10,126	34.5	2,557	2,605	4,399	51	89	425	2,515	1,714
Service occupations	137,869	74,444	56,829	43.3	28,672	20,194	4,752	432	1,203	1,576	5,466	1,130
Sales and related occupations	4,121	2,484	1,411	36.2	666	473	123	15	26	108	207	19
Office and administrative support	71,410	39,959	27,201	40.5	10,433	10,758	3,967	184	464	1,395	3,060	1,190
Natural resources, construction, and maintenance	67,196	48,481	15,944	24.7	6,528	6,833	1,279	138	564	602	2,456	315
Production, transportation, and material moving	15,470	9,970	4,857	32.8	2,323	1,771	469	27	126	141	584	59
Females	2,188,119	1,393,178	616,321	30.7	241,021	187,094	139,970	4,243	11,409	32,584	91,415	87,205
Faculty (instruction/research/public service)	780,292	535,306	181,337	25.3	66,097	43,280	57,337	1,405	3,722	9,496	40,245	23,404
Instruction	722,982	505,454	166,718	24.8	63,040	40,102	49,936	1,348	3,525	8,767	37,434	13,376
Research	40,978	19,019	10,043	34.6	1,436	2,263	5,685	36	113	510	2,259	9,657

Public service	16,332	10,833	4,576	29.7	1,621	915	1,716	21	84	219	552	371
Graduate assistants	189,398	87,825	42,729	32.7	10,593	13,213	13,799	177	551	4,396	10,315	48,529
Librarians, curators, and archivists	28,585	21,382	6,245	22.6	2,271	1,700	1,586	47	185	456	764	194
Student and academic affairs and other education services	127,827	82,145	39,812	32.6	17,380	13,262	5,593	337	952	2,288	4,620	1,250
Management	152,202	108,813	38,559	26.2	17,862	11,181	6,576	258	738	1,944	4,132	698
Business and financial operations	165,641	107,329	51,335	32.4	19,636	16,242	11,800	345	835	2,477	5,557	1,420
Computer, engineering, and science	97,088	57,731	30,431	34.5	7,387	7,484	13,538	122	418	1,482	3,362	5,564
Community, social service, legal, arts, design, entertainment, sports, and media	107,551	73,665	29,249	28.4	12,203	10,094	4,015	300	615	2,022	3,892	745
Healthcare practitioners and technicians	81,534	51,011	24,956	32.9	9,246	6,586	7,651	100	277	1,096	3,831	1,736
Service occupations	104,533	48,717	50,340	50.8	24,156	19,397	4,363	308	836	1,280	4,223	1,253
Sales and related occupations	8,079	4,736	2,908	38.0	1,371	945	292	27	46	227	407	28
Office and administrative support	335,856	208,782	115,164	35.6	51,058	42,750	13,140	790	2,139	5,287	9,673	2,237
Natural resources, construction, and maintenance	6,081	3,764	1,925	33.8	997	586	192	17	52	81	263	129
Production, transportation, and material moving	3,452	1,972	1,331	40.3	764	374	88	10	43	52	131	18
Full-time	2,590,550	1,696,237	732,873	30.2	270,047	223,785	186,344	5,193	13,571	33,933	84,638	76,802
Faculty (instruction/research/public service)	843,750	573,912	191,964	25.1	47,197	43,253	88,306	1,196	3,340	8,672	26,626	51,248
Instruction	738,033	522,988	167,551	24.3	43,664	38,290	73,785	1,114	3,094	7,604	22,135	25,359
Research	81,895	34,884	18,187	34.3	2,020	3,594	11,590	51	151	781	3,725	25,099
Public service	23,822	16,040	6,226	28.0	1,513	1,369	2,931	31	95	287	766	790
Graduate assistants	†	†	†	†	†	†	†	†	†	†	†	†
Librarians, curators, and archivists	34,377	26,155	7,082	21.3	2,385	2,122	1,794	51	194	536	883	257
Student and academic affairs and other education services	128,073	82,644	40,089	32.7	17,266	13,191	5,772	480	1,016	2,364	3,997	1,343
Management	259,417	190,141	60,971	24.3	27,291	17,898	11,026	445	1,237	3,074	7,023	1,282
Business and financial operations	214,382	139,758	65,136	31.8	24,437	21,070	14,956	441	1,040	3,192	7,487	2,001
Computer, engineering, and science	224,109	142,814	61,070	30.0	14,493	16,391	25,634	360	943	3,249	7,452	12,773
Community, social service, legal, arts, design, entertainment, sports, and media	157,978	109,672	41,541	27.5	18,655	13,596	5,253	472	835	2,730	5,657	1,108
Healthcare practitioners and technicians	97,476	58,533	30,716	34.4	10,461	8,191	10,252	129	319	1,364	5,592	2,635
Service occupations	204,801	101,945	93,493	47.8	45,684	35,022	8,097	623	1,713	2,354	7,397	1,966
Sales and related occupations	9,852	5,751	3,713	39.2	1,781	1,234	335	36	62	265	375	13
Office and administrative support	331,757	205,629	115,026	35.9	50,943	42,721	13,062	795	2,154	5,351	9,247	1,855
Natural resources, construction, and maintenance	69,056	49,618	16,825	25.3	6,955	7,160	1,371	136	578	625	2,352	261
Production, transportation, and material moving	15,522	9,665	5,247	35.2	2,499	1,936	486	29	140	157	550	60
Part-time	1,367,780	833,612	310,905	27.2	112,478	93,455	76,572	2,544	6,151	19,705	87,124	136,139
Faculty (instruction/research/public service)	704,976	493,874	150,057	23.3	61,076	40,692	35,244	1,527	3,557	7,961	51,992	9,053
Instruction	686,050	482,599	145,696	23.2	59,822	39,749	33,383	1,504	3,477	7,761	50,769	6,986
Research	11,672	6,376	2,379	27.2	308	577	1,320	15	40	119	937	1,980
Public service	7,254	4,899	1,982	28.8	946	366	541	8	40	81	286	87
Graduate assistants	384,733	165,485	77,255	31.8	16,855	23,814	27,728	326	934	7,598	20,531	121,462
Librarians, curators, and archivists	6,317	4,483	1,538	25.5	608	454	349	11	46	70	248	48
Student and academic affairs and other education services	58,161	37,222	16,998	31.4	7,128	6,045	2,494	117	353	861	3,054	887
Management	6,935	5,223	1,340	20.4	557	367	307	12	29	68	280	92
Business and financial operations	13,138	9,326	2,884	23.6	909	951	726	27	85	186	722	206
Computer, engineering, and science	17,960	10,995	4,965	31.1	1,260	1,581	1,760	38	74	252	915	1,085
Community, social service, legal, arts, design, entertainment, sports, and media	34,841	24,598	7,896	24.3	3,637	2,543	852	135	174	555	2,079	268
Healthcare practitioners and technicians	17,640	11,705	4,366	27.2	1,342	1,000	1,798	22	47	157	754	815
Service occupations	37,601	21,216	13,676	39.2	7,144	4,569	1,018	117	326	502	2,292	417
Sales and related occupations	2,348	1,469	606	29.2	256	184	80	6	10	70	239	34
Office and administrative support	75,509	43,112	27,339	38.8	10,548	10,787	4,045	179	449	1,331	3,486	1,572

Natural resources, construction, and maintenance	4,221	2,627	1,044	28.4	570	259	100	19	38	58	367	183
Production, transportation, and material moving	3,400	2,277	941	29.2	588	209	71	8	29	36	165	17

	2,062,708	1,281,804	543,059	29.8	186,576	166,587	148,955	3,122	10,926	26,893	85,308	152,537
Public 4-year												
Faculty (instruction/research/public service)	684,301	461,101	153,718	25.0	39,640	37,204	66,139	848	3,174	6,713	31,248	38,234
Instruction	610,228	422,819	138,611	24.7	37,258	33,890	57,663	778	2,962	6,060	27,375	21,423
Research	57,159	26,051	11,529	30.7	1,241	2,533	7,098	45	129	483	3,327	16,252
Public service	16,914	12,231	3,578	22.6	1,141	781	1,378	25	83	170	546	559
Graduate assistants	299,229	130,461	58,890	31.1	13,060	18,919	20,372	241	804	5,494	15,371	94,507
Librarians, curators, and archivists	18,510	13,802	4,069	22.8	1,310	1,318	980	19	142	300	484	155
Student and academic affairs and other education services	75,977	48,716	23,136	32.2	9,468	8,026	3,581	192	617	1,252	2,842	1,283
Management	125,554	92,737	29,203	23.9	13,275	8,457	5,239	158	707	1,367	2,813	801
Business and financial operations	137,211	89,712	41,132	31.4	14,745	13,592	9,875	257	756	1,907	4,833	1,534
Computer, engineering, and science	151,494	98,173	38,581	28.2	8,610	10,707	16,366	203	632	2,063	5,164	9,576
Community, social service, legal, arts, design, entertainment, sports, and media	93,967	63,626	25,825	28.9	11,261	8,920	3,224	252	561	1,607	3,699	817
Healthcare practitioners and technicians	76,941	47,378	22,621	32.3	7,929	5,580	7,800	72	283	957	5,060	1,882
Service occupations	130,364	64,565	59,135	47.8	29,202	21,148	5,756	333	1,152	1,544	5,225	1,439
Sales and related occupations	2,782	1,853	673	26.6	263	230	95	10	23	52	224	32
Office and administrative support	205,615	127,240	70,449	35.6	31,036	26,252	8,186	421	1,501	3,053	5,963	1,963
Natural resources, construction, and maintenance	48,119	34,470	11,520	25.0	4,879	4,687	951	93	447	463	1,875	254
Production, transportation, and material moving	12,644	7,970	4,107	34.0	1,898	1,547	391	23	127	121	507	60
	551,700	375,458	152,716	28.9	64,209	53,714	22,532	1,472	4,417	6,372	19,651	3,875
Public 2-year												
Faculty (instruction/research/public service)	299,739	219,602	65,544	23.0	26,983	20,216	12,850	681	1,895	2,919	12,511	2,082
Instruction	296,397	217,458	64,479	22.9	26,281	20,031	12,746	679	1,859	2,883	12,437	2,023
Research	129	85	40	32.0	10	13	12	0	4	1	3	1
Public service	3,213	2,059	1,025	33.2	692	172	92	2	32	35	71	58
Graduate assistants	16	8	4	33.3	0	2	2	0	0	0	1	3
Librarians, curators, and archivists	5,273	3,818	1,320	25.7	527	458	220	13	52	50	119	16
Student and academic affairs and other education services	49,271	31,028	16,360	34.5	6,881	6,130	1,913	171	499	766	1,677	206
Management	31,721	22,300	8,653	28.0	4,456	2,687	863	68	268	311	672	96
Business and financial operations	16,560	10,295	5,782	36.0	2,494	2,089	781	40	140	238	382	101
Computer, engineering, and science	14,968	9,938	4,575	31.5	1,374	1,699	1,111	52	142	197	347	108
Community, social service, legal, arts, design, entertainment, sports, and media	23,140	14,599	7,738	34.6	3,680	2,719	659	107	228	345	693	110
Healthcare practitioners and technicians	1,541	1,185	266	18.3	93	94	40	3	15	21	84	6
Service occupations	31,636	16,850	13,471	44.4	6,568	5,226	787	103	441	346	987	328
Sales and related occupations	1,575	1,188	365	23.5	145	120	51	2	22	25	21	1
Office and administrative support	69,294	39,813	26,696	40.1	10,168	11,506	3,098	213	619	1,092	2,005	780
Natural resources, construction, and maintenance	5,726	4,017	1,562	28.0	659	631	125	17	78	52	110	37
Production, transportation, and material moving	1,240	817	380	31.7	181	137	32	2	18	10	42	1
	1,224,093	803,622	306,161	27.6	113,069	84,567	85,141	2,606	3,571	17,207	58,056	56,254
Private nonprofit 4-year												
Faculty (instruction/research/public service)	492,521	343,834	100,382	22.6	30,713	21,208	40,766	900	1,379	5,416	28,419	19,886
Instruction	445,390	322,100	87,821	21.4	29,016	18,811	32,982	867	1,304	4,841	26,669	8,800
Research	36,210	15,093	8,962	37.3	1,071	1,616	5,786	21	56	412	1,329	10,826
Public service	10,921	6,641	3,599	35.1	626	781	1,998	12	19	163	421	260
Graduate assistants	85,125	34,864	18,217	34.3	3,726	4,865	7,326	84	130	2,086	5,098	26,946
Librarians, curators, and archivists	16,024	12,418	2,986	19.4	1,075	714	894	25	39	239	489	131
Student and academic affairs and other education services	49,581	34,196	12,752	27.2	5,930	3,481	2,146	154	174	867	1,905	728
Management	99,652	74,164	21,569	22.5	8,980	6,164	4,759	192	243	1,231	3,452	467
Business and financial operations	69,574	46,673	19,574	29.5	7,619	5,755	4,743	160	181	1,116	2,768	559
Computer, engineering, and science	73,979	44,794	22,335	33.3	5,656	5,380	9,760	135	228	1,176	2,757	4,093

Community, social service, legal, arts, design, entertainment, sports, and media	72,496	54,021	14,803	21.5	6,902	4,195	2,074	242	202	1,188	3,226	446
Healthcare practitioners and technicians	36,325	21,506	12,078	36.0	3,757	3,491	4,162	74	64	530	1,179	1,562
Service occupations	78,055	40,806	33,262	44.9	16,569	12,590	2,502	284	414	903	3,381	606
Sales and related occupations	3,662	2,409	1,079	30.9	395	430	132	15	4	103	163	11
Office and administrative support	123,302	77,319	40,982	34.6	18,818	13,949	5,381	290	407	2,137	4,351	650
Natural resources, construction, and maintenance	18,908	13,526	4,521	25.1	1,941	1,913	381	43	82	161	708	153
Production, transportation, and material moving	4,889	3,092	1,621	34.4	988	432	115	8	24	54	160	16
Private nonprofit 2-year	7,312	4,486	2,479	35.6	1,492	526	143	60	155	103	334	13
Faculty (instruction/research/public service)	3,296	2,250	936	29.4	588	135	61	52	57	43	101	9
Instruction	3,287	2,245	932	29.3	588	133	61	52	55	43	101	9
Research	6	4	2	33.3	0	1	0	0	1	0	0	0
Public service	3	1	2	66.7	0	1	0	0	1	0	0	0
Graduate assistants	0	0	0	†	0	0	0	0	0	0	0	0
Librarians, curators, and archivists	92	72	16	18.2	7	3	1	0	4	1	3	1
Student and academic affairs and other education services	1,394	615	677	52.4	406	182	33	2	23	31	101	1
Management	729	498	192	27.8	104	41	19	2	18	8	37	2
Business and financial operations	220	140	73	34.3	29	20	7	1	11	5	7	0
Computer, engineering, and science	130	81	35	30.2	10	10	8	0	5	2	14	0
Community, social service, legal, arts, design, entertainment, sports, and media	206	154	52	25.2	35	11	1	0	4	1	0	0
Healthcare practitioners and technicians	26	23	3	11.5	2	1	0	0	0	0	0	0
Service occupations	201	91	108	54.3	63	31	0	1	13	0	2	0
Sales and related occupations	443	186	211	53.1	148	52	5	1	0	5	46	0
Office and administrative support	524	346	165	32.3	95	37	8	1	17	7	13	0
Natural resources, construction, and maintenance	47	27	10	27.0	4	3	0	0	3	0	10	0
Production, transportation, and material moving	4	3	1	25.0	1	0	0	0	0	0	0	0
Private for-profit 4-year	90,655	52,807	30,027	36.2	13,115	8,440	5,143	377	518	2,434	7,634	187
Faculty (instruction/research/public service)	56,837	34,185	16,769	32.9	8,181	3,721	3,146	200	313	1,208	5,828	55
Instruction	56,788	34,163	16,752	32.9	8,181	3,718	3,132	200	313	1,208	5,818	55
Research	30	17	13	43.3	0	3	10	0	0	0	0	0
Public service	19	5	4	44.4	0	0	4	0	0	0	10	0
Graduate assistants	363	152	144	48.6	69	28	28	1	0	18	61	6
Librarians, curators, and archivists	660	435	189	30.3	54	68	45	5	3	14	34	2
Student and academic affairs and other education services	8,012	4,289	3,278	43.3	1,367	1,073	484	68	44	242	443	2
Management	6,313	4,260	1,777	29.4	608	598	354	26	21	170	269	7
Business and financial operations	3,089	1,830	1,055	36.6	330	365	237	5	32	86	198	6
Computer, engineering, and science	1,312	714	444	38.3	86	149	135	6	9	59	76	78
Community, social service, legal, arts, design, entertainment, sports, and media	2,895	1,827	949	34.2	401	250	141	5	13	139	117	2
Healthcare practitioners and technicians	228	122	84	40.8	7	15	43	2	4	13	22	0
Service occupations	1,759	659	1,017	60.7	357	518	57	15	17	53	82	1
Sales and related occupations	2,597	1,135	1,331	54.0	783	323	90	9	17	109	131	0
Office and administrative support	6,100	3,007	2,712	47.4	830	1,149	353	29	42	309	353	28
Natural resources, construction, and maintenance	352	134	204	60.4	26	155	12	2	3	6	14	0
Production, transportation, and material moving	138	58	74	56.1	16	28	18	4	0	8	6	0
Private for-profit 2-year	21,862	11,672	9,336	44.4	4,064	3,406	1,002	100	135	629	779	75
Faculty (instruction/research/public service)	12,032	6,814	4,672	40.7	2,168	1,461	588	42	79	334	511	35
Instruction	11,993	6,802	4,652	40.6	2,162	1,456	584	42	78	330	504	35
Research	33	10	20	66.7	6	5	4	0	1	4	3	0
Public service	6	2	0	†	0	0	0	0	0	0	4	0

Graduate assistants	0	0	0	†	0	0	0	0	0	0	0	0
Librarians, curators, and archivists	135	93	40	30.1	20	15	3	0	0	2	2	0
Student and academic affairs and other education services	1,999	1,022	884	46.4	342	344	109	10	12	67	83	10
Management	2,383	1,405	917	39.5	425	318	99	11	9	55	60	1
Business and financial operations	866	434	404	48.2	129	200	39	5	5	26	21	7
Computer, engineering, and science	186	109	65	37.4	17	27	14	2	1	4	9	3
Community, social service, legal, arts, design, entertainment, sports, and media	115	43	70	61.9	13	44	6	1	1	5	1	1
Healthcare practitioners and technicians	55	24	30	55.6	15	10	5	0	0	0	1	0
Service occupations	387	190	176	48.1	69	78	13	4	2	10	12	9
Sales and related occupations	1,141	449	660	59.5	303	263	42	5	6	41	29	3
Office and administrative support	2,431	1,016	1,361	57.3	544	615	81	20	17	84	48	6
Natural resources, construction, and maintenance	125	71	52	42.3	16	30	2	0	3	1	2	0
Production, transportation, and material moving	7	2	5	71.4	3	1	1	0	0	0	0	0

†Not applicable.

\1\Race/ethnicity not collected.

\2\Combined total of staff who were Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and of Two or more races as a percentage of total
 NOTE: Data in this table represent the 50 states and the District of Columbia. Degree-granting institutions grant associate's or higher degrees and participate in Title IV federal financial aid programs. 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, Integrated Postsecondary Education Data System (IPEDS), Spring 2020, Human Resources component, Fall Staff section. (This table was prepared March 2021.)

DIGEST OF EDUCATION STATISTICS
 TABLE 315.20 - FULL TIME FACULTY IN DEGREE GRANTING POSTSECONDARY INSTITUTIONS
 Fall 2019 - Table prepared November 2020

RANK	GRAND	TOTAL	TOTAL	WHITE	WHITE	BLACK	BLACK	HISPANI	HISPANI	AAIANHN	AAIANHN	Two/More	Two/More
	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	C MALE	C FEMALE	PI MALE	PI FEMALE	Male	Female
Professor	184356	121,115 65.7	63,241 34.3	95,029 51.5	50,170 27.2	4,198 2.3	3,063 1.7	4,401 2.4	2,784 1.5	15,373 8.3	6,228 3.4	2,114 1.7	996 1.6
Associate Professor	155966	83,501 53.5	72,465 46.5	61,339 39.3	53,740 34.5	4,338 2.8	5,130 3.3	4,100 2.6	3,620 2.3	11,552 7.4	8,460 5.4	2,172 2.6	1,515 2.1
Assistant Professor	166556	76,905 46.2	89,651 53.8	52,759 31.7	62,163 37.3	4,484 2.7	7,555 4.5	4,407 2.6	4,928 3.0	11,464 6.9	11,216 6.7	3,791 4.9	3,789 4.2
Instructor	95779	41,283 43.1	54,496 56.9	30,521 31.9	39,811 41.6	2,693 2.8	4,661 4.9	3,558 3.7	4,458 4.7	2,904 3.0	3,692 3.9	1,607 3.9	1,874 3.4
Lecturer	43950	19,291 43.9	24,659 56.1	14,946 34.0	18,720 42.6	990 2.3	1,248 2.8	1,306 3.0	1,860 4.2	1,306 3.0	2,031 4.6	743 3.9	800 3.2
Other Faculty	135453	66,738 49.3	68,715 50.7	47,183 34.8	47,531 35.1	3,171 2.3	5,666 4.2	3,667 2.7	4,164 3.1	9,818 7.2	8,528 6.3	2,899 4.3	2,826 4.1

SOURCE: U.S. Department of Education, National Center for Education Statistics,
 Integrated Postsecondary Education Data (IPEDS)
 Spring 2016 through Spring 2019, Human Resources Component, Fall Staff section
 (Table was Prepared November 2019).

**Table 315.20. Full-time faculty in degree-granting postsecondary institutions, by race/ethnicity, sex, and academic rank:
Fall 2017, fall 2018, and fall 2019**

Year, sex, and academic rank	Total	White	Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and Two or more races								Race/ethnicity unknown	Non-resident alien	
			Total	Per-cent\2\	Black	Hispanic	Asian/Pacific Islander			American Indian/Alaska Native			Two or more races
							Total	Asian	Pacific Islander				
1	2	3	4	5	6	7	8	9	10	11	12	13	14
2017\3\													
Total	822,513	574,364	179,251	23.8	45,461	39,190	83,516	82,316	1,200	3,477	7,607	23,467	45,431
Professors	184,428	145,927	33,971	18.9	6,936	6,535	18,817	18,624	193	633	1,050	2,714	1,816
Associate professors	157,975	115,065	36,527	24.1	9,157	7,253	18,269	18,033	236	573	1,275	3,308	3,075
Assistant professors	179,051	115,830	43,727	27.4	11,507	8,571	20,993	20,713	280	631	2,025	6,876	12,618
Instructors	98,673	70,967	22,469	24.0	7,048	7,431	6,019	5,787	232	851	1,120	3,378	1,859
Lecturers	43,222	32,031	8,121	20.2	1,994	2,708	2,760	2,722	38	160	499	1,493	1,577
Other faculty	159,164	94,544	34,436	26.7	8,819	6,692	16,658	16,437	221	629	1,638	5,698	24,486
2018\3\													
Total	832,130	572,573	184,969	24.4	45,755	41,406	86,048	84,818	1,230	3,413	8,347	25,126	49,462
Professors	185,786	145,221	35,409	19.6	7,009	6,826	19,733	19,533	200	606	1,235	3,110	2,046
Associate professors	159,169	114,824	37,467	24.6	9,197	7,684	18,698	18,453	245	580	1,308	3,687	3,191
Assistant professors	181,229	115,376	44,826	28.0	11,627	8,910	21,408	21,137	271	663	2,218	7,580	13,447
Instructors	98,867	70,229	23,336	24.9	7,226	7,891	6,167	5,887	280	786	1,266	3,481	1,821
Lecturers	44,789	32,710	8,770	21.1	2,114	2,979	2,969	2,930	39	161	547	1,543	1,766
Other faculty	162,290	94,213	35,161	27.2	8,582	7,116	17,073	16,878	195	617	1,773	5,725	27,191
Males	443,595	303,997	94,812	23.8	19,354	20,621	49,511	48,876	635	1,617	3,709	13,326	31,460
Professors	123,592	96,189	23,738	19.8	4,092	4,222	14,404	14,274	130	351	669	2,114	1,551
Associate professors	86,106	61,682	20,258	24.7	4,282	4,116	10,962	10,830	132	279	619	2,172	1,994
Assistant professors	86,494	53,677	20,751	27.9	4,333	4,225	10,988	10,852	136	295	910	3,791	8,275
Instructors	42,963	30,711	9,648	23.9	2,617	3,501	2,625	2,502	123	384	521	1,607	997
Lecturers	19,789	14,579	3,571	19.7	903	1,244	1,162	1,145	17	56	206	743	896
Other faculty	84,651	47,159	16,846	26.3	3,127	3,313	9,370	9,273	97	252	784	2,899	17,747
Females	388,535	268,576	90,157	25.1	26,401	20,785	36,537	35,942	595	1,796	4,638	11,800	18,002
Professors	62,194	49,032	11,671	19.2	2,917	2,604	5,329	5,259	70	255	566	996	495
Associate professors	73,063	53,142	17,209	24.5	4,915	3,568	7,736	7,623	113	301	689	1,515	1,197
Assistant professors	94,735	61,699	24,075	28.1	7,294	4,685	10,420	10,285	135	368	1,308	3,789	5,172
Instructors	55,904	39,518	13,688	25.7	4,609	4,390	3,542	3,385	157	402	745	1,874	824
Lecturers	25,000	18,131	5,199	22.3	1,211	1,735	1,807	1,785	22	105	341	800	870
Other faculty	77,639	47,054	18,315	28.0	5,455	3,803	7,703	7,605	98	365	989	2,826	9,444
2019\3\													
Total	843,750	573,912	191,964	25.1	47,197	43,253	89,502	88,306	1,196	3,340	8,672	26,626	51,248
Professors	187,550	145,199	37,240	20.4	7,261	7,185	21,013	20,815	198	588	1,193	3,147	1,964
Associate professors	160,932	115,079	38,651	25.1	9,468	7,720	19,457	19,187	270	555	1,451	3,952	3,250
Assistant professors	182,884	114,922	46,376	28.8	12,039	9,335	21,977	21,719	258	703	2,322	7,776	13,810
Instructors	99,412	70,332	23,582	25.1	7,354	8,016	6,149	5,896	253	717	1,346	3,635	1,863
Lecturers	46,568	33,666	9,292	21.6	2,238	3,166	3,173	3,139	34	164	551	1,675	1,935
Other faculty	166,404	94,714	36,823	28.0	8,837	7,831	17,733	17,550	183	613	1,809	6,441	28,426
Males	445,585	301,777	97,626	24.4	19,874	21,439	50,838	50,234	604	1,579	3,896	13,952	32,230
Professors	123,324	95,029	24,680	20.6	4,198	4,401	15,040	14,919	121	333	708	2,136	1,479
Associate professors	86,312	61,339	20,678	25.2	4,338	4,100	11,275	11,136	139	277	688	2,233	2,062
Assistant professors	86,405	52,759	21,310	28.8	4,484	4,407	11,170	11,045	125	294	955	3,895	8,441
Instructors	42,872	30,521	9,699	24.1	2,693	3,558	2,554	2,443	111	350	544	1,627	1,025
Lecturers	20,548	14,946	3,817	20.3	990	1,306	1,243	1,227	16	63	215	798	987
Other faculty	86,124	47,183	17,442	27.0	3,171	3,667	9,556	9,464	92	262	786	3,263	18,236
Females	398,165	272,135	94,338	25.7	27,323	21,814	38,664	38,072	592	1,761	4,776	12,674	19,018
Professors	64,226	50,170	12,560	20.0	3,063	2,784	5,973	5,896	77	255	485	1,011	485
Associate professors	74,620	53,740	17,973	25.1	5,130	3,620	8,182	8,051	131	278	763	1,719	1,188
Assistant professors	96,479	62,163	25,066	28.7	7,555	4,928	10,807	10,674	133	409	1,367	3,881	5,369
Instructors	56,540	39,811	13,883	25.9	4,661	4,458	3,595	3,453	142	367	802	2,008	838
Lecturers	26,020	18,720	5,475	22.6	1,248	1,860	1,930	1,912	18	101	336	877	948
Other faculty	80,280	47,531	19,381	29.0	5,666	4,164	8,177	8,086	91	351	1,023	3,178	10,190

\1\Race/ethnicity not collected.

\2\Combined total of faculty who were Black, Hispanic, Asian, Pacific Islander, American Indian/Alaska Native, and of Two or more races as
\3\Only instructional faculty were classified by academic rank. Primarily research and primarily public service faculty, as well as faculty without ranks, appear under "other faculty."

NOTE: Data in this table represent the 50 states and the District of Columbia. Degree-granting institutions grant associate's or higher degrees and participate in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. Some data have SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Spring 2018 through Spring 2020 Human Resources component, Fall Staff section. (This table was prepared March 2021.)

Table 322.20. Bachelor's degrees conferred by postsecondary institutions, by race/ethnicity and sex of student: Selected years 1976-77 through 2018-19

Year and sex	Number of degrees conferred to U.S. citizens, permanent residents, and nonresident aliens								Percentage distribution of degrees conferred to U.S. citizens and permanent residents						
	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\	Non-resident alien	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Total															
2018-19	2,012,854	1,190,009	196,656	285,010	156,536	9,165	73,642	101,836	100.0	62.3	10.3	14.9	8.2	0.5	3.9
Males															
2018-19	857,545	516,342	70,811	111,468	70,925	3,419	30,219	54,361	100.0	64.3	8.8	13.9	8.8	0.4	3.8
Females															
2018-19	1,155,309	673,667	125,845	173,542	85,611	5,746	43,423	47,475	100.0	60.8	11.4	15.7	7.7	0.5	3.9

---Not available.

\1\For years prior to 2010-11, the survey did not yet include the "Two or more races" category, and each student could be counted in only one race category.

\2\Excludes 1,121 males and 528 females whose racial/ethnic group was not available.

\3\Excludes 258 males and 82 females whose racial/ethnic group was not available.

NOTE: Data are for postsecondary institutions participating in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. For 1989-90 and later years, reported racial/ethnic distributions of students by level of degree, field of study, and sex were used to estimate race/ethnicity for students whose race/ethnicity was not reported. Detail may not sum to totals because of rounding. Some data have been revised from previously published figures.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, 1976-77 and 1980-81; Integrated Postsecondary Education Data System (IPEDS), "Completions Survey" (IPEDS-C:91); and IPEDS Fall 2000 through Fall 2019, Completions component. (This table was prepared July 2020.)

Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF
1,911,018	516,342	673,667	70,811	125,845	111,468	173,542	74,344	91,357	30,219	43,423

Table 323.20. Master's degrees conferred by postsecondary institutions, by race/ethnicity and sex of student: Selected years, 1976-77 through 2018-19

Year and sex	Number of degrees conferred to U.S. citizens, permanent residents, and nonresident aliens								Percentage distribution of degrees conferred to U.S. citizens and permanent residents						
	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\	Non-resident alien	Total	White	Black	Hispanic	Asian/Pacific Islander	American Indian/Alaska Native	Two or more races\1\
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Total															
2018-19	833,706	447,425	93,126	78,874	52,222	3,453	20,516	138,090	100.0	64.3	13.4	11.3	7.5	0.5	2.9
Males															
2018-19	326,186	165,374	27,599	27,359	21,915	1,100	7,495	75,344	100.0	65.9	11.0	10.9	8.7	0.4	3.0
Females															
2018-19	507,520	282,051	65,527	51,515	30,307	2,353	13,021	62,746	100.0	63.4	14.7	11.6	6.8	0.5	2.9
Total	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF					
695,616	165,374	282,051	27,599	65,527	27,359		51,515	23,015	32,660	7,495	13,021				

---Not available.

\1\For years prior to 2010-11, the survey did not yet include the "Two or more races" category, and each student could be counted in only one race category.

\2\Excludes 387 males and 175 females whose racial/ethnic group was not available.

\3\Excludes 1,377 males and 179 females whose racial/ethnic group was not available.

NOTE: Data in this table represent the 50 states and the District of Columbia. Data are for postsecondary institutions participating in Title IV federal financial aid programs. Race categories exclude persons of Hispanic ethnicity. For 1989-90 and later years, reported racial/ethnic distributions of students by level of degree, field of study, and sex were used to estimate race/ethnicity for students whose race/ethnicity was not reported. Detail may not sum to totals because of rounding. Some data have been revised from previously published figures.

SOURCE: U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, 1976-77 and 1980-81; Integrated Postsecondary Education Data System (IPEDS), "Completions Survey" (IPEDS-C:91); and IPEDS Fall 2000 through Fall 2019, Completions component. (This table was prepared June 2020.)

North-West Region of Connecticut State Community College
Graduates of Programs in the Related Occupational Categories
 Class 2021

Grand Total	Total		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	M	F	M	F	M	F	M	F	M	F	M	F

Occupation Category - Technical/Paraprofessional

Accounting Assistant	8	5	3	5	1		1						1
Legal Asst Paralegal	6	2	4	1	2			1	1				1
Legal Studies Paralegal	11	1	10		5	1	2		2				1
NW Region Total Graduates	25	8	17	6	8	1	3	1	3	0	0	0	3

Occupation Category - Office/Clerical

Administrative Support Cert	19	6	13	3	6	2			5	1	1		1
BOT: Medical Option	2	0	2		1				1				
BOT: Office Applications	2	0	2		2								
Office User Specialist	2	0	2		1				1				
NW Region Total Graduates	25	6	19	3	10	2	0	0	7	1	1	0	1

Occupation Category - Protective Service

Computer Crime Deterrence	1	0	1						1				
Criminal Justice	60	29	31	17	17	2	3	6	9		1	4	1
Criminal Justice - Corrections	1	0	1				1						
Criminal Justice - Forensics	3	0	3		2		1						
Criminal Justice - Law Enforce	9	6	3	2	2			2		1	1	1	
CSCU Transfer: Crim Studies	6	5	1	3	1	1				1			
Cybersecurity	9	7	2	5	1		1	1		1			
Homeland Security Certificate	1	0	1		1								
NW Region Total Graduates	90	47	43	27	24	3	6	9	10	3	2	5	1

Occupation Category - Skilled Craft Workers

Automotive Fundamentals	2	2		2									
Automotive Technician	5	5		3				2					
HVAC Energy Analysis	1	1										1	
NW Region Total Graduates	8	8	0	5	0	0	0	2	0	0	0	1	0

Occupation Category - Service/Maintenance

Adv Engine Performance	1	1	0	1									
Adv. Manu Machine Technology	4	4	0	4									
Adv. Mfg. Machine Technology	100	78	22	41	15	7	1	20	6	7		3	
Computer Numerical Control	2	1	1	1	1								
Electro-Mechanical Mtnc Tech	11	9	2	6	1	1	1					2	
Electronics Technology	18	15	3	9	1	2	1			1		3	1
Fire Tech and Administration	2	1	1	1					1				
Fund. of Machine Technology	35	31	4	15		1		11	4	2		2	
Manu Elec-Mech Main Technology	4	4	0	4									
NW Region Total Graduates	177	144	33	82	18	11	3	31	11	10	0	10	1

	Grand	Total		WHITE		BLACK		HISPANIC		AAIANHNPI		TWO OR MORE	
	Total	M	F	M	F	M	F	M	F	M	F	M	F
NW Region Total Graduates	325	213	112	123	60	17	12	43	31	14	3	16	6
% Total	100%	66%	34%	38%	18%	5%	4%	13%	10%	4%	1%	5%	2%

* 12 graduates with race/ethnicity unknown are excluded from the chart.

