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BY MAIL AND EMAIL

June 17, 2016

Dr. Diane B. Call
President
Queensborough Community College
222-05 56th Avenue
Bayside, NY 11364

Re: Preliminary Determination for Audit: Review, Evaluation and Monitoring of the Queensborough Community College's Employment Practices and Procedures from January 1, 2012 to December 31, 2015.

Dear President Call:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you and your agency for the cooperation extended to our staff during the course of this audit. This letter contains the Commission's findings and preliminary determinations pursuant to our audit and analysis of your agency's Employment Practices and Procedures for the period covering January 1, 2012 to December 31, 2015.

The New York City Charter, Chapter 36, Section 831(d)(5), empowers this Commission to audit and evaluate city agencies' employment practices, programs, policies and procedures, and their efforts to ensure fair and effective equal employment opportunity for employees and applicants seeking employment with city agencies. Section 832.c provides that this Commission may, pursuant to an audit, make a preliminary determination that any plan, program or procedure utilized by any city agency does not provide equal employment opportunity and recommend all necessary and appropriate procedures, approaches, measures, standards and programs to be utilized by agencies in these efforts.

The Queensborough Community College, which may herein be referred to as "the agency," falls within the Commission's purview under Chapter 36, Section 831(a) of the New York City Charter, which delineates city agency as any "city, county, borough or other office, administration, board, department, division, commission, bureau, corporation, authority, or other agency of government where the majority of the board members of such agency are appointed by the mayor or serve by virtue of being city officers or the expenses of which are paid in whole or in part from the city treasury..."



The purpose of this audit and analysis is to evaluate the agency's Employment Practices and Procedures, not to issue findings of discrimination pursuant to the New York City Human Rights Law. This Commission has adopted *Uniform Standards for EEPC Audits*¹ and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. These standards are founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; the New York City Human Rights Law (NYC Administrative Code §§8-107(1)(a) and (d), 8-107.13, and 8-107.1); the New York State Civil Service Law §55-a; the Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7); the Americans with Disabilities Act and its Accessibility Guidelines; and the equal employment opportunity requirements of the New York City Charter. Prescribed corrective actions are consistent with the aforementioned parameters.

Since this Commission is empowered to review and recommend actions which each agency should consider including in its annual plan of measures and programs to provide equal employment opportunity (Annual EEO Plan), the audited agency should incorporate required corrective actions in its current EEO Program and prospective Annual EEO Plans.

Scope and Methodology

This Commission's audit methodology includes collection and analysis of the documents, records and data the agency provides in response to the *EEPC Document and Information Request Form*; responses to the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, review of the agency's *Annual EEO Plans* and *Quarterly EEO Reports* and analysis of workforce and utilization data from the *Citywide Equal Employment Database System* (CEEDS).

This Commission reviews the workforce statistics and utilization analysis information available via CEEDS to understand the concentrations of race and gender groups within an agency's workforce. (CEEDS may be unavailable for certain non-mayoral agencies. In such cases, the EEPC requests that the agency submit similar statistics and analysis.) EEO Program Analysts examine imbalances between the number of employees in a particular job category and the number that would reasonably be expected when compared to their availability in the relevant labor market. Personnel transactions are reviewed in order to ascertain the agency's employment practices. Where underutilization is revealed within an agency's workforce, EEO Program Analysts assess whether the agency has undertaken reasonable measures to address it.

EEO professionals (including, but not limited to, past or current EEO Officers, Deputy or Co-EEO Officers, EEO Counselors, EEO Trainers, EEO Investigators, Disability Rights Coordinators, Career Counselors, 55-a Program Coordinators) and others involved in EEO program administration such as the Principal Human Resources Professional are given a two-week deadline to complete and return their individual questionnaires. The Commission's EEO Program Analysts also conduct

¹ Corresponding audit/analysis standards are numbered throughout the document.



additional research and follow-up discussions or interviews with EEO professionals, when appropriate.

To encourage response, the EEPC requests that the head or deputy of each agency send emails to employees and to supervisors/managers that provide links to our questionnaires.

Description of the Agency

Queensborough Community College, a college of The City University of New York, is located in Bayside, Queens, New York. The College was established in 1959. Queensborough offers the Associate in Arts (A.A.), the Associate in Science (A.S.) and the Associate in Applied Science (A.A.S.) degrees, as well as non-credit Continuing Education programs. Queensborough Community College is accredited by the Commission of Higher Education of the Middle States Association of Colleges and Schools. The Business programs are accredited by the Accreditation Council for Business Schools and Programs. The Nursing program is registered by the New York State Education Department and accredited by the Accreditation Commission for Education in Nursing, Inc. (ACEN). The Computer Engineering Technology programs are accredited by Engineering Technology Accreditation Commission of ABET. (For more information please see <http://www.qcc.cuny.edu/>)

At the end of the audit period, the agency total workforce consisted of 922 employees: 389 were pedagogical employees; and 533 were non-pedagogical employees—which fall under the EEPC’s jurisdiction. (See Appendix 1).

PRELIMINARY DETERMINATIONS AFTER AUDIT AND ANALYSIS

Following are the corresponding audit standards for each subject area along with the EEPC’s findings and required corrective actions, where appropriate:

I. ISSUANCE, DISTRIBUTION AND POSTING OF EEO POLICIES:

Determination: The agency is in partial-compliance with the standards for this subject area.