NW Region Enrollment	Grand Total	Total		White		Black		Hispanic		AAIANHNPI		Two or More	
		M	F	M	F	M	F	M	F	M	F	M	F
Fall 2021													
NW Student FTE	6045	2516	3530	1481	1852	225	319	612	1078	105	130	93	150
% Total	100%	42%	58%	24%	31%	4%	5%	10%	18%	2%	2%	2%	2%

Section 46a-68-85
Utilization Analysis

Section 46a-68-85: UTILIZATION ANALYSIS AND HIRING & PROMOTIONAL GOALS

Subsection (a)

To determine whether protected classes are fully and fairly utilized, the representation of protected group populations in the workforce shall be compared. The form and format prescribed by the Commission on Human Rights and Opportunities (CHRO) staff, to the availability of such persons for employment. Comparisons between the College's workforce and the availability base calculated in the Availability Analysis Section 46a-68-84 of the Connecticut State Regulations shall be done by occupational category, position classifications employing a significant number of persons and job titles for which a separate base was calculated.

Subsection (b)

For each instance of underutilization identified in the Utilization Analysis, employment goals will be set to increase representation of protected class members in the CSCC North-West Region's workforce. The region shall set employment goals for job titles filled through original appointment or promotional appointment. The objective of such goals shall be to attain parity with the availability base for such protected class members.

Subsection (c)

Where the underutilization of race and sex groups, considered individually, does not rise to the level to require a hiring or promotion goal, but where the underutilization of race sex groups, considered collectively is fifty percent (50%) or greater, a goal shall be set based on the race and sex group most underutilized in the occupational category, position classification or job title under consideration or for the race and sex group with the highest availability base.

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO1 -EXECUTIVE
 POSITION CLASSIFICATION (25+): All titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	45.2%	54.8%	38.7%	45.2%	0.0%	3.2%	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	40.9	59.1	32.1	45.7	3.6	5.8	3.0	4.5	1.9	2.4	0.5	0.7		B
WORKFORCE NOS.	31	14	17	12	14	0	1	2	1	0	1	0	0		C
WORKFORCE PARITY NOS.		12.7	18.3	10.0	14.2	1.1	1.8	0.9	1.4	0.6	0.7	0.2	0.2		D
NET UTILIZATION (+/-)		1.3	-1.3	2.0	-0.2	-1.1	-0.8	1.1	-0.4	-0.6	0.3	-0.2	-0.2		E
PREVIOUS UTILIZATION		-1.8	1.8	-1.5	1.9	-0.6	-1.0	0.6	0.3	-0.3	0.6	0.0	0.0		F
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	4	3	1	2	0	1	1	0	0	0	0	0	0	G
	CURRENT PLAN HIRES	3	1	2	1	2	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	4	2	2	0	0	1	1	0	1	1	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: Collective Goal for 1HF

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO2 -FACULTY
 POSITION CLASSIFICATION (25+): Professor

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	39.7%	60.3%	34.7%	52.1%	1.7%	5.0%	2.5%	2.5%	0.8%	0.8%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	35.7	64.3	32.1	53.6	3.6	7.1	0.0	3.6	0.0	0.0	0.0	0.0	B
WORKFORCE NOS.	121	48	73	42	63	2	6	3	3	1	1	0	0	C
WORKFORCE PARITY NOS.		43.2	77.8	38.8	64.9	4.4	8.6	0.0	4.4	0.0	0.0	0.0	0.0	D
NET UTILIZATION (+/-)		4.8	-4.8	3.2	-1.9	-2.4	-2.6	3.0	-1.4	1.0	1.0	0.0	0.0	E
PREVIOUS UTILIZATION		-7.6	7.6	-9.2	16.8	2.0	-5.3	-2.4	-4.9	2.0	1.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	21	11	10	9	0	0	5	2	5	0	0	0	J
	CURRENT PLAN PROMOTIONS	13	8	5	7	3	0	1	1	1	0	0	0	K
	CURRENT PLAN GOALS	8	2	6	0	2	2	3	0	1	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:														

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO2 -FACULTY
 POSITION CLASSIFICATION (25+): Associate Professor

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	35.7%	64.3%	32.1%	53.6%	3.6%	7.1%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	34.6	65.4	23.1	53.8	3.8	3.8	3.8	3.8	3.8	3.8	0.0	0.0	B
WORKFORCE NOS.	28	10	18	9	15	1	2	0	1	0	0	0	0	C
WORKFORCE PARITY NOS.		9.7	18.3	6.5	15.1	1.1	1.1	1.1	1.1	1.1	1.1	0.0	0.0	D
NET UTILIZATION (+/-)		0.3	-0.3	2.5	-0.1	-0.1	0.9	-1.1	-0.1	-1.1	-1.1	0.0	0.0	E
PREVIOUS UTILIZATION		0.2	-0.2	3.7	-2.3	-3.0	1.5	-0.5	0.5	0.0	0.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	6	4	2	0	2	3	0	1	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	7	3	4	2	4	1	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	3	2	1	0	0	0	0	1	0	1	1	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:														

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO2 -FACULTY
 POSITION CLASSIFICATION (25+): Assistant Professor

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	34.6%	65.4%	23.1%	53.8%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	44.5	55.5	30.1	39.4	3.6	6.9	4.7	3.0	5.3	5.4	0.8	0.9	B	
WORKFORCE NOS.	26	9	17	6	14	1	1	1	1	1	1	0	0	C	
WORKFORCE PARITY NOS.		11.6	14.4	7.8	10.2	0.9	1.8	1.2	0.8	1.4	1.4	0.2	0.2	D	
NET UTILIZATION (+/-)		-2.6	2.6	-1.8	3.8	0.1	-0.8	-0.2	0.2	-0.4	-0.4	-0.2	-0.2	E	
PREVIOUS UTILIZATION		0.3	-0.4	0.5	1.0	0.6	-0.3	0.0	0.2	-0.8	-1.3	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	1	1	0	0	0	0	0	0	0	1	0	0	0	G
	CURRENT PLAN HIRES	7	2	5	1	4	0	0	0	0	1	1	0	0	H
	CURRENT PLAN GOALS	3	1	2	1	0	0	1	0	0	0	1	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	1	0	1	0	0	0	0	0	0	0	1	0	0	J
	CURRENT PLAN PROMOTIONS	4	1	3	0	3	1	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	1	1	0	1	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: AF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO2 -FACULTY
 POSITION CLASSIFICATION (25+): Instructors

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	42.9%	57.1%	21.4%	35.7%	7.1%	14.3%	7.1%	0.0%	7.1%	7.1%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.1	44.2	55.9	33.6	42.6	2.2	3.7	3.7	4.1	3.8	4.3	1.2	1.3	B	
WORKFORCE NOS.	14	6	8	3	5	1	2	1	0	1	1	0	0	C	
WORKFORCE PARITY NOS.		6.2	7.8	4.7	6.0	0.3	0.5	0.5	0.6	0.5	0.6	0.2	0.2	D	
NET UTILIZATION (+/-)		-0.2	0.2	-1.7	-1.0	0.7	1.5	0.5	-0.6	0.5	0.4	-0.2	-0.2	E	
PREVIOUS UTILIZATION		-1.6	1.6	-3.3	1.3	1.6	0.4	0.4	-0.7	-0.4	0.5	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	4	3	1	3	0	0	0	0	1	0	0	0	0	G
	CURRENT PLAN HIRES	4	2	2	1	1	0	1	0	0	1	0	0	0	H
	CURRENT PLAN GOALS	4	2	2	2	1	0	0	0	1	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:															

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACII

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Professional Non-Faculty
 POSITION CLASSIFICATION (25+): All Remaining Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	42.4%	57.6%	32.7%	45.5%	3.6%	3.6%	3.0%	6.7%	3.0%	1.8%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	37.0	63.0	26.4	44.2	3.6	6.7	4.5	7.4	1.9	3.4	0.6	1.4	B	
WORKFORCE NOS.	165	70	95	54	75	6	6	5	11	5	3	0	0	C	
WORKFORCE PARITY NOS.		61.1	104.0	43.6	72.9	5.9	11.1	7.4	12.2	3.1	5.6	1.0	2.3	D	
NET UTILIZATION (+/-)		8.9	-9.0	10.4	2.1	0.1	-5.1	-2.4	-1.2	1.9	-2.6	-1.0	-2.3	E	
PREVIOUS UTILIZATION		2.5	-2.7	8.2	6.2	-3.8	-2.0	-1.8	-3.5	-0.7	-3.4	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	16	7	9	0	0	4	2	2	4	1	3	0	0	G
	CURRENT PLAN HIRES*	42	10	32	3	20	4	7	2	4	1	1	0	0	H
	CURRENT PLAN GOALS	14	3	11	0	0	0	5	2	1	0	3	1	2	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	1	0	1	0	1	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:															

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: EEO2 -FACULTY
 POSITION CLASSIFICATION (25+): Guided Pathways Advisor 1

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: STATEWIDE/NATIONAL

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	26.7%	73.3%	10.0%	46.7%	6.7%	23.3%	10.0%	3.3%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	30.1	69.9	18.9	45.7	4.9	10.3	4.3	10.2	1.4	2.3	0.7	1.5	B
WORKFORCE NOS.	30	8	22	3	14	2	7	3	1	0	0	0	0	C
WORKFORCE PARITY NOS.		9.0	21.0	5.7	13.7	1.5	3.1	1.3	3.1	0.4	0.7	0.2	0.5	D
NET UTILIZATION (+/-)		-1.0	1.0	-2.7	0.3	0.5	3.9	1.7	-2.1	-0.4	-0.7	-0.2	-0.5	E
PREVIOUS UTILIZATION		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	8	4	4	3	0	0	0	0	2	1	1	0	1
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: AM collective goal established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Administrative/Clerical
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: New Haven County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	3.4%	96.6%	3.4%	48.3%	0.0%	17.2%	0.0%	31.0%	0.0%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	8.6	91.4	4.2	68.8	2.3	6.6	1.1	12.1	0.8	2.5	0.1	1.5	B	
WORKFORCE NOS.	29	1	28	1	14	0	5	0	9	0	0	0	0	C	
WORKFORCE PARITY NOS.		2.5	26.5	1.2	20.0	0.7	1.9	0.3	3.5	0.2	0.7	0.0	0.4	D	
NET UTILIZATION (+/-)		-1.5	1.5	-0.2	-6.0	-0.7	3.1	-0.3	5.5	-0.2	-0.7	0.0	-0.4	E	
PREVIOUS UTILIZATION		0.0	-0.1	0.8	-8.5	-0.3	3.6	-0.4	5.5	0.0	-0.6	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	11	1	10	0	9	0	0	1	0	0	1	0	0	G
	CURRENT PLAN HIRES	1	0	1	0	1	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	8	1	7	0	6	1	0	0	0	0	1	0	1	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: Collective goal established for 1TF

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Paraprofessional
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: New Haven County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	33.3%	66.7%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	19.9	80.1	12.6	53.2	2.5	9.6	4.0	13.1	0.6	1.8	0.3	2.5	B
WORKFORCE NOS.	3	1	2	1	1	0	0	0	0	0	1	0	0	C
WORKFORCE PARITY NOS.		0.6	2.4	0.4	1.6	0.1	0.3	0.1	0.4	0.0	0.1	0.0	0.1	D
NET UTILIZATION (+/-)		0.4	-0.4	0.6	-0.6	-0.1	-0.3	-0.1	-0.4	0.0	0.9	0.0	-0.1	E
PREVIOUS UTILIZATION		0.6	-0.6	0.7	-0.8	-0.1	-0.3	0.0	-0.5	0.0	0.9	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	1	0	1	0	0	0	0	0	1	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	1	0	1	0	0	0	0	0	1	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: HF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Skilled Craft Workers
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: New Haven County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	98.4	1.6	75.8	1.3	5.3	0.2	16.8	0.1	0.2	0.0	0.2	0.0	B
WORKFORCE NOS.	4	4	0	4	0	0	0	0	0	0	0	0	0	C
WORKFORCE PARITY NOS.		3.9	0.1	3.0	0.1	0.2	0.0	0.7	0.0	0.0	0.0	0.0	0.0	D
NET UTILIZATION (+/-)		0.1	-0.1	1.0	-0.1	-0.2	0.0	-0.7	0.0	0.0	0.0	0.0	0.0	E
PREVIOUS UTILIZATION		0.2	-0.2	1.4	-0.1	-0.4	0.0	-0.7	0.0	-0.1	0.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	1	1	0	0	0	0	0	1	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	2	2	0	0	0	1	0	1	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE:														

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Protective Services
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: New Haven County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	83.3%	16.7%	50.0%	16.7%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	87.6	12.4	64.5	5.9	4.9	4.0	14.0	2.1	2.9	0.3	1.4	0.1	B
WORKFORCE NOS.	6	5	1	3	1	1	0	1	0	0	0	0	0	C
WORKFORCE PARITY NOS.		5.3	0.7	3.9	0.4	0.3	0.2	0.8	0.1	0.2	0.0	0.1	0.0	D
NET UTILIZATION (+/-)		-0.3	0.3	-0.9	0.6	0.7	-0.2	0.2	-0.1	-0.2	0.0	-0.1	0.0	E
PREVIOUS UTILIZATION		0.7	-0.7	0.5	0.3	-0.1	-0.5	0.4	-0.5	-0.1	0.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	2	0	2	0	0	0	1	0	1	0	0	0	G
	CURRENT PLAN HIRES	1	1	0	1	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	2	1	1	1	0	0	1	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: BF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Service Maintenance
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: New Haven County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	77.8%	22.2%	63.0%	11.1%	3.7%	0.0%	7.4%	11.1%	0.0%	0.0%	3.7%	0.0%	A	
WORKFORCE PARITY %	100.0	65.6	34.4	34.6	14.3	8.5	5.3	19.3	12.5	1.3	1.2	1.9	1.1	B	
WORKFORCE NOS.	27	21	6	17	3	1	0	2	3	0	0	1	0	C	
WORKFORCE PARITY NOS.		17.7	9.3	9.3	3.9	2.3	1.4	5.2	3.4	0.4	0.3	0.5	0.3	D	
NET UTILIZATION (+/-)		3.3	-3.3	7.7	-0.9	-1.3	-1.4	-3.2	-0.4	-0.4	-0.3	0.5	-0.3	E	
PREVIOUS UTILIZATION		0.9	-0.9	4.8	-0.9	-1.8	-1.3	-1.8	1.5	-0.3	-0.3	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	7	5	2	0	1	2	1	2	0	1	0	0	0	G
	CURRENT PLAN HIRES	4	3	1	1	0	0	0	1	1	0	0	1	0	H
	CURRENT PLAN GOALS	7	4	3	0	1	1	1	3	1	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: HF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Administrative/Clerical
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Hartford County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	0.0%	100.0%	0.0%	85.7%	0.0%	7.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	9.1	90.9	5.2	65.5	2.0	5.9	0.6	14.4	1.3	2.6	0.2	2.4	B	
WORKFORCE NOS.	14	0	14	0	12	0	1	0	1	0	0	0	0	C	
WORKFORCE PARITY NOS.		1.3	12.7	0.7	9.2	0.3	0.8	0.1	2.0	0.2	0.4	0.0	0.3	D	
NET UTILIZATION (+/-)		-1.3	1.3	-0.7	2.8	-0.3	0.2	-0.1	-1.0	-0.2	-0.4	0.0	-0.3	E	
PREVIOUS UTILIZATION		-1.0	1.0	-0.6	1.4	-0.2	0.1	-0.2	-1.3	0.0	0.9	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	2	1	1	1	0	0	0	0	1	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	2	1	1	1	0	0	0	0	1	0	1	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O
NOTE: AF Collective Goal Established															

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Paraprofessional
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Hartford County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	28.6%	71.4%	28.6%	57.1%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	19.3	80.7	14.1	54.7	1.5	9.7	2.8	12.5	0.9	1.6	0.2	2.2	B	
WORKFORCE NOS.	7	2	5	2	4	0	1	0	0	0	0	0	0	C	
WORKFORCE PARITY NOS.		1.4	5.6	1.0	3.8	0.1	0.7	0.2	0.9	0.1	0.1	0.0	0.2	D	
NET UTILIZATION (+/-)		0.6	-0.6	1.0	0.2	-0.1	0.3	-0.2	-0.9	-0.1	-0.1	0.0	-0.2	E	
PREVIOUS UTILIZATION		1.8	-1.8	2.1	-1.6	-0.2	1.0	-0.1	-0.8	-0.1	-0.3	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	3	0	3	0	1	0	0	0	1	0	1	0	0	G
	CURRENT PLAN HIRES	1	0	1	0	1	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	1	1	0	0	0	0	0	1	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	1	0	1	0	0	0	0	0	1	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: HM Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Service Maintenance
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Hartford County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE			
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE		
WORKFORCE %	100.0%	69.2%	30.8%	53.8%	23.1%	7.7%	7.7%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	A	
WORKFORCE PARITY %	100.0	67.5	32.5	36.5	13.1	7.3	4.0	21.9	14.0	0.6	0.6	1.2	0.8	B	
WORKFORCE NOS.	13	9	4	7	3	1	1	1	0	0	0	0	0	C	
WORKFORCE PARITY NOS.		8.8	4.2	4.7	1.7	0.9	0.5	2.8	1.8	0.1	0.1	0.2	0.1	D	
NET UTILIZATION (+/-)		0.2	-0.2	2.3	1.3	0.1	0.5	-1.8	-1.8	-0.1	-0.1	-0.2	-0.1	E	
PREVIOUS UTILIZATION		-0.4	0.4	1.0	1.2	-0.4	0.4	-0.7	-1.1	-0.2	-0.1	0.0	0.0	F	
*** Enter line E from previous filing															
HIRING GOALS	PREVIOUS PLAN GOALS	3	2	1	0	0	1	0	1	1	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	5	3	2	0	0	0	0	2	2	0	0	1	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: TM Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Administrative/Clerical
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Litchfield County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	0.0%	100.0%	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	6.6	93.4	4.2	80.6	1.6	0.0	0.0	10.0	0.8	1.3	0.0	1.4	B
WORKFORCE NOS.	3	0	3	0	2	0	1	0	0	0	0	0	0	C
WORKFORCE PARITY NOS.		0.2	2.8	0.1	2.4	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	D
NET UTILIZATION (+/-)		-0.2	0.2	-0.1	-0.4	0.0	1.0	0.0	-0.3	0.0	0.0	0.0	0.0	E
PREVIOUS UTILIZATION		-0.3	0.3	-0.2	0.0	0.0	0.9	-0.1	-0.6	0.0	0.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	1	0	1	0	0	0	0	0	1	0	0	0	G
	CURRENT PLAN HIRES	1	0	1	0	1	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: WF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Paraprofessional
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Litchfield County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	0.0%	100.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	17.0	83.0	13.6	63.7	0.8	5.8	2.0	10.5	0.5	1.4	0.2	1.5	B
WORKFORCE NOS.	2	0	2	0	1	0	0	0	0	0	1	0	0	C
WORKFORCE PARITY NOS.		0.3	1.7	0.3	1.3	0.0	0.1	0.0	0.2	0.0	0.0	0.0	0.0	D
NET UTILIZATION (+/-)		-0.3	0.3	-0.3	-0.3	0.0	-0.1	0.0	-0.2	0.0	1.0	0.0	0.0	E
PREVIOUS UTILIZATION		-0.3	0.2	-0.2	-0.6	0.0	-0.1	0.0	0.0	0.0	1.0	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	1	0	1	0	1	0	0	0	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: HF Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region

UTILIZATION ANALYSIS

AGENCY: CSCC - North-West Region
 CATEGORY OR CLASS: Service Maintenance
 POSITION CLASSIFICATION (25+): All Titles

REPORTING DATE: 1/30/2022
 LABOR MARKET AREA: Litchfield County

	GRAND TOTAL	TOTAL MALE	TOTAL FEMALE	WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE		
				MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
WORKFORCE %	100.0%	87.5%	12.5%	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	A
WORKFORCE PARITY %	100.0	57.6	42.4	48.0	36.5	0.1	0.0	8.9	5.4	0.2	0.1	0.4	0.4	B
WORKFORCE NOS.	8	7	1	7	1	0	0	0	0	0	0	0	0	C
WORKFORCE PARITY NOS.		4.6	3.4	3.8	2.9	0.0	0.0	0.7	0.4	0.0	0.0	0.0	0.0	D
NET UTILIZATION (+/-)		2.4	-2.4	3.2	-1.9	0.0	0.0	-0.7	-0.4	0.0	0.0	0.0	0.0	E
PREVIOUS UTILIZATION		1.1	-1.1	1.4	-0.9	-0.1	0.0	-0.2	-0.1	0.0	-0.1	0.0	0.0	F
*** Enter line E from previous filing														
HIRING GOALS	PREVIOUS PLAN GOALS	2	1	1	0	1	0	0	1	0	0	0	0	G
	CURRENT PLAN HIRES	0	0	0	0	0	0	0	0	0	0	0	0	H
	CURRENT PLAN GOALS	3	1	2	0	2	0	0	1	0	0	0	0	L
PROMOTIONAL GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	J
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	K
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	L
UPWARD/ CAREER MOBILITY GOALS	PREVIOUS PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	M
	CURRENT PLAN PROMOTIONS	0	0	0	0	0	0	0	0	0	0	0	0	N
	CURRENT PLAN GOALS	0	0	0	0	0	0	0	0	0	0	0	0	O

NOTE: TM Collective Goal Established

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

Section 46a-68-86
Employment Analyses

Section 46a-68-86: EMPLOYMENT ANALYSES

The CSCC North-West Region has undertaken a comprehensive review of the employment activity during the reporting period to identify policies and practices that perpetuate or build in barriers to equal employment. The agency has conducted the following analyses to ensure compliance with the regulations:

- 1) The Region shall conduct a separate analysis for any occupational category or position classification for which a separate availability base has been calculated and employment activity has occurred during the reporting period through hire, termination or other personnel activity.
- 2) Appointments to job titles shall be further analyzed. The applicant flow analysis shall track applicants through the hiring or promotional process to identify the step at which they were no longer candidates for employment. Information shall be provided as required for reductions in workforce.
- 3) Each agency shall further provide information by occupational category on all matters involving personnel evaluations, discipline or other reductions in workforce.

As this is a new regional affirmative action plan, there are no performance evaluations included with this submission. During the reporting period, each of the three campuses submitted AA Plans with this information and this element was found to be in compliance. All future submissions will include the available performance appraisal data for the region. Additionally, as there are no increases to report in Goals Analysis, there will be no data reported in the Applicant Flow Analyses. These too will be included in all future filings.

The included charts reflect the Region's analyses of these elements. The included applicant flow analyses and performance appraisal analyses reflect no transactions and serve as a placeholder for future filings.

CSCC - North-West Region
EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Executive

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All titles

LABOR MARKET AREA: Statewide/National

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	31	14	17	12	14	0	1	2	1	0	1	0	0
Workforce Number Prior Filing	17	6	11	5	9	0	0	1	1	0	1	0	0
Net Change(+or-)	14	8	6	7	5	0	1	1	0	0	0	0	0
Hires (including PT to FT)	3	1	2	1	2	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Adjustment (Sex Correction)	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Change (Job Classification Adjustment)*	10	6	4	5	3	0	1	1	0	0	0	0	0
Data Correction**	3	2	1	2	1	0	0	0	0	0	0	0	0
TOTAL INCREASES	16	9	7	8	6	0	1	1	0	0	0	0	0
TERMINATION/NON-RENEWAL	1	1	0	1	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUTSIDE OF REGION WITHIN CSCU	1	0	1	0	1	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	1	1	1	1	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

* Job Title Manager 2 and 3 incorrectly classified as Professional in Previous AA Plan (e.g., Associate Dean of Campus Operations, Director of Grants)

** 1WM's listed as PT in prior plan in error; 1WM & 1WF - erroneously excluded in previous AA Plan and have been corrected in this submission.

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Faculty
 POSITION OR POSITION CLASSIFICATION: Professor
 LABOR MARKET AREA: Statewide/National

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	121	48	73	42	63	2	6	3	3	1	1	0	0
Workforce Number Prior Filing	117	44	73	39	65	2	5	1	2	2	1	0	0
Net Change(+or-)	4	4	0	3	-2	0	1	2	1	-1	0	0	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	13	8	5	7	3	0	1	1	1	0	0	0	0
DEMOTION INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Race modification	1	1	0	0	0	0	0	1	0	0	0	0	0
TOTAL INCREASES	14	9	5	7	3	0	1	2	1	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	9	4	5	3	5	0	0	0	0	1	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
ADJUSTMENT - Race modification	1	1	0	1	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	10	5	5	4	5	0	0	0	0	1	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Associate Professor
LABOR MARKET AREA: Statewide/National

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	28	10	18	9	15	1	2	0	1	0	0	0	0
Workforce Number Prior Filing	34	15	19	14	14	0	3	1	2	0	0	0	0
Net Change(+or-)	-6	-5	-1	-5	1	1	-1	-1	-1	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	7	3	4	2	4	1	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
New Plan (Combined HCC, NCC, GWCC)	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	7	3	4	2	4	1	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	13	8	5	7	3	0	1	1	1	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	13	8	5	7	3	0	1	1	1	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region
EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Faculty

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: Assistant Professor

LABOR MARKET AREA: Statewide/National

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	26	9	17	6	14	1	1	1	1	1	1	0	0
Workforce Number Prior Filing	23	10	13	7	11	2	1	1	1	0	0	0	0
Net Change(+or-)	3	-1	4	-1	3	-1	0	0	0	1	1	0	0
Hires (including PT to FT)	7	2	5	1	4	0	0	0	0	1	1	0	0
PROMO INTO CATEGORY / CLASS	4	1	3	0	3	1	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	11	3	8	1	7	1	0	0	0	1	1	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	7	3	4	2	4	1	0	0	0	0	0	0	0
RESIGNATIONS	1	1	0	0	0	1	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	8	4	4	2	4	2	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Instructors
LABOR MARKET AREA: Statewide/National

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	14	6	8	3	5	1	2	1	0	1	1	0	0
Workforce Number Prior Filing	15	5	10	2	8	2	1	1	0	0	1	0	0
Net Change(+or-)	-1	1	-2	1	-3	-1	1	0	0	1	0	0	0
Hires (including PT to FT)	4	2	2	1	1	0	1	0	0	1	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
New AA Plan (Combined HCC, NCC, GWCC)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	4	2	2	1	1	0	1	0	0	1	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	4	1	3	0	3	1	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	1	0	1	0	1	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	5	1	4	0	4	1	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Professional Non-Faculty

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All Remaining Titles

LABOR MARKET AREA: Statewide/National

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	165	70	95	54	75	6	6	5	11	5	3	0	0
Workforce Number Prior Filing	169	72	97	57	79	4	8	7	8	4	2	0	0
Net Change(+or-)	-4	-2	-2	-3	-4	2	-2	-2	3	1	1	0	0
HIRES (incl. Pt to Ft)	42	10	32	3	20	4	7	2	4	1	1	0	0
PROMO INTO CATEGORY / CLASS	1	0	1	0	1	0	0	0	0	0	0	0	0
TRANSFER IN FROM ANOTHER CAMPUS	0	0	0	0	0	0	0	0	0	0	0	0	0
DATA Correction*	12	5	7	5	5	0	0	0	1	0	1	0	0
RACE CHANGE	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	55	15	40	8	26	4	7	2	5	1	2	0	0
LAYOFF	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	3	1	2	1	1	0	0	0	0	0	1	0	0
RETIREMENTS	10	2	8	2	7	0	0	0	1	0	0	0	0
JOB CATEGORY MOVED to EXECUTIVE**	9	5	4	4	3	0	1	1	0	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER OUT OF REGION (Different AA Plan)	5	1	4	1	4	0	0	0	0	0	0	0	0
NEW CATEGORY (GPA 1 - 25 OR MORE)	30	8	22	3	14	2	7	3	1	0	0	0	0
DATA Correction***	2	0	2	0	1	0	1	0	0	0	0	0	0
TOTAL REDUCTIONS	59	17	42	11	30	2	9	4	2	0	1	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: *Employees counted at Temporary erroneously in previous submission and should have been counted in the FT workforce

** Employees were classified as professional non-faculty in previous plan; however, should have been in Executive

*** Employee erroneously counted as FT but were serving in temporary positions - removed from the FT workforce in this submission.

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Professional Non-Faculty
 POSITION OR POSITION CLASSIFICATION: Guided Pathways Advisor 1
 LABOR MARKET AREA: Statewide/National

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	30	8	22	3	14	2	7	3	1	0	0	0	0
Workforce Number Prior Filing	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Change(+or-)	30	8	22	3	14	2	7	3	1	0	0	0	0
HIRES (incl. Pt to Ft)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
NEW CATEGORY (GPA 1 - 25 OR MORE)	30	8	22	3	14	2	7	3	1	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	30	8	22	3	14	2	7	3	1	0	0	0	0
LAYOFF	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT OF REGION	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

Note:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Administrative/Clerical

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: New Haven County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	29	1	28	1	14	0	5	0	9	0	0	0	0
Workforce Number Prior Filing	31	2	29	2	14	0	6	0	9	0	0	0	0
Net Change(+or-)	-2	-1	-1	-1	0	0	-1	0	0	0	0	0	0
Hires (including PT to FT)	1	0	1	0	1	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
New AA Plan (Combined HCC, NCC, GWCC)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	1	0	1	0	1	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	0	2	0	1	0	1	0	0	0	0	0	0
TRANSFER OUT TO OTHER REGION	1	1	0	1	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	3	1	2	1	1	0	1	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Paraprofessional

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: New Haven County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	3	1	2	1	1	0	0	0	0	0	1	0	0
Workforce Number Prior Filing	3	1	2	1	1	0	0	0	0	0	1	0	0
Net Change(+or-)	0	0	0	0	0	0	0	0	0	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Skilled Craft Workers
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: New Haven County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	4	4	0	4	0	0	0	0	0	0	0	0	0
Workforce Number Prior Filing	5	5	0	5	0	0	0	0	0	0	0	0	0
Net Change(+or-)	-1	-1	0	-1	0	0	0	0	0	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	1	1	0	1	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	1	1	0	1	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Protective Services
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: New Haven County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	6	5	1	3	1	1	0	1	0	0	0	0	0
Workforce Number Prior Filing	7	6	1	4	1	1	0	1	0	0	0	0	0
Net Change(+or-)	-1	-1	0	-1	0	0	0	0	0	0	0	0	0
Hires (including PT to FT)	1	1	0	1	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	1	1	0	1	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	1	1	0	1	0	0	0	0	0	0	0	0	0
DECEASED	1	1	0	1	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	2	0	2	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: New Haven County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	27	21	6	17	3	1	0	2	3	0	0	1	0
Workforce Number Prior Filing	25	19	6	16	3	1	0	2	3	0	0	0	0
Net Change(+or-)	2	2	0	1	0	0	0	0	0	0	0	1	0
Hires (including PT to FT)	4	3	1	1	0	0	0	1	1	0	0	1	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	4	3	1	1	0	0	0	1	1	0	0	1	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	2	1	1	0	0	0	0	1	1	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	1	1	0	0	0	0	1	1	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Administrative/Clerical

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: Hartford County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	14	0	14	0	12	0	1	0	1	0	0	0	0
Workforce Number Prior Filing	14	0	14	0	10	0	2	0	1	0	1	0	0
Net Change(+or-)	0	0	0	0	2	0	-1	0	0	0	-1	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	3	0	3	0	3	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	3	0	3	0	3	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	1	0	1	0	0	0	0	0	0	0	1	0	0
RETIREMENTS	2	0	2	0	1	0	1	0	0	0	0	0	0
TRANSFER OUT TO OTHER REGION	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	3	0	3	0	1	0	1	0	0	0	1	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES: * These employees were not counted in previous AA plan in error as they were serving temporary service in a higher class. They have been added back in.

CSCC - North-West Region
EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Paraprofessional
 POSITION OR POSITION CLASSIFICATION: All Titles
 LABOR MARKET AREA: Hartford County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	7	2	5	2	4	0	1	0	0	0	0	0	0
Workforce Number Prior Filing	9	3	6	3	4	0	2	0	0	0	0	0	0
Net Change(+or-)	-2	-1	-1	-1	0	0	-1	0	0	0	0	0	0
Hires (including PT to FT)	1	0	1	0	1	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	1	0	1	0	1	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	1	0	1	0	1	0	0	0	0	0	0	0	0
RESIGNATIONS	1	0	1	0	0	0	1	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	1	1	0	1	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	3	1	2	1	1	0	1	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES: WM erroneously counted as Paraprofessional in previous plan, now accounted for in Professional Non-Faculty

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Hartford County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	13	9	4	7	3	1	1	1	0	0	0	0	0
Workforce Number Prior Filing	14	10	4	7	3	1	1	2	0	0	0	0	0
Net Change(+or-)	-1	-1	0	0	0	0	0	-1	0	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	1	1	0	0	0	0	0	1	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	1	1	0	0	0	0	0	1	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Administrative/Clerical

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION: All Titles

LABOR MARKET AREA: Litchfield County

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	3	0	3	0	2	0	1	0	0	0	0	0	0
Workforce Number Prior Filing	4	0	4	0	3	0	1	0	0	0	0	0	0
Net Change(+or-)	-1	0	-1	0	-1	0	0	0	0	0	0	0	0
Hires (including PT to FT)	1	0	1	0	1	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
New AA Plan (Combined HCC, NCC, GWCC)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	1	0	1	0	1	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	2	0	2	0	2	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	2	0	2	0	2	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Litchfield County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPi*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	2	0	2	0	1	0	0	0	0	0	1	0	0
Workforce Number Prior Filing	2	0	2	0	1	0	0	0	0	0	1	0	0
Net Change(+or-)	0	0	0	0	0	0	0	0	0	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

CSCC - North-West Region

EMPLOYMENT PROCESS ANALYSIS

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LABOR MARKET AREA: Litchfield County

DATE: January 30, 2022

EMPLOYMENT PROCESS ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or MORE	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Workforce Number Current Filing	8	7	1	7	1	0	0	0	0	0	0	0	0
Workforce Number Prior Filing	8	7	1	7	1	0	0	0	0	0	0	0	0
Net Change(+or-)	0	0	0	0	0	0	0	0	0	0	0	0	0
Hires (including PT to FT)	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMO INTO CATEGORY / CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER INTO	0	0	0	0	0	0	0	0	0	0	0	0	0
Data Correction*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCREASES	0	0	0	0	0	0	0	0	0	0	0	0	0
TERMINATION/NON-RENEWAL	0	0	0	0	0	0	0	0	0	0	0	0	0
FULL TIME TO PART TIME	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOTION OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
RESIGNATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	0	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REDUCTIONS	0	0	0	0	0	0	0	0	0	0	0	0	0
PROMOS WITHIN	0	0	0	0	0	0	0	0	0	0	0	0	0

NOTES:

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: **Executive**
POSITION OR POSITION CLASSIFICATION: **All titles**
LOCATION: **Statewide/National**

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	5	1	4	1	4	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	96	65	30	34	16	12	8	7	4	3	1	3	1	6	0	1	F
TOTAL APPLICANTS	101	66	34	35	20	12	8	7	4	3	1	3	1	6	0	1	G
TOTAL REJECTED APPLICANTS	16	12	3	5	2	2	1	2	0	1	0	0	0	2	0	1	H
TOTAL QUALIFIED APPLICANTS	85	54	31	30	18	10	7	5	4	2	1	3	1	4	0	0	I
WITHDRAWAL	10	9	1	4	0	1	0	0	1	2	0	1	0	1	0	0	L
TOTAL INTERVIEWED	15	7	8	2	6	4	0	1	2	0	0	0	0	0	0	0	O
Not offered Position	12	6	6	1	4	4	0	1	2	0	0	0	0	0	0	0	P
Offered Position	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - PROMO

There were no promotions during the reporting period

OCCUPATIONAL CATEGORY:

Executive

DATE: January 30, 2022

POSITION OR POSITION CLASSIFICATION:

All titles

LOCATION:

Statewide/National

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES

There are no hires into this category

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	WHITE		BLACK		C		NPI*		MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - PROMOTIONS**

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Associate Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - PROMOTIONS

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Associate Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	8	4	4	3	4	1	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	8	4	4	3	4	1	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Assistant Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	132	59	66	35	47	1	7	0	2	18	4	1	0	4	6	7	F
TOTAL APPLICANTS	134	59	68	35	49	1	7	0	2	18	4	1	0	4	6	7	G
TOTAL REJECTED APPLICANTS	94	40	48	22	33	1	5	0	2	13	2	1	0	3	6	6	H
TOTAL QUALIFIED APPLICANTS	40	19	20	13	16	0	2	0	0	5	2	0	0	1	0	1	I
WITHDRAWAL	9	3	6	2	5	0	1	0	0	1	0	0	0	0	0	0	L
TOTAL INTERVIEWED	29	15	13	10	10	0	1	0	0	4	2	0	0	1	0	1	O
Not offered Position	22	13	8	9	6	0	1	0	0	3	1	0	0	1	0	1	P
Offered Position	7	2	5	1	4	0	0	0	0	1	1	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	7	2	5	1	4	0	0	0	0	1	1	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - PROMOTIONS**

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Assistant Professor
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES - Non-examined**

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Instructors
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	8	5	3	4	3	0	0	0	0	1	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	117	31	81	18	56	1	5	2	2	4	4	0	3	6	11	5	F
TOTAL APPLICANTS	125	36	84	22	59	1	5	2	2	5	4	0	3	6	11	5	G
TOTAL REJECTED APPLICANTS	56	16	39	9	24	0	3	0	1	2	2	0	1	5	8	1	H
TOTAL QUALIFIED APPLICANTS	69	20	45	13	35	1	2	2	1	3	2	0	2	1	3	4	I
WITHDRAWAL	4	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	29	11	16	8	12	1	1	0	1	2	1	0	1	0	0	2	O
Not offered Position	24	8	14	6	11	1	0	0	1	1	1	0	1	0	0	2	P
Offered Position	5	3	2	2	1	0	1	0	0	1	0	0	0	0	0	0	Q
Refused Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	4	2	2	1	1	0	1	0	0	1	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - PROMOTIONS**

THERE WERE NO PROMOTIONS IN THIS CATEGORY

OCCUPATIONAL CATEGORY: Faculty
POSITION OR POSITION CLASSIFICATION: Instructors
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: Professional Non-Faculty
POSITION OR POSITION CLASSIFICATION: All Remaining Titles
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	63	16	45	6	32	1	6	6	4	0	1	0	1	3	1	2	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	1087	282	755	172	493	42	81	28	79	7	20	3	15	30	67	50	F
TOTAL APPLICANTS	1150	298	800	178	525	43	87	34	83	7	21	3	16	33	68	52	G
TOTAL REJECTED APPLICANTS	478	117	337	62	229	17	36	18	29	5	10	0	9	15	24	24	H
TOTAL QUALIFIED APPLICANTS	672	181	463	116	296	26	51	16	54	2	11	3	7	18	44	28	I
WITHDRAWAL	25	7	18	5	13	2	3	0	1	0	0	0	0	0	1	0	L
TOTAL INTERVIEWED	217	48	164	24	103	12	19	7	27	1	3	1	0	3	12	5	O
Not offered Position	173	38	130	21	83	8	12	5	21	0	2	1	0	3	12	5	P
Offered Position	44	10	34	3	20	4	7	2	6	1	1	0	0	0	0	0	Q
Refused Position	2	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	42	10	32	3	20	4	7	2	4	1	1	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.
 *This hires applicant flow does not account for the promotion that occurred in the guided pathways search (1WM applicant and accession). This singular promotion is accounted for on the promotions applicant flow chart. Summary - the total professional applicant pool is 743 hire applicants + 1 promotion applicant = 745

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES - Non-examined

OCCUPATIONAL CATEGORY: Professional Non-Faculty
POSITION OR POSITION CLASSIFICATION: All Remaining Titles
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	I
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES

There were no hires as this is a new category (25+)

OCCUPATIONAL CATEGORY: Professional Non-Faculty
POSITION OR POSITION CLASSIFICATION: Guided Pathways Advisor 1
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.
 *WM total offered was 4WM (2 hires, 1 refusal of offer, and 1 promotion). This hires applicant flow does not account for the promotion that occurred in the guided pathways search. This singular promotion is accounted for on the promotions applicant flow chart. Summary - the total applicant pool is 743+1 = 744

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES - Non-examined**

There were no promotions as this is a new category (25+)

OCCUPATIONAL CATEGORY: Professional Non-Faculty
POSITION OR POSITION CLASSIFICATION: Guided Pathways Advisor 1
LOCATION: Statewide/National

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: Administrative/Clerical
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	260	31	227	16	130	6	47	0	2	1	9	5	19	3	20	2	F
TOTAL APPLICANTS	260	31	227	16	130	6	47	0	2	1	9	5	19	3	20	2	G
TOTAL REJECTED APPLICANTS	250	31	217	16	126	6	43	0	2	1	8	5	18	3	20	2	H
TOTAL QUALIFIED APPLICANTS	10	0	10	0	4	0	4	0	0	0	1	0	1	0	0	0	I
WITHDRAWAL	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	8	0	8	0	3	0	3	0	0	0	1	0	1	0	0	0	O
Not offered Position	7	0	7	0	2	0	3	0	0	0	1	0	1	0	0	0	P
Offered Position	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS INTO THIS CATEGORY DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Administrative/Clerical **DATE:** January 30, 2022
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

There were no hires during the reporting period

OCCUPATIONAL CATEGORY: Skilled Craft Workers
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

There were no promotions during the reporting period.

OCCUPATIONAL CATEGORY: Skilled Craft Workers
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Protective Services
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNP*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	10	10	0	8	0	2	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	10	10	0	8	0	2	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	3	3	0	2	0	1	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	7	7	0	6	0	1	0	0	0	0	0	0	0	0	0	0	L
WITHDRAWAL	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	5	5	0	4	0	1	0	0	0	0	0	0	0	0	0	0	P
Not offered Position	4	4	0	3	0	1	0	0	0	0	0	0	0	0	0	0	Q
Offered Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	R
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S
TOTAL ACCESSIONS	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Protective Services
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	89	76	13	38	4	20	7	3	1	2	1	4	0	9	0	0	F
TOTAL APPLICANTS	89	76	13	38	4	20	7	3	1	2	1	4	0	9	0	0	G
TOTAL REJECTED APPLICANTS	54	46	8	23	2	15	6	1	0	2	0	0	0	5	0	0	H
TOTAL QUALIFIED APPLICANTS	35	30	5	15	2	5	1	2	1	0	1	4	0	4	0	0	L
WITHDRAWAL	4	4	0	1	0	1	0	1	0	0	0	1	0	0	0	0	I
TOTAL INTERVIEWED	5	4	1	2	0	0	0	1	1	0	0	1	0	0	0	0	P
Not offered Position	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	Q
Offered Position	4	3	1	1	0	0	0	1	1	0	0	1	0	0	0	0	R
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S
TOTAL ACCESSIONS*	4	3	1	1	0	0	0	1	1	0	0	1	0	0	0	0	

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: New Haven County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

There wer no hires during the reporting period

OCCUPATIONAL CATEGORY: Administrative/Clerical
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS INTO THIS CATEGORY DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Administrative/Clerical **DATE:** January 30, 2022
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Hartford County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
APPLICANT FLOW ANALYSIS - HIRES**

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Administrative/Clerical
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	115	13	102	4	73	4	8	2	7	2	3	0	2	1	9	0	F
TOTAL APPLICANTS	115	13	102	4	73	4	8	2	7	2	3	0	2	1	9	0	G
TOTAL REJECTED APPLICANTS	101	13	88	4	62	4	8	2	6	2	3	0	1	1	8	0	H
TOTAL QUALIFIED APPLICANTS	14	0	14	0	11	0	0	0	1	0	0	0	1	0	1	0	L
WITHDRAWAL	9	0	9	0	7	0	0	0	1	0	0	0	0	0	1	0	I
TOTAL INTERVIEWED	5	0	5	0	4	0	0	0	0	0	0	0	1	0	0	0	O
Not offered Position	4	0	4	0	3	0	0	0	0	0	0	0	1	0	0	0	P
Offered Position	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Administrative/Clerical
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS PROMOTIONS**

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Paraprofessional
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

**CSCC - North-West Region
 APPLICANT FLOW ANALYSIS - HIRES**

THERE WERE NO HIRES DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WTIHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

CSCC - North-West Region
APPLICANT FLOW ANALYSIS PROMOTIONS

THERE WERE NO PROMOTIONS DURING THE REPORTING PERIOD

OCCUPATIONAL CATEGORY: Service Maintenance
POSITION OR POSITION CLASSIFICATION: All Titles
LOCATION: Litchfield County

DATE: January 30, 2022

APPLICANT FLOW ANALYSIS	GRAND TOTAL	TOTAL		WHITE		BLACK		HISPANIC		AAIANHNPI*		TWO or More		UNKNOWN			
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	UNKN	
Intra-agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	A
Outside agency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	B
Reemployment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	C
Cert. Employment List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	D
Transfer List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	E
Other Applicants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	F
TOTAL APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	G
TOTAL REJECTED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	H
WITHDRAWAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TOTAL QUALIFIED APPLICANTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
TOTAL INTERVIEWED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	O
Not offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	P
Offered Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Q
Refused Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	R
TOTAL ACCESSIONS*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	S

Notes: Unknown applicant calculations are factored separately into the grand total, total male and total female categories. Total male + total female + unknown/unknown = grand total.

*AAIANHNPI = ASIAN, AMERICAN INDIAN, ALASKA NATIVE, HAWAIIAN NATIVE, PACIFIC ISLANDER

OCCUPATIONAL CATEGORY: EXECUTIVE/ADMINISTRATIVE/MANAGERIAL

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance	15	8	7	8	7						
Exceeded Performance Reqs/Exceeds Expectations	5	1	4		2		1	1	1		
Met Performance Reqs/Meets Expectations	0	0	0								
Failed To Meet Perf Reqs/Doesn't Meet Expectations	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

All Categories

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
<i>Satisfactory</i>	37	18	19	16	15		2	0	0	2	2
<i>Adequate, but needs improvement</i>	0	0	0								
<i>Unsatisfactory</i>	0	0	0								
COUNSELING	2	0	2		2						
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								

* faculty are evaluated at 1, 3, and 5 year intervals based on time of hire and once tenure is achieved; as such numbers will fluctuate and curve lower than workforce numbers as majority of faculty have tenure.

OCCUPATIONAL CATEGORY: PROFESSIONAL NON-FACULTY

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance/Excellent	11	5	6	4	4		2			1	
Exceeds Expectations	18	8	10	7	8	1			2		
Meets Expectations/Good	3	1	2		1	1	1				
Fair	0	0	0								
Does not Meet Expectations/Poor	0	0	0								
COUNSELING	1	1	0			1					
REPRIMANDS	1	1	0	1							
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								

* Professional bargaining staff are evaluated at 5 year intervals once tenure is achieved; as such numbers will fluctuate and curve lower than workforce numbers.

OCCUPATIONAL CATEGORY: TECHNICAL/PARAPROFESSIONAL

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Exceptional Performance/Excellent	9	3	6	2	5	1	1				
Exceeds Expectations	2	0	2		2						
Meets Expectations/Good	1	1	0	1							
Fair	0	0	0								
Does not Meet Expectations/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								

*Bargaining unit members in CCCC and AFT contracts are evaluated at 5 year intervals once tenure is achieved; as such numbers will fluctuate and curve lower than workforce numbers

OCCUPATIONAL CATEGORY: SECRETARIAL/CLERICAL

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	18	1	17	1	8		7		2		
Very Good	17	1	16	1	10		1		4		1
Good	6	3	3	3	2		1				
Fair	0	0	0								
Unsatisfactory	2	0	2		1		1				
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: PROTECTIVE SERVICE

All in Category

September 30, 2020

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	5	5	0	4				1			
Good	0	0	0								
Satisfactory	0	0	0								
Fair	0	0	0								
Unsatisfactory	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: SKILLED CRAFT WORKERS

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	12	10	2	10	2						
Good	5	2	3		2	1	1	1			
Satisfactory	2	2	0	2							
Fair	0	0	0								
Unsatisfactory	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

All in Category

January 30, 2022

PERSONNEL EVALUATION ANALYSIS	TOTAL	TL MALE	TL FEM	WM	WF	BM	BF	HM	HF	OM	OF
SERVICE RATING											
Excellent	16	12	4	10	3	1		1	1		
Good	8	5	3	5	2				1		
Satisfactory	1	1	0	1							
Fair	0	0	0								
Unsatisfactory	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								

Section 46a-68-87
Identification of Problem
Areas

Section 46a-68-87: IDENTIFICATION OF PROBLEM AREAS

Each of the following items were examined by the Director of Equal Employment Opportunity in conjunction with Human Resource and Regional leadership to identify any non-quantifiable aspects of the employment process which may impede or prevent the full and fair participation of protected race/sex group members in the employment process:

Employment Applications: The CSCC North-West region utilizes the Department of Administrative Services (DAS) JobApps System to fill all classified positions. This is an electronic application and does not allow for any additional paperwork to be downloaded like transcripts or copies of the last two (2) performance appraisals. The majority of positions filled within the region are unclassified positions. The CSCC utilizes JAZZHR, an online recruitment tool, for unclassified positions. JAZZHR allows for applicants to submit all necessary application materials and allows for the search process to be well documented. There is no barrier identified.

Job Qualifications: The CSCC North-West Region uses the qualifications for classified positions as defined by the Department of Administrative Services (DAS). The CSCC North-West Region uses the minimum qualifications and at times preferred qualifications for unclassified positions as defined by the Connecticut State Colleges and Universities (CSCU) System. Neither set of qualifications is known to impede or prevent the full and fair participation of protected race/sex group members in the employment process. The Job Qualifications do not demonstrate any barrier to the full and fair participation of protected race/sex group members in the employment process.

Job Specifications: The specifications for classified positions are defined by the Department of Administrative Services (DAS). The CSCC North-West Region develops job specifications prior to its recruitment activity for unclassified positions. The hiring manager and/or Deans meet with the HR Director of Talent and Recruitment as well as the Human Resources Compensation and Classification Specialist to review job specifications and determines the essential functions of the position to assure they are job related. These are then reviewed by the Director of Equal Employment Opportunity. The Job Specifications do not demonstrate any barrier to the full and fair participation of protected race/sex group members in the employment process.

Recruitment Practices: The CSCC North-West Region follows the recruitment guidelines established by the Department of Administrative Services (DAS) for classified employment. For unclassified employment, the Region follows the guidelines for recruitment practices established by the Connecticut State Colleges and Universities (CSCU) System and the CT State Community College (CSCC) System. The Region continually builds relationships with local organizations and with other recruitment sources locally and nationally. Additionally, the Talent and Recruitment Center of Excellence (HR) continually identifies viable recruitment sources for all unclassified positions. As a result of these efforts, nearly all recruitments have diverse and goal candidates within their pools.

The Director of Equal Employment Opportunity in partnership with Human Resources is tasked with the responsibility of giving the affirmative action search charge to each search committee to assure there are no unfair hiring practices or any inherent biases during any part of the employment process.

Additionally, the Director of Equal Employment Opportunity continually monitors, through approval authority, the entire search process from the development of job specifications, development of a diverse recruitment plan, creating legal interview questions, having a fair and consistent process to evaluate the applicant pool, a complete and thorough review of search documentation by search committee members and ensures interviews are conducted fairly for all qualified applicants.

There are no barriers identified that impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Personnel Policies: The CSCC North-West Region uses the policies established by the Department of Administrative Services (DAS) State Personnel for its classified job classifications. The CSCC North-West utilizes policies published by the Connecticut State Colleges and Universities (CSCU) for unclassified positions.

All CSCU and CSCC personnel policies are established system wide and utilized at all campuses within Region. These policies are continually reviewed to ensure compliance with relevant laws and regulations.

Neither set of policies is known to impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Job Structuring: There is no identified barrier related to the Region's job structuring that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Orientation: New employees in both classified and unclassified service receive orientation by their respective campus by the CSCC HR Shared Services Division and within the local department where they are assigned. The new employees and faculty members receive information on the AA/EEO policies, discrimination complaint process, sexual harassment prevention, benefits and also collective bargaining information. They also receive information on the State Ethics Policy and other State and CSCU/CSCC Policies.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Training: Employees in both classified and unclassified services are free to apply for training opportunities as covered by their respective collective bargaining agreements. Managers are encouraged to take advantage of training and professional development opportunities. The three campuses within this Region offer opportunities for training and in-service professional development opportunities to meet identified needs.

The Region will continue to closely monitor employee participation to ensure that they receive mandatory Diversity and Sexual Harassment. In addition, Sexual Harassment Prevention Training is available to employees online and adheres to current State laws regarding such training.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Counseling: Employment counseling is available to all employees within the Region upon

request. More information will be included in the Career Mobility Section of the Affirmative Action Plan.

The Employee Assistance Program (EAP) is also available to all employees within the Region and to members of their family for counseling and professional support in dealing with personal, emotional, family or health problems. EAP assists with complex issues such as drug and alcohol dependency, single parenting, marital crisis, stress, financial uncertainty or emotional distress.

There is no known barrier that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Discrimination Complaint Process: The Discrimination Complaint Process is in place across all campuses of the CSCC and the entire Connecticut State College and University (CSCU) System. The North-West Region follows the Connecticut State Colleges and Universities Discrimination Complaint Policy and Procedures. The procedure is distributed to all employees, posted on bulletin boards and is also posted on the CSCU Website. This process allows for any employee to file complaints and provides for protections against retaliation.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Evaluation: The CSCU and CSCC System Offices and all of the campuses and respective leadership follows the respective collective bargaining agreements and the guidelines established by the Department of Administrative Services (DAS) for classified evaluations and the respective collective bargaining agreements and guidelines established by the CSCU System Office for unclassified personnel evaluations.

There is no known barrier that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Layoffs: Layoffs occur in accordance with policy and procedures. There were no layoffs throughout the Region during the reporting period.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

Termination: In the event of termination of employment, the CSCC and North-West Region adheres to language in the respective collective bargaining agreements and applicable State Statutes.

There is no known barrier identified that would impede or prevent the full and fair participation of protected race/sex group members in the employment process.

The North-West Region's leadership, Director of Equal Employment Opportunity, and assigned Human Resource professionals have examined all aspects of the employment process itemized in subsection (a) of this section and have not identified any employment policy or practice may impede or prevent the full and fair participation of individuals with disabilities and older persons in the workforce.

Section 46a-68-88
Program Goals and
Timetables

Section 46a-68-88: PROGRAM GOALS

Subsection (a)

The Affirmative Action Regulations require that the CSCC North-West Region examine all aspects of the employment process described in the Identification of Problem Areas element and set programmatic goals when any employment policy or practice may impede or prevent the full and fair participation of protected race and sex group members, individuals with disabilities or older persons.

No employment processes were identified as having an adverse impact on any protected race/sex group. Nevertheless, the Region continues to be aggressive in its attempts to fulfill its affirmative action and equal employment opportunity commitments.

Subsection (b)

Program goals shall be meaningful, measurable and reasonably attainable and shall be consistent with Section 46a-68-92- Good Faith Efforts of the Affirmative Action Regulations to ensure:

1. The promotion of Equal Employment Opportunity and to achieve a workplace free of discrimination;
2. Opportunities for all qualified applicants including underutilized groups;
3. The utilization of a fair and non-discriminatory recruitment and selection process; and
4. That career development opportunities are available to all interested and qualified employees, including minorities and women.

Subsection (c)

Where the cooperation of another agency, CSCC campuses, or other CSCU institutions is essential to the implementation of a program goal, CSCC's North-West Region shall keep a record of each instance of contact with the other agency, CSCC Campuses, or CSCU institutions whose cooperation is requested and the outcome of the request.

Subsection (d)

CSCC's North-West Region may elect to set program goals or the Commission on Human Rights and Opportunities (CHRO) may require that program goals be set for any employment policy or practice having an adverse impact upon a race and sex group or for any protected group not covered by this section whether or not that policy or practice was identified as having an adverse impact pursuant to Section 46a-68-87 of the Affirmative Action Regulations of Connecticut State Agencies.

Section 46a-68-88: PROGRAM GOALS

2022 – 2023 PROGRAM GOALS

While the CSCC's North-West Region has not identified any barriers in any of the employment processes within the Identification of Problem Areas element, the Region sets the goals below to enhance its efforts to ensure affirmative action and equal employment opportunity compliance.

1. The region sets a goal strengthen the search and selection process to ensure equity, AA, and EEO compliance are foundational to every search. Such efforts may include, but are not limited to, adding a 30-minute Bias in the Interview training for all search committee members; establishing pause points in the search process to ensure applicant pool reflects the availability pool, and the interview pool reflects the applicant pool; working within the CSCU system to identify additional local, state, and national recruitment sources focused on diversity (e.g., Latinosinhighered.com), etc.

Responsible persons: Regional President, Regional Leadership, Deans, Recruitment and Talent Center of Excellence, EEO Center of Excellence, and the CSCU Diversity, Equity and Inclusion Team.

Timeframe: Completion by September 30, 2022.

2. The region will establish the framework, charge and expectations of an Employee Advisory Committee. The expectation is that a call for nominations or volunteers to during the fall 2022 semester start and the inaugural meeting to take place in fall 2022. Responsible persons: Equal Employment Opportunity Officer, Campus CEO's, Regional President, Regional Leadership team; HR Recruitment and Talent Center of Excellence, and Dr. James Lombella, Regional President.

Timeframe: Completion by September 30, 2022.

Section 46a-68-89
Discrimination Complaint
Process

Section 46a-68-89 DISCRIMINATION COMPLAINT PROCESS

The Connecticut State Community College (CSCC) encourages all employees to utilize the internal grievance procedure adopted by the Board of Regents and the CSCU in all cases of alleged discrimination in employment based on any of the following factors: age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, members of the CT Civil Air Patrol, and workplace hazards to reproductive systems.

The procedure adheres to all regulatory expectations noted below:

- a) The plan shall include a report on the system to process and resolve employee allegations of discrimination consistent with chapter 67 and 68 of the Connecticut General Statutes. Such system shall provide for the expeditious resolution of grievances to assure that legal options for filing complaints with enforcement agencies are not foreclosed. The discrimination complaint process shall include:
 - 1) periodic training in counseling and grievance investigations for agency counselors;
 - 2) confidential counseling and procedures for informal resolution at the agency level by the equal employment opportunity officer;
 - 3) notice to employees that an agency discrimination complaint process is available;
 - 4) a guarantee of non-retaliation for the exercise of rights granted pursuant to this section;
 - 5) advisement of legal options to file complaints with the 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; and
 - 6) time frames not exceeding ninety (90) days for filing, processing and resolution of such matters.
- b) All records of grievances and dispositions thereof are maintained and reviewed on a regular basis by the equal employment opportunity officer to detect any patterns in the nature of the grievances. Records so retained shall be confidential except where disclosure is required by law.
- c) A summary of the matters alleged, the results thereof and the length of time required to resolve the grievance is included within this AA Plan. The plan shall provide information on the number of such complaints, investigating agency, whether such matter is currently pending or the outcome thereof. All records relevant to employee grievances filed under this section shall be maintained by the agency for examination by the Commission on Human Rights and Opportunities staff. As this is the first Regional affirmative action plan, a full report of complaints during the reporting period will be contained in the next submission.

CONNECTICUT STATE COLLEGES AND UNIVERSITIES

Statement of Discrimination Complaint Policy & Procedure

The Connecticut State Colleges and Universities (CSCU) has adopted a policy of “zero-tolerance” with respect to unlawful employee harassment. Accordingly, CSCU expressly prohibits any form of unlawful employee harassment based on The Connecticut State Colleges and Universities (CSCU) deems equal employment opportunity to be the education or employment of individuals without consideration of race, color, age, sex, (including sexual harassment, sexual assault, pregnancy and workplace hazards to reproductive systems), religious creed, marital status, national origin, ancestry, past or present history of mental disability, intellectual disability, learning disability, physical disability (including, but not limited to blindness), veteran status, Civil Air Patrol, gender identity or expression, sexual orientation, retaliation, or other factors which cannot lawfully be the basis for employment actions, unless there is a bona fide occupational qualification. CSCU will not request or require genetic information from job applicants or employees, or otherwise discriminate against any person in employment conditions on the basis of genetic information. Additionally, the Connecticut State Colleges and Universities (CSCU) will not discriminate against persons with a prior criminal conviction.

Improper interference with the ability of CSCU employees to perform their expected job duties will not be tolerated.

The following procedure provides periodic training in confidential counseling and grievance investigation for agency counselors. Confidential counseling is completely independent of any other grievance procedure presently in place. It is for the purpose of resolving employee allegations of discrimination at CSCU in an expeditious and informal manner.

This procedure, or submission of a complaint to this procedure, in no way precludes the submission of a complaint of a discriminatory nature to the Commission on Human Rights and Opportunities (CHRO), United State Equal Employment Opportunity Commission (EEOC), United States Department of Education Office of Civil Rights (OCR), United States Department of Justice, United States Department of Labor (DOL) Wage and Hour Division, and any other agencies, state, federal or local, that enforces laws concerning discrimination in employment or public service and accommodation nor, does the establishment of this procedure foreclose any other legal options available to the employee.

Violation of this policy may be grounds for disciplinary action, up to and including dismissal from State Service.

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- **Discrimination Complaint Procedure on Matters Other Than Sexual Harassment or Sexual Orientation**
- **Sexual Harassment Policy and Procedure**
- **Sexual Orientation Discrimination Policy and Procedure**
- **Discrimination Complaint Agencies**

Connecticut State Colleges and Universities Discrimination Complaint Procedure on matters other than Sexual Harassment or Sexual Orientation

Definition/Legal Basis

Race, Color, Religion, Sex or National Origin

Title VII of the Civil Rights Act of 1964 (as amended) and Executive Order 11246 (as amended) prohibit discrimination in employment against any person (e.g. applicants and employees) on the basis of race, color, religion (religious creed), sex or national origin.

Age

The Age Discrimination in Employment Act of 1967 (ADEA), (as amended) prohibits discrimination in employment on the basis of age against any person (e.g. applicants and employees) age forty (40) or older. Connecticut General Statute Sec. 46a-60 prohibits discrimination based on age and protects any worker eighteen (18) years of age or older.

Disability

The Rehabilitation Act of 1973 defines "disabled individual" as any person who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of impairment, or is regarded as having such an impairment. Section 7(b) of the Rehabilitation Act addresses drug and alcohol abuse, noting that the definition of "disabled individual" does not include any individual who: is "an alcoholic or a drug abuser whose current use of alcohol or drugs prevents such an individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to the property or the safety of others.

Mental disability refers to an individual who has a record of, or is regarded as having one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders".

Intellectual disability refers to a significant limitation in intellectual functioning existing concurrently with deficits in adaptive behavior that originated during the developmental period before eighteen years of age. "Significant limitation in intellectual functioning" means an intelligence quotient more than two standard deviations below the mean as measured by tests of general intellectual functioning that are individualized, standardized and clinically and culturally appropriate to the individual. "Adaptive behavior" means the effectiveness or degree with which an individual meets the standards of personal independence and social responsibility expected for the individual's age and cultural group as measured by tests that are individualized, standardized and clinically and culturally appropriate to the individual.

Learning disability refers to an individual who exhibits a severe discrepancy between educational performance and measured intellectual ability and who exhibits a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, which may manifest itself in a diminished ability to listen, speak, read, write, spell or to do mathematical calculations.

Physically disabled refers to any individual who has any chronic physical handicap, infirmity or impairment, whether congenital or resulting from bodily injury, organic processes or changes from illness, including, but not limited to, epilepsy, deafness or hearing impairment or reliance on a wheelchair or other remedial appliance or device.”

Veteran refers to any person honorably discharged from, or released under honorable conditions from active service in, the armed forces.

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified individuals with disabilities.

The ADA covers individuals who (i) have disabilities, (ii) have records of disabilities, (iii) are perceived as having disabilities, or (iv) are related to or associated with persons who fit into one of the preceding categories.

Resolution - Time Constraints

The Director of Diversity and Inclusion will resolve any alleged discrimination or unfair employment practice within ninety (90) calendar days after the receipt of a written complaint. This timeframe includes filing, processing and resolution of such matters.

Records Retention

All records relevant to employee grievances including counseling sessions and informal allegations which result in complaints to enforcement agencies, are maintained, regularly reviewed and reported by the Director of Diversity and Inclusion in the Affirmative Action Plan.

Training/Notification

The Connecticut State Colleges and Universities (CSCU) will obtain and provide periodic training in counseling and grievance investigations for agency managers, supervisors and employees.

Employees are notified about the CSCU Discrimination Complaint Procedure when the Affirmative Action Plan has been reviewed by the Commission on Human Rights and Opportunities (CHRO). Employees are also invited to review the Affirmative Action Plan.

Procedure for Handling and Investigating Discrimination Complaints

If you feel you have been a victim of discrimination please follow the following procedures:

1. Complainant requests a meeting with the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee will advise the complainant of his or her rights in accordance with relevant laws and propose possible courses of action.
2. If the complainant is unsatisfied with any of the proposals or if a situation is not readily resolvable the Complainant then has the right to file a written complaint. The written complaint must be filed on the complaint form and should include the following [please note: all grievances should be submitted within thirty (30) days of the alleged discriminatory treatment]:
 - a. Complainant's name
 - b. Work telephone number
 - c. Job title
 - d. Supervisor's name

- e. Supervisor's Title
 - f. Complainant's home address
 - g. Complainant's home telephone number
 - h. Name of individual against whom the complaint is filed
 - i. The nature of the complaint
 - j. A description of the alleged act (s) of discrimination
 - k. The date (s) the act (s) took place
 - l. The date the complaint was filed
 - m. The complainant's signature
3. The Director of Diversity and Inclusion or designee will notify the accused party of the particulars of the complaint within seven (7) calendar days after receipt of the written complaint.
 4. Upon the filing of a complaint, the Director of Diversity and Inclusion or designee will conduct a fact finding investigation of the complaint. Within thirty (30) calendar days from the filing of the complaint, the Director of Diversity and Inclusion or designee will provide a written report to the Complainant, the Respondent, the President and/or a Designee as appropriate. If there is evidence that indicates the Complainant was discriminated against, the parties shall endeavor to resolve the matter within thirty (30) calendar days and/or an administrative action (e.g. discipline up to and including dismissal from State service). If the endeavors at mediation are successful, a written agreement will be prepared for signature (by the Complainant, the Respondent and the Director of Diversity and Inclusion or designee).
 5. If there is no evidence of discrimination, the Director of Diversity and Inclusion or designee will advise the parties involved and dismiss the complaint.
 6. If the complainant does not agree with the findings made in the investigation, he/she may appeal for review and reconsideration by the President. Any such appeal must be in writing and be filed within ten (10) calendar days from the date of the written report of the findings and must include specific information or evidence in support of the appeal. The President will advise the Complainant in writing within fourteen (14) calendar days of receipt of the appeal as to their choice of action on the matter.

Retaliation for Discrimination Complaints

Retaliation for filing or participating in a complaint or investigation of discrimination is presumptive employment discrimination in violation of the law and as such will not be tolerated.

Retaliation may be linked to the following activity:

- Disciplining, changing work assignments of, providing inaccurate work information to, or refusing to cooperate or discuss work related matters with an employee because that employee has complained about or resisted harassment, discrimination or retaliation, and

- Intentionally pressuring, falsely denying, lying about or otherwise covering up or attempting to cover up conduct such as that described in any item above.

The above is not to be construed as an all-inclusive list of prohibited acts under this policy. If you feel you have been the subject of retaliation for having filed or taken part in a discriminatory complaint/investigation, please contact the Director of Diversity and Inclusion or designee immediately.

Connecticut State Colleges and Universities Sexual Harassment Policy and Procedure

Statement of Policy

It is the policy of the Board of Regents of Higher Education to prohibit harassment of employees by another employee or supervisor on the basis of sex. The purpose of this policy is not to regulate our employees' personal morality; rather it is to assure a workplace that is free of sexual harassment. In this regard, sexually offensive activity will not be tolerated.

Violations of the policy may be grounds for disciplinary action, up to and including dismissal from State Service.

Definition

Sexual harassment is a form of sex discrimination that is prohibited under both Connecticut law and Title VII of the Federal Civil Rights Act of 1964. See C.G.S. 46a-60(a) (8) and 29 C.F.R. 1604.11.