1. Issue a general EEO Policy statement or memo reiterating commitment to EEO, declaring the agency's position against discrimination on any protected basis, advising employees of the names and contact information of EEO professionals, and attaching, or providing employees pertinent electronic links to, an EEO Policy/Handbook.
- ✓ During the audit period, the College President issued an annual EEO Policy statement. The EEO Policy statement was issued via email each year to the campus community, reiterating commitment to EEO. Specifically, the latest EEO Policy statement specified that “[t]he *Equal Opportunity and Non-discrimination Policy* states that [the City University of New York] (CUNY)’s commitment to recruit, employee, retain, promote, and provide benefits to employees regardless of race, color, creed, national origin, ethnicity, ancestry, religion, age, sex, sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, unemployment status, pregnancy, or status as a victim of domestic violence/stalking/sex offenses, or any other

legally prohibited basis in accordance with federal, state and city laws.” In addition, the EEO Policy memo advised employees of the name and contact information of the principal EEO professional; and provided employees with an electronic link to the agency’s website and directed employees to “view the Equal Opportunity Policy in its entirety, including the complaint procedures and prohibition against retaliation.”

2. Distribute/Post a paper or electronic copy of the *Equal Employment Opportunity Policy, Standards and Procedures to Be Utilized by City Agencies* – or an agency EEO Policy that conforms to city, state and federal laws – for use by managers, supervisors, and legal, human resources and EEO professionals. Include, or attach as addenda: a policy against sexual harassment; uniform and responsive procedures for investigating discrimination complaints and providing reasonable accommodations; an up-to-date list of protected classes under NYC and NYS Human Rights Laws; and current contact information for the agency’s EEO professionals, as well as federal, state and local agencies that enforce laws against discrimination.
- ✓ The agency distributed and posted a copy of the agency’s EEO Policy, *The City University of New York Policy on Equal Opportunity and Non-Discrimination*, which included: a *Policy on Equal Opportunity and Non-Discrimination*; *Discrimination and Retaliation Complaints*; and up-to-date list of protected classes under NYC and NYS Human Rights Laws; as well as *Procedures For Implementing Reasonable Accommodation at the City University of New York*. The agency head notified employees via email of the EEO Policy posted on the website. New employees were also provided copies of the agency’s EEO Policy, *The City University of New York Policy on Equal Opportunity and Non- Discrimination*; *Charge of Discrimination Form*; and *Policy on Sexual Misconduct*; and were required to acknowledge receipt of the new employee form which provided information on the agency’s EEO policies.
- The agency’s EEO Policy did not include current contact information for federal, state and local agencies that enforce laws against discrimination. **Corrective Action Required.**

Corrective Action #1: Include, or attach as addenda current contact information for the federal, state and local agencies that enforce laws against discrimination.

NOTE ON POLICY UPDATES: Subsequent to the audit period, the following protected categories were added to the New York City’s Human Rights Law: “caregiver status” (effective May 4, 2016); and “pregnancy” (enforcement guidance released on May 16, 2016). All EEO policies/flyers and related documents must reflect these updates.

II. EEO TRAINING FOR AGENCY:

Determination: The agency is in compliance with the standards for this subject area.

3. Establish and implement an EEO training plan for new and existing employees to ensure that all individuals who work within the agency, including managers and supervisors, receive training on unlawful discriminatory practices under local, state and federal EEO laws; EEO rights and/or responsibilities; discrimination complaint and investigation procedures; prevention of sexual harassment; and reasonable accommodation procedures.

- ✓ During the audit period, the agency established and implemented an EEO training plan for new and existing employees such as managers, supervisors and line employees. The agency maintained documentation of training sessions and provided scheduled outlook calendar training, and sign in sheets with the names and signatures of employees who attended the following trainings: *Affirmative Action Representative* (December 2015, October 2014); *Addressing Cultural Diversity in the Workplace* (March 2015); and *Benefit Orientations* trainings—which were held for new employees and informed/ trained on topics including discrimination and EEO compliance (2012-2015).

III. EMPLOYMENT PRACTICES (Recruitment, Hiring & Promotion):

Determination: The agency is in partial-compliance with the standards for this subject area.

4. Assess recruitment efforts to determine whether such efforts adversely impact any particular group. To the extent that adverse impact is discovered, at a minimum, identify relevant professional and community organizations serving women, minorities, and other protected groups throughout the City, review and update listings of recruitment outreach sources, and contact these organizations when provisional positions become available or where the agency may otherwise use discretion in hiring.
- ✓ The agency assessed recruitment efforts to determine whether such efforts adversely impact any particular group by reviewing its statistical data, reviewing its recruitment plan and recruitment sources. The agency evaluated its statistical data for adverse impact through an *Impact Ratio Analysis* (based on the statistical data information presented in the *Personnel Activity Table* and *Applicant Data Recruitment* documentation). The analyses were part of the yearly Affirmative Action Plan (AAP) and identified job categories which have underrepresentation of women/minorities. The agency's principal EEO professional was responsible for recruitment efforts as outlined in its AAP. The principal EEO professional researched advertising and outreach options; reviewed the recruitment plan to ensure broad recruitment; and also worked with the Search Committee (members of the Search Committee were responsible for observing the process of the search, screening, selection, interviewing, and recommending candidates for posted positions). In addition, Briefing ("Charge") provided information on underutilization as reported in the Affirmative Action Plan (AAP) to the search committee.