"Sexual harassment" is defined under Connecticut law as: "any unwelcome sexual advances or requests for sexual favors or any conduct of a sexual nature when (A) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (B) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (C) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

The Connecticut Courts have distinguished two general categories of sexually harassing behavior: Quid Pro Quo and Hostile Work Environment. The following are descriptions of conduct which constitute each category and are prohibited by this policy.

Quid Pro Quo (literally "this for that")

Quid Pro Quo sexual harassment occurs when an economic or job benefit is conditioned upon the granting of sexual favors. It may also occur when an employee is punished for failing to grant sexual favors in the workplace.

In a Quid Pro Quo case, the sexual overture or conduct is generally clear: for example, the supervisor demands that an employee go out with him or her in exchange for a promotion.

Both federal and state law is violated if the employee's response to such an overture is used as the basis for an employment decision affecting the employee.

Quid Pro Quo harassment may be based on a single incident.

Hostile Work Environment

Sexual harassment may also occur when there is unwanted sexual conduct that creates an intimidating, hostile or offensive work environment, or that has the effect of unreasonably

interfering with an individual's work performance. It is not necessarily to show a direct and tangible job or economic loss. This type of claim can be brought against anyone in the workplace, whether it is a supervisor or a coworker.

Conduct that will be considered a violation of this policy includes, but is not limited to the following:

- a. Verbal - includes sexual innuendoes, suggestive comments, insults, jokes of a sexual nature, sexual propositions and threats.
- b. Non-verbal - includes sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling and obscene gestures.
- c. Physical - unwanted physical contact, including touching, patting, grabbing, pinching, brushing the body, massaging, coerced sexual intercourse, rape, molestation, sexual assault and battery.
- d. Any other unwelcome conduct of a sexual nature.

Procedure for Handling and Investigating Sexual Harassment Complaints

If you feel you have been a victim of sexual harassment please adhere to the following procedures:

- 1) Keep a record of the incidents of sexual harassment. Write down the details of the incident: the date, time and location, the names of any witnesses and your response. Include also any notes, letters, pictures, etc. Keep the records in a safe place.
- 2) Seek assistance from the Director of Diversity and Inclusion/or designee, any Human Resources staff member, supervisor or manager about the harassment or issues.
- 3) Supervisors and managers will contact the Director of Diversity and Inclusion or designee and refer the employee to the Director of Diversity and Inclusion or designee. The Director of Diversity and Inclusion or designee shall receive both written and verbal complaints and may assist the complainant in preparing a statement of allegations. Anonymous complaints and complaints from the public will also be investigated.
- 4) Within five (5) days of receiving a formal complaint of sexual harassment, the alleged harasser will be contacted by the Director of Diversity and Inclusion or designee to set up a meeting and will be presented with a copy of the complaint. The individual has the right to union representation or other representation at this meeting (as long as bargaining unit members have signed a waiver of union representation) and will be given an opportunity to respond to the charges alleged in the complaint.
- 5) All complaints will be investigated expeditiously by the Director of Diversity and Inclusion or designee.
- 6) Discipline will be applied if a violation of this policy is found to have occurred.

When a complaint is made the Director of Diversity and Inclusion or designee will have the duty of immediately bringing all sexual harassment and retaliation complaints to the confidential attention of the President.

Retaliation for Sexual Harassment Complaints

Retaliation for having filed or participated in a complaint or investigation of sexual harassment will not be tolerated at the Connecticut State Colleges and Universities System Office or at any Connecticut State College or University.

Records of Complaints and Confidentiality

All records associated with complaints will be maintained in the Director of Diversity and Inclusion or designee's Office.

All complaints and investigations will be held in confidence until the conclusion of the investigation. Anyone involved in the intake, investigation, discipline and outcome of a complaint will be disciplined as appropriate for failing to protect the confidentiality of all involved in the investigation and outcome of a complaint.

Connecticut State Colleges and Universities Sexual Orientation Discrimination Policy and Procedure

Statement of Policy

All employees are prohibited from discriminating against another employee or agent of the Connecticut State Colleges and Universities (CSCU) on the basis of his/her sexual orientation, in accordance with Connecticut General Statutes, Section 46a-81c.

For purposes of this policy, "sexual orientation" means having a preference for heterosexuality, homosexuality, or bisexuality; having a history of such preference; or being identified with such preference.

The following shall be considered a discriminatory practice in violation of this policy and Connecticut General Statutes, Section 46a-81c:

- If an employer, except in the case of a bona fide occupational qualification or need, refuses to hire, or employ, or to bar or to discharge from employment any individual; or to discriminate against him/her in compensation or in terms, conditions, or privileges of employment because of the individual's sexual orientation, or
- If any person, employer, employment agency or labor organization, except in the case of bona fide occupational qualification or need, advertises employment opportunities in a manner that restricts such employment so as to discriminate against individuals because of their sexual orientation.

Nothing in this policy shall be deemed or construed to mean that CSCU authorizes or permits the use of numerical goals or quota, or other types of affirmative action programs, with respect to transgender status, homosexuality or bisexuality in the administration of this policy.

Procedure

Any employee who feels that he or she is the victim of discrimination based on sexual orientation may file a written complaint with the Director of Diversity and Inclusion or designee.

DISCRIMINATION COMPLAINT AGENCIES

An individual has the right to file his or her complaint of discrimination with any or all of the relevant agencies listed below. The individual can also simultaneously avail himself or herself of the Connecticut State Colleges and Universities (CSCU) Discrimination Complaint Procedure

1. The Connecticut Commission on Human Rights & Opportunities

Southwest Region Office

350 Fairfield Avenue
6th Floor
Bridgeport, CT 06604
Tel: (203) 579-6246
TDD (203) 579 – 6246

West Central Region Office

Rowland State Government Center
55 West Main Street, Suite 210
Waterbury, CT 06702-2004
Tel: (203) 805-6530
TDD (203) 805-6579

Capitol Region Office

450 Columbus Blvd
Hartford, CT 06103
Tel: (860) 566-7710
TDD (860) 566 – 7710

Eastern Region Office

100 Broadway
Norwich, CT 06360
Tel: (860) 886-5703
TDD (860) 886 - 5707

Complaints should be filed with the Commission on Human Rights and Opportunities (CHRO) no later than three hundred (300) days after the alleged act of employment discrimination occurred.

2. The Equal Employment Opportunities Commission

John F. Kennedy Federal Office Building
Government Center, Room 475
Boston, MA 02203
Tel: (617) 565-3200

Complaints should be filed with the Equal Employment Opportunities Commission (EEOC) no later than one hundred and eighty (180) days after the alleged act of employment discrimination occurred, except, that in a case when the aggrieved person has initially filed a complaint with the Commission on Human Rights and Opportunities, such complaint should be filed no later than three hundred (300) days after the alleged act of employment discrimination occurred. Alternatively:

3. Department of Education, Office of Civil Rights

United States Department of Education
Boston Office
8th Floor
5 Post Office Square
Boston, Massachusetts 02109-3921
Tel: (617) 289-0111

4. Department of Justice, for ADA complaints

United States Department of Justice
950 Pennsylvania Avenue, NW
Civil Rights Division
Disability Rights Section
Washington, D.C 20530

<https://www.ada.gov/complaint/>

This is the email to complete the required ADA complaint form.

To file ADA complaint by facsimile, send completed ADA complaint form to

Tel: (202)-307-1197

5. Connecticut Commission on Women, Children and Seniors, Equity & Opportunity

18-20 Trinity Street
Hartford, CT 06106
Tel: (860) 240-1424

6. State of Connecticut: Employee Grievance Procedure

(Contact Human Resources Office or union representatives for Grievance forms and/or procedures).

200 Folly Brook Boulevard
Wethersfield, CT 06109
Tel: (860) 566-3450

7. Wage and Hour and Public Contracts Division

United States Labor Department
135 High Street
Hartford, CT 06103
Tel: (860) 240-4277

8. Wage and Workplace Standards Division

Connecticut Department of Labor
200 Folly Brook Boulevard
Wethersfield, CT 06109
Tel: (860) 263-6790

5.2	Sexual Misconduct Reporting, Supportive Measures and Processes Policy	20-103	2020-07-29
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**Board of Regents for Higher Education
Connecticut State Colleges and Universities**

**Policy Regarding
Sexual Misconduct Reporting, Supportive Measures and Processes Policy**

STATEMENT OF POLICY

The Board of Regents for Higher Education (BOR) in conjunction with the Connecticut State Colleges and Universities (CSCU) is committed to ensuring that each member of every BOR governed college and university community has the opportunity to participate fully in the process of education and development. The BOR and CSCU strive to maintain a safe and welcoming environment free from acts of sexual misconduct, including, sexual harassment, sexual assault, intimate partner violence and stalking. It is the intent of the BOR and each of its colleges or universities to provide safety, privacy and support to victims of sexual misconduct and intimate partner violence.

The BOR strongly encourages students, parents, bystanders and employees to report any instance of sexual misconduct, including sexual harassment, sexual assault, sexual exploitation, stalking and intimate partner violence. Title IX Coordinators will promptly address these matters and treat all parties equitably. In accordance with federal law Respondents will be presumed not responsible and receive no punitive treatment unless and until found responsible after due process. All BOR governed colleges and universities will provide complainants and respondents with supportive measures, including referral to agencies that provide medical attention, counseling, legal services, advocacy, referrals and general information regarding sexual misconduct.

All CSCU employees and support persons will make any limits of confidentiality clear before any disclosure of facts takes place. Other than confidential resources as defined below and employees who qualify as Campus Security Authorities under the Jeanne Clery Act, all CSCU employees are required to immediately communicate to the institution’s Title IX Coordinator any disclosure or report of sexual misconduct received from a student as well as communicate any disclosure or report of sexual misconduct the employee received from another employee when misconduct is related to the business of the institution.

Affirmative consent must be given by all parties before engaging in sexual activity. Affirmative consent means an active, clear and voluntary agreement by a person to engage in sexual activity with another person. Sexual misconduct, as defined herein, is a violation of BOR policies and, in addition, may subject an accused student or employee to criminal penalties. The BOR and each of its governed colleges and universities are committed to providing an environment free of personal offenses. Sexual relationships of any kind between staff/faculty and students are discouraged pursuant to BOR policy.

The Board of Regents for Higher Education hereby directs the Connecticut State Colleges and Universities to implement the Policy stated above pursuant to the following provisions:

TERMS, USAGE AND STANDARDS

Complainant means an individual who is alleged to be the victim of conduct that could constitute sexual harassment.

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Consent must be affirmed and given freely, willingly, and knowingly of each participant to desired sexual involvement. Consent is a mutually affirmative, conscious decision – indicated clearly by words or actions – to engage in mutually accepted sexual contact. Consent may be revoked at any time during the sexual activity by any person engaged in the activity.

Affirmative consent may never be assumed because there is no physical resistance or other negative response. A person who initially consents to sexual activity shall be deemed not to have affirmatively consented to any such activity which occurs after that consent is withdrawn. It is the responsibility of each person to assure that he or she has the affirmative consent of all persons engaged in the sexual activity to engage in the sexual activity and that affirmative consent is sustained throughout the sexual activity. It shall not be a valid excuse to an alleged lack of affirmative consent that the student or employee responding to the alleged violation believed that the student reporting or disclosing the alleged violation consented to the activity (i) because the responding student or employee was intoxicated or reckless or failed to take reasonable steps to ascertain whether the student or employee reporting or disclosing the alleged violation affirmatively consented, or (ii) if the responding student or employee knew or should have known that the student or employee reporting or disclosing the alleged violation was unable to consent because the student or employee was unconscious, asleep, unable to communicate due to a mental or physical condition, or incapacitated due to the influence of drugs, alcohol or medication. The existence of a past or current dating or sexual relationship between the persons involved in the alleged violation shall not be determinative of a finding of affirmative consent.

Report means a document filed by a complainant or signed by the Title IX Coordinator alleging sexual harassment against a respondent and requesting that the institution investigate the allegation of sexual harassment. At the time of the filing the formal complaint, the complainant must be participating in or attempting to participate in an education program or activity of the institution.

Disclosure is the receipt of any communication of an incident of sexual misconduct that is not accompanied by a request for an investigation or adjudication by the institution.

Respondent means an individual who has been reported to be the perpetrator of conduct that could constitute sexual harassment.

Sexual misconduct includes engaging in any of the following behaviors:

- (a) **Sexual harassment**, which can include any unwelcome sexual advance or request for sexual favors, or any conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's education or employment; submission to or rejection of such conduct by an individual is used as a basis for academic or employment decisions affecting the individual; or 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 educational or employment environment. Examples of conduct which may constitute sexual harassment include but are not limited to:

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- 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 educational status is contingent upon toleration of or acquiescence in sexual advances.

(b) **Sexual assault** shall include but is not limited to a sexual act directed against another person without the consent (as defined herein) of the other person or when that person is not capable of giving such consent-

Sexual assault is further defined in sections 53a-70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b and 53a-73a of the Connecticut General Statutes.

(c) **Sexual exploitation** occurs when a person takes non-consensual or abusive sexual advantage of another for anyone's advantage or benefit other than the person being exploited, and that behavior does not otherwise constitute one of the preceding sexual misconduct offenses. Examples of behavior that could rise to the level of sexual exploitation include:

- Prostituting another person;
- Non-consensual visual (e.g., video, photograph) or audio-recording of sexual activity;
- Non-consensual distribution of photos, other images, or information of an individual's sexual activity, intimate body parts, or nakedness, with the intent to or having the effect of embarrassing an individual who is the subject of such images or information;
- Going beyond the bounds of consent (for example, an individual who allows friends to hide in the closet to watch him or her having consensual sex);
- Engaging in non-consensual voyeurism;
- Knowingly transmitting an STI, such as HIV to another without disclosing your STI status;
- Exposing one's genitals in non-consensual circumstances, or inducing another to expose his or her genitals; or
- Possessing, distributing, viewing or forcing others to view illegal pornography.

Sexual exploitation is further defined as a crime in Connecticut State Law.

(d) **Intimate partner, domestic and/or dating violence means** any physical or sexual harm against an individual by a current or former spouse of or person in a dating or cohabitating relationship with such individual that results from any action by such spouse or such person that may be classified as a sexual assault under section 53a-70, 53a-70a, 53a-70b, 53a-71, 53a-72a, 53a-72b or 53a-73a of the general statutes, stalking under section 53a-181c, 53a-181d or 53a-181e of the

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general statutes, or domestic or family violence as designated under section 46b-38h of the general statutes. This includes any physical or sexual harm against an individual by a current or former spouse or by a partner in a dating relationship that results from (1) sexual assault (2) sexual assault in a spousal or cohabiting relationship; (3) domestic violence; (4) sexual harassment (5) sexual exploitation, as such terms are defined in this policy.

Offenses that are designated as “domestic violence” are against family or household members or persons in dating or cohabiting relationships and include assaults, sexual assaults, stalking, and violations of protective or restraining orders issued by a Court. Intimate partner violence may also include physical abuse, threat of abuse, and emotional abuse.

- Physical abuse includes, but is not limited to, slapping, pulling hair or punching.
- Threat of abuse includes but is not limited to, threatening to hit, harm or use a weapon on another (whether victim or acquaintance, friend or family member of the victim) or other forms of verbal threat.
- Emotional abuse includes but is not limited to, damage to one’s property, driving recklessly to scare someone, name calling, threatening to hurt one’s family members or pets and humiliating another person.
- Cohabitation occurs when two individuals dwell together in the same place as if married.
- The determination of whether a “dating relationship” existed is to be based upon the following factors: the complainant’s statement as to whether such a relationship existed, the length of the relationship, the type of the relationship and the frequency of the interaction between the persons reported to be involved in the relationship.

(e) **Stalking**, which is defined as repeatedly contacting another person when contacting person knows or should know that the contact is unwanted by the other person; and the contact causes the other person reasonable apprehension of imminent physical harm or the contacting person knows or should know that the contact causes substantial impairment of the other person’s ability to perform the activities of daily life.

As used in this definition, the term “contacting” includes, but is not limited to, communicating with (including internet communication via e-mail, instant message, on- line community or any other internet communication) or remaining in the physical presence of the other person.

Retaliation is prohibited and occurs when a person is subjected to an adverse employment or educational action because he or she made a complaint under this policy or assisted or participated in any manner in an investigation. No institution or person may intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with any right or privilege secured by Title IX or because the individual has made a report of complaint, testified, assisted or participated or refused to participate in any manner in an investigation, proceeding or hearing related to a report or complaint related to sex discrimination.

CONFIDENTIALITY

When a BOR governed college or university receives a report of sexual misconduct all reasonable steps will be taken by the appropriate CSCU officials to preserve the privacy of the complainant and

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respondent while promptly investigating and responding to the report. While the institution will strive to maintain the confidentiality of personally identifiable student information reported, which information is subject to privacy requirements of the Family Education Rights Privacy Act (FERPA), the institution also must fulfill its duty to protect the campus community.

Confidential resources are defined as follows: For the Universities, entities with statutory privilege, which include campus based counseling center, health center and pastoral counseling staff members whose official responsibilities include providing mental health counseling to members of the University community as well as off campus counseling and psychological services, health services providers, member(s) of the clergy, and the local Sexual Assault Crisis Center and Domestic Violence Center. For the Colleges, confidential resources are limited to entities with statutory privilege, such as off campus counseling, on campus counseling where available, and psychological services, health services providers, member(s) of the clergy, and the local Sexual Assault Crisis Center and Domestic Violence Center. The personnel of these centers and agencies are bound by state statutes and professional ethics from disclosing information about reports without written releases.

Information provided to a confidential resource by a complainant or respondent cannot be disclosed legally to any other person without consent, except under very limited circumstances, such as an imminent threat of danger to self or others or if the reported complainant is a minor. Therefore, for those who wish to obtain the fullest legal protections and disclose in full confidentiality, she/he must speak with a confidential resource. Each BOR governed college and university will provide a list of such confidential resources in the College or University's geographic region to complainants and respondents as well as publish these resources on-line and in various publications.

Where it is deemed necessary for the institution to take steps to protect the safety of members of the campus community, the institution will seek to act in a manner so as not to compromise the privacy or confidentiality of the either the complainant or respondent to the extent reasonably possible.

MANDATED REPORTING BY COLLEGE AND UNIVERSITY EMPLOYEES

Other than confidential resources as defined above, in addition to employees who qualify as Campus Security Authorities under the Jeanne Clery Act, all employees are required to immediately communicate to the institution's designated recipient (e.g., Title IX Coordinator) any disclosure or report of sexual misconduct received from a student regardless of the age of the complainant. All employees are also required to communicate to the institution's designated recipient (e.g., Title IX Coordinator) any disclosure or report of sexual misconduct received from an employee that impacts employment with the institution or is otherwise related to the business of the institution.

Upon receiving a disclosure or a report of sexual misconduct, employees are expected to supportively, compassionately and professionally offer academic and other accommodations and to provide a referral for support and other services.

Further, in accordance with Connecticut State law, with the exception of student employees, any paid administrator, faculty, staff, athletic director, athletic coach or athletic trainer who, in the ordinary course of their employment, has a reasonable cause to suspect or believe that a person under the age

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of 18 years has been abused or neglected, has been placed in imminent harm or has had a non-accidental injury is required by law and Board policy to report the incident within twelve hours to their immediate supervisor and to the Department of Children and Families.

RIGHTS OF PARTIES

Complainants and respondents will be informed in a timely manner of all their rights and options, including the necessary steps and potential outcomes of each option. Complainants and respondents shall be offered non-disciplinary, non-punitive individualized services as appropriate and available that are designed to restore or preserve equal access to the institution's education program or activity without unreasonably burdening the other party, which may include measures designed to protect the safety of all parties or the institution's educational environment or deter sexual harassment.

When choosing a reporting resource the following information should be considered:

- All reports of sexual misconduct will be treated seriously and with dignity by the institution.
- Referrals to off-campus counseling and medical services that are available immediately and confidential, whether or not those who report feel ready to make any decisions about reporting to police, a college or university employee or the campus's Title IX Coordinator.
- Information regarding the right to take both criminal and civil legal action against the individual allegedly responsible.
- Those who seek confidentiality may contact a clergy member(s), a University counseling center psychologist, a University health center care provider, the Sexual Assault Crisis Center of Connecticut and/or the Connecticut Coalition Against Domestic Violence – all of whom are bound by state statutes and professional ethics to maintain confidentiality without written releases.

RIGHT TO NOTIFY LAW ENFORCEMENT & SEEK PROTECTIVE AND OTHER ORDERS

Complainants and respondents shall be provided written information about her/his right to:

- (1) notify law enforcement and receive assistance from campus authorities in making the notification; and,
- (2) obtain a protective order, apply for a temporary restraining order or seek enforcement of an existing order. Such orders include:
 - standing criminal protective orders;
 - protective orders issued in cases of stalking, harassment, sexual assault, or risk of injury to or impairing the morals of a child;
 - temporary restraining orders or protective orders prohibiting the harassment of a witness;
 - family violence protective orders.

The institution will also honor lawful protective or temporary restraining orders.

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Each and every BOR governed college and university shall create and provide information specific to its campus detailing the procedures to follow after the commission of such violence, including people or agencies to contact for reporting purposes or to request assistance, and information on the importance of preserving physical evidence.

OPTIONS FOR CHANGING ACADEMIC, HOUSING, TRANSPORTATION AND WORKING ARRANGEMENTS

College and university Title IX Coordinators will provide supportive measures to complainants and respondents. These supportive measures may include, but are not limited to, reasonably available options for changing academic situations, including but not limited to extensions of deadlines or other course related adjustments, modifications of work or class schedules, campus transportation and escort services, mutual restrictions on contact between parties, leaves of absence, increased security and monitoring and housing or working situations.

SUPPORT SERVICES CONTACT INFORMATION

It is BOR policy that whenever a college or university Title IX Coordinator or other employee receives a report of sexual misconduct, the Title IX Coordinator shall immediately provide all parties with contact information for and, if requested, professional assistance in accessing and using any appropriate campus resources, or local advocacy, counseling, health, and mental health services, without fee. All CSUC campuses shall develop and distribute contact information for this purpose as well as provide such information on-line.

SEXUAL MISCONDUCT INVESTIGATION AND PROCEDURES

All complaints of sexual misconduct will be reviewed by the college or university Title IX Coordinator who will determine supportive measures and whether the complaint falls within the scope of Title IX. If the institution's Title IX Coordinator determines that the alleged harassment is

- (1) so severe, pervasive, and objectively offensive that it effectively denies a person equal access to an education program or activity; or,
- (2) implicates an employee of the institution, alleging that the employee conditioned a provision of an aid, benefit, or service upon the complainant's participation in unwelcome sexual conduct; or,

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(3) alleges “Sexual assault” as defined in 20 U.S.C. 1092(f)(6)(A)(v)¹, “dating violence” as defined in 34 U.S.C. 12291(a)(10)², “domestic violence” as defined in 34 U.S.C. 12291(a)(8)³, or “stalking” as defined in 34 U.S.C. 12291(a)(30)⁴ as defined in 34 U.S.C. 12291(a)(30)⁵

and

(4) the alleged harassment occurred within the United States on property owned or controlled by the institution or any building owned or controlled by a student organization officially recognized by the institution; and

(5) at the time of the filing the Complainant was participating or attempting to participate in the educational program or activity;

The Title IX coordinator will initiate the Title IX Process which shall be applicable to students, faculty and staff. The Title IX Process and Procedures are available on-line and through the Office of the Title IX Coordinator.

If the institution’s Title IX Coordinator determines that the alleged harassment does not meet the factors above but the alleged misconduct violates BOR Policy, the following procedures apply:

- Each party shall have the opportunity to request that an investigation or disciplinary proceedings begin promptly; that such disciplinary proceedings shall be conducted by an official trained annually in issues relating to sexual assault, stalking and dating, domestic or intimate partner violence and shall use the preponderance of the evidence (more likely than

¹ 20 U.S.C. 1092(f)(6)(A)(v), The term “[sexual assault](#)” means an offense classified as a forcible or non-forcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation.

² 34 U.S.C. 12291(a)(10) The term “[dating violence](#)” means violence committed by a person - (A) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (B) where the existence of such a relationship shall be determined based on a consideration of the following factors: (i) The length of the relationship. (ii) The type of relationship. (iii) The frequency of interaction between the persons involved in the relationship.

³ 34 U.S.C. 12291(a)(8) The term “[domestic violence](#)” includes felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or [youth](#) victim who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction.

⁴ 34 U.S.C. 12291(a)(30) (30) The term “[stalking](#)” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to - (A) fear for his or her safety or the safety of others; or (B) suffer substantial emotional distress.

⁵ 34 U.S.C. 12291(a)(30) (30) The term “[stalking](#)” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to - (A) fear for his or her safety or the safety of others; or (B) suffer substantial emotional distress.

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not) standard in accordance with State law in making a determination concerning sexual assault, stalking or domestic/dating/intimate partner violence.

- Both the complainant and respondent are entitled to be accompanied to any meeting or proceeding relating to the allegation of sexual misconduct by an advisor or support person of their choice, provided the involvement of such advisor or support person does not result in the postponement or delay of such meeting as scheduled and provided such an advisor or support person may not directly address the Hearing Body, question witnesses or otherwise actively participate in the hearing process or other meeting pertaining to a report of sexual misconduct and each party shall have the opportunity to present evidence and witnesses on her/his behalf during any disciplinary proceeding.
- Both parties are entitled to be provided at the same time written notice of the results of any disciplinary proceeding, normally within one (1) business day after the conclusion of such proceeding, which notice shall include the following: the name of the respondent the violation committed, if any, and any sanction imposed upon the respondent. Sanctions may range from a warning to expulsion, depending upon the behavior and its severity of the violation(s). The complainant shall have the same right to request a review of the decision of any disciplinary proceeding in the same manner and on the same basis as shall the respondent; however, in such cases, if a review by any complainant is granted, among the other actions that may be taken, the sanction of the disciplinary proceeding may also be increased. Both the complainant and respondent are entitled to be simultaneously provided written notice of any change in the results of any disciplinary proceeding prior to the time when the results become final as well as to be notified when such results become final.

If the institution's Title IX Coordinator determines that the allegations do not constitute a violation of either Title IX or Board policy and can make no finding of responsibility, complainant and respondent shall be notified that the matter shall be closed.

Employee sexual misconduct not subject to Title IX is subject to discipline in accordance with the procedures applicable to the employee's classification of employment.

REVIEW AND AUDIT

The Title IX Coordinator will report to the President of the institution on a regular basis all findings on reported sexual misconduct matters. The Title IX Coordinator shall include within its annual Connecticut General Statute 10a-55m Sexual Misconduct Report a separate report specifically disclosing the number of complaints, the subject matter of each complaint and the final outcome of each case processed under Title IX. At a joint meeting of the Human Resources and Administration Committee and the Academic and Student Affairs Committee, the CSCU Title IX

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Coordinator will report annually on CSCU data of complaints and outcomes of sexual misconduct matters reviewed under Title IX, BOR policies, and other applicable state statutes.

DISSEMINATION OF THIS POLICY

Upon adoption by the Board all CSCU institutions shall, upon receipt, immediately post and maintain this policy at all times in an easily accessible manner on each institution's website, handbook and catalogue. This policy shall thereafter be annually provided to all Title IX Coordinators, campus law enforcement officers and security personnel, and other campus personnel. Further, this policy shall be presented at student orientation and at student awareness and prevention trainings, and made broadly available at each campus. The policy shall be expanded upon by each institution to provide resources and contact information specific to their institution and geographic area as set forth above. This includes but is not limited to the name, office address, email address and telephone number of the Title IX Coordinators.

DISCRIMINATION COMPLAINT LOG

AGENCY: CSCC North-West Region

REPORTING DATE: 1-Feb-22

NUMBER	COMPLAINANT RACE/SEX	DATE FILED	TYPE*	ACCUSED**	BASIS CLAIMED	FINDING	RESOLUTION	LENGTH OF TIME TO RESOLVE	Notes:
1	Black/Female	6/24/2021	Internal	Staff	Disability	No cause	N/A	99 days	Complaint amended multiple times led to the extended timeframe
2	Hispanic/Female	9/9/2021	Internal	Faculty	Race	No cause	N/A	12 days	
3	White/Female	12/15/2021	Internal	Faculty	Gender	No cause	N/A	57 days	
4	Black/Female	8/27/2021	Internal	Staff	Race	No cause	N/A	19 days	
5	Multiple/Multiple	9/15/2021	Internal	Faculty	Ethnicity	Finding	Training Recommended	19 days	
6	White/Male	7/16/2021	CHRO	Staff	Disability/Retaliation	Pending	10-22-21 Case Assessment Review - Case Retained for further processing 08-30-21 Respondent's Response was filed 08-02-21 15-Day extension was granted 07-16-21 Received CHRO Complaint in this office	Pending	
7	Black/Female	12/9/2021	CHRO	Staff	Disability	Pending	01-12-22 15-Day Extension requested/Granted 01-12-22 Pre-Answer Conciliation failed 12-20-21 Requested Pre-answer Conciliation 12-09-21 Received CHRO Complaint in this	Pending	
8									

*Internal (within Agency) or External (CHRO, DOL, EEOC, etc.)

**Co-worker, Supervisor, Manager, etc.

Section 46a-68-90
Goals Analysis

Section 46a-68-90 - GOALS ANALYSIS

February 1, 2021 through January 31, 2022

The CSCC Northwest Region engaged in necessary steps to ensure every *good faith effort* occurred in every recruitment. Each campus submitted AA plans within this reporting period and were found to be in compliance with the Affirmative Action regulations.

The CSCC Northwest engaged in the necessary activities to ensure compliance with subsection (a) and (b).

- a) The CSCC Northwest Region shall prepare a report on all activity undertaken to achieve the hiring, promotion, and program goals contained in the previous affirmative action plan and a probing self-analysis of the progress made toward those ends. If the analysis reveals additional problem areas or finds any current course of action ineffective, the region shall undertake corrective action as set forth in section 46a-68-88 of the Regulations of Connecticut State Agencies.
- b) For each job search, the region shall provide the race and gender of:
 - (1) the total applicant pool
 - (2) the qualified applicant pool
 - (3) the applicants interviewed.
- c) When a goal is met, the region shall identify the selected candidate as a goal candidate. No other information is required.
- d) Each unmet goal shall be accompanied by a narrative outlining the region's good faith efforts to achieve that goal by explaining why each goal candidate was eliminated. Each unmet goal, by job search, shall be separately addressed by narrative and the discussion of each goal applicant shall be detailed and complete.

Activity to Demonstrate Good Faith Efforts to Achieve Goals

During this reporting period, the region has made good faith efforts to hire/promote only the most qualified individuals to fill vacancies in a fair and equitable manner.

The region took steps to advertise its job opportunities broadly in mainstream, culturally specific media, and special listservs. The region increased its recruitment resources utilizing JAZZHR and other identified sources to advertise job opportunities as the budget permitted.

Search and selection committees were established for every search conducted. Each search committee was composed of diverse employees in an attempt to reflect the demographics of the employment goals. Prior to reviewing application materials, each search committee developed criteria and questions based on the job duties and position qualifications listed on the position announcements. To ensure compliance with AA/EEO laws and regulations, the criteria and questions were reviewed and approved by the Recruitment and Talent Specialist, and the Manager of Equal Employment Opportunity before the interview process began

Prior to the application deadlines, the Recruitment and Talent Specialist and the Manager of Equal Employment Opportunity met with each search committee to discuss the following:

- The search process and committee's role.
- The job description and position announcement.

Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022

- Affirmative action/equal employment opportunity principles and the non-discrimination procedure.
- Confidentiality and proper search documentation.
- The development of interview questions and criteria including *legal dos and don'ts*;

Additional topics around the value of having a diverse workforce were discussed during these meetings. Search committee members were asked to be actively aware of their personal biases and stereotypes, and the possible impact on individual decisions in the selection and recommendation process. A copy of search committee documents is attached at the end of this section.

The Manager of Equal Employment Opportunity is involved throughout the search and selection process and reviewed applications to ensure compliance with both Affirmative Action and Equal Employment Opportunity. To that end, where practicable, the Manager of EEO ensured that the committee interviewed goal and minority or other protected class applicants who, based on the application materials, appeared to meet the qualifications for the position. The region is aware that it must always monitor the pulse of the overall workforce and provide occasional training in various non-discrimination regulations as they are beneficial to the overall employment process and the diversity of the campus.

Applicant Race Categories Key:

W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022

Hiring Goals Analysis

Executive/Administrative

- **Goals:** 2WM, 1BM, 1BF
- **Hires:** 1WM, 2WF
- **Goal Achievement:** One (1) of the three (3) hires for 30% of these hires achieved goals.

1. CAMPUS CEO – NVCC, TXCC, ACC

The Campus CEO is the lead campus administrator and serves as the on-site operational leader, providing guidance on developing and implementing strategic plans, as well as providing input on budgetary, enrollment, academic, and related matters.

The Campus CEO will provide critical focus and expertise on institution-wide continuous improvement in all identified areas of performance, operational oversight of campus functions, maintenance of a sound infrastructure, and promotion of a safe and comfortable environment for teaching and learning. In addition, the Campus CEO must be knowledgeable of all facets of campus functions, adept at collaboration in a highly matrixed organization and able to identify opportunities for improving operational excellence, building a strong team of faculty and staff, and providing an exceptional student learning experience.

This position will report to their respective Regional President under the single College structure. Current direct reports include the campus Deans of Academic Affairs, Student Affairs, Administrative Services as well as other staff when necessary.

Essential Duties:

- Oversee general management and leadership of campus operations including managing and allocating resources to achieve overall plans and objectives.
- Connect the institutional strategy of achieving high levels of student access and success with the operations of administrative and academic units.
- Identify gaps in student outcomes based on factors such as race, ethnicity, and gender and mobilize the campus to improve results.
- Lead the campus to achieve significantly improved results in student outcomes by implementing well- designed institutional changes at scale, and ensuring efforts are sustained over the long term.
- Raise revenue and resources that support student access and success; act as campus spokesperson and donor liaison to support the fundraising efforts of the campus foundations.
- Engage with campus stakeholders to understand their concerns and needs to discern opportunities for improvements.
- Ensure that the campus has staff that is qualified, trained, and motivated to perform the responsibilities set forth in their respective position descriptions; monitor the efficient and effective performance of all campus employees.
- Motivate, coach, and develop those individuals across the organization involved in leading or executing operational excellence or continuous improvement objectives.
- Analyze and implement solutions across the campus to identify and eliminate waste, reduce costs, promote educational excellence, and improve the student experience.