The agency also demonstrated its efforts to recruit applicants from diverse resources. The agency maintained and provided a list of over 20 advertising sources for 2013, 2014, and 2015. The advertisement list included, in addition to CUNY websites, general sources such as *Monster* and *The New York Times* newspaper, as well as targeted diverse sources such as the *Asians in Higher Education* (2013, 2014), *Blacks in Higher Education* (2013, 2014), *Hispanics in Higher Education* (2013, 2014), *Women in Development* in NY (2013, 2014, 2015), and other sources such as *Diverse Issues in Higher Education*, *IMDiversity.com*, and *Diversity.com*.

5. The principal EEO Professional, HR Professional, and General Counsel, review the agency's statistical information (i.e. workforce, hires, promotions, and separations by race/ethnicity and gender), the annual number of EEO complaints, and the agency's employment practices, policies and programs on an annual basis to identify whether there are barriers to equal opportunity within the agency and determine what, if any, corrective actions are required to correct deficiencies.
- ✓ The agency's principal EEO professional was responsible for reviewing statistical information (*Impact Ratio Analysis* based on the statistical data information presented in the *Personnel Activity Table* and *Applicant Data Recruitment* documentation) and for communicating with the Office of the General Counsel on EEO complaints. The agency demonstrated that the principal EEO Professional, HR Professional and General Counsel met to discuss EEO matters through meeting minutes and agendas. The topics of the meeting minutes and agendas included the review of the affirmative action plan, advertising for job postings, CUNY applications, legal affairs meeting, Title IX, information for principal EEO professional to communicate with Human Resources, and Office of Affirmative Action/ Compliance/ Diversity.
6. Assess the manner in which candidates are selected for employment, to determine whether there is any adverse impact upon any particular racial, ethnic, disability, or gender group. To the extent that adverse impact is discovered, determine whether the selection criteria being utilized are job-related. Discontinue using criteria that are not job-related, and adopt methods which diminish adverse impact.
- ✓ The agency assessed the manner in which candidates were selected for employment. The agency's assessment included an evaluation of its statistical data for adverse impact through an *Impact Ratio Analysis*, an evaluation of personnel transactions in each EEO category (determines any disparities or adverse impact in the personnel actions to indicate if an employment practice results in a negative consequence more often for members of protected groups than for other employees or applicants). The *Impact Ratio Analysis* was based on the statistical information presented in the *Personnel Activity Table* and *Applicant Data Recruitment* documentation, in order to identify job categories which have underrepresentation of women/minorities and to complete the yearly AAP (See § III. 4).

Additionally, the agency ensured that the requirements listed in the job vacancy notices were related to the specific vacancy by reviewing the skills and competencies listed. In addition to the review of the qualifications by the Human Resources and Compliance and Diversity Offices, the agency's Office of Human Relations Management reviewed proposed vacancy notices and conducted analyses of the description of positions prior to posting for recruitment. The reviews compared the vacancy notices with established criteria; if there were any disparities with the essential functions of the job or qualifications it was brought to the attention of the colleges' Office of Human Resources. The agency records and compiles documents for each stage of the recruitment and selection. The search certification form, reviewed by the principal EEO professional, monitors the search process at each stage, and certifies that the recruitment plan has followed prescribed guidelines; the job vacancy notice lists skills and competencies that align with the job titles; and that the posting has been placed in sources that will recruit candidates from underrepresented groups.

7. If women, minorities, or other protected groups are underrepresented in titles where there is *discretion* in hiring, advertise in minority- or female-oriented publications; contact organizations serving women, minorities, and other protected groups; participate in career fairs/open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
- ✓ The agency posted available discretionary positions through its central job positing system, CUNYfirst. The agency's recruitment sources included a list of over 20 advertising sources for 2013, 2014, and 2015. The advertisement list included general and diverse sources such as *Monster* and *The New York Times* newspaper, as well as *Asians in Higher Education* (2013, 2014), *Blacks in Higher Education* (2013, 2014), *Hispanics in Higher Education* (2013, 2014), *Women in Development* in NY (2013, 2014, 2015), and other sources such as *Minority Nurse* and *Law Enforcement* websites. Additionally, the agency reviewed documents compiled during the recruitment process to ensure job requirements listed on the job-vacancy notices were job related (See III. 6).
8. If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
- ✓ During the audit period, the agency's recruitment sources included a list of over 20 advertising sources for 2013, 2014, and 2015. The advertisement list included general and diverse sources such as the *Monster* and the *New York Times* newspaper, as well as *Asians in Higher Education* (2013, 2014), *Blacks in Higher Education* (2013, 2014), *Hispanics in Higher Education* (2013, 2014), *Women in Development* in NY (2013, 2014, 2015), and other resources such as *Minority Nurse* and *Law Enforcement* websites.

NOTE: The agency reported that Civil Service testing and selection processes were centralized within CUNY.

- Although the agency advertisement sources included minority- or female-oriented publications, it did not demonstrate that it reviewed the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) or that it worked with the Civil Service Commission, for the groups experiencing underrepresentation to ensure that these standards were updated, job-related and required by business necessity. Additionally, during the audit period, the agency reported that the following groups experienced gender underutilization in: *Executive; Technical/Paraprofessional; Skilled Crafts; Campus Peace Security Level 1;* and underutilization for total minorities in: *Executive/Administrative/Managerial;* which may include *civil service* titles. **Corrective Action Required.**

Corrective Action #2: If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

9. Ensure that human resources professionals, managers, supervisors, and other personnel involved in recruiting and hiring are trained to consider EEO laws/policies and use uniform, job-related techniques to identify, interview and select the most capable candidates (e.g. structured interview training or guide).
 - ✓ The agency ensured that personnel involved in recruiting and hiring were provided with a copy of the structured interview guide entitled “*Interviewing and Selecting Plan and Conduct Interviews. Identify Finalists.*” The structured interview guide included information such as: interview planning; developing interview questions; questions in the interview process; interview agenda; and identifying finalists. The interview guide was part of a Search Committee manual, and the principal EEO professional was responsible for providing structured interview training to the Search Committee (See § III. 4).
10. Promote employees’ awareness of opportunities for promotion and transfer within the agency, and ensure that employees are considered for such opportunities.
 - ✓ During the audit period, the agency’s Human Resources department informed non-classified staff of advancement opportunities via email titled “*reclassification*”. The office of Human Resources informed employees via email of upcoming civil service examinations. Additionally, the agency reported that CUNY posts available positions outside of the Classified Civil Service through its central job posting system.
11. At minimum, indicate the agency is an equal opportunity employer in recruitment literature.
 - ✓ During the period in review, the agency maintained and provided documentation of job vacancy notices via the CUNYfirst system. Job vacancy notices included: *Academic ASAP Program Coordinator; Administrative Coordinator-ASAP; Academic Advising Coordinator; and Facilities Planning Director*. The job vacancies notices included the EEO tagline “CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category, including sexual orientation or gender identity. EEO/AA/Vet/Disability Employer.”
12. Use and maintain an applicant/candidate log or tracking system which, at minimum, includes the *position, applicants’/candidates’ names, identification number, ethnicity, gender, disability or veteran status, interview date, interviewers’ names, result, reason selected/not selected (or disposition)* of each applicant, and *recruitment source*. Ensure that the process

avoids the appearance of bias by delegating the responsibility for recording and maintaining this information to an individual other than the hiring manager.

- ✓ The agency used and maintained an applicant/candidate log or tracking system for each applicant. Applications were received through CUNY's Central Application Tracking system, CUNYfirst. The agency maintained and provided documentation of the applicant log for the last job advertisements during the audit period; titles included *Academic AP Program Coordinator*; *Administrative Coordinator ASAP*; *Academic Advising Coordinator*; and *Facilities Planning Coordinator*. The applicant log included information such as the *position, first name, last name, identification number, applicant type, disposition, resume, last updated, and duplicate/comment tab*.

Additionally, the agency completed a certification form for searches which captured additional information, monitored the search process at each stage, and identified the *ethnic* breakdown of the candidate pool; the breakdown of the *ethnicities* and *gender* of those candidates who were interviewed; the recruitment *source* of the selected candidate; the *name* of the selected candidate identifying the *gender* and *race/ethnicity* if the candidate self-identified; the *names* of the any additional candidates who were offered the position/and why the candidate refused the offer; as well the names of other candidates who were interviewed, but who were not offered the position.

- The agency did not demonstrate that the applicant/candidate log or tracking system or recruitment source for each applicant included *disability or veteran status*. **Corrective Action Required.**

Corrective Action #3: Use and maintain an applicant/candidate log or tracking system which, in addition to the above, includes the *disability or veteran status*.

IV. CAREER COUNSELING:

Determination: The agency is in compliance with the standards for this subject area.

13. Designate a professional (may be referred to as the Career Counselor) with appropriate training, knowledge and familiarity with career opportunities in City government to provide career counseling to employees upon request. Remind employees of the identity/type of guidance available from the Career Counselor at least once each year.
- ✓ The agency provided career counseling to employees upon request. Career information was provided to employees by the assigned Human Resources Professional. During the audit period, the Human Resources department notified employees via email regarding upcoming training development, workshops, and upcoming civil service examinations.
14. The Human Resources Professional distributes the identity of the agency Career Counselor and ensures that all employees have access to information regarding job responsibilities, performance evaluation standards, examinations, training opportunities and job postings; ensures that all new employees are advised of the EEO policies, their rights and responsibilities under such policies and the discrimination complaint procedures; informs the

principal EEO Professional of the number of 55-a program participants and efforts the agency has made to employ, promote or accommodate qualified individuals with disabilities; involves the principal EEO Professional in EEO-related matters; and promptly consults with the principal EEO Professional if informed of, or suspects that a violation of the EEO Policy has occurred.

- ✓ The agency's Human Resources professional and the principal EEO professional ensured that employees were provided with access to employment information upon hire. The Human Resources department ensured that employees were made aware and notified via email of career and advancement opportunities, civil service examinations, training, and workshop opportunities and job postings. Additional information was provided to employees during new hire orientation and via email on access to performance evaluation standards, EEO policies, their rights and responsibilities under such policies and the discrimination complaint procedures. Additionally, the principal EEO professional and the Human Resources professional communicated and held meetings to discuss EEO matters as indicated by documentation of calendar meetings.