Section 46a-68-90 - GOALS ANALYSIS

February 1, 2021 through January 31, 2022

- Monitor performance and provide in-depth and timely management commentary on operational excellence results and lead the debate on any corrective measures and other control processes.
- Related duties as required.

Leadership Competencies:

- Demonstrates a deep commitment to student access and success.
- Experienced administrator in a college or system.
- Strong working knowledge and depth of understanding of most areas in a college or university, specifically of the factors that affect net revenues.
- Outstanding and proven leadership and interpersonal capabilities; ability to collaborate broadly across all levels of the organization to achieve results.
- Self-motivated team player with the ability to handle multiple work-streams and ad-hoc tasks simultaneously.
- Critical thinker, ability to understand complex processes and willing to ask tough questions and challenge status quo.
- Experienced in a highly involved union setting.
- Knowledge and understanding of institutional policies and procedures and the regulatory environment within which they operate.
- Deep understanding of the strategic needs of the community.
- Knowledge and understanding of current educational trends, issues, and challenges for community colleges.
- Ability to raise funds from private, state, and national sources and to articulate to external audiences the value of supporting higher education institutions.
- Exceptional communication and interpersonal skills along with the ability to interact effectively with academic leadership, faculty, community leadership, and funding agencies.
- Adept at gaining agreement on necessary change and motivating and overseeing change management.
- Expressed values consistent with the mission of the system and high ethical standards.

Minimum Qualifications:

- Terminal degree plus five (5) years of experience leading multi-functional teams in higher education setting or an organization of similar complexity.
- Well-rounded understanding of ways to increase efficiency, reduce costs, and improve the quality of education and student success.
- Equivalent education and experience that meet the minimum qualifications for the position may be considered.

Preferred Qualifications:

- Preference for candidates with experience in higher education

The position was posted in the following locations: This search was handled through ACES consulting – an HR recruiting firm. In addition to their broad networks, it was also posted on CT.edu website, Chronicle for Higher Education, Diverse; HigherJobs.com.

Section 46a-68-90 - GOALS ANALYSIS February 1, 2021 through January 31, 2022

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	101	66	34	35	20	12	8	7	4	3	1	3	1	6	0	1
Not Qualified	16	12	3	5	2	2	1	2	0	1	0	0	0	2	0	1
Qualified	85	54	31	30	18	10	7	5	4	2	1	3	1	4	0	0
Qual. No Interview	60	38	22	24	12	5	7	4	1	0	1	2	1	3	0	0
Qual. Rec. Interview	25	16	9	6	6	5	0	1	3	2	0	1	0	1	0	0
Withdrew	10	9	1	4	0	1	0	0	1	2	0	1	0	1	0	0
Interviewed	15	7	8	2	6	4	0	1	2	0	0	0	0	0	0	0
Offered	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received one hundred and one (101) applications for these positions. Of which, there were 35WM, 12BM, 8BF, and 3AM goal candidates.

Of the one hundred and one (101) applicants, sixteen (16) applicants did not meet the minimum requirements. Of these, there were 5WM, 2BM, 1BF, and 1AM goal candidates.

- 5WM did not possess the required terminal degree plus five (5) years of experience leading multi-functional teams in higher education setting or an organization of similar complexity.
- 2BM did not possess the required terminal degree plus five (5) years of experience leading multi-functional teams in higher education setting or an organization of similar complexity.
- 1BF did not possess the required terminal degree plus five (5) years of experience leading multi-functional teams in higher education setting or an organization of similar complexity.
- 1AM did not possess the required terminal degree plus five (5) years of experience leading multi-functional teams in higher education setting or an organization of similar complexity.

Eighty-five (85) applicants were deemed qualified as they met the minimum qualifications, including forty-two (42) goal candidates (30WM, 10BM, 2AM)

- Of the eighty-five qualified candidates, sixty (60) were not offered an interview, including thirty-six (36) goal candidates: 24WM, 5BM and 7BF.
 - All thirty-six (36) goal candidates (24WM, 5BM, and 7BF) did not possess the preferred qualification of higher education experience.
- Of the remaining twenty-five (25) qualified applicants, ten (10) withdrew after being offered an interview, including 4WM, 1BM, and 2AM goal candidates.
- The remaining fifteen (15) applicants possessed the minimum and the preferred qualifications and were provided a preliminary first round interview with the outsourced recruitment firm. Of these, there were six (6) goal candidates: 2WM and 4BM.
 - Based on the first-round interviews, seven candidates were not advanced to second interviews, including 3BM goal candidates.

These 3BM goal candidates were not advanced based on their preliminary interview. These candidates were not forwarded by the search firm as they did not discuss a strong vision for the future of the campus and their ability to impact the future of the campus in the role of CEO.

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Key: W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

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- The search firm forwarded eight individuals to meet with the campus advisory committees, the campus community and student forums. Of these there were 2WM and 1BM goal candidates. Of these:
 - 1WM met the required and preferred qualifications; however, he was not selected based on the final round interviews with campus constituency groups. Overall, the committees stated the following:
 - Enthusiastic, well informed, with ideas for change. Don't think the time is right for someone to come in cold. They'll be at a disadvantage with all of the changes in the system.
 - If it were another point in time and the consolidation were not occurring, he would be good for the position though not sure faculty would get behind all of his ideas.
 - Had many ideas that would be great in student services capacity. Excellent equity work. Don't see him in the role of CEO.
 - Concern that not enough faculty would buy into his ideas. His ideas might be too much at this point given the amount of change currently happening. Would be
 - good somewhere in the system, but not for this role.

Overall, this candidate was liked by many within the constituency groups; however, he focused heavily on student affairs, and his presentation of ideas and desire for changes did not seem aligned with the consolidation and showed that he may not fully understand the scope of the consolidation and the role.

- 1BM met the required and preferred qualifications; however, he was not selected based on the final round interviews with campus constituency groups. Overall, the committees stated the following:
 - Candidate made comments that he would not support the one system (CT State Consolidation).
 - Possessed strong management skills and academic background but little demonstrable leadership abilities and personality to connect with the various stakeholders.
 - Communication was not clear, difficult to follow.

Overall, this candidate failed to recognize the role of the CEO within the scope of the CT State Consolidation. Additionally, he didn't show his ability to connect and engage with the various campus constituency groups. Lastly, he communication style made it difficult to follow what he was presenting or responding to questions as it related to the campus and system.

The Region met a goal with the hire of 1WM.

The Region did not meet goals with the hires of 2WF candidates. These two (2) WF non-goals were selected based on the following:

- 1WF met the required and preferred qualifications and was seen favorably based on the final round interviews with campus constituency groups. Overall, the committees stated the following:

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- Has experience managing campus during and at the on-set of the global pandemic
- Felt she dealt well with pandemic and turning things around.
- Strong student advocate.
- Knows the campus well and can hit the ground running.
- Strong communicator who has worked in a matrixed organization.
- Candidate has experience in all elements of the academic environment (faculty/academics, student services and administration)

Overall, this candidate was selected based on serving in a campus leadership role within a consolidated system. Her responses to constituency group questions were direct and connected specifically to the state of CT State in that moment. The student representatives in these groups strongly advocated for this candidate based on her responses to student focused questions and felt she was the strongest of the candidates for this position. Candidate has established community connections that will enhance the campuses relationships with the local community and will facilitate fund development initiatives.

- 1WF met the required and preferred qualifications and was seen favorably based on the final round interviews with campus constituency groups. Overall, the committees stated the following:
 - Has experience managing a campus during and at the on-set of the global pandemic
 - Brings continuity, knows the job, programs, good relationships with faculty.
 - Active on board in the community and good skills in engaging
 - Demonstrated change agent
 - Good focus on Diversity, Equity and Inclusion
 - Candidate has experience in all elements of the academic environment (faculty/academics, student services and administration)

Overall, this candidate was selected based on serving in a campus leadership role within a consolidated system. She has direct experience within the CT State system which showed how she would build upon the current structures of the campus, would bring constituency groups together. She provided examples of ways she has created change/improvements in her previous positions and how she would continue to do this in the role of CEO on this campus. Candidate has established community connections that will enhance the campuses relationships with the local community and will facilitate fund development initiatives.

Professor

- **Goals:** None
- **Hires:** None
- **Goal Achievement:** N/A

Associate Professor

- **Goals:** None
- **Hires:** None
- **Goal Achievement:** N/A

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Assistant Professor

- **Goals:** 1AM
- **Hires:** 1WM, 4WF, 1AM, 1AF
- **Goal Achievement:** One (1) of the one (1) hiring goals achieved or 100%.

1. Assistant Professor of Engineering/Technology Studies – TXCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	34	33	1	16	1	1	0	0	0	15	0	0	0	1	0	0
Not Qualified	24	23	1	11	1	1	0	0	0	10	0	0	0	1	0	0
Total Qualified	10	10	0	5	0	0	0	0	0	5	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	10	10	0	5	0	0	0	0	0	5	0	0	0	0	0	0
Withdrew	2	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0
Interviewed	8	8	0	4	0	0	0	0	0	4	0	0	0	0	0	0
Offered	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The chosen candidate met the minimum and preferred qualifications.

The Region met a goal with the hire of this **Asian male**. This achieved the one (1) hiring goal established for this category.

2. Assistant Professor of Early Childhood Education – NWCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	38	1	33	0	24	0	4	0	0	0	2	1	0	0	3	4
Not Qualified	30	1	25	0	18	0	3	0	0	0	1	1	0	0	3	4
Total Qualified	8	0	8	0	6	0	1	0	0	0	1	0	0	0	0	0
Qual. No Interview	8	0	8	0	6	0	1	0	0	0	1	0	0	0	0	0
Qual. Rec. Interview	8	0	8	0	6	0	1	0	0	0	1	0	0	0	0	0
Withdrew	3	0	3	0	2	0	1	0	0	0	0	0	0	0	0	0
Interviewed	5	0	5	0	4	0	0	0	0	0	1	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The chosen candidate met the minimum and preferred qualifications.

The Region did not meet a goal with the hire of this **White female**. There were no goal candidates as all hiring goals were achieved.

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3. Assistant Professor of Allied Health – ACC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	31	19	10	13	7	0	2	0	0	3	0	0	0	3	1	2
Not Qualified	21	13	7	8	5	0	1	0	0	3	0	0	0	2	1	1
Total Qualified	10	6	3	5	2	0	1	0	0	0	0	0	0	1	0	1
Qual. No Interview	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Qual. Rec. Interview	8	5	2	4	1	0	1	0	0	0	0	0	0	1	0	1
Withdrew	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	7	4	2	3	1	0	1	0	0	0	0	0	0	1	0	1
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The chosen candidate met the minimum and preferred qualifications.

The Region did not meet a goal with the hire of this **White female**. There were no goal candidates as all hiring goals were achieved.

4. Assistant Professor of Dental Hygiene – TXCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The chosen candidate met the minimum and preferred qualifications.

The Region did not meet a goal with the hire of this **White female**. There were no goal candidates as all hiring goals were achieved.

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5. Assistant Professor of Nursing – NVCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	19	1	17	1	12	0	0	0	2	0	2	0	0	0	1	1
Not Qualified	13	1	11	1	7	0	0	0	2	0	1	0	0	0	1	1
Total Qualified	6	0	6	0	5	0	0	0	0	0	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	6	0	6	0	5	0	0	0	0	0	1	0	0	0	0	0
Withdrew	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	0	3	0	2	0	0	0	0	0	1	0	0	0	0	0
Offered	2	0	2	0	1	0	0	0	0	0	1	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	2	0	2	0	1	0	0	0	0	0	1	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The Region did not meet a goal with the hire of one **White female**, and one **Asian Female**. Both candidates possessed the minimum and preferred qualifications. There were no goal candidates as all hiring goals were achieved.

While the AF did not meet a hiring goals, she did achieve an underutilization (1AF) established as a promotional goal.

6. Assistant Professor of DARC – NVCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	9	5	4	5	2	0	1	0	0	0	0	0	0	0	1	0
Not Qualified	6	2	4	2	2	0	1	0	0	0	0	0	0	0	1	0
Total Qualified	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The candidates possessed the minimum and preferred qualifications. The Region did not meet a goal with the hire of one **White male**.

Instructor

- **Goals:** 3WM, 1HF
- **Hires:** 1WM, 1WF, 1BF, 1AM
- **Goal Achievement:** One (1) out of four (4) for 25% of the hires in this category met Affirmative action Goals.

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1. Instructor of Business Intelligence and Information Systems – NWCC

Position Summary: All Teaching Faculty members shall: Prepare and teach college-approved courses in accordance with approved course descriptions and class schedules, including developing syllabi and reading lists and keeping each course taught complete and up to date; respond to and work with multiple constituencies, including students, peers (faculty and staff), and external agencies (business, community, educational, etc.); perform divisional departmental responsibilities in the selection of texts and related teaching resources; and other teaching and related duties as outlined on the Congress Collective Bargaining Agreement. Community College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: NWCC.edu, HigherEdJobs.com, ct.edu, and sent through the CSCU email system distribution list

Required Qualifications: Bachelor’s degree in education, counseling.

Minimum Qualifications: Master’s Degree in Business Analytics, Information Technology, or Management of Information Systems

Preferred Qualifications:

- Two (2) or more years’ college-level teaching experience (48 credits).
- Experience with online instruction and delivery methods such as Blackboard.
- One (1) or more years in mentoring or teaching information technology, programming, marketing analytics, and econometrics.
- Two (2) or more years of current industry experience in a related field.
- Two (2) or more years of current industry experience in database systems, finance, and computer ethics.
- One (1) or more years developing learning outcomes and varied types of assessment including curriculum development and program level.
- Evidence of understanding of current teaching and learning pedagogy, contemporary discipline practices, integration of educational technology into curriculum.

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	15	11	3	4	1	1	0	1	0	2	1	0	0	3	1	1
Not Qualified	10	7	3	3	1	0	0	0	0	1	1	0	0	3	1	0
Total Qualified	5	4	0	1	0	1	0	1	0	1	0	0	0	0	0	1
Qual. No Interview	5	4	0	1	0	1	0	1	0	1	0	0	0	0	0	1
Qual. Rec. Interview	5	4	0	1	0	1	0	1	0	1	0	0	0	0	0	1
Withdraw	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Interviewed	4	3	0	1	0	1	0	0	0	1	0	0	0	0	0	1
Offered	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received fifteen (15) applications for this position. Of which, there were 4WM goal candidates.

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Of the fifteen (15) applicants, ten (10) applicants did not meet the minimum requirements. Of these, there were 3WM goal candidates.

- 3WM did not possess a Master's degree in Business Analytics, Information Technology, or Management Information Systems.

Of the fifteen (15) applicants, five (5) met the minimum qualifications and preferred qualifications and were selected for interview. Of these, there was one (1) WM goal candidate.

- 1WM was not selected because he did not demonstrate an understanding of the use of technology in teaching (referenced only PowerPoint as a technological teaching tool) or a knowledge of effective teaching strategies. His answers to interview questions were extremely vague and never addressed the business realm and focused only on computer courses. His teaching demo was not engaging and lacked relevance.

The Region did not meet a goal with the hire of this **Asian male**. This candidate was selected based on the following:

- 1AM met the required and preferred qualifications; however, he was selected because he had many years of industry experience and had a well-articulated student-centered teaching philosophy. He has experience working within the CT community colleges and was able to articulate a clear understanding of the mission of community colleges.

2. Instructor of Graphic Design – NWCC

Position Summary: All Teaching Faculty members shall: Prepare and teach college-approved courses in accordance with approved course descriptions and class schedules, including developing syllabi and reading lists and keeping each course taught complete and up to date; respond to and work with multiple constituencies, including students, peers (faculty and staff), and external agencies (business, community, educational, etc.); perform divisional departmental responsibilities in the selection of texts and related teaching resources; and other teaching and related duties as outlined on the Congress Collective Bargaining Agreement. Community College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: NWCC.edu, HigherEdJobs.com, ct.edu, and sent through the CSCU email system distribution list

Required Qualifications: Master's Degree in Graphic Design

Preferred Qualifications

- Two (2) or more years' experience teaching courses in Graphic Design or related courses (48+ credits).
- Three (3) or more years' industry experience of Graphic Design.
- Training on or experience with P-TECH.
- Professional experience using HTML 5 and CSS 3 for web designing.
- Two (2) or more years of professional experience using Adobe Photoshop, Adobe Illustrator, and Adobe InDesign.
- One (1) or more years of professional experience using UI/UX experience.
- One (1) or more years of mentoring or training in Web Development and Graphic Design.

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Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	18	10	7	6	5	0	0	1	1	1	0	0	0	2	1	1
Not Qualified	11	7	3	4	1	0	0	0	1	1	0	0	0	2	1	1
Total Qualified	7	3	4	2	4	0	0	1	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	7	3	4	2	4	0	0	1	0	0	0	0	0	0	0	0
Withdrew	2	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Interviewed	5	2	3	2	3	0	0	0	0	0	0	0	0	0	0	0
Offered	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received eighteen (18) applications for this position. Of which, there were 6WM and 1HF. Of the eighteen (18) applicants, eleven (11) applicants did not meet the minimum requirements. Of these, there were 4WM and 1 HF goal candidates.

- 4WM did not possess a Master's degree in Graphic Design.
- 1HF did not possess Master's degree in Graphic Design

Of the remaining seven (7) qualified applicants, 1WF and 1HM withdrew.

The remaining five (5) applicants possessed the required and the preferred qualifications and were provided a preliminary first round interview. Of these, there were two (2) WM goal candidates. Based on the first-round interviews, 1WM goal candidates was not advanced to second round interviews.

- 1WM had limited student work and did not mention any diverse population groups during his interview. He also did not mention any online professional development and teaching demonstration did not include clear objectives. He also did not talk about community college mission or students beyond saying "those are my people".
- The remaining 1WM goal candidate was offered the position; however, he declined.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected based on the following:

- 1WF met the required and preferred qualifications. She was chosen because her professional work demonstrates successful industry experience and her teaching demonstration was engaging and student-centered. She also translated complex terminology into manageable lessons, blends artistic and technical skills, and collaboration and teamwork among students and with colleagues is part of teaching philosophy. She was knowledgeable on the community college mission and was able to articulate it by speaking about the challenges community college students uniquely face. Additionally, her knowledge of the graphic design industry, transfer schools within the area, and her current experience in field as freelance make her a strong candidate for this position.

3. Instructor of English – TXCC

Position Summary: All Teaching Faculty members shall: Prepare and teach college-approved courses in accordance with approved course descriptions and class schedules, including developing syllabi and reading lists and keeping each course taught complete and up to date; respond to and work with multiple constituencies, including students, peers (faculty and staff), and external agencies (business, community, educational, etc.); perform divisional departmental responsibilities in the selection of texts and related

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teaching resources; and other teaching and related duties as outlined on the Congress Collective Bargaining Agreement. Community College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Required Qualifications: Master's Degree in English

Preferred Qualifications:

- Two (2) or more years' college teaching experience (48+ credits).
- Two years' teaching college-level English composition with an emphasis on teaching composition, from developmental to advanced, stressing the reading and writing connection.
- Experience teaching First Year Experience and/or Communication courses, and prior teaching experience at a community college.
- Developing and teaching English courses (introductory and upper level as needed) both face-to-face and online using effective teaching techniques and technology to address the needs of English majors as well as a diverse student body with an array of learning styles.
- Using learning management systems (E.g., Blackboard).
- Documenting, evaluating, and assessing student learning

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	92	15	74	12	53	0	5	0	1	2	3	0	3	1	9	3
Not Qualified	35	2	33	2	22	0	3	0	0	0	1	0	1	0	6	0
Total Qualified	57	13	41	10	31	0	2	0	1	2	2	0	2	1	3	3
Qual. No Interview	36	7	27	5	21	0	1	0	0	1	1	0	1	1	3	2
Qual. Rec. Interview	21	6	14	5	10	0	1	0	1	1	1	0	1	0	0	1
Withdrew	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Interviewed	20	6	13	5	9	0	1	0	1	1	1	0	1	0	0	1
Offered	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

There were 92 ninety- two (92) applicants of which there were 12 WM and 1HF goal candidates. Of the ninety-two (92) applicants, thirty-three (33) were deemed not qualified, including 2WM goal candidates.

- 2WM did not possess a Master's degree in English or Composition/Rhetoric.

Of the fifty-nine (59) deemed qualified as they met the minimum requirements, thirty-eight (38) were not offered interviews, including 5WM goal candidates.

- 1WM did not possess experience teaching First Year Experience and/or Communication courses, and prior teaching experience at a community college; experience developing and teaching English courses (introductory and upper level as needed) both face-to-face and online using effective; or experience using learning management systems (E.g., Blackboard).

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- 1WM did not possess two (2) or more years' college teaching experience (48+ credits); two years' teaching college-level English composition with an emphasis on teaching composition, from developmental to advanced.
- 2WM did not possess two (2) or more years' college teaching experience (48+ credits); two years' teaching college-level English composition with an emphasis on teaching composition, from developmental to advanced; and experience teaching First Year Experience and/or Communication courses, and prior teaching experience at a community college.
- 1WM did not possess two (2) or more years' college teaching experience (48+ credits); two years' teaching college-level English composition with an emphasis on teaching composition, from developmental to advanced; or experience using learning management systems (E.g., Blackboard).

There were twenty-one (21) applicants who possessed the required and the preferred qualifications and were provided interviews. Of these, there were 5WM and 1HF goal candidate.

- 1WM did not express his teaching philosophy or a philosophy/vision as it applies to writing and reading instruction; his interpretation of a diverse student body did not include a discussion of the candidate's work with diverse student populations; he did not provide interview answers that discussed their experiences as it relates to the community college environment; did not discuss an interpretation of "diverse student body" beyond the candidate's expressed willingness to work with all kinds of students; or provide examples of academic and other support services for students.
- 1WM did not provide a teaching philosophy or express a philosophy/vision as it applies to writing and reading instruction; he admitted his online assessment can appear brusque; he did not provide examples about the specific process thinking connected to assessment framework that exemplify a realistic application given student differences and the sequence in which the learning/assignment appears in the semester; or express a strong preference for on-ground teaching and a near disdain for online teaching.
- 1WM withdrew and took and accepted another position within the organization.
- 1WM candidate did not discuss a teaching philosophy as it applies to reading and writing instruction; offered an insufficient number of examples of maintaining student engagement; and did not provide examples of assessment online.
- 1HF was not selected for a second round interview as her teaching philosophy did not express a philosophy or vision as it applies to writing and reading instruction, and many interview responses did not elicit preferred responses. The candidate also did not discuss an interpretation of "diverse student body" beyond the candidate's expressed experience of teaching in diverse settings and her teaching demo lacked specific examples of how to teach students to recognize bias in assigned readings.

The region met a goal with the hire of the **White Male**.

The region did not achieve a goal with the hire of this **Black Female**.

- 1BF met the minimum and all but one preferred qualifications (Experience teaching First Year Experience and/or Communication courses, and prior teaching experience at a community college) She was selected because she provided clear and detailed responses and expressed the importance of allowing students to have agency over their learning and establishing a non-judgmental classroom. She also shared her experienced with educational technology and the ways in which she converted on-ground teaching to online teaching. Her teaching demo was exceptional and provided specific examples of how to teach students to recognize bias in assigned readings.

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She demonstrated an understanding of community college students based on her personal experiences.

Professional Non-Faculty

- **Goals:** 4BM, 2BF, 2HM, 4HF, 1AM, 3AF
- **Hires:** 3WM, 20WF, 4BM, 7BF, 2HM, 4HF, 1AM, 1AF
- **Goal Achievement:** Fourteen (14) out of forty-two (42) for 33% of the hires in this category met Affirmative action Goals. However, the Region met fourteen (14) of sixteen (16) or 90% of the goals established.

1. Campus Advising Lead – NWCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	80	26	50	14	36	7	5	3	2	0	2	0	0	2	5	4
Not Qualified	67	21	43	11	31	5	5	3	2	0	2	0	0	2	3	3
Total Qualified	13	5	7	3	5	2	0	0	0	0	0	0	0	0	2	1
Qual. No Interview	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	11	4	6	2	4	2	0	0	0	0	0	0	0	0	2	1
Withdraw	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Interviewed	10	4	6	2	4	1	0	0	0	0	0	0	0	1	2	0
Offered	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

With this hire, the region achieved the first (1) of four (4) **Black male goals** in the category.

2. Guided Pathways Advisor II - TXCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	42	9	32	4	19	2	3	1	4	1	0	0	2	1	4	1
Not Qualified	21	5	16	2	7	0	3	1	2	1	0	0	2	1	1	1
Total Qualified	21	4	17	2	12	2	0	0	2	0	0	0	0	0	3	0
Qual. No Interview	10	1	9	1	6	0	0	0	2	0	0	0	0	0	1	0
Qual. Rec. Interview	11	3	8	1	6	2	0	0	0	0	0	0	0	0	2	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	11	3	8	1	6	2	0	0	0	0	0	0	0	0	2	0
Offered	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0

The candidate met the minimum and preferred qualifications. With this hire, the region achieved the second (2) of four (4) **Black male goals** in the category.

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3. Guided Pathways Advisor 1 – ACC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	152	39	104	26	65	4	15	2	12	1	0	0	3	6	9	9
Not Qualified	12	2	10	1	6	0	1	0	1	0	0	0	1	1	1	0
Total Qualified	140	37	94	25	59	4	14	2	11	1	0	0	2	5	8	9
Qual. No Interview	124	34	81	23	51	4	13	1	8	1	0	0	2	5	7	9
Qual. Rec. Interview	16	3	13	2	8	0	1	1	3	0	0	0	0	0	1	0
Withdrew	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Interviewed	15	3	12	2	8	0	0	1	3	0	0	0	0	0	1	0
Offered	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

With this hire, the region achieved the **first (1) of two (2) Hispanic male goals** in the category.

4. Guided Pathways Advisor 1 – NWCC

Position Summary: The Guided Pathways Advisor I provides advising, support, mentoring, and guidance to students under the Holistic Case Management Advising (HCMA) policy and resultant Guided Pathways Advising (GPA) program. Guided Pathways Advisors serve as the primary point of contact for students from admission to completion. Advisors support students in the creation of an academic and career plan and are responsible for monitoring student progress on their plan, conducting outreach, and providing and coordinating resources, referrals, and support to facilitate student retention and completion and eliminate equity gaps that exist between for black, LatinX, and other marginalized students when compared to white students.

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Minimum Requirements: Bachelor’s Degree with one (1) to four (4) years of work experience OR a Masters’ Degree with 0-2 years of work experience. Familiarity with programs and strategies to support first-generation, low-income, non-traditional, and minoritized students.

Preferred Qualifications:

- Experience supporting students in academic goal setting and career planning.
- Experience in academic advising or case management.

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Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	64	11	48	8	39	2	1	1	4	0	1	0	1	0	2	5
Not Qualified	35	5	26	3	23	1	0	1	1	0	1	0	0	0	1	4
Total Qualified	29	6	22	5	16	1	1	0	3	0	0	0	1	0	1	1
Qual. No Interview	11	3	7	3	5	0	0	0	0	0	0	0	1	0	1	1
Qual. Rec. Interview	18	3	15	2	11	1	1	0	3	0	0	0	0	0	0	0
Withdrew	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0
Interviewed	15	3	12	2	8	1	1	0	3	0	0	0	0	0	0	0
Offered	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Hired	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received sixty-four (64) applications for this position. Of which, there were 2BM, 1BF, 1HM, 4HF, and 1AF goal candidates.

Of the sixty-four (64) applicants, there were thirty-five (35) who were not qualified including 1BM, 1HM, 1HF, and 1AF.

- 1BM did not possess experience with programs and strategies to support first-generation, low-income, non- traditional, and minoritized students.
- 1HM did not possess experience utilizing technology for day-to-day tasks.
- 1HF did not possess experience with programs and strategies to support first-generation, low-income, non- traditional, and minoritized students.
- 1AF did not possess experience with programs and strategies to support first-generation, low-income, non- traditional, and minoritized students.

Of the sixty-four (64) applicants, there were eighteen (18) who met the required and preferred and were recommended for interview. Of these there were no goal candidates. Three (3) WF candidates withdrew.

The remaining fifteen (15) candidates possessed the minimum requirements and preferred qualifications and were offered an interview. Of these there were five (5) goal candidates: 1BM, 1BF and 3HF.

- The Region met a goal with the hire of a BF. This achieved the first (1) of two (2) BF goals.
- 1HF was offered the position but declined.
- The remaining three (3) goal candidates were not selected. Of these:
 - 1BM did not discuss Students First or any GPA fundamentals as one of the most exciting aspects of joining as a GPA 1. He discussed mostly referrals and not what he would do as GPA 1 or what he would do to facilitate these interactions for the students. He did not discuss identifying barriers (external) as one important aspect to consider when first advising a student
 - 1HF did not discuss Students First or any GPA fundamentals as one of the most exciting aspects of joining as a GPA 1 or any specifics with regards to what is important to discuss with a first advising appointment. She did not discuss identifying barriers (external) as one important aspect to consider when first advising a student along with understanding their goals. She did not highlight any financial aspects to consider with their goal choice which could impact the student's persistence in their program without an understanding of this. She also placed ownership on the student to fix their issues instead of providing how they

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would assist as a GPA

- 1HF did not discuss DEI or how she would apply this to the GPA lens. She did not discuss community college population or rural college challenges, examples of programs and evaluations, experience with technology or how it could improve advising, or how she would walk a student through goal planning.

The region did not meet a goal with the hire of a White female. This candidate was chosen based upon the following:

- 1WF discussed GPA fundamentals as one of the most exciting aspects of joining as a GPA 1. She also discussed relationship building as one of the most important aspects of advising a student which is central to GPA. She also discussed identifying (internal and external) barriers as one important aspect to consider when first advising a student and focused on career goals and aligning them with their area of study/major. She also discussed the need for academic supports for the students in her response to the grades scenario (tutoring/writing center for example). She also highlighted active listening as an important part of working with students

5. Enrollment Services Assistant – NVCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	94	22	66	9	30	6	13	4	16	1	3	1	2	1	2	6
Not Qualified	55	14	36	6	20	3	6	3	7	1	0	0	2	1	1	5
Total Qualified	39	8	30	3	10	3	7	1	9	0	3	1	0	0	1	1
Qual. No Interview	8	3	5	1	1	1	2	0	1	0	1	1	0	0	0	0
Qual. Rec. Interview	31	5	25	2	9	2	5	1	8	0	2	0	0	0	1	1
Withdrew	2	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0
Interviewed	31	5	25	2	8	2	5	1	7	0	2	0	0	0	1	1
Offered	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

With this hire, the region achieved the second (2) of four (4) **Hispanic female goals** in the category.

6. Clinical Coordinator - NVCC

Applicant pool summary (bolded = goal candidates)

	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	7	0	7	0	4	0	1	0	2	0	0	0	0	0	0	0
Not Qualified	4	0	4	0	2	0	1	0	1	0	0	0	0	0	0	0
Total Qualified	3	0	3	0	2	0	0	0	1	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	3	0	3	0	2	0	0	0	1	0	0	0	0	0	0	0
Withdrew	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Offered	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

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With this hire, the region achieved the **third (3) of four (4) Hispanic female goals** in the category.

7. Campus Advising Lead – ACC

Position Summary: Under the direction of the CSCC Regional Advising Director, the Campus Advising Lead is responsible for implementation of the CSCU Holistic Case Management Advising (HCMA) policy and the operation, effectiveness and ongoing evaluation of the resultant Guided Pathways Advising (GPA) program at their community college campus. The position develops and manages a comprehensive advising program and maintains a small advising caseload, modified based on supervision and leadership responsibilities within the GPA Program.

The Campus Advising Lead is accountable for the integration of technology platforms and advising practices; and ensures that Guided Pathways Advisors leverage technology to provide strategic and proactive support to students. This position develops and fosters extensive cooperative and collaborative relationships with faculty, staff, administrators and external stakeholders; maintains currency with emerging trends and best practices in advising and students support; and leads the campus team in the adoption of innovative practices that increase student retention and completion and eliminates equity gaps that exist between for black, LatinX, and other marginalized students when compared to white students. The Campus Advising Lead regularly collects, analyzes and uses data to inform practice and maintain compliance with all local, state and federal policies and laws.

Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

Required Qualifications: Bachelor's degree in education, counseling.

Minimum Qualifications:

- Master's degree in education, counseling, student development, social work, enrollment management, or related field with Two (2) years of higher education experience in academic advising, or related areas.
- Working with student populations similar to those served by the community colleges;
- Utilizing educational technologies such as student information systems, student success, and academic advising platforms, online registration and degree planning, etc.;
- Analyzing data and producing reports.

Preferred Qualifications:

- 2 years' experience supervising/leading programs and services in academic advising, student affairs, counseling, case management, or closely related area;
- Experience with data-driven decision making and strategic planning;
- Experience leading teams to deliver high-quality customer service;
- Experience maintaining compliance with federal and state laws and regulations related to academic advising, student affairs, and higher education;
- Experience developing and evaluating academic advising and holistic support programs

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and services;

- Familiarity with Guided Pathways and National Best Practices in student success;
- Experience with programs and strategies that support first-generation, low-income, non-traditional, and minoritized/marginalized or at-risk students;
- Experience overseeing hiring, onboarding, and staff professional development.

Applicant pool summary (bolded = goal candidates)

Campus Advising Lead	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	53	22	31	10	22	3	1	3	2	1	1	0	0	5	5	0
Not Qualified	28	10	18	5	14	0	1	1	1	1	0	0	0	3	2	0
Total Qualified	25	12	13	5	8	3	0	2	1	0	1	0	0	2	3	0
Qual. No Interview	13	6	7	4	4	0	0	1	0	0	1	0	0	1	2	0
Qual. Rec. Interview	12	6	6	1	4	3	0	1	1	0	0	0	0	1	1	0
Withdraw	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Interviewed	11	5	6	1	4	2	0	1	1	0	0	0	0	1	1	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received fifty-three (53) applications for this position. Of which, there were 3BM, 1BF, 3HM, 2HF, 1AM and 1AF goal candidates.

Of the fifty-three (53) applicants, twenty-eight (28) applicants did not meet the minimum requirements. Of these, there were 1BF, 1HM, 1HF and 1AM goal candidates.

- 1BF did not possess two (2) years of higher education experience in academic advising, or related areas.
- 1HM did not possess two (2) years of higher education experience in academic advising, or related areas.
- 1HF did not possess a Master's degree; two (2) years of higher education experience in academic advising, or related areas; working with student populations similar to those served by the community colleges; programs and strategies that support first-generation, low-income, non-traditional, and minoritized students; experience with educational technologies such as, student information systems, student success and academic advising platforms, digital imaging, reporting and database management, online registration services, etc; providing high quality equitable customer service in a fast-paced and high-volume environment; data analysis and reporting; independently and collaboratively solving problems.
- 1AM did not possess two (2) years of higher education experience in academic advising, or related areas.