NOTE: The agency reported that Section 55-a matters and Civil Service testing were addressed by the CUNY Central Service Unit.

**V. EEO AND REASONABLE ACCOMMODATIONS FOR EMPLOYEES/
APPLICANTS FOR EMPLOYMENT WITH DISABILITIES:**

Determination: The agency is in compliance with the standards for this subject area.

15. Ensure that information regarding employee rights and obligations, and the complaint, investigation and reasonable accommodation procedures is made available in appropriate alternative formats (i.e., large print, audio tape and/or Braille) upon request to employees and applicants for employment with disabilities.
- ✓ The agency ensured that information regarding its EEO Policies was made available in appropriate alternative formats upon request to employees and applicants for employment with disabilities. During the period in review, the agency's EEO Policies were available in the following alternative formats: large print, audio tape, and braille, upon request. For the audit period, the agency reported that no requests for alternative formats were made.
16. Document reasonable accommodation requests and their outcomes.
- ✓ The agency documented reasonable accommodation requests through its *Reasonable Accommodation Request Form* which is available in the agency's *Reasonable Accommodation Procedure Policy*. Reasonable accommodation requests and outcomes were documented in a log maintained by the principal EEO professional. The *Request for Reasonable Accommodation* log provided by the agency included the following information: *date, name, requested accommodation, type of accommodation, and name/office*. For the audit period, the log included two requests made in 2013, two requests made in 2014, and two requests made in 2015.

VI. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION - EEO PROFESSIONALS:

Determination: The agency is in compliance with the standards for this subject area.

17. Appoint a principal EEO Professional to implement EEO policies and standards within the agency. The principal EEO Professional is trained and knowledgeable regarding city, federal and state EEO laws; the requirements of the agency's EEO policies, standards and procedures; and the prevention, investigation, and resolution of discrimination complaints.
 - ✓ The agency appointed the Chief Diversity Officer (as the agency's principal EEO professional) to implement EEO policies and standards within the agency. The agency head informed the campus community via a reaffirmation letter on August 27, 2014, of the designation and contact information of the Chief Diversity Officer. The Chief Diversity Officer obtained the following training certifications: *Title IX Investigations Training* (Office of Human Resources Management, Office of Recruitment and Diversity, Office of General Counsel, November 2015); *Workplace Violence Prevention* (Workplace Answers, November 2015); and *HR Professionals: Are you an Ally for Diversity, Equity, and Inclusion?* (CUPA-HR New York Metro Chapter, April 2015).
18. Ensure that EEO professionals are trained in EEO laws and procedures and know how to carry out their responsibilities under the EEO Policy.
 - ✓ The agency reported that the Chief Diversity Officer referenced above was the only member of the agency's EEO unit. (See Training VI. 17)
19. The principal EEO Professional reports directly to the agency head (or an approved direct report other than the General Counsel) in order to exercise the necessary authority and independent judgment to fulfill EEO responsibilities.
 - ✓ During the audit period, the principal EEO Professional reported directly to the agency head in order to exercise the necessary authority and independent judgment to fulfill EEO responsibilities. This reporting relationship was indicated in the agency's *Office of Affirmative Action Pluralism and Diversity* chart and the Office of the President chart.
20. To ensure the integrity and continuity of the EEO Program, maintain appropriate documentation of meetings and other communications between the agency head (or a direct report other than the General Counsel) and the principal EEO Professional regarding decisions that impact the administration and operation of the EEO program.
 - ✓ During the audit period, the agency documented decisions that impact the administration and operation of the EEO program between the agency head and the principal EEO Professional. The agency provided documentation of calendar meetings and minutes regarding monthly updates from the Office of Affirmative Action/ Pluralism; diversity updates on the agency's efforts on recruitment; federal guidelines updates; EEO investigation updates; diversity plans, staff training and upcoming meetings for principal EEO professional and Human Resources.

VII. RESPONSIBILITY FOR EEO PLAN IMPLEMENTATION – SUPERVISORS/MANAGERS:

Determination: The agency is in compliance with the standards for this subject area.

21. Establish and administer an annual managerial/non-managerial performance evaluation program to be used for probationary periods, promotions, assignments, incentives and training.
- ✓ During the audit period, the agency established and implemented an annual managerial/non-managerial performance evaluation program (with timetable). Managers and supervisors were notified each year via email of the performance evaluation deadline, guidelines, procedures, and were provided with the form and the list of employees to be evaluated.
22. The managerial performance evaluation form contains a rating for EEO (which covers responsibilities and processes for assuring their ability to make employment decisions based on merit and equal consideration, or treat others in an equitable and impartial manner).
- ✓ During the period in review, the managerial performance evaluation forms contained a rating for EEO. The agency's managerial performance evaluations rated managers for the following: *"Inclusiveness – Diversity: Shows respect for people and their differences; promotes fairness and equity; engages the talents, experiences and capabilities of others; fosters a sense of belonging; works to understand the perspectives of others; creates opportunities for access and success."*

VIII. REPORTING STANDARD FOR AGENCY HEAD:

Determination: The agency is in non-compliance with the standards for this subject area.

23. Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports² (up to 30 days following each quarter) on efforts to implement the plan.
- The agency did not submit to EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports² (up to 30 days following each quarter) on efforts to implement the plan. **Corrective Action Required.**

NOTE: Subsequent to the audit period, the agency submitted Affirmative Action Plans for 2013, 2014, and 2015.

Corrective Action #4: Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

²Submission of *Quarterly Reports on EEO Activity* is optional for non-Mayoral agencies.

After implementation of the EEPC's corrective actions, if any:

1. The agency head distributes a memorandum informing employees of the changes implemented in the EEO program pursuant to the EEPC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

Final Action: Distribute a memorandum signed by the agency head informing employees of the changes implemented in the EEO program pursuant to the EEPC's audit/analysis and re-emphasizing the agency head's commitment to the EEO program.

Conclusion

The agency has 4 required corrective action(s) at this time.

Pursuant to Chapter 36 of the New York City Charter, your agency has the *option* to respond to this *preliminary determination*, but must respond to our Final Determination if corrective action is required.

Optional Response to preliminary determination: If submitted, your optional response should indicate, with attached documentation, what steps your agency has taken or will take to implement the prescribed corrective actions, and must be received in our office within 14 days from the date of this letter. No extensions will be granted for the *option* to respond to the *preliminary determination*.

(Optional Conference) During the Optional Conference, we will discuss the immediate steps your agency should take and address questions regarding your agency's implementation of the prescribed corrective action(s).

(No Response Option) If your agency does not respond to this preliminary determination within 14 days, it will become the EEPC's Final Determination.

Mandatory Response to Final Determination: Following this preliminary determination, the EEPC will issue a Final Determination where we may modify or eliminate the corrective actions based on verified information; identify remaining action which requires further monitoring in order to ensure implementation; and assign a mandatory compliance-monitoring period of up to 6 months for this purpose. Pursuant to Chapter 36 of the New York City Charter your agency must respond to our Final Determination within 30 days. Your response to the Final Determination will initiate the compliance monitoring period.



In closing, we want to thank you and your staff for the cooperation extended to the Equal Employment Practices Commission's EEO Program Analysts during the course of our audit and analysis.

Respectfully Submitted by,

A handwritten signature in black ink, appearing to read "Elona Shehu", written over a horizontal line.

Elona Shehu, EEO Program Analyst

Approved by,

A handwritten signature in blue ink, appearing to read "Charise L. Terry", written over a horizontal line. To the left of the signature is a blue ink mark that looks like a stylized "for" or "f".

Charise L. Terry, PHR
Executive Director

c: Josephine A. Pantaleo, Chief Diversity Officer

Appendix - 1

Statistical Profile of Agency Workforce

Attachment 13: Statistical Profile of Agency Workforce
Beginning and End of Audit Period

Agency: Community College - Queensborough
Non-Pedagogical

# Employees	Beginning of Audit Period <u>7/1/2012</u>	End of Audit Period <u>12/31/2015</u>
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Male	223	248
Female	251	285

White	224	249
Black	105	104
Hispanic	81	95
Asian	64	76
Native American	0	0
Unknown-	0	0
Two of More Races-	0	9

Total # of Employees	474	533
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Appendix - 2

Impact Analysis Worksheet

IMPACT ANALYSIS WORKSHEETS

COLLEGE NAME:

Queensborough Community College

FEMALES AND MINORITIES

HIRES ANALYSIS

Queensborough Community College

September 20, 2012

PART A

#	JOB AREAS/CATEGORY	MINORITY HIRES						FEMALE HIRES						PERCENTAGE OF HIRES			
		NON MIN		MIN		TOTAL		MALE		FEMALE		TOTAL		% of non-min hires	% of min hires	% of male hires	% of female hires
		APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES				
1	TOTAL	3207	31	2763	33	5970	64	3878	38	2092	26	5970	64	1%	1%	1%	1%
2	Exec./Adm./Mngl.	333	5	528	5	861	10	432	6	408	4	841	10	1.5%	1.5%	0.5%	1.5%
3	Faculty	851	14	801	0	1652	23	1024	12	928	11	1652	23	1.5%	1.7%	1.3%	1.5%
4	Professional/Non-Fac.	330	5	728	8	1058	13	358	7	730	4	1088	11	1.4%	0.8%	2.0%	0.5%
5	Secretarial/Clerical	1493	1	174	5	1667	7	1801	1	88	5	1887	7	0.1%	0.4%	0.1%	0.1%
6	Techn./Paraprofessional	168	4	529	4	697	8	430	8	258	2	687	8	2.4%	0.5%	1.4%	0.6%
7	Skilled Trades	1	1	0	0	1	1	1	1	0	0	1	1	100.0%	0.0%	100.0%	0.0%
8	Service/Maintenance	1	1	3	3	4	4	3	3	1	1	4	4	100.0%	100.0%	100.0%	100.0%
9																	
10																	
11	TOTAL	3207	31	2763	33	5970	64	3878	38	2092	26	5970	64	1%	1%	1%	1%