Of the twenty-five (25) applicants who were deemed qualified as they met the minimum qualifications, thirteen (13) were not offered an interview, including two (2) goal candidates: 1HM and 1AF.

- 1HM did not possess two years of supervisory experience; experience with data-driven decision making, and strategic planning; knowledge of Guided Pathways principles and best practices in holistic student support design; knowledge of federal and state laws and regulations related to academic advising and higher education; or familiarity with the Connecticut's Students First plan.
- 1AF did not possess experience with data-driven decision making, strategic planning, and budgets; knowledge of Guided Pathways principles and best practices in holistic student support

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Key: W=White, B=Black, H=Hispanic, A=(Asian, American Indian, Alaskan Native, Hawaiian, Pacific Islander), U=Unknown, T=two or more races, F=Female, M=Male

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design; knowledge of federal and state laws and regulations related to academic advising and higher education; experience leading teams to deliver high quality customer service; or familiarity with the Connecticut's Students First plan.

The remaining twelve (12) qualified applicants possessed the minimum requirements and at least five (5) of the preferred and were selected for interview. Of these, there were five (5) goal candidates: 3BM, 1HM, and 1HF. The Region did not meet a goal with the hire of a White female. Of the goal candidates not selected:

- 1BM withdrew after being offered an interview.
- 1BM was not selected because he did not discuss ACC or any unique programs it offers (Manufacturing, Second Chance Pell); described Advising Technology but did not discuss its integration into a campus or building consensus around this topic; described his supervisory experience but offered no direct examples of supervisory issues or experiences; and, their Diversity, Equity and Inclusion Responses were vague and did not provide specific examples.
- 1BM was not selected because he did not discuss Guided Pathways Advising Framework from the perspective of the student when discussing the evaluation of a program; mixed up some of the academic programs at ACC when discussing the campus and what he was excited about; his supervisory experience was limited to students and tutors but did not include direct examples; and provided no examples of GPA framework from the lens of a leadership position.
- 1HM was not selected because he did not describe a vision for integrating technology into the Guided Pathways Advising program as a leader of a department, but did not provide specific examples; did not discuss Guided Pathways Advising Framework from the perspective of the student when discussing the evaluation of a program; and supervisory experience was very limited to students and tutors and examples given for professional staff were high level and didn't include direct examples
- 1HF did not advance for secondary interview because she did not describe steps to identify the root cause of the underperforming behavior/performance; did not describe a vision for integrating technology into the Guided Pathways Advising program; described her supervisory experience, but offered no direct examples of supervisory issues or experience; and did not discuss ACC or any unique programs it offers (Manufacturing, Second Chance Pell)

The Region did not meet a goal with the hire of this **White female**. This candidate was selected based on the following:

- 1WF met the required and preferred qualifications; however, she was selected based on the final interview. During the final interview, she discussed experiences working on committees and collaborating with other departments on campus; provided direct examples including former work at HCC and the diversity council; when addressing the supervisory question, she discussed handling a heated situation between staff members by resolving conflict (i.e., discussed ending the heated exchange, documentation, and incorporating additional information); discussed GPA and how it supports retention and equitable access for credentials; focused on success from the student perspective; discussed her leadership style and one that supports staff and works collaboratively with faculty; discussed working with faculty and highlighted relationship development as an important part of this work, and has a Master's Degree and several years of experience with holistic advising practices.

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8. Campus Advising Lead – TXCC

Position Summary: Under the direction of the CSCC Regional Advising Director, the Campus Advising Lead is responsible for implementation of the CSCU Holistic Case Management Advising (HCMA) policy and the operation, effectiveness and ongoing evaluation of the resultant Guided Pathways Advising (GPA) program at their community college campus. The position develops and manages a comprehensive advising program and maintains a small advising caseload, modified based on supervision and leadership responsibilities within the GPA Program.

The Campus Advising Lead is accountable for the integration of technology platforms and advising practices; and ensures that Guided Pathways Advisors leverage technology to provide strategic and proactive support to students. This position develops and fosters extensive cooperative and collaborative relationships with faculty, staff, administrators and external stakeholders; maintains currency with emerging trends and best practices in advising and students support; and leads the campus team in the adoption of innovative practices that increase student retention and completion and eliminates equity gaps that exist between for black, LatinX, and other marginalized students when compared to white students. The Campus Advising Lead regularly collects, analyzes and uses data to inform practice and maintain compliance with all local, state and federal policies and laws.

Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Indeed.com, ZipRecruiter, Adzuna, neuvoo, Jobcase.com, Job.net, Sercanto, Careerjet, Oodle, ct.edu, and sent through the CSCU email system distribution list

Minimum Qualifications:

- Master’s degree in education, counseling, student development, social work, enrollment management, or related field
- Two (2) years of higher education experience in academic advising, or related areas.
- Working with student populations similar to those served by the community colleges;
- Utilizing educational technologies such as student information systems, student success, and academic advising platforms, online registration and degree planning, etc.;
- Analyzing data and producing reports.

Preferred Qualifications:

- 2 years’ experience supervising/leading programs and services in academic advising, student affairs, counseling, case management, or closely related area;
- Experience with data-driven decision making and strategic planning;
- Experience leading teams to deliver high-quality customer service;
- Experience maintaining compliance with federal and state laws and regulations related to academic advising, student affairs, and higher education;
- Experience developing and evaluating academic advising and holistic support programs and services;
- Familiarity with Guided Pathways and National Best Practices in student success;
- Experience with programs and strategies that support first-generation, low-income, non-

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traditional, and minoritized/marginalized or at-risk students;

- Experience overseeing hiring, onboarding, and staff professional development.

Applicant pool summary (bolded = goal candidates)

Campus Advising Lead	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	63	15	39	9	30	4	7	2	1	0	1	0	0	0	0	9
Not Qualified	32	4	25	2	19	2	6	0	0	0	0	0	0	0	0	3
Total Qualified	31	11	14	7	11	2	1	2	1	0	1	0	0	0	0	6
Qual. No Interview	20	7	8	5	6	1	1	1	0	0	1	0	0	0	0	5
Qual. Rec. Interview	11	4	6	2	5	1	0	1	1	0	0	0	0	0	0	1
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	11	4	6	2	5	1	0	1	1	0	0	0	0	0	0	1
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received sixty-three (63) applications for this position. Of which, there were 4BM, 7BF, 2HM, 1HF, and 1AF goal candidates.

Of the sixty-three (63) applicants, thirty-two (32) applicants did not meet the minimum requirements. Of these, there were 2BM and 6BF goal candidates.

- 1BM did not possess a Master's in degree in education, counseling, student development, social work, or enrollment management.
- 1BM did not possess experience analyzing data and producing reports.
- 2BF did not possess a Master's in degree in education, counseling, student development, social work, or enrollment management.
- 2BF did not possess the two (2) years' experience.
- 2BF did not possess experience analyzing data and producing reports

Of the thirty-one (31) applicants who were deemed qualified as they met the minimum qualifications, twenty (20) were not offered an interview, including four (4) goal candidates: 1BM, 1BF, 1HM, and 1AF.

- 1BM did not possess experience with data-driven decision making, strategic planning, familiarity with Guided Pathways and National Best Practices in student success, experience overseeing hiring, onboarding, and staff professional development; or bilingual/multilingual.
- 1BF did not possess experience maintaining compliance with federal and state laws and regulations related to academic advising, student affairs, and higher education, developing and evaluating academic advising and holistic support programs and services; familiarity with Guided Pathways and National Best Practices in student success; experience overseeing hiring, onboarding, and staff professional development; experience with programs and strategies that support first-generation, low-income, non-traditional, and minoritized/marginalized or at-risk students; or bilingual/multilingual.
- 1HM did not possess any experience with data-driven decision making, strategic planning; maintaining compliance with federal and state laws and regulations related to academic advising, student affairs, and higher education; experience developing and evaluating academic advising and holistic support programs and services; familiarity with Guided Pathways and National Best Practices in student success; experience overseeing hiring, onboarding, and staff professional development; or experience with programs and strategies that support first-

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generation, low-income, non-traditional, and minoritized/marginalized or at-risk students and higher education; or familiarity with the Connecticut's Students First plan.

- 1AF did not possess any experience with data-driven decision making, strategic planning; maintaining compliance with federal and state laws and regulations related to academic advising, student affairs, and higher education; experience developing and evaluating academic advising and holistic support programs and services; familiarity with Guided Pathways and National Best Practices in student success; experience overseeing hiring, onboarding, and staff professional development; or experience with programs and strategies that support first-generation, low-income, non-traditional, and minoritized/marginalized or at-risk students and higher education; or familiarity with the Connecticut's Students First plan.

The remaining eleven (11) applicants possessed the minimum and the preferred qualifications and were provided a preliminary first round interview. Of these, there were three (3) goal candidates: 1BM, 1HM, and 1HF. The Region did not achieve a goal with the hire of a White female.

- 1BM was not recommended because he did not describe Guided Pathways and the role it plays with advising, supporting retention, persistence, and graduation efforts from an operations aspect; he described his approach to leadership and coaching; however, he did not provide specific details on how he would address an underperforming employee and his examples provided regarding data and advising technology did not include any examples. He was unable to describe the mission of a community college. He also did not discuss the academic programs at ACC accurately when discussing the campus and what he was excited about. Additionally, his supervisory experience was limited to students and tutors and examples given for professional staff were hypothetical and did not include direct examples.
- 1HM was not recommended because he did not describe a vision for integrating technology into the Guided Pathways Advising program; discussed his answers from the perspective of an advisor and not supervisor/leader; he did not incorporate into the Guided Pathways Advising Framework the student perspective when evaluating the program; and supervisory experience was limited to students and tutors and examples given for professional staff hypothetical and didn't include direct examples.
- 1HF was not selected as during the interview she did not share her leadership philosophy and did not explain how she would create a sustainable culture of accountability. Additionally, she did not discuss the strategy she would use to resolve conflict and promote collaboration among the team and did not provide examples or discuss her understanding of exceptional customer service and how that ties to Guided Pathways work.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected based on the following:

- 1WF met the required and preferred qualifications and had direct advising experience overseeing academic advising at a college in Massachusetts and experience leading large teams. She also discussed her leadership style which included leading staff and meeting their needs where they may be and discussed specific examples for staff development. She also discussed using technology as a key component to ensuring students from lower socioeconomic backgrounds get the support they need. She discussed establishing trust with faculty as the key component to supporting students in programs and provided direct examples of her experience with this.

The candidate discussed technology as a key aspect to holding advisors accountable for their work by using note checks. She is also finishing her PHD and her dissertation is specifically aligned with advising.

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9. Guided Pathways Advisor II - NVCC

Applicant pool summary (bolded = goal candidates)

Guided Pathways Advisor II	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	31	10	21	5	14	2	4	3	1	0	0	0	0	0	2	0
Not Qualified	14	3	11	1	8	0	1	2	1	0	0	0	0	0	1	0
Total Qualified	17	7	10	4	6	2	3	1	0	0	0	0	0	0	1	0
Qual. No Interview	6	4	2	1	2	2	1	1	0	0	0	0	0	0	0	0
Qual. Rec. Interview	10	3	7	3	4	0	2	0	0	0	0	0	0	0	1	0
Withdraw	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Interviewed	8	2	6	2	3	0	2	0	0	0	0	0	0	0	1	0
Offered	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0

With this hire, the region achieved the **second (2) of two (2) Black female goals** in the category.

10. Guided Pathways Advisor II - ACC

Position summary: The Connecticut Board of Regents for Higher Education, through the Students First plan, has set a course to consolidate the twelve public community colleges under a single accreditation as Connecticut State Community College (CSCC) and simultaneously adopt Guided Pathways practices and principles that increase credential attainment and eliminate equity gaps that exist for black, LatinX, and other marginalized students.

The Board of Regents codified their commitment to Guided Pathways with the passage of the Holistic Case Management Advising (HCMA) policy. The HCMA policy lays the foundation to scale the Guided Pathways Advising (GPA) program to all 60,000 community college students in the State of Connecticut; it drastically reduces advisor to student ratios from their current level at 750/1 to 250/1, requires all students to create an academic and career plan, ensures students receive personalized and proactive supports, and integrates advising technology into practice.

The Guided Pathways Advisor II provides advising, support, mentoring, and guidance to an adjusted case load of students under the Holistic Case Management Advising (HCMA) policy and resultant Guided Pathways Advising (GPA) program. Guided Pathways Advisors serve as the primary point of contact for students from admission to completion. Advisors support students in the creation of an academic and career plan and are responsible for monitoring student progress on their plan, conducting outreach, and providing and coordinating resources, referrals, and support to facilitate student retention and completion and eliminate equity gaps that exist for Black, LatinX, and other marginalized students.

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Minimum Qualifications:

- A Masters' Degree in education, counseling, student development, social work, enrollment management or related field
- One (1) year of professional experience in academic advising, counseling, or related area.

Preferred Qualifications:

- Two (2) years of supervisory experience.

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- Developing and/or leading academic advising programming.
- Using educational technology such as, student information systems, student success and/or academic advising platforms.
- Data collection, analysis, and reporting.
- Advising and/or retention programs based on national best-practices such as, Guided Pathways, Achieving, the Dream, etc

Applicant pool summary (bolded = goal candidates)

Guided Pathways Advisor II	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	29	10	19	7	15	0	1	0	0	0	1	0	0	3	2	0
Not Qualified	8	3	5	2	4	0	0	0	0	0	0	0	0	1	1	0
Total Qualified	21	7	14	5	11	0	1	0	0	0	1	0	0	2	1	0
Qual. No Interview	15	5	11	3	8	0	1	0	0	0	1	0	0	2	0	0
Qual. Rec. Interview	6	2	4	2	3	0	0	0	0	0	0	0	0	0	1	0
Withdrawn	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	2	3	2	2	0	0	0	0	0	0	0	0	0	1	0
Offered	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received twenty-nine (29) applications for this position. Of which, there was 1AF goal candidate.

Of the twenty-nine candidates, eight (8) did not meet the minimum qualifications for the position. Of these, there were zero (0) goal candidates.

Of the twenty-nine (29) applicants, twenty-one (21) candidates were deemed qualified as they met the minimum qualifications. Of these, there was 1AF goal candidates who was not selected for interview.

- 1AF did not possess the following preferred qualifications: experience developing and/or leading academic advising programming; or had experience advising and/or retention programs based on national best practices such as Guided Pathways, Achieving the Dream, etc.

The Region did not meet a goal with the hire of this **White male**. This candidate was selected based on the following:

- 1WM met the required and all the preferred qualifications. During the interview, the candidate highlighted examples for coaching an underperforming employee and setting expectations; discussed data and how to use that to influence policy and practice; discussed Guided Pathways and its pillars with relation to students and their support mechanism, and having a positive relationship with the CAL; discussed his leadership qualities and ability to lead from that of a second level leadership at the GPA 2 position; discussed advising technology and the role it plays with supporting students and tracking students to better support their interests; discussed past experiences and how he directly related to supporting the GPA 2 role such as past supervision and Guided Pathways work.

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11. Learning Disability Specialist - ACC

Position Summary: The Community College system provides a wide range of educational programs and makes these available to the diverse population of the state. Some students and potential students have disabilities which make their participation in higher education more difficult than for students without these limitations. In order to facilitate and accommodate the full range of students, the Colleges provide learning assistance services such as diagnostic testing, specialized instruction, laboratory assistance and tutoring services for students requiring them.

The Learning Disabilities Specialist performs and supervises these services at a Community College. Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

Minimum Qualifications: Master's degree in an appropriate field together with from 1 (one) to 4 (four) years of related experience; or a combination of education, experience and training which would lead to the competencies required for successful performance of the position's essential duties.

This position was advertised on the following websites: Hartford Courant, Springfield Republican, HierEdJobs.com, and Diverse Issues in Higher Educations

Minimum Qualifications:

- Master's degree in an appropriate field together
- One year of related experience
- Learning disabilities and required interventions and accommodations in an academic environment.
- Laws and regulations applying to students with special needs.
- Assessment and diagnostic testing methods and instruments.
- Advising students with special needs.
- Design and development of special needs interventions and assistance.

Preferred Qualifications:

- One (1) or more years' experience in College databases and processing programs e.g., Banner and Symplicity Accommodate.
- Experience utilizing/integrating assistive technology software and adaptive technology options for students with motor vision, auditory impairments, and learning disabilities.
- Experience with collecting, interpreting, and retaining documentation related to student disabilities.
- Experience in conducting prospective and new student intake meetings, faculty/staff training, and accommodation review meetings.
- Experience with teaching the student self-advocacy responsibilities and skills, while balancing strategies and interventions to support students with the transition to college.

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- Experience with multi-tasking and prioritizing student, faculty, staff initiatives along with community outreach to area high school transition counselors and agencies supporting students with disabilities.
- Participation in higher education professional organizations and professional development opportunities.

Applicant pool summary (bolded = goal candidates)

Learning Disability Specialist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	14	3	11	3	10	0	0	0	0	0	0	0	0	0	1	0
Not Qualified	7	3	4	3	3	0	0	0	0	0	0	0	0	0	1	0
Total Qualified	7	0	7	0	7	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	7	0	7	0	7	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	0	5	0	5	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received fourteen (14) applications for this position. Of which, there were zero (0) goal candidates.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected based on the following:

- 1WF met the required minimum and all the preferred qualifications. The candidate has fourteen years of experience as a special education teacher with two of those years working within a transition program working with HS students going on to college. During the interview she clearly articulated the various steps in the intake process with a student and explained her career-long experience interpreting psychological evaluations and conducting educational assessments, along with writing IEPs and 504 plans; demonstrated a clear and accurate knowledge of ADA, Section 504, and FERPA; and easily explained the difference between K-12 and higher education environments. She also was able to articulate the difference between the laws and regulations applicable to students with special needs, specifically ADA and IDEA. She is a board certified as an Inclusion Education Specialist by the American Association of Special Education Professionals and has over ten years of experience using multiple forms of assistive technology with a passion for learning more if needed. The candidate is able to use student learning management systems and tracking software and possesses training and professional development germane to disability services and building an inclusive environment.

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12. Research Specialist - TXCC

Research Specialist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Offered	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1HF

- One (1) applicant was determined to be **qualified** and selected for **interview: 1HF**. The agency achieved the **fourth (4) of four (4) Hispanic female** goal candidate.

13. Guided Pathways Advisor I – ACC/TXCC

Position Summary: The Guided Pathways Advisor I provides advising, support, mentoring, and guidance to students under the Holistic Case Management Advising (HCMA) policy and resultant Guided Pathways Advising (GPA) program. Guided Pathways Advisors serve as the primary point of contact for students from admission to completion. Advisors support students in the creation of an academic and career plan and are responsible for monitoring student progress on their plan, conducting outreach, and providing and coordinating resources, referrals, and support to facilitate student retention and completion and eliminate equity gaps that exist between for black, LatinX, and other marginalized students when compared to white students.

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Minimum Requirements:

- Bachelor’s Degree with one (1) to four (4) years of work experience OR a Masters’ Degree with 0-2 years of work experience.
- Familiarity with programs and strategies to support first-generation, low-income, non-traditional, and minoritized students.

Preferred Qualifications:

- Experience supporting students in academic goal setting and career planning.
- Experience in academic advising or case management.

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Applicant pool summary (bolded = goal candidates)

Guided Pathways Advisor I	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	115	34	80	19	49	4	11	4	10	0	0	1	2	6	8	1
Not Qualified	6	2	4	1	2	0	0	0	2	0	0	0	0	1	0	0
Total Qualified	109	33	76	18	47	4	11	4	8	0	0	1	2	5	8	1
Qual. No Interview	68	23	44	14	28	2	3	2	4	0	0	1	2	4	7	1
Qual. Rec. Interview	41	10	32	4	19	2	8	2	4	0	0	0	0	2	1	0
Withdraw	4	1	3	1	1	0	1	0	0	0	0	0	0	0	1	0
Interviewed	37	9	29	3	18	2	7	2	4	0	0	0	0	2	0	0
Offered	16	4	12	0	7	2	4	1	1	0	0	0	0	1	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	16	4	12	1	7	2	4	1	1	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received one hundred and fifteen (115) applications for this position. Of which, there were 4BM, and 4HM goal candidates. Goals for BF, HF and AM were previously achieved.

- With these hires, the region achieved the remaining two (2) **Black male goals** in the category.
- With this hire, the region achieved the remaining (1) **Hispanic male goal** in the category.
- As a result of these hires, there were no goal candidates remaining in the applicant pool as the only remaining goals for this category are AF's.
- The Region did not achieve goals with the hires of 1WM, 7WF, 5BF and 1HF candidates. There were no longer goal candidates in this pool as all goals for BM, BF, HM, HF were achieved.

14. Enrollment Services Assistant - NWCC (Singh)

Applicant pool summary (bolded = goal candidates)

Enrollment Services Assistant	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	107	29	77	18	49	4	7	3	8	2	4	0	1	2	8	1
Not Qualified	56	15	40	9	25	3	5	2	5	1	2	0	1	0	2	1
Total Qualified	51	14	37	9	24	1	2	1	3	1	2	0	0	2	6	0
Qual. No Interview	39	8	30	6	20	0	1	0	3	0	2	0	0	2	4	1
Qual. Rec. Interview	12	6	5	3	4	1	1	1	0	1	0	0	0	0	1	0
Withdraw	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Interviewed	9	4	5	1	4	1	0	1	0	1	0	0	0	0	1	0
Offered	2	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	2	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received one hundred and seven (107) applications for this position. Of which, there were 2AM and 4AF goal candidates. Goals for BM, BF, HM, and HF were previously achieved.

Of the one hundred and seven (107) applicants, fifty-six (56) applicants did not meet the minimum requirements. Of these, there was 1AM and 2AF goal candidates.

- 1AM did not possess knowledge and competence in advising students and applicants regarding academic programs appropriate for their preparation and career goals.
- 2AF did not possess knowledge and competence in advising students and applicants regarding academic programs appropriate for their preparation and career goals.

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Of the remaining fifty-one (51) applicants who were deemed qualified as they possessed the minimum qualifications, thirty-nine (39) were not offered interviews including 2AF goal candidates.

- 1AF did not possess one (1) or more years' experience in college databases and processing programs e.g., Banner and CRM Recruit or have one (1) or more years' experience in admissions, student recruitment, or a related field.
- 1AF did not possess one (1) or more years' experience in college databases and processing programs e.g., Banner and CRM Recruit or one (1) or more years' experience in admissions, student recruitment, or a related field.

The remaining twelve (12) candidates were offered interviews including 1AM goal candidate.

- The AM was hired and achieved the one (1) AM goal established in this category. As a result of this hire there were no more goal candidates in the pool.
- The region did not achieve a goal with the hired of the White male as he met all of the required and preferred qualifications. Based on the interview he was selected for hire.

15. Associate Director of Academic Center of Excellence - NVCC (Salgado)

Position Summary: The Associate Director, Academic Support Center, (Academic Center for Excellence), works as a team member to develop and maintain a wide range of academic support services for students. The Associate Director manages a comprehensive developmental educational program and provides learning assistance and retention efforts within the Learning Center at a Community College. The College provides academic opportunities for a broad range of students seeking two-year liberal arts degrees as well as career, technical and occupational certifications, and training. These students include those who may be lacking in basic skills and subject content, which inhibits success in higher education. Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Minimum Qualifications:

- Bachelor's degree in Education or an appropriately related field
- One (1) or more years of related experience; or a combination of education, training and experience which would lead to the competencies required for successful performance of the position's essential functions.

Preferred Qualifications:

- Experience in developmental education and adult education methods and techniques.
- Experience with developmental curriculum.
- Experience in academic skill testing and assessment methods.
- Experience with Budget management.

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Applicant pool summary (bolded = goal candidates)

Associate Director of Academic Center of Excellence	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	32	9	17	9	12	0	3	0	2	0	0	0	0	0	0	6
Not Qualified	13	2	9	2	4	0	3	0	2	0	0	0	0	0	0	2
Total Qualified	19	7	8	7	8	0	0	0	0	0	0	0	0	0	0	4
Qual. No Interview	13	6	5	6	5	0	0	0	0	0	0	0	0	0	0	2
Qual. Rec. Interview	6	1	3	1	3	0	0	0	0	0	0	0	0	0	0	2
Withdrawn	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	0	5	0	3	0	0	0	0	0	0	0	0	0	0	2
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received thirty-two (32) applications for this position. Of which, there were zero goal candidates. Goals for BM, BF, HM, HF and AM were previously achieved.

The Region did not meet a goal with the hire of this **White female**. The candidate was chosen based upon the following: This 1WF had nineteen (19) years of teaching experience in higher education, more than ten years of experience in developing remedial math courses/programs within the CSCU system, supervisory and budget experience, and developing and teaching online courses.

16. Executive Assistant – ACC (Kernan)

Position Summary: The Executive assistant to the CEO provides him/her managerial, administrative, professional, and confidential assistance as required to ensure the successful operation of the office and the college. The position it required to have extensive cooperative and collaborative relationships with staff, professionals, administrators, and the public and professionals in the peer organizations and professional associations, The incumbent is expected to collaborate with all departments and users of the services of the President’s office and to represent the Community College System in a positive manner. Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and student. They are expected to have excellent oral and written communications skills along with strong information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Required Qualifications: Associate degree or an equivalent combination of education and experience in administrative or executive secretarial fields.

Preferred Qualifications:

- Ability in the operation of personal computers using standard word processing and related office software.
- Proven history of strict confidentiality.
- Experience in principles of secretarial practice with emphasis in quality production of correspondence and reports.
- Knowledge of method and techniques of operating an office environment requiring organizational dignity.

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- Experience working with confidential and complex matters for budgeting and personnel.
- Ability to coordinate and undertake complex multiple tasks and meetings while managing and office.
- Has reported to a director, supervisor, or manager in the past.

Applicant pool summary (bolded = goal candidates)

Executive Assistant - CEO	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	80	5	72	5	54	0	4	0	6	0	1	0	2	0	5	3
Not Qualified	58	4	51	4	39	0	2	0	2	0	1	0	2	0	5	3
Total Qualified	22	1	21	1	15	0	2	0	4	0	0	0	0	0	0	0
Qual. No Interview	6	0	6	0	2	0	1	0	3	0	0	0	0	0	0	0
Qual. Rec. Interview	16	1	15	1	13	0	1	0	1	0	0	0	0	0	0	0
Withdraw	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Interviewed	14	1	13	1	11	0	1	0	1	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received eighty (80) applications for this position. Of which, there was one (1) AF goal candidate. Goals for BM, BF, HM, HF, and AM were previously achieved.

Of the eighty (80) applicants, fifty-eight (58) applicants did not meet the minimum requirements. Of these, there was one (1) AF goal candidate.

- 1AF submitted an incomplete application with no cover letter.

No goal candidates remained in the applicant pool.

The Region did not meet a goal with the hire of this **White female**. This candidate was selected based on the following:

- 1WF met the required and preferred qualifications and was selected because of her extensive amount of energy and working for three years within a principal's office managing a busy and dynamic office. She also implemented new systems and managed situations, and while prioritizing tasks. She was detail-oriented and has supported multiple managers in the past. She demonstrated an understanding of the high level of needs of an executive office and the complex situations that arise. She has a high level of proficiency in communication and has utilized multiple types of software and has prepared newsletters and fliers for distribution.

17. Librarian - NVCC (Glidden)

Positions Summary: The Librarian performs a broad range of professional responsibilities of librarianship in the library or learning resource center of a Community College providing library services to students, faculty, and citizens of the communities served by the College including teaching students and faculty in the use of such library resources as on-line access to information, bibliographic search, access to print materials and methods of research for academic course materials. In addition, the library relies to an increasing extent on computer-based information technology. Therefore, the Librarian may be assigned to provide professional information technology services.

Community College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office

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(Word, Excel, Outlook, Teams, etc.)

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list.

Minimum Qualifications:

- Master’s degree in Library Science or appropriately related discipline
- One (1) year of experience;
- Experience instructing, and advising patrons on, bibliographic and reference research.
- Experience providing computer-based technical support.
- Experience providing instruction in the effective use of library resources in higher education.
- Experience leading and training support staff.

Preferred Qualifications:

- Four (4) years of related experience.
- Two (2) years of experience in leading or supervising others
- Experience conducting assessments of student information literacy.
- Experience with instructional design.
- Knowledge of copyright and fair use in the academic library setting. Experience with video and tutorial creation tools and software.
- Experience with planning and hosting outreach event.

Applicant pool summary (bolded = goal candidates)

Librarian	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	87	27	59	22	40	0	2	0	3	1	4	0	0	4	10	1
Not Qualified	31	11	20	6	12	0	0	0	1	1	3	0	0	4	4	0
Total Qualified	56	16	39	16	28	0	2	0	2	0	1	0	0	0	6	1
Qual. No Interview	45	13	31	13	22	0	1	0	2	0	1	0	0	0	5	1
Qual. Rec. Interview	11	3	8	3	6	0	1	0	0	0	0	0	0	0	1	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	11	3	8	3	6	0	1	0	0	0	0	0	0	0	1	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received eighty-seven (87) applications for this position. Of which, there were four (4) AF goal candidates. Goals for BM, BF, HM, HF, and AM were previously achieved.

Of the eighty-seven (87) applicants, thirty-one (31) applicants did not meet the minimum requirements. Of these, there were (3) AF goal candidates.

- 3AF did not possess a Master’s degree in Library Science

The remaining fifty-six (56) candidates were deemed qualified as they met the minimum qualifications. Of these, forty-five (45) candidates were not recommended for interview, including the remaining AF goal candidate.

- 1AF did not possess experience with instructional design, knowledge of copyright and fair use in the academic library setting, experience with video and tutorial creation tools and software, or experience with planning and hosting outreach events.

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Eleven (11) candidates met the required and preferred qualifications and were recommended for interview. Of these, there were zero (0) goal candidates.

The Region did not meet a goal with the hire of this **White female**. This WF was selected based on the following:

- 1WF was chosen because of her student-centered focus and philosophy which she expressed in her answers about outreach, equity, and teaching. She also has experience with designing and running creative outreach activities such as a library "escape room". She also discussed incorporating UDL principles in LibGuides, tutorials, and written materials and has experience creating LibGuides on these topics. She also expressed her concern regarding advocating for strong partnership with faculty on developing and using OER. She also provided concrete examples and recommendations when answering questions that demonstrated her knowledge and skills in developing and organizing programs, curriculum, and research support materials.

18. Guided Pathways Advisor I – NVCC (Boucher) WF

Position Summary: The Guided Pathways Advisor I provides advising, support, mentoring, and guidance to students under the Holistic Case Management Advising (HCMA) policy and resultant Guided Pathways Advising (GPA) program. Guided Pathways Advisors serve as the primary point of contact for students from admission to completion. Advisors support students in the creation of an academic and career plan and are responsible for monitoring student progress on their plan, conducting outreach, and providing and coordinating resources, referrals, and support to facilitate student retention and completion and eliminate equity gaps that exist between for black, LatinX, and other marginalized students when compared to white students.

This position was posted on the following sites: LinkedIn, Glassdoor, Zip Recruiter, Indeed.com, ct.edu, and sent through the CSCU email system distribution list

Minimum Requirements:

- Bachelor's Degree with one year of work experience OR a Masters' Degree with 0-2 years of work experience.
- Familiarity with programs and strategies to support first-generation, low-income, non-traditional, and minoritized students.

Preferred Qualifications:

- Experience supporting students in academic goal setting and career planning.
- Experience in academic advising or case management.

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Applicant pool summary (bolded = goal candidates)

Guided Pathways Advisor I	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	92	27	59	10	32	5	8	8	9	0	2	1	3	3	5	6
Not Qualified	31	13	16	4	10	3	2	5	1	0	1	0	1	1	1	2
Total Qualified	61	14	43	6	22	2	6	3	8	0	1	1	2	2	4	4
Qual. No Interview	50	13	33	6	19	2	5	3	3	0	1	0	2	2	3	4
Qual. Rec. Interview	11	1	10	0	3	0	1	0	5	0	0	1	0	0	1	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	11	1	10	0	3	0	1	0	5	0	0	1	0	0	1	0
Offered	2	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0
Not Accepted	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received ninety-two (92) applications for this position. Of which, there were 2AF goal candidates. Goals for BM, BF, HF and AM were previously achieved.

Of the ninety-two (92) applicants, thirty-one (31) applicants did not meet the minimum requirements. Of these, there was 1AF goal candidate.

- 1AF did not possess experience with programs and strategies to support first-generation, low-income, non-traditional, minoritized, and at-risk students.

The remaining sixty-one (61) candidates were deemed qualified as they met the minimum qualifications. Of these, fifty (50) candidates were not recommended for interview, including the remaining 1AF goal candidate.

- 1AF did not possess experience with programs and strategies to support first-generation, low-income, non-traditional, minoritized, and at-risk students; experience using data to improve services; experience using data to improve services; experience developing and delivering programming for students; experiences developing and delivering programming for students; conducting intakes and making referrals; or bilingual.

Eleven (11) candidates met the minimum and preferred qualifications and were selected for interview. Of these, there were zero (0) goal candidates.

The Region did not meet a goal with the hire of this **White female**. This WF candidate was selected based on the following:

- 1WF met the required and all but one preferred qualification (did not meet the bilingual preferred qualification). She was chosen because she discussed several ways in which they collaborated with different campus offices to support students and gave direct examples. She also provided direct examples of working with a diverse student population and how she advocated and supported her students she worked with in her case management position and discussed meeting the needs of the students first in the scenario question which was the correct answer.
- 1HF was also selected for the position but declined.

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19. Director of Workforce Development and Non-Credit Programs - TXCC
(Passini) WF

Director of Workforce Development	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be qualified and selected for interview: 1WF

The agency hired one (1) White female non-goal candidate.

20. Program Director – Team Success - NWCC (Dichter)WF

Program Director - Team Success	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be qualified and selected for interview: 1WF

The agency hired one (1) White female non-goal candidate.

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21. Director of the Center for Economic Development and Non-Credit Programs- NVCC (Godbolt)BF

Director of the Center for Economic Development/Non-Credit Programs	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1BF

- One (1) applicant was determined to be qualified and selected for interview: 1BF
 The agency hired one (1) Black female non-goal candidate.

22. Learning Disabilities Specialist - TXCC (Kosior)WF

Learning Disabilities Specialist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be qualified and selected for interview: 1WF
 The agency hired one (1) White Female goal candidate.

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23. Financial Aid Specialist - NWCC (Elias)AF

Financial Aid Specialist	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
Offered	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1AF

- One (1) applicant was determined to be qualified and selected for interview: 1AF
 The agency hired one (1) Asian Female goal candidate.