IRA WORKSHEET FOR NON-MIN VS MIN % OF HIRES

September 20, 2012

#	JOB AREAS/ CATEGORY	RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				*IRA LESS THAN 0.8 AND DIFF = 1 PERSON		FISHER TEST							
		UNFAV. GROUP	FAV. GROUP			EXPECT	ACTL	DIFF	STD DEV	*IRA LESS THAN 0.8 AND STD DEV = 2	FISHER'S VALUE	NON-MIN APPLICANTS	NON-MIN HIRED	MIN APPLICANTS	MIN HIRED	FISHER TEST RESULT NOTE			
1	Exec./Adm./Mngl.	MINORITY	0.0%	NON-MIN	1.8%	0.63	1.2%	8	5	1	0.74	*	*	N/A					
2	Faculty	MINORITY	1.1%	NON-MIN	1.6%	0.66	1.4%	11	9	2	0.89	*	*	N/A					
3	Professional/Non-Fac.	MINORITY	0.8%	NON-MIN	1.4%	0.59	1.6%	7	5	1	0.58	*	*	N/A					
4	Secretarial/Clerical	NON-MIN	0.1%	MINORITY	0.4%	0.32	1.1%	6	4	2	1.72	*	*	N/A					
5	Techn./Paraprofessional	MINORITY	0.8%	NON-MIN	2.4%	0.32	1.1%	6	4	2	1.72	*	*	N/A					
6	Skilled Trades	MINORITY	0.0%	NON-MIN	100.0%	0.00	100.0%	0	0	0	N/A			N/A					
7	Service/Maintenance	N/A		N/A										N/A					
8																			
9																			
10	TOTAL							30	24	6									

IRA WORKSHEET FOR MALE VS FEMALE % OF HIRES

September 20, 2012

September 20, 2012

#	JOB AREAS/ CATEGORY	RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				*IRA LESS THAN 0.8 AND STD DEV = 1 PERSON *IRA LESS THAN 0.8 AND STD DEV = 2		FISHER'S TEST							
		UNFAV. GROUP	FAV. GROUP			EXPECT	ACTL	DIFF	STD DEV			FISHER'S VALUE	male app	male hires	female app	female hires	FISHER TEST RESULT NOTE		
		A	B			C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Exec./Adm./Mngl.	Female	1.0%	Male	1.3%	0.74	1.3%	4	4	0	0.48			N/A					
2	Faculty	Male	1.3%	Female	1.6%	0.28	1.0%	7	4	3	2.16	*	*	N/A					
3	Professional/Non-Fac.	Female	0.3%	Male	2.0%	0.28	1.0%	7	4	3	2.16	*	*	N/A					
4	Secretarial/Clerical	Male	0.1%	Female	0.1%	0.57	1.1%	2	2	0	0.71			N/A					
5	Techn./Paraprofessional	Female	0.5%	Male	1.4%	0.57	1.1%	2	2	0	0.71			N/A					
6	Skilled Trades	Female	0.0%	Male	100.0%	0.00	100.0%	0	0	0	N/A			N/A					
7	Service/Maintenance	N/A		N/A										N/A					
8																			
9																			
10																			
	TOTAL							13	10	3									

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PROMOTION ANALYSIS

Queensborough Community College

PART B

September 20, 2012

JOB AREAS/ CATEGORY	MINORITY						FEMALE						PERCENTAGE OF PROMOTION			
	PROMOTION						PROMOTION									
	NON MIN		MIN		TOTAL		MALE		FEMALE		TOTAL					
	ACCOMPLISH	PROMOTED	ACCOMPLISH	PROMOTED	ACCOMPLISH	PROMOTED	ACCOMPLISH	PROMOTED	ACCOMPLISH	PROMOTED	ACCOMPLISH	PROMOTED	% of non-min PROMOTED	% of min promoted	% OF MEN promoted	% OF FEMALE promoted
1 TOTAL	473	19	337	11	810	30	374	16	436	15	810	30	4%	3%	4%	3%
2 Exec./Adm./Mngt.	81	1	29	1	90	2	43	2	47	0	90	2	2%	2%	5%	0%
3 Faculty	249	13	87	3	336	16	151	6	185	10	336	16	6%	2%	4%	5%
4 Professional/Non-Fac.	40	0	94	1	94	1	45	0	49	1	94	1	2%	2%	2%	2%
5 Secretarial/Clerical	58	0	65	4	121	4	7	0	114	4	121	4	5%	2%	2%	4%
6 Techn./Paraprofessional	33	3	28	1	61	4	24	4	17	0	61	4	19%	4%	12%	0%
7 Skilled Trades	22	0	3	0	25	0	25	0	0	0	25	0	0%	0%	0%	0%
8 Service/Maintenance	22	2	71	1	93	3	59	3	24	0	93	3	3%	1%	4%	0%
9																
10																
11 TOTAL	473	19	337	11	810	30	374	16	436	15	810	30	4%	3%	4%	3%