24. Dental Clinical Associate - TXCC (Edwards)WF

Dental Clinical Associate	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be qualified and selected for interview: 1WF
 The agency hired one (1) White female non-goal candidate.

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25. Academic Associate - (Smiarowski)WF

Dental Clinical Associate	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from Part-Time to Full-Time within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be qualified and selected for interview: 1WF
 The agency hired one (1) White female non-goal candidate.

New Haven - Clerical

- **Goals:** 9WF, 1HF, 1AF
- **Hires:** 1WF
- **Goal Achievement:** One (1) out of one (1) for 100% of the hires in this category met Affirmative Action Goals.

1. Secretary 1 – NVCC (Kamo)

Applicant pool summary (bolded = goal candidates)

Secretary 1	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	260	31	227	16	130	6	47	0	2	1	9	5	19	3	20	2
Not Qualified	250	31	217	16	126	6	43	0	2	1	8	5	18	3	20	2
Total Qualified	10	0	10	0	4	0	4	0	0	0	1	0	1	0	0	0
Qual. No Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	9	0	9	0	3	0	4	0	0	0	1	0	1	0	0	0
Withdrawn	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Interviewed	8	0	8	0	3	0	3	0	0	0	1	0	1	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

The Region met a goal with the hire of this **White Female**. The chosen candidate met the minimum and preferred qualifications.

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New Haven - Paraprofessional

- **Goals:** 1HF
- **Hires:** None
- **Goal Achievement:** N/A

New Haven - Protective Service

- **Goals:** 1BF, 1HF
- **Hires:** 1WM
- **Goal Achievement:** Zero (0) out of one (1) for 0% of the hires in this category met Affirmative action Goals.

1. Police Officer – NVCC (Stanton)

Position Summary: In a state agency, college or university, this class is accountable for independently performing a full range of tasks in the protection, safety and security of individuals and property with full police powers and responsibility for law enforcement.

This position was posted on the following sites: DAS Website

Minimum Qualifications: Certification as a law enforcement officer in the State of Connecticut pursuant to regulations promulgated by the Connecticut Police Officer Standards and Training Council.

Note: Candidates with a pending certification status may be employed on a temporary basis pending re-certification by the Connecticut Police Officer Standards and Training Council.

Preferred Qualifications: Knowledge of police and security practices and procedures; knowledge of relevant state and federal laws, statutes and regulations; knowledge of traffic and crowd control practices and procedures; knowledge of criminal law and court procedures; considerable interpersonal skills; oral and written communication skills; ability to analyze emergency situations and develop effective courses of action; ability to utilize computer software.

Applicant pool summary (bolded = goal candidates)

Police Officer	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	10	10	0	8	0	2	0	0	0	0	0	0	0	0	0	0
Not Qualified	3	3	0	2	0	1	0	0	0	0	0	0	0	0	0	0
Total Qualified	7	7	0	6	0	1	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	7	7	0	6	0	1	0	0	0	0	0	0	0	0	0	0
Withdrawn	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	5	5	0	4	0	1	0	0	0	0	0	0	0	0	0	0
Offered	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

There were ten (10) candidates who applied for this position. Of these, there were zero (0) goal candidates. The Region did not meet a goal with the hire of this **White male**. The chosen candidate met the minimum and preferred qualifications.

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New Haven – Skilled Craft Workers

- **Goals:** 1HM
- **Hires:** None
- **Goal Achievement:** N/A

New Haven - Service/Maintenance

- **Goals:** 1WF, 2BM, 1BF, 2HM, 1AM
- **Hires:** 1WM, 1HM 1HF, 1TMM
- **Goal Achievement:** One (1) out of four (4) for 25% of the hires in this category met Affirmative action Goals.

1. Custodian – NVCC (Ahmed, Arizmendi, Levroski, Vega)

Position Summary: Naugatuck Valley Community College with campuses in Waterbury, CT and Danbury CT, is a constituent unit of the Board of Regents for Higher Education, Connecticut State Colleges and Universities. We are an agency of the State of Connecticut and we invite applications for the anticipated opening of Custodian in our high-volume Maintenance Department. This is full time, second shift, 37.5 hour per week position at our Waterbury Campus. This position is open to Board of Regents employees only.

Qualifications: Some Interpersonal skills; some oral and written communication skills; ability to follow oral and written instructions; ability to operate, care for and perform minor maintenance on tools and equipment used in daily work; some ability in simple record keeping; must have adequate physical strength, stamina, physical agility and visual and auditory acuity and must maintain such physical fitness as to be able to perform duties. A physical examination may be required.

Preferred Qualifications:

- Prior custodial experience
- Commercial /Industrial Cleaning Experience
- Experience working in a large facility/multiple building
- Experience operating maintenance equipment
- Experience with snow removal.

Duties: Performs custodial tasks and maintenance of areas such as classrooms, offices, auditoriums, kitchens, dining rooms and lavatories including outdoor areas (i.e. trash around buildings); dusts, mops, sweeps, scrubs, strips, waxes and polishes floors using appropriate equipment such as floor polishers and buffers; washes, dusts and polishes glass including windows, woodwork, walls, furniture and metal equipment; sweeps walks; collects and disposes of trash; reports needs for repairs; performs minor maintenance; runs errands; inspects buildings for damage and reports conditions to supervisor; may change light bulbs; may lubricate or tighten door hinges, drawers, cabinets, etc.; may replace ceiling or floor tiles; may move furniture and/or set-up classrooms; performs related duties as required. During regular working hours and on a mandatory call-in basis is required to perform snow and ice removal duties, shoveling, plowing, sand and salt stairways and walkways. May oversee work of students assigned to assist in custodial duties. Incumbents in this class may be required to lift moderate to heavy weights; may be exposed to extreme weather conditions and to risk of injury from equipment.

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Applicant pool summary (bolded = goal candidates)

Custodian	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	89	76	13	38	4	20	7	3	1	2	1	4	0	9	0	0
Not Qualified	54	46	8	23	2	15	6	1	0	2	0	0	0	5	0	0
Total Qualified	35	30	5	15	2	5	1	2	1	0	1	4	0	4	0	0
Qual. No Interview	26	22	4	12	2	4	1	0	0	0	1	2	0	4	0	0
Qual. Rec. Interview	9	8	1	3	0	1	0	2	1	0	0	2	0	0	0	0
Withdrew	4	4	0	1	0	1	0	1	0	0	0	1	0	0	0	0
Interviewed	5	5	0	2	0	0	0	1	1	0	0	1	0	0	0	0
Offered	4	3	1	1	0	0	0	1	1	0	0	1	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	4	3	1	1	0	0	0	1	1	0	0	1	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

We received eighty-nine (89) applications for this position. Of which, there were 4WF, 20BM, 7BF, 3HM, and 2AM goal candidates.

Of the eighty-nine (89) applicants, fifty-four (54) applicants did not meet the minimum requirements. Of these, there were 2WF, 15BM, 6BF, 1HM, and 2AM goal candidates.

- 2WF did not have prior custodial experience
- 15BM did not have prior custodial experience.
- 6BF did not have prior custodial experience.
- 1HM did not have prior custodial experience.
- 2AM did not have prior custodial experience.

Of the thirty-five (35) applicants who were deemed qualified as they met the minimum qualifications, twenty-six (26) were not offered an interview, including seven (7) goal candidates: 2WF, 4BM, and 1BF.

- 2WF did not have commercial /industrial cleaning experience, or experience working in a large facility/multiple building, experience operating maintenance equipment, or experience with snow removal.
- 2BM did not have experience working in a large facility/multiple building, experience operating maintenance equipment, or experience with snow removal.
- 1BM did not have experience working in a large facility/multiple building or experience with snow removal.
- 1BM did not have experience working in a large facility/multiple building, experience operating maintenance equipment.
- 1BF did not have experience working in a large facility/multiple building, experience operating maintenance equipment, or experience with snow removal.

Of the remaining nine (9) qualified applicants, four (4) candidates withdrew after being offered an interview, including 1BM and 1HM goal candidates.

The remaining five (5) applicants possessed the minimum and the preferred qualifications and were provided an interview. Of these, there was one 1HM goal candidate.

The Region met a goal with the hire of one (1) **Hispanic Male**.

The Region did not meet goals with the hires of 1WM, 1HF and 1TM. There were no remaining goal candidates in the pool.

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- 1WM was chosen because he had experience working within a large facility and schools, including performing summer work for city schools. He also had experience and knowledge of machines and performing repairs.
- 1HF was chosen because she had two years of experience working at the NVCC Danbury campus location and had experience of class and office schedules. She also had knowledge of how to assist during event set-ups and machines.
- 1TWM male was chosen because he had five years of experience working at two work locations, one being a large facility and the other a State of CT high school. He also had knowledge of scheduling, event set-ups, snow removal, and machines.

Hartford - Clerical

- **Goals:** 1WM, 1HF
- **Hires:** None
- **Goal Achievement:** N/A

Paraprofessional – Hartford

- **Goals:** 1WF, 1HF, 1AF
- **Hires:** 1WF
- **Goal Achievement:** One (1) out of one (1) for 100% of the hires in this category met Affirmative action Goals.

1. Child Development Assistant Teacher – TXCC (Marino)

Child Development Assistant Teacher	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrew	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee transitioned from non-permanent to permanent within her position and in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be **qualified** and selected for **interview**:
1WF The agency hired **one (1) White female** non-goal candidate.

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Hartford – Service Maintenance

- **Goals: 1BM, 1HM, 1HF**
- **Hires: None**
- **Goal Achievement: N/A**

Litchfield - Clerical

- **Goals: 1HF**
- **Hires: 1WF**
- **Goal Achievement: 0 out of one (1) for 0% of the hires in this category met Affirmative action Goals.**

1. Secretary 2 – NWCC

Position Summary: In a state agency this class is accountable for independently performing a full range of secretarial support functions requiring an understanding of organizational policies and procedures.

Community College Professionals and Faculty are expected to have excellent oral and written communication skills along with strong Information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams, etc.)

This position was posted on the following sites: DAS Website

Minimum Qualifications: Three (3) years' experience above the routine clerk level in office support or secretarial work. One (1) year of the General Experience must have been as a Secretary 1 or its equivalent.

Preferred Qualifications: Considerable knowledge of office systems and procedures; considerable knowledge of proper grammar, punctuation and spelling; knowledge of business communications; knowledge of department's/unit's policies and procedures; some knowledge of business math; interpersonal skills; ability to schedule and prioritize office workflow; ability to operate office equipment which includes personal computers other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to the supervisor)

Applicant pool summary (bolded = goal candidates)

Secretary 2	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	115	13	102	4	73	4	8	2	7	2	3	0	2	1	9	0
Not Qualified	101	13	88	4	62	4	8	2	6	2	3	0	1	1	8	0
Total Qualified	14	0	14	0	11	0	0	0	1	0	0	0	1	0	1	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	14	0	14	0	11	0	0	0	1	0	0	0	1	0	1	0
Withdraw	9	0	9	0	7	0	0	0	1	0	0	0	0	0	1	0
Interviewed	5	0	5	0	4	0	0	0	0	0	0	0	1	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

There were one hundred and fifteen (115) applicants of which there were 7HF goal candidates.

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Of the one hundred and fifteen (115) applicants, one hundred and one (101) applicants did not meet the minimum requirements. Of these, there were 6HF goal candidates.

- 6HF did complete the required qualifications questionnaire. As such, they were deemed not qualified by Department of Administrative Services (DAS).

Of the fourteen (14) applicants who were deemed qualified as they met the minimum and preferred qualifications and completed the required qualifications questionnaire, the fourteen (14) were offered interviews, one (1) goal candidates 1HF.

- 1HF was offered an interview but declined.

The Region did not meet a goal with the hire of this **White Female**. The chosen candidate met the minimum and preferred qualifications. She was chosen based upon the following:

- 1WF had a great understanding of higher education, extensive experience, knew about the local community and role of NWCC. She was demonstrated that she was an expert with the Microsoft Office Suite and provided five different application examples and spoke about her Banner experience. She also explained and demonstrated her understanding of the faculty and staff differences. She explained her experience with students, mailroom, information center, and FERPA laws. She also provided a comprehensive answer regarding diversity.

Litchfield - Paraprofessional

- **Goals:** 1WF
- **Hires:** None
- **Goal Achievement:** N/A

Litchfield – Service Maintenance

- **Goals:** 1WF, 1HM
- **Hires:** None
- **Goal Achievement:** N/A

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Promotional Goals Analysis

Executive/Administrative

- **Goals: None**
- **Promotions: None**
- **Goal Achievement: N/A**

Professor

- **Goals: 9WM, 5BF, 2HM, 5HM**
- **Promotions: 7WM, 3WF, 1BF, 1HM, 1HF**
- **Goal Achievement:** The agency achieved nine (9) goals with the promotions of these thirteen (13) Associate Professors to Professor.

Professor	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0
Offered	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotions	13	8	5	7	3	0	1	1	1	0	0	0	0	0	0	0	0

This pool consisted of the following thirteen (13) applicants, including 10 goal candidates: 7WM, 1BF, 1HM, 1HF.

In this category, thirteen (13) employees applied for and were recommended by the CEOs and Deans for promotion from Associate Professor to Professor in accordance with the collective bargaining agreement, and promotion and tenure process.

The Region achieved 10 goals with these promotions: 7WM, 1BF, 1HM, 1HF

Associate Professor

- **Goals: 2WF, 3BM, 1HF**
- **Promotions: 2WM, 4WF, 1BM**
- **Goal Achievement:** The agency met three (3) goals with the promotions of 2WF and 1BM from Assistant Professors to Associate Professors.

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Associate Professor	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Total	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	8	4	4	3	4	1	0	0	0	0	0	0	0	0	0	0
Not Qualified	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0
Offered Interview	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0
Offered	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotions	7	3	4	2	4	1	0	0	0	0	0	0	0	0	0	0

This pool consisted of the following eight (8) applicants, including 4WF and 1BM goal candidates.

In this category, eight (8) employees, applied for and were recommended by the CEOs and Deans for promotion from Assistant Professor to Associate Professor in accordance with the collective bargaining agreement, and promotion and tenure process.

In this category, one (1) employees, 1WM, applied for and was not approved as he did not meet the qualifications for promotion in accordance with the collective bargaining agreement, and the promotion and tenure process.

The Region achieved three (3) goals with the promotions of 2WF and 1BM employees.

Assistant Professor

- **Goals:** 1AF
- **Promotions:** 3WF, 1BM
- **Goal Achievement:** The agency did not achieve any goals with the promotions of three (3) WF and 1BM Instructors to Assistant Professors.

Assistant Professor	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown		
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U
Total Applicants	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0
Offered Interview	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0
Offered	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotions	4	1	3	0	3	1	0	0	0	0	0	0	0	0	0	0

This pool consisted of the following four (4) applicants, none of which were goal candidates.

In this category, four employees, **3WF and 1BM** applied for and were recommended by the President and Deans for promotion from Instructor to Assistant Professor in accordance with the collective bargaining agreement, and promotion and tenure process.

**Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022**

Instructor

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Professional Non-Faculty

- **Goals:** None
- **Promotions:** 1WF
- **Goal Achievement:** N/A

1. Enrollment Services Assistant - NVCC

Dental Clinical Associate	Total			White		Black		Hispanic		AAIANHNPI		Two or More		Unknown			
	Tot	M	F	M	F	M	F	M	F	M	F	M	F	M	F	U	
Total Applicants	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Qualified	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Qualified	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Qual. No Interview	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qual. Rec. Interview	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdraw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interviewed	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Offered	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Not Accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hired	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0

*AAIANHNPI = Asian, American Indian, Alaskan Native, Hawaiian Native, Pacific Islander.

This employee was reclassified within her position in accordance with the collective bargaining agreement. There were no other applicants in this pool.

One (1) individual applied for this position: 1WF

- One (1) applicant was determined to be **qualified** and selected for **interview: 1WF**

The agency promoted **one (1) White female** non-goal candidate. This employee, **White female**, was promoted by reclassification within her position in accordance with the collective bargaining agreement.

New Haven County - Clerical

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

New Haven County - Para-Professional

- **Goals:** None
- **Promotions:** None

Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022

- **Goal Achievement:** N/A

New Haven County – Protective Services

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

New Haven County – Skilled Craft

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

New Haven County – Service Maintenance

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Hartford County - Clerical

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Hartford County - Para-Professional

- **Goals:** 1WF
- **Promotions:** None
- **Goal Achievement:** N/A

Hartford County – Service Maintenance

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Litchfield County - Clerical

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Litchfield County - Para-Professional

- **Goals:** None

Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022

- **Promotions:** None
- **Goal Achievement:** N/A

Litchfield County – Service Maintenance

- **Goals:** None
- **Promotions:** None
- **Goal Achievement:** N/A

Section 46a-68-90 - GOALS ANALYSIS
February 1, 2021 through January 31, 2022

Program Goals Analysis

The following programmatic goals were established in the 2021-2022 North-West Regional Affirmative Action Plan.

- **Goals:** Five (5) Program Goals
 - **Goal Achievement:** The Region was able to successfully achieve all five (5) of the program goals established in the previous AA plan.
1. As part of the regionalization and the establishment of the CT State Community College (CSCC) System, the CSCC North-West Region sets a goal to establish a procedure to add at least one member from another campus within the Region to participate on search committees. This will establish a regional approach to the recruitment and selection process and provides for additional perspectives to advance our recruitment efforts. To that end, the Region, will establish a process for search committees that adds at least one member from another campus within the region to participate on search committees for faculty positions and professional positions with a classification of CCP19 or higher. As part of this process, efforts must be made and documented to include a member from another campus (on CCP19 and above and Faculty searches) but a search may move forward if the campus is unable to secure a volunteer within 5 days and with the approval of the EEO Officer.

Responsible persons: Theresa Eisenbach, Director of Talent and Recruitment, Nicholas D’Agostino, Director of Equal Employment Opportunity, Dr. James Lombella, Regional President, Campus CEOs.

Timeframe: Completion by January 30, 2022.

Response: This goal was achieved during the reporting period. Additionally, this was functional when interviews have been remote during COVID19; however, may create challenges for participation when interviews return to a more standard in-person process. Nevertheless, the Region saw benefits in this practice and will continue to utilize this in future searches. More specifically, where practicable, searches for faculty and CCP19 or higher will identify committee membership from within the Region to make this an on-going practice.

2. The Region establishes a goal to develop a recruitment strategy to diversify the part-time lecturer (credit and non-credit) availability pool. As a major pipeline to fill full-time faculty positions, the Region recognizes the importance in adding racial and gender diversity to this pool.

Responsible person: Theresa Eisenbach, Director of Talent and Recruitment, Nicholas D’Agostino, Director of EEO, Dr. James Lombella, Regional President, Campus CEOs, and Campus Academic Deans.

Section 46a-68-90 - GOALS ANALYSIS

February 1, 2021 through January 31, 2022

Timeframe: Completion by January 30, 2022.

Response: This goal was achieved during the reporting period. Throughout the reporting period, the EEO Office coordinated several meetings with key leaders on each campus within the Region, e.g., academic, continuing education, campus CEO's, to brainstorm efforts to expand our efforts to recruit a diverse part-time workforce. Additionally, HR Recruitment and Talent Acquisition, hosted the first PT lecturer recruitment fair for the North-West Region. This will be an on-going practice going forward. Additionally, Recruitment and Talent have been posting PT lecturers for continuous recruitment which creates viable applicant pools for commonly filled PT faculty positions and other PT positions within the Region. This will continue to be a focus for the Region and will become part of their EEO/AA program going forward.

3. The Region establishes a goal to determine the feasibility and necessity of creating a regional Employee Advisory Committee/Diversity Committee. If established, the Region will develop mechanisms for membership, organizational structure, and purpose.

Responsible person: Director of EEO, Campus CEO's, Regional President. **Timeframe:**

Timeframe: Completion by January 30, 2022.

Response: This goal was achieved as the Regional Leadership has discussed the feasibility of such a committee and its potential benefits. As a result, the Region has determined that such a committee would be beneficial to advance the AA/EEO program and broader CSCU Diversity, Equity and Inclusion efforts. As such, the Region has established a program goal in this AA plan submission to develop the EAC, its makeup and its charge.

4. The Region establishes a goal to work with the CHRO and AA Plan Reviewer to determine the feasibility of combining all faculty rank titles into one faculty title for the establishment of numeric goals. The Region believes that such a change will more effectively establish numeric goals that reflect the actual available workforce for this job category.

Responsible person: Director of Equal Employment Opportunity, Neva Vigezzi, CHRO Supervisor/Reviewer, and CHRO leadership.

Timeframe: Completion by January 30, 2022.

Response: This goal was technically achieved as the EEO Officer requested this to the CHRO reviewer; however, it was determined that it was not with the regulation to do so and was denied. As such, the Region will continue to analyze faculty by rank, in accordance with the 25 or more in a category regulatory standard.

5. The Region establishes a goal to work with the CHRO and AA Plan Reviewer to pursue the use of the most current (2015 Community Survey Employment Data), e.g., 2010 census employment data, in place of the 2000 census employment data. Such a change would result in a more reflective parity goal and establish goals reflective of today's workforce data.

Responsible person: Director of EEO, EEO Center of Excellence, and CHRO leadership.

Timeframe: Completion by January 30, 2022.

Response: This goal was technically achieved by default as the CHRO has authorized agencies to utilize the newer census data and this plan has utilized the new data standards.

Managing and Supervising in a Unionized Environment



Labor Relations Investigators Marilyn Albrecht, Sofia Brilla, Rebecca Cannon, and Lori Meier-Chapman

1

Topics We Will Cover Today

- Labor Relations
- Essentials of Supervision
- Managing Performance and Performance Evaluations
- Progressive Discipline
- Grievance Handling



2

Labor Relations



- Collective Bargaining
 - Representatives of the employer and the employees negotiate over terms and conditions of the workplace (compensation, employee rights, promotions, union rights, dispute resolution)
- Managing relationships with employees and labor unions in ways to promote organizational goals such as cost-effective delivery of services (university – educational services)
 - Balancing Act
 - Equity
 - Efficiency
 - Voice

3

3

Unions in State University Systems

- State Universities**
 - Connecticut State Universities Chapter of American Association of University Professors (CSU-AAUP)
 - State University Organization of Administrative Faculty (SUOAF)
- Community Colleges**
 - Congress of Connecticut Community Colleges
 - American Federation of Technical College Teachers
 - AFSCME Administrators, Local 2480
- Classified Contracts**
 - NP-2 Maintenance
 - NP-3 Clerical Staff
 - NP-5 Police and Fire Union
 - P-4 Engineering, Scientific, and Technical Staff
 - P-5 Administrative & Residual Employees



4

4

Key Concepts in Labor Relations

- **Grievances** – violation of the terms of the contract.
- **Duty of Fair Representation** – the union as the exclusive bargaining agent duty to represent all bargaining unit members fairly and without discrimination
- **Reserved Rights of Management** – all management rights not restricted by CBA are reserved for management.
- **Weingarten Rights** – if a conversation with an employee may lead to changes in working conditions or discipline, they have a right to a union representative at the meeting.
- **Loudermill Hearing** – if the employer may discipline an employee to the level where they will be affected monetarily (demotion, suspension, termination) then a hearing needs to take place before discipline is given for the employer to present their evidence against the employee and give them an opportunity to respond. This can also be referred to as a pre-disciplinary hearing.

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5

Essentials of Supervision



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6

Successful Supervision


- **Keys to a successful supervisor**
 - Consistency 🎯
 - Knowledge of the Rules 👍
 - Setting a good example 🏆
 - Take appropriate action when required 📄
 - Know your player's strength and weaknesses 🧠
 - Ability to help players develop their skills through coaching and training 🏋️



7

Communication is...


- Building rapport and building relationships is fundamental to supervision and it is achieved through **communication**
- **Good Communication:**
 - Be polite, honest, positive, and clear
 - Be mindful of tone and of body language
 - Promote autonomy
 - Listen (talk less)
 - Put the employee at ease
 - Ask questions
 - Rephrase for clarification – "Did I understand you correctly when you said..."



8

Documentation – Supervisory Files

<p>What should you document?</p> <ul style="list-style-type: none"> • Performance Evaluations • Coaching Employees • Grievances • Administrative Proceedings • Lawsuits 	<p>How should you document?</p> <ul style="list-style-type: none"> • Facts – Be Specific • Objectivity – No opinion • Solutions • Actions • Follow the ABCs of Documentation <ul style="list-style-type: none"> • Accuracy, Behavioral, Consistency
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



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ABCs of Documentation

Accuracy
Record objective facts concerning actual performance as they occur, rather than from memory, record only job-related behavior, record direct observations and don't rely on hearsay
Behavioral
Describe specific behavior without using personal evaluative statements
Consistency
Record positive and negative behaviors, use same format and level of detail for all employee documentation, and keep in secure location; review documentation periodically for consistency

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Types of Documentation

1. **Business records** – time cards, personnel forms, invoices, job applications, etc.
2. **Complaints** – from customers – need to be written, signed and dated.
3. **Witness statements** – a witness should record the entire incident in his own handwriting immediately after the events; a supervisor can compile in writing the witness statement and have it immediately signed by the witness as true and correct.
4. **Examples of poor work** – letters and reports with errors, etc.
5. **Communications to employees** – bulletins, policy statements, work rules, job descriptions, performance evaluations, copies of counseling sessions, copies of oral warnings, written warnings and other discipline.

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Examples of Supervisory File Notes

General Statement	Specific Fact
Mary made numerous errors on her letters	Mary made several spelling errors on letters to the CEO dated 1-2-20 and 4-4-20. The emails are attached.
Used obscene, offensive language towards a supervisor	On April 2, 2020, James Doe told Mark Smith during a staff meeting to "Shove your report up your ---."
John Doe was seen without a mask walking the halls	On 2/2/21 at 11:15AM John Doe was walking the halls outside of his office without a mask. There were several students in the hall at the time. I approached John and asked him to put on his mask as required. He stated that his mask broke, and he was on his way to the guard station to obtain a new mask. I told him to return to his office and I would bring him a mask. This was the first time I witnessed John without a mask.

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Seven Simple Rules Regarding Documentation

1. **Avoid legal conclusions** - do not use words like "unauthorized action," "violation," "non-compliance," "negligent," "wrongful." These words have specific legal meanings. If documents with these words are presented in court, the specific legal meanings will be imposed, leading to a result never contemplated by the author.
2. **Avoid reciting hearsay** - unless you have firsthand knowledge of the subject, do not comment on it in writing.
3. **Avoid generalizations** - do not use words like "typically," "usually" or "generally" to describe your practices. Generalizations are, like hearsay, not based on specific first-hand information.

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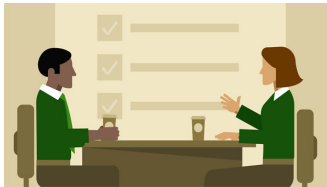
Simple Rules Continued..

4. **Avoid Unnecessary Commentary** - your personal opinion is irrelevant to the subject matter.
5. **Avoid admissions/confessions** - this is not to discourage honest and honorable behavior or "cover-up" wrongdoing. It is to ensure that no inaccurate statements of liability are made.
6. **Avoid labels** - be specific and objective - written comments that are factually detailed and accurate and contain no unnecessary commentary or characterizations are unlikely to cause great problems.
7. **Avoid unnecessary distribution of documents** - while communication is important, it is equally important to restrict the recipients to those who are directly involved in the matter.

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Managing Performance and Performance Evaluations



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Elements of Performance Management

- Why Evaluate?
 - It's required by contract.
 - Meaningful employee evaluation is but one aspect of creating and maintaining a respectful, effective, productive, and diverse work environment that recognizes the value and contribution of every member of the community
- Elements:
 - Goal and Expectation Setting
 - Performance Review
 - Ongoing
 - Yearly, etc service ratings and evaluations
 - Performance Improvement Process



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Performance Management Element #1 *Goal and Expectation Setting*



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Goal and Expectation Setting

- **Expectations**
 - Position Expectations (job description)
 - Department and University Expectations (policies)
 - Federal laws/state laws (anti-discrimination laws, state ethics, labor laws)
- **SMART Goals**
 - Encourage employees and supervisors to set SMART goals and share with each other (Specific, Measurable, Attainable, Relevant, Time-Bound)
 - Designed in a way to foster clear and mutual understanding of what constitutes expected levels of performance - a means to meet the above expectations
 - Collaborative effort between supervisor and supervisee.

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SMART Method for Setting Individual Goals

S	Specific	What will be accomplished? What actions will you take?
M	Measurable	What data will measure the goal? (How much? How many? How well?)
A	Achievable	Is the goal doable? Do you have the necessary tools and resources to be successful?
R	Relevant	How does the goal align with broader goals? (personal or institutional) Why is the outcome important?
T	Time-Based	What is the time frame for accomplishing the goal?

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Common Measurements for SMART Goals

Data Types	Data Collection Methods
Quality/accuracy rates	Automated Reports
Amounts produced	Audit, tests, inspections
Revenue Generated	Surveys
Turn around times	Observations
Constituent Satisfaction	SETs, emails
Productivity Rates	Work products, samples

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Feedback and Counseling

- Counseling as a feedback mechanism done on an on-going basis
- Can help re-orient the employee to their goals, the institution's goals, and lay the groundwork for their formal evaluation

When the Problem Begins	When the Problem Persists
Sit down and meet	Sit down and meet
Explain the issues	Explain the continuing issues
Clarify expectations	Clarify expectations
Ask them what they need to succeed	Refer them to training opportunities
Document in supervisory file	Issue a formal counseling
Confirm in an email	Put counseling in supervisory file

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Tips on Counseling




- Be specific
- Describe the effect of the behavior
- Indicate expectations, standards
- Refer back to SMART Goals
- Discuss alternatives and solutions for handling future situations
- "Counsel in private, praise in public"
- Stay calm and focused on purpose of the meeting
- Document the discussion

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Performance Management Element #2


Performance Review



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Evaluations

- * Refer to respective CBA for specifics on evaluations
- Why?
 - Access performance overtime
 - Re-calibrate expectations in line with SMART goals
 - Identify employee strengths and weaknesses
 - Provide a meaningful opportunity to meet and discuss performance and other work related issues
- Through documentation, counseling, coaching, and active engagement, the overall rating should come at no surprise to the employee



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Key Reminders for Evaluation

- Be TACTful
 - T- Truth
 - A- Accuracy
 - C- Candor
 - T- Timeliness
- Comments/Narratives
 - Comments should be consistent with the rating
 - No reference to discipline that has not been administered during the rating period.
 - Rating of "fair" or "unsatisfactory" requires a reason statement and suggestion for improvement
 - Be concise and to the point
 - Use and reference documentation
 - Refer back to SMART goals

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Unsatisfactory Performance Evaluations

- **Impact of unsatisfactory service rating is direct**
 - Loss of increment
 - Two unsatisfactory evaluations may lead to dismissal
 - Merit consideration
 - Discipline should precede issuance of an unsatisfactory rating.
- **Consideration of the Following Prior to Unsatisfactory rating**
 - Is the employee performing in accordance with class specification?
 - Have the employee's deficiencies been discussed with the employee? Has their been counseling, training, and an opportunity to remedy the deficiency?
 - Has the employee been warned in writing that an unsatisfactory evaluation if performance did not improve to a certain level?
 - Is the rating an objective evaluations based on established employment standards?
 - Does the rating reflect the employee's performance during the entire rating period rather than immediate past?
 - Does the employee expect a less than good evaluation?


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Performance Appraisal Meeting

What should occur during performance appraisal meeting?

- Schedule meeting time in advance
- Leave enough time for discussion
- Ensure privacy
- Set the right tone (Build rapport)
- Present the evaluation
- Reinforce the positive
- Ask questions
- Let the employee talk
- Take Notes
- Offer a means to correct performance deficiencies
- Develop a plan
- Close the discussion
- Provide employee with signed copy of evaluation



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Performance Management Element #3 Performance Improvement Plans



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Performance Improvement Plan

- Used as a guide to facilitate performance discussions and re-calibrate back to SMART goals and expectations
- Format (can vary)
 - Employee Information
 - Relevant Dates (no more than 6 month plan)
 - Description of Performance Discrepancy
 - Description of Expected Performance
 - Description of Actual Performance
 - Description of Consequences
 - Plan of Action – meet weekly/bi-weekly to discuss
- Refer to campus HR for further considerations

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Sample Performance Improvement Plan

Employee Name: [Redacted] - Classification: [Redacted]

Performance Improvement Plan

Action for Improvement: Quantity of Work
Based on review of work order of [Redacted] Case load, only 17% of his monthly case notes were completed. From the period beginning January 2007 through period ending August 2007.

Plan:

1. [Redacted] will complete all monthly case notes for all customers assigned to his caseload. This requires that all [Redacted] case notes be written in single consistent medical record formatting. His supervisor will monitor compliance.
2. An agreed upon goal will be set with [Redacted] to increase the amount of customers employed on his caseload. This will be reviewed and adjusted monthly during the PIP.
3. [Redacted] will complete case notes on all job development or employee retention and job placement case notes on weekly Supervised Employment Outcome Reports. These reports must be completed and signed prior to his supervisor during his weekly supervisor meeting. The appropriate number of job development/employee retention per month should follow the format as outlined below.

Total Number of customers in Active Job Development X 10 = # Number of Cases per month

Goal:
The goal of this Performance Improvement Plan is to assist [Redacted] in improving the quantity of his work, as outlined in his job description.

Plan: The Performance Improvement Plan will be active for [Redacted] months from the date of implementation. During the [Redacted] supervisor will provide support as needed, in order to assist [Redacted] with the above outlined objectives. This support will include the following:

- Weekly Supervision meetings
- Monthly PIP progress review meetings.

Please note in addition to these outlined items, [Redacted] should contact his supervisor immediately with any issues that may arise affecting his ability to meet the requirements of his PIP.

If [Redacted] is unwilling to meet these conditions, he should bring such concerns to the attention of his supervisor immediately for further review.

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Sample Performance Improvement Plan - Page 2

Employee Name: _____
 Identification: Performance Improvement Plan

Implementation Date: ____/____/____

Employee Signature: _____ Date: _____
 Supervisor Signature: _____ Date: _____

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Sample Performance Improvement Plan - Page 3

*Use during weekly/bi-weekly reviews

PIP
EMPLOYEE REVIEW FORM

EMPLOYEE: _____
 DIV: _____
 SUPERVISOR: _____
 DATE: _____
 PIP START DATE: _____
 PIP END DATE: _____
 REVIEW DATE: _____

Supervisor Comments / Observations: _____
 Employee Comments / Observations: _____

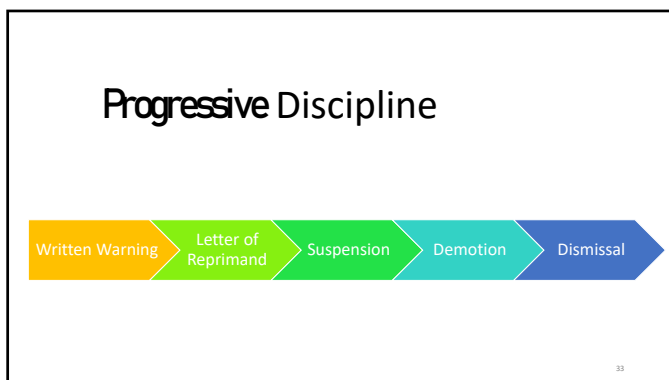
CRITERIA/REVIEW:
 CURRENT PERIOD: _____ NUMBER CURRENTLY EMPLOYED: _____
 NEXT MONTH EMPLOYED: _____
 SIX MONTH EMPLOYED: _____
 NEXT MONTH EMPLOYED CONTRACTED: _____

Additional Review: _____

Supervisor signature: _____ Date: _____
 Employee signature: _____ Date: _____
 Next Meeting Date: _____

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What is Progressive Discipline?

Progressive Discipline – method of attempting to correct work deficiencies through counseling, warning, reprimand, or other corrective actions carried out in a manner which is appropriate to employee's behavior and circumstances surrounding behavior.

STANDARDS Reasonable standards of work performance must be established at the time of initial placement and as needed thereafter.

COMMUNICATE Reasonable standards of work performance must be clearly communicated to all staff.

CORRECTIVE vs. PUNISH The purpose of discipline is to communicate and to correct an employee's behavior, not to punish.

SWIFT ACTION Employee discipline must be administered promptly in order to be effective.

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Progressive Discipline- (continued)

STANDARDS Discipline must be administered with impartiality.

CONSISTENCY Standards of work performance and College/University policies must be consistently maintained, and employee discipline must be consistently enforced. The action taken must be related to the offense. The objective and possible effects upon the individual, the group and the agency's mission must all be considered.

DOCUMENT All forms of disciplinary actions and warnings must be carefully documented through written records.

FOLLOW-UP is essential to ensure that the action has been effective.

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Early Recognition & Action


- The key to progressive discipline is early recognition and action.
- Don't suffer in silence. Begin counseling and documenting right away.
- If there is no improvement exhibited by the employee, move to progressive discipline
- If improvement occurs let the employee know

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The Ladder of Progressive Discipline


- Pre-Disciplinary Activity (union involvement not required)
 - Coaching
 - Verbal Counseling
- Discipline
 - Written Warning
 - Written Reprimand
 - Suspension
 - Short suspension
 - Long Suspension
 - (if either is an unpaid - pre-disciplinary hearing (Ludemill) required before issuance)
 - Demotion
 - Dismissal/Termination



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Document, Document, Document, ..in every case


- Documentation is a critical record of the steps you have taken to address the situation
- If there is a problem, the first step is to talk and document
 - Follow-up emails are an excellent way to document a conversation



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Just Cause Standard

- All state labor contracts provide that discipline can only be issued for just or adequate cause
- "No disciplinary action shall be instituted against any bargaining unit member without just cause" – SUAOF
- What is just cause?
 - Arbitrators over time have established a set of guidelines or criteria that define the concept



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The Seven Tests of Just Cause

An answer of "no" to any of these questions = no just cause

1. Did the employer give the employee forewarning or foreknowledge of the possible and probable disciplinary actions of the employee's conduct?
2. Was the agency's rule or managerial order reasonably related to effective, efficient, and safe operations?
3. Did the employer, before disciplining the employee, investigate to discover whether the employee did in fact violate a rule or order of management?
4. Was the agency's investigation conducted fairly and objectively?
5. At the investigation, did the employer obtain substantial evidence that the employee was "guilty" as charged?
6. Has the agency applied its rules, orders, and penalties evenhandedly and without discrimination to all employees?
7. Was the degree of discipline administered reasonably related to (a) the seriousness of the employee's proven offense and (b) the record of the employee's service with the employer?

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Standard Employee Defenses to Discipline

- Lack of Just Cause
 - Punishment too severe/doesn't fit the crime
 - No prior documentation
- Procedural Defect
 - No union representation afforded
 - No notice that conduct would lead to discipline/No knowledge of the rule
- Personality Conflicts
- Management did not guide employee to be successful
- Lack of Sufficient Detail
 - Poor or no documentation

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Common Issues

Problems generally fall into two categories

1. Performance
2. Misconduct

Performance – employee is not performing their duties up to expectations	Misconduct – employee has engaged in conduct which violates policies/procedures/rules & regulations
<ul style="list-style-type: none"> ○ Talk to the employee ○ Make sure the expectations are known and are clear ○ Make sure the employee is properly equipped & trained ○ If no improvement, follow progressive discipline 	<ul style="list-style-type: none"> ○ Determine the facts ○ Take immediate action ○ Follow contractual requirements for progressive discipline

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Dealing with Absenteeism



Regular attendance of employees is crucial in keeping the workplace functioning efficiently.

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Attendance for Classified Employees

- **Definitions**
 - **Absenteeism** - is any time you are not at work during your scheduled hours, regardless of the reason. However, not all Absences reflect negatively on your record. Only "Occasions of Absence" may.
 - **Occasions of Absence** - is one or more unscheduled or unapproved continuous day(s) or partial day(s) of Absence
 - **Medical Certificate** - 5 or more consecutive days of absence
- **Attendance Standards** - See DAS Policy

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Attendance Procedures

- Attendance records should be reviewed quarterly
- Two or more occasions of sick leave within three month period – meet and discuss with employee (counseling)
- In reviewing absenteeism supervisors will consider the following:
 - Number of days taken, number of occurrences, patterns of usage, employee past record, extenuating circumstances, reasons for sick leave
- Eligibility for granted sick leave
- When to ask for a medical certificate
 - HR will determine if it is acceptable
- Discipline for Absenteeism

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Attendance Example		EMPLOYEE ATTENDANCE FROM MAY 2019 TO APR 2020																															Page No. 1
EMPLOYEE	POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
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Do you see a pattern? Do you see any trends? How many occasions in a 3 month period do you see?

46

Understanding Insubordination



inSUBordination

47

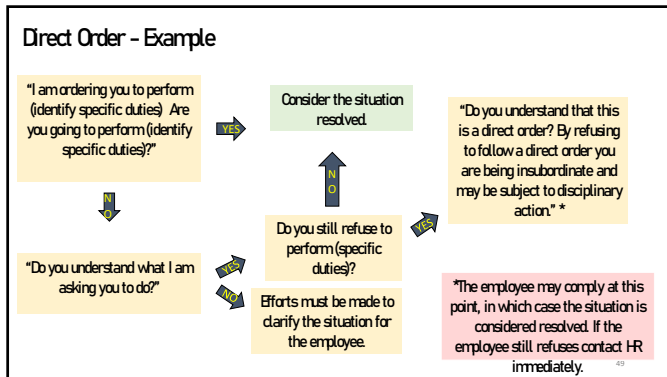
47

Dealing with an insubordinate employee

- **Definition**
- **Conditions that Must Be Present for Insubordination**
- **Statements Supervisor Should Make Prior to Charge of Insubordination** -
 - If the supervisor or person in charge requests an employee to perform certain duties (i.e. work overtime) and the employee refuses, the supervisor should make certain the employee has a clear understanding of the request. If the employee still refuses, the supervisor should summon a second supervisor or manager to witness the "direct order".

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Grievance - a violation of a specific contract provisions

- **Disciplinary**
 - Burden of proof - management to show there was just cause for the discipline
 - Must also show the process was fair and the employee had union representation (unless waived)
- **Contractual/Rights Based**
 - Burden of proof - union to show how management violated the contract
 - Examples: Breaks and meal periods; Reclassification; Overtime Pay; Transfers;
 - **Use of Past Practice**
 - Either side can use to prove or defend action taken
 - Past Practice - can create a separate and enforceable condition of employment
 - A clear and consistent course of conduct
 - Over a long period of time
 - **Full knowledge by both parties**
 - Contract silence or ambiguous

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Manager Role in Grievance Process

- Prepare and attend the grievance meeting
- Work with HR to answer grievance
 - IRAC Analysis
 - Issue, Rule, Analysis/Application, Conclusion
- **Key Guidelines to Avoid Grievances**
 - Communicate openly and honestly with employees
 - Act quickly to dispel rumors with facts
 - Assign work impartially
 - Consistency
 - Explain reasons for workplace changes
 - Avoid favoritism
 - Don't knowingly violate the CBA

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Complaints

All employees, including employees protected under collective bargaining agreements can file complaints.

- A Complaint is any accusation, allegation or charge against supervisors, managers, directors, employees or directly against the Colleges/Universities regarding the employee's employment conditions.
- Complaints are received orally or in writing to the Colleges/Universities typically through the HR Regional Managers.
- Formal complaints are received from the Commission on Human Rights and Opportunities (CHRO), Equal Employment Opportunity Commission (EEOC), Office of Contract Compliance Programs (OFCCP) and the Office of Civil Rights (OCR).

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Complaint Process

Depending upon circumstances raised in the complaint, the role of a supervisor or manager in the complaint process can also vary

- Complaints that are brought to the supervisor or managers' attention, should be resolved when they are told about the matters/problems/issues.
- All discrimination and sexual harassment complaints received by any of the HR Shared Services employees should forward the complaints to the Directors of Diversity & Inclusion and Labor Relations.
- Supervisors and managers that are directly involved or named in the discriminatory or sexual harassment allegations, will be part of the investigation but not part of assisting to remedy the problems.
- Legal Services is involved when formal complaints (CHRO, EEOC and OCR) are received.
- Timelines for handling complaints are typically completed within 90 days.

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Virtual

JOB FAIR

OPENINGS FOR:

- > Full & Part-time Lecturers
- > Non-credit Lecturers
- > Administrative Staff

Many positions come with excellent State of CT benefits!

**Employment Opportunities
From 12 Connecticut State
Community Colleges
In One Virtual Event!**

**October 14, 2021
2PM – 6PM
Via Webex**

Connecticut's 12 State Community Colleges!

Asnuntuck Community College
Enfield, CT

Manchester Community College
Manchester, CT

Norwalk Community College
Norwalk, CT

Capital Community College
Hartford, CT

Middlesex Community College
Middletown, CT

Quinebaug Valley Community College
Danielson, CT

Gateway Community College
New Haven, CT

Naugatuck Valley Community College
Waterbury and Danbury, CT

Three Rivers Community College
Norwich, CT

Housatonic Community College
Bridgeport, CT

Northwestern CT Community College
Winsted, CT

Tunxis Community College
Farmington, CT

Section 46a-68-91
Career Mobility

Section 46a-68-91: CAREER MOBILITY

CSCC's North-West Region's workforce is engaged in highly specialized employment either as educators or educational administrators. The majority of the region's professional positions require a Master's degree. Offices are currently staffed at the most efficient and effective level with regard to personnel job descriptions. As the region conducts planning/resource allocation and succession planning for the future it will consider the possibility of developing promotional opportunities, career paths, etc. The number of classified employees who are subject to upward mobility opportunities is proportionately smaller.

When career mobility opportunities arise, the following four areas are considered important elements of a viable program:

- 1) examining and revising staffing patterns to eliminate dead-end jobs, identifying bridging jobs and promotional bridging jobs by establishing career ladders to include relevant classifications of positions within the series;
- 2) reviewing and revising job specifications to reflect the essential job functions and the work performed;
- 3) providing training for the region's supervisory staff to further their understanding of their role in providing career counseling and staff development for their staff; and,
- 4) working with career mobility candidates in aptitude and interest, career planning and counseling, and to encourage professional development and higher education courses.

CAREER MOBILITY PROGRAM STRATEGIES

Career Counseling

Counseling and guidance is available to employees in order to encourage and assist them in career planning and potential upward mobility opportunities to achieve their career goals. Employees are encouraged to meet with the EEO Officers or the HR Generalists, as well as their supervisors/managers to discuss career and upward mobility, professional development and higher education opportunities through tuition reimbursement programs.

Additionally, career counseling often occurs at the supervisory level through performance appraisals and the advancement of employee career training and goal setting. This data is not captured on a regular on-going process as it is part of the employee/supervisor expectations within the region.

Formal career counseling was provided to eight (8) employees during the reporting period: 1WM, 5WF, 1HF, 1AF.

Education and Training

It is difficult for the community college system to establish career mobility promotional goals for unclassified occupational categories, especially for those seeking promotion to the Professional Non-Faculty occupational category. Advancement through the professorial ranks is governed by collective bargaining agreements.

The region will continue to solicit the cooperation of other state agencies in exchanging and posting position announcements. This will afford our employees additional opportunities to advance their careers - especially for the classified staff members. Whenever possible, reclassification requests to foster upward mobility will be established. The region will always make concerted efforts to improve employee opportunities for upward mobility or career

advancement to other regions within the Connecticut State Community College (CSCC) and to other state agencies. College supervisors are receptive to discussions regarding upward mobility and encourage staff to take professional development and higher education courses to strive for advancement in their careers or to learn new programs or software skills.

Training in the use of Microsoft Outlook, Word, Excel, PowerPoint, Access, Teams, Adobe, the new protective enclave, Ellucian Cloud BANNER management system software, and telework tools is provided to all employees as needed. Individual/group sessions are also conducted on an ad hoc basis when an upgrade is done to the computerized systems.

Career opportunity information, including postings of CSCC job vacancies, is readily available to students and employees. Students enrolled in the College's degree and certificate programs can also access information and employment opportunities within the college and the state via campus bulletin boards, the Career Services Department, Human Resources Department and on-line databases through public computers located throughout the region.

Tuition Reimbursement Assistance

All employees are eligible for tuition reimbursement for community college courses. Tuition waivers are offered to Administrative Clerical, Technical Paraprofessional, and Service Maintenance employees. The respective collective bargaining unions also offer tuition reimbursement to their union members on a first come first serve basis. Typically, when union funds are depleted, the unions will add more money into the tuition reimbursement pool to continue to support their union members.

During this reporting period, 40 employees benefited from tuition reimbursement

Reasonable Accommodations for Employees with Disabilities

All employees with a documented disability are eligible to receive a reasonable accommodation in order to perform the essential functions of their jobs. The Director of Equal Employment Opportunity serves as the region's ADA Coordinator and engages in the interactive process for all requests. As needed, the Director of Equal Employment Opportunity in partnership with Classification and Compensation will conduct an essential job function analysis.

Upon receipt of the appropriate medical information or specific request for an accommodation, a review of the detailed documentation completed by a medical provider is conducted and a meeting is held with the employee, the ADA Coordinator and HR staff to discuss options. The final step is to provide a reasonable accommodation to assist the employee in handling the essential functions of the position with the approved modifications.

The region also provides reasonable accommodations to anyone scheduled for an interview that makes the request and also accommodates the public to attend courses, programs and events.

Section 46a-68-92
Good Faith Efforts

Section 46a-68-92 – GOOD FAITH EFFORTS

The CSCC North-West Region has demonstrated good faith efforts by engaging in the initiatives articulated in subsections (a) to (d) inclusive, of this section:

- a) Promoted equal opportunity to achieve a workplace that is free of discrimination;
 - 1) Communicate the agency's commitment to equal employment opportunity and affirmative action to all employees.
 - 2) Ensure that employees are aware of non-discrimination policies and procedures: post policies in a visible location.
 - 3) Ensure that departmental processes, procedures, and systems are nondiscriminatory and free of bias.
 - 4) Evaluate supervisors for making good faith efforts in equal employment opportunity and affirmative action: document in performance appraisals.
 - 5) Ensure that reasonable accommodations are made for disabled employees.
 - 6) Take appropriate and timely action when there has been an allegation of sexual harassment.
- b) Developed recruitment strategies that ensure opportunities for all qualified applicants, including underutilized groups;
 - 1) Identify affirmative action placement goals for all job openings.
 - 2) Make efforts to attract a large and diverse pool of qualified applicants, particularly inclusive of groups associated with affirmative action recruitment goals.
 - 3) Develop a contingency strategy if the initial recruitment effort does not bring in a sufficiently diverse pool.
 - 4) Contacting special interest organizations, groups and individuals.
 - 5) Or other means of outreach utilized to hire goal candidates.
- c) Ensured a fair and nondiscriminatory selection process.
 - 1) Review the selection process to ensure that it treats each applicant fairly and consistently.
 - 2) Review the interview format and questions for possible bias.
 - 3) Ensure that reasonable accommodations are made for applicants.
 - 4) If using a group interview process; create a diverse selection panel.
 - 5) Assess all applicants using the same selection criteria.
 - 6) Consider all skills that qualify the applicant, including volunteer and professional experience.
 - 7) Interview as many applicants as possible to increase opportunity.
 - 8) Keep written records of all applicants interviewed and be certain that the information recorded relates to the individual's ability to perform the duties.
 - 9) Ensure that selection panel members are aware of the impact of common biases such as stereotyping, unsubstantiated first impressions that may influence a decision, and assessments based on different 'comfort levels' with people of dissimilar groups.
 - 10) Document the selection process fully. Retain all records.

- d) Provided career development opportunities to all interested and qualified employees, with emphasis on those groups found to be underutilized in the workforce.
 - 1) Encourage staff to participate on agency committees to enhance development.
 - 2) Inform all staff of internal staff development and promotional opportunities.
 - 3) Promote and support employee training and development for all employees.
 - 4) Provide career counseling.
- e) Nothing in this section shall be construed to absolve an agency of its obligations under section 46a-68-78, 46a-68-79, 46a-68-80, 46a-68-81, 46a-68-85, 46a-68-89, and 46a-68-90 and 46a-68-92 of the Regulations of Connecticut State Agencies.

Section 46a-68-93
Innovative Programs

Section 46a-68-93: INNOVATIVE PROGRAMS

(a) The CSCC North-West Region has developed and/or implemented innovative programs as called for in this section and not otherwise covered in this AA Plan as an important part of the road to equal employment opportunity. The region welcomes the continuous opportunity to structure comprehensive programs to create opportunities not otherwise available to achieve the full and fair participation of all protected group members. Such programs under consideration include, but are not limited to:

- (1) summer employment programs;
- (2) youth programs;
- (3) apprenticeships;
- (4) work-study programs;
- (5) job sharing arrangements;
- (6) internships;
- (7) day care programs;
- (8) creation of new positions;
- (9) outreach for high school and college students;
- (10) reassignments; or
- (11) any positive, result-oriented program designed to achieve affirmative action.

Higher education and, specifically, the community college system is itself an innovative program that affords numerous equal opportunities for our future workforce and beyond. As part of our mission, we provide opportunities for our students to have summer employment opportunities and/or internships. These are often built into our curriculum as graduation requirements. Each of our campuses employ 100s of students annually through our work-study/student employment opportunities. Additionally, we frequently reach out to high school and other college students to enroll in our programs or to take individual courses.

The campuses also have K-12 youth programs in various disciplines, e.g., STEM fields, providing educational opportunities to our local students.

The region also offers other programs, e.g., job-sharing, the creation of new career series/job descriptions, childcare and reassignments as necessary.

(b) The plan shall describe any program planned or operated pursuant to this section and report the results achieved.

These programs are important to the road to parity and create opportunities not otherwise available to achieve the full and fair participation of all protected class members. Further, they enhance the college's cultural diversity.

Some of our campuses provide on-campus childcare service options for the children of staff and students at a reasonable cost. ACC provides free childcare to students and staff through the "Children's Reading Room." Tunxis has an Early Childhood Center and it provides a discount for students and staff. NVCC has an Early Childhood Education Lab School that offers spots for children from students, staff, and faculty, and partners with the Waterbury Public Schools with a Childhood Readiness Grant. Additionally, NVCC also has a Child Care Access Means Parent in School (CCAMPIS) federal grant.

The Region offers **Work-Study Positions** to students who are qualified for financial aid. These students are employed in all divisions on each campus in the region. Besides training of the operations of the department to which they are assigned, the students acquire important soft

skills such as punctuality, responsibility, customer service, completing tasks on time, etc. Anecdotal information suggests that students who participate in this program are quite likely to complete degree/certificate requirements and continue their education or obtain meaningful jobs. As of January 30, 2022, the region had one hundred fifty-seven (157) student employees and the breakdown included: 21WM, 41WF, 3BM, 11BF, 16HM, 22HF, 1AM, 7AF, 1TM, 2TF, 15UM, 17UF.

Additional Events & Initiatives that Promote the Principles of Affirmative Action, Equal Employment Opportunity Diversity, Inclusion, Respect and Acceptance

Asnuntuck Community College:

- Overall, ACC's Diversity Committee coordinates many activities and actions throughout the year. These events have included Black History Month Celebrations, Hispanic Heritage celebrations, Women's Resiliency featuring "The Nields", and many other awareness events.
- Several Diversity Workshops have been held on the campus related to Unlearned Bias with the National Conference for Community and Justice.
- In the fall of 2020, ACC applied for a grant with the Hartford Foundation for Public Giving. With approximately \$45,000, laptops were purchased for on-campus Black and Latinx students for loaning. Also, this grant allowed for the purchase of technology that has been installed at four different correctional institutions for live, remote learning through the Second Chance Pell pilot program. As of the end of March, we had 80+ inmate students taking courses.
- The campus is finishing year two of Achieving the Dream, and we are working through our Action Plan for the campus. As part of our ATD Action Plan, ACC, in collaboration with NCCC, will have Campuspeak generate a virtual Equity, Diversity, and Inclusion training program that can be completed by faculty and staff. This program will be implemented in the Fall 2021 semester.
- The Women's Leadership Institute encourages leadership opportunities among women on the ACC and TXCC campuses. It brought to fruition the "Bring It to the Table" events that have been held on civil discourse.
- Within ACC's Strategic Plan, we are working on creating a Men's mental health and wellness program, which will mirror CCSUs campus program, as well.
- ACC is participating in the Equity Audit that is being conducted at all 12 community colleges. We have also applied for a grant that would cover additional Diversity Audit work through the Hartford Foundation for Public Giving.

Tunxis Community College:

- Student Government Association Sponsored Activities (not exhaustive list below)
 - Spring 2022:
 - Fundraiser to assist Ukraine refugees
 - Black History Month – Hallway Display, free snacks every day in February, giveaway posters & bookmarks
 - Women's History Month – Hallway Display, free snacks every day in March, giveaway posters & bookmarks

- Got Pride Club Fundraiser for LGBT Human Rights NASH MIR Center
- Human Services Club – National Random Acts of Kindness Day – 2/17/22
- Earth Week Celebration – numerous speakers, events, performances by Jam Club & Theater Club to bring awareness to conservation, ecology, etc.
- International Week celebrating Pakistan, Puerto Rico, Italy & Thailand
- Spring Fling – taco truck & other free food, amusements, club tables
- Broadway trip for English class to see Daniel Craig & Ruth Negga in Macbeth
- Fall 2021
 - Hispanic Heritage Month – Posters on display in 100 Building
 - SGA Movie Night – Encanto
 - Art Club Film – Black Art in the Absence of Light
 - Bus Trip to Brooklyn Museum to view Barack & Michelle Obama official portraits
 - Bus Trip to CT Science Center to view Mummies of the World exhibit & Wadsworth Atheneum Festival of Trees
 - Bus Trip to MASS MoCA (Museum of Contemporary Art) in North Adams, MA
 - Tunxis Outreach Club Clothing Drive
- Tunxis Food Pantry operates both virtually on-ground and virtually to provide food items to members of the Tunxis community experiencing food insecurity. The Pantry sponsored Thanksgiving baskets in the fall semester & spring baskets in the spring semester.
- Achieving the Dream rolled out a pilot of a mentoring program to connect students with employee mentors to foster community, connectivity & make students aware of campus resources.
- Summer Bridge Program was re-introduced summer 2021 to help at risk high school students successfully transition to college.
- PASS Mentor reaches out to at risk students, be a point of contact & connect them with college resources.
- Guided Pathways Advisors – In 2021 the college hired 14 Guided Pathways Advisors. They are in regular contact with a cohort of students to ensure student success through various means & connecting students with faculty, departments & appropriate resources.
- Veterans' OASIS – part-time employee dedicated to working with Veterans, helping them transition to academic & civilian life & be successful in college
- Mental Health Initiatives
 - College's Behavioral Intervention Team meets monthly & has met ad hoc to address mental health concerns of students
 - The college implemented TimelyCare. This is a 24/7 service allowing students access to physical & mental health providers.
 - JED Initiative – to assess & improve mental health services to students
 - Office of Higher Education & CT Campus Mental Health program for \$117,600 to support mental Health programming for students
 - Healthy Minds Club activities include
 - Meditation Event at Copper Beech Institute
 - Hike at Topsmead State Forest

- Club was awarded 2022 Directors Award for outstanding service to Tunxis community
- Tunxis is now participating in Achieving the Dream (ATD). ATD looks at closing the equity gap and improving teaching practices and retention strategies.
- Dr. Lombella and Dr. Reome helped launch the Office of Equity and Inclusion (OEI) pilot at Tunxis Community College this past semester. Two Tunxis employees, Dr. Kimberly James and Professor Kerry Beckford, are overseeing the OEI pilot and conducting equity audit this spring. The work of the OEI is informed by and aligned with that of the CSCU Equity Council; Kim currently serves as one of the chairs, and Kerry serves as one of the 12 members of the council. The OEI pilot seeks to examine and incorporate best practices, promote diversity, equity and inclusion on campus, and develop and implement professional development, training opportunities and other resources for Tunxis employees. Upon the success of this pilot, the goal is to adapt the OEI model for use at other campuses
- Tunxis Community College is participating in a system-wide reading of “From Equity Talk to Equity Walk”; we are doing a local discussion this semester. The book is a guide for campus-based leadership and practice is a vital wealth of information for college and university presidents and provosts, academic and student affairs professionals, faculty, and practitioners who seek to dismantle institutional barriers that stand in the way of achieving equity, specifically racial equity to achieve equitable outcomes in higher education.
- Throughout the year, Tunxis sponsors various events & speakers throughout the year to discuss topics on race, diversity, underrepresented student groups, and success: Black History Month talk on “Black Radical Tradition”, First Lady of Iceland, discussion gender equity International Day, Women's "Launch Your Leadership Journey" Program, No Wrong Door (Student Veterans' networking, training and resource event); Health and Wellness Fair, CivicEngagement Mental Health Talk, and "Stories and Strategies of Successful Students" panel discussion.

Northwestern Community College:

- In 2019, Northwestern CT Community College joined the Achieving the Dream, national network of colleges with a focus on improving student success and a focus on equity. The campus has undertaken a number of initiatives or is planning new initiatives that all focus on improving equity of our students or raising awareness of how processes and practices might create barriers to equity. One specific example is that the college has created a "Students of Color Alliance" which we had never previously had. This student group will help the campus understand the challenges and biases that they face in society and even on campus. This is going to be an important conversation but one that is sensitive.
- The college also has a diversity committee that proposes workshops and speakers on a range of topics designed to increase awareness of diversity, whether racial, gender or disabilities, etc.
- The NWCC nursing program has the only Men in Nursing student club in the state, which is focused on promoting the nursing and allied health careers to male students, which is traditionally a heavily female population. As a result, our nursing population is often far more gender diverse than similar programs at other colleges.

Naugatuck Valley Community College:

- The Center for Racial Dialogue and Communal Transformation, launched in 2019, regularly holds a series of ongoing events, workshops, and panels for students, faculty, staff, and community members to engage in respectful dialogue and learning opportunities concerning diversity and equity. The Center reflected on the headlines and events of the past year, including disparities exacerbated by COVID-19, Critical Race Theory, Asian Hate, Systemic Racism, Performative Anti-Racism, and "Majority Minority."
- The Social Justice Series, launched in 2017, regularly hosts events throughout the academic year ranging from voting rights and responsibilities to the gender wage gap, to the history of redlining, and to the disparate impacts of COVID-19 on communities of color. The Social Justice Series (SJS) theme this year was "Social Justice, Art, and Connection." Over the course of this academic year, SJS explored how artists use their work to speak about social justice issues, share vulnerabilities, fuel connection, and ignite social change.
- NVCC's Center for Teaching hosted nearly 20 events this academic year focused on educational equity, online pedagogy, and self-care. Topics ranged from Open Educational Resources, resilience, and rubrics, to examining our syllabus through an equity lens, enhancing student engagement through online discussion boards, and gender identity and gender pronouns.
- NVCC's Faculty Senate established an Inclusion, Diversity, Equity, and Academic Leadership (IDEAL) Committee to support NVCC's diversity and equity goals by evaluating the academic needs of all students, identifying challenges faculty and academic support professionals face in meeting those needs, researching pedagogical solutions to these challenges, and assisting faculty and staff as they adopt these solutions. Through these efforts, the Faculty Senate IDEAL Committee embraces the extraordinary benefits of our diverse community and cultivates a welcoming and inclusive academic experience for all NVCC students, faculty, and staff. The committee has created an Inclusive Syllabus Toolkit that they are rolling out to faculty in spring 2022. The toolkit will be accompanied in fall 2022 by a workshop led by a scholar in inclusive teaching and follow up break-out groups.
- The Promoting Academically Successful Students (PASS) program, designed to support minority students who are struggling academically, introduced a new initiative called the Success Series to highlight individual stories of success. Guest speakers ranged from faculty members to administrators and former successful students. The series pointed out the struggles of working, going to college, and managing life and highlighted overcoming adversity and rising to the challenge.
- NVCC Community and Economic Development (CED) was funded and is partnering with LISC (Local Initiatives Support Corporation) on the Financial Opportunity Center grant focused on creating wealth and empowering low-income families through training, employment, and financial coaching. In addition, CED gained an additional \$10,000 from United Way for the Financial Opportunity Center.
- The NViSION (Naugatuck Valley in STEM Inclusive Opportunity Network - A STEM National Science Foundation Funded Program) Program has supported 39 unique students with a combined total of \$99,148 in scholarship funds. The NViSION Program and NVCC hosted the

Annual Diversity in STEM Seminar in Fall 2022. The STEM Club and the NViSION Scholars Program teamed up under the direction of Professor Marian Zerbi to host the NVCC STEM Festival in May 2022. Over 600 families from the college and the community attended, and the nearly three dozen activities were facilitated by approximately 40 students and 20 faculty and staff.

- NVCC hosted its annual Women in Science Seminar Series in a hybrid modality in April 2022. The panelists all had inspiring life-stories with successful careers in STEM-related disciplines. All four women continue to pay it forward by helping students succeed in their academic pursuits.
- Under the leadership of our Director of Academic Center for Excellence (ACE), four students participated in the NASA Consortium Quadcopter Challenge grant along with four other CT Community Colleges. The NVCC team won first place overall as well as two other individual awards.
- Three accounting students were trained and certified to serve as VITA (Volunteer Income Tax Assistance) volunteers during the 2022 tax season. NVCC Accounting students were invited to participate in VITA (Volunteer Income Tax Assistance) for the second year as sponsored through the Connecticut Association of Health Services. Students who volunteer must complete a separate accreditation process with the IRS and serve as community volunteers not only for Income Tax Assistance but may also be asked to offer help on FAFSA weekends.
- NVCC continues its Doing Our P.A.R.T. (Paying Attention to Retention Today) initiative in which we identify strategies to strengthen retention and close the equity achievement gap.
- NVCC's Student Food Pantry received a grant from United Way of Greater Waterbury to facilitate Hospitality students making frozen meals that could be distributed to students during COVID. Additional grants and partnerships that support the NVCC Student Food Pantry include but are not limited to \$16,120 from New Haven County's Emergency Food and Shelter Program (EFSP) and \$5,000 in gift cards from Stop & Shop to be distributed to students experiencing food insecurity. For the fall 2021 semester, a total of 174 unduplicated students were served through the NVCC Student Food Pantry grab and go and grocery services.
- NVCC was awarded a grant from Connecticut Community Foundation Women's Giving Circle that funded a new initiative: The Women of Color Empowerment Collective (WCEC). Ten students participated in this cohort and were provided mentoring by NVCC women of color staff members, workshops on leadership, and a trip to Hartford to tour the Capitol where they met Representative Napoli. The WCEC participants' capstone project was to identify and invite keynote speakers to a conference they hosted for local GEAR UP students in the WPS high schools. U.S. Representative Jahana Hayes and CT State Commissioner Seila Mosquera-Bruno spoke to the students, who then facilitated an informal meet-and-greet that allowed all the students to talk with the speakers.
- Students in the NVCC WAVE (Workforce Achievers Value Education) Program wrote and mailed over 2000 cards and letters to residents of local retirement centers monthly throughout AY21-22. Many students established "pen-pal" relationships with the residents.
- Gender neutral bathrooms are available on both the Waterbury and Danbury campuses.

- During the spring 2022 academic year, 45 Upward Bound-Kennedy students participated in a Women's History event with Professor Kathy Taylor called Intersectionality - Why it Matters. The event's objective was to improve student's awareness/knowledge on how diverse identities intersect to create unique experiences. Students were invited to reflect upon their social identities and how social identities work on multiple overlapping levels, resulting in unique experiences, opportunities, and barriers.
- NVCC hosted its fifth Fulbright Scholar-in-Residence, Dr. Stacey Sacks, during AY21-22. Born and raised in Zimbabwe, she earned her Ph.D. at Stockholm University of the Arts. A comedian, writer, producer, and director of short films, Dr. Sacks shared her innovative and experimental forms of theater exploration with NVCC students, Waterbury and Danbury communities, and beyond.
- The International Center for the Arts Festival in April 2022 featured four days of diverse artistic events, and included performances and workshops from Dr. Stacey Sacks, 2021-22 Fulbright and Aguibou Bougobali Sanou, 2018-19 Fulbright.
- The Danbury Campus partnered with CT Latinos for Education Advocacy and Diversity to offer two financial aid workshops for prospective students and their families. Participants were provided with a bilingual financial aid presentation and high school seniors were assisted with the FAFSA application.
- The Waterbury Women's Club awarded \$5,000 to the NVCC Foundation in support of female students who demonstrate financial need to complete their education. These awards will not be based on students' grade point averages.

Section 46a-68-94
Concluding Statement

Section 46a-68-94: CONCLUDING STATEMENT

I, Dr. James Lombella, President of the CSCC North-West Region, serve as the appointing authority for this institution. As the appointing authority, I acknowledge that the ultimate responsibility for promoting and enforcing affirmative action rests with me and I will account for the success or failure of the plan. I have read this Affirmative Action Plan and believe that its contents are true and correct.

As President of the Region, I attest that the Manager of Equal Employment Opportunity (Equal Employment Opportunity Officer) reports directly to me on all matters related to affirmative action and equal opportunity within the Region. I also pledge the Region has made every good faith effort to achieve the objectives, goals and timetables set forth in this plan.

James P. Lombella, Ed. D.

5/27/2022

James Lombella, Ed. D
Regional President

Date