IRA WORKSHEET FOR NON-MIN VS MIN % OF PROMOTION

September 20, 2012

JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				* VALUED THAN 0.8 AND DIF 7+1 PERCENT * IRA LESS THAN 0.8 AND STD DEVIATION		FISHER TEST						
	UNFAV. GROUP		FAV. GROUP				EXPECT	ACTL	DIF	STD DEV			FISHER'S VALUE	NON-MIN INCUM	NON-MIN PRMT	MIN INCUM	MIN PRMT	FISHER TEST RESULT NOTE	
	B	C	D	E			F	G	H	I			J	K	L	M	N	O	P
1 Exec./Adm./Mngt.	NON-MIN	1.94%	MINORITY	3.45%															
2 Faculty	MINORITY	3.45%	NON-MIN	6.25%	0.60	4.16%	4	3	1	0.67									
3 Professional/Non-Fac.	NON-MIN	8.06%	MINORITY	1.85%															
4 Secretarial/Clerical	NON-MIN	0.00%	MINORITY	6.15%															
5 Techn./Paraprofessional	MINORITY	3.87%	NON-MIN	12.04%	0.27	7.84%	2	1	1	1.25			23	3	28	1	NO DIFF. DEV.		
6 Skilled Trades	N/A		N/A																
7 Service/Maintenance	MINORITY	1.61%	NON-MIN	8.89%	0.15	3.93%	2	1	1	1.78									
8																			
9																			
10																			
TOTAL							8	6	3										

IRA WORKSHEET FOR MALE VS FEMALE % OF PROMOTION

September 20, 2012

JOB AREAS/ CATEGORY		RATE FOR		RATE FOR		OVER ALL RATE	ONLY IF IRA UNDER 0.8				* IRA LESS THAN 0.8 AND- OUP AND PERIOD:		FISHER TEST						
		UNFAV. GROUP		FAV. GROUP			IRA	EXPECT	ACTL	DIF	STD DEV	* IRA LESS THAN 0.8 AND- STD DEV=0		FISHER'S VALUE	male incum	male prmt	female incum	female prmt	FISHER TEST RESULT NOTE
P	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1	Exec./Adm./Mngt.	PERMALE	0.0%	MALE	4.7%	0.000	2.3%	1	0	1	1.50	*							
2	Faculty	MALE	4.0%	FEMALE	8.4%														
3	Professional/Non-Fac.	MALE	0.0%	FEMALE	2.0%														
4	Secretarial/Clerical	MALE	0.0%	FEMALE	3.9%														
5	Techn./Paraprofessional	FEMALE	0.0%	MALE	11.8%	0.000	7.8%	1	0	1	1.47	*		34	4	17	0	NO SIGNIF. DIFF.	
6	Skilled Trades	N/A		N/A															
7	Service/Maintenance	PERMALE	0.0%	MALE	4.3%	0.000	3.3%	0	0	0	1.04								
8																			
9																			
10																			
TOTAL							2	0	2										

IMPACT ANALYSIS WORKSHEETS

COLLEGE NAME:

Queensborough Community College

FEMALES AND MINORITIES

HIRES ANALYSIS

Queensborough Community College

PART A

October 2, 2013

JOB AREAS/ CATEGORY	MINORITY						FEMALE						PERCENTAGE OF HIRES			
	HIRES		HIRES		TOTAL		HIRES		HIRES		TOTAL		% of non-min hires	% of min hires	% of male hires	% of female hires
	NON MIN	MIN	NON MIN	MIN	NON MIN	MIN	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE				
#	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES				
1	2563	70	3448	51	6011	121	2703	68	3308	53	6011	121	2.7%	1.8%	2.6%	1.8%
2	511	10	886	3	1397	13	528	6	869	7	1397	13	2.0%	0.3%	1.1%	0.8%
3	1388	44	1177	28	2565	72	1401	40	1164	32	2565	72	3.2%	2.4%	2.9%	2.7%
4	558	7	1132	8	1690	15	503	5	1187	10	1690	15	1.3%	0.7%	1.0%	0.8%
5	9	5	4	1	13	6	4	3	9	3	13	6	55.6%	25.0%	75.0%	33.3%
6	79	3	208	3	287	6	215	6	72	0	287	6	3.8%	1.4%	2.8%	0.0%
7	3	1	0	0	3	1	3	1	0	0	3	1	33.3%	0.0%	33.3%	0.0%
8	15	0	41	8	56	8	49	7	7	1	56	8	0.0%	19.5%	14.3%	14.3%
9	2563	70	3448	51	6011	121	2703	68	3308	53	6011	121	3%	1%	3%	2%

IRA WORKSHEET FOR NON-MIN VS MIN % OF HIRES

October 2, 2013

JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		OVER ALL RATE	ONLY IF IRA UNDER 0.8				FISHER TEST		FISHER TEST					
	UNFAV. GROUP	FAV. GROUP	IRA	EXPECT		ACTL	DIF	STD DEV	IRA LESS THAN 0.8 AND DIF >= 1 PERSON	IRA LESS THAN 0.8 AND STD DEV >= 2	FISHER'S VALUE	NON-MIN APPLICANTS	NON-MIN HIRED	MIN APPLICANTS	MIN HIRED	FISHER TEST RESULT NOTE	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1 Exec./Adm./Mngtl.	MINORITY	0.3%	NON-MIN	2.0%	0.17	0.9%	8	3	5	3.03	*	**	N/A				
2 Faculty	MINORITY	2.4%	NON-MIN	3.2%	0.75	2.8%	33	28	5	1.21	*		N/A				
3 Professional/Non-Fac.	MINORITY	0.7%	NON-MIN	1.3%	0.68	0.9%	10	8	2	1.13	*		N/A				
4 Secretarial/Clerical	MINORITY	25.0%	NON-MIN	55.6%	0.45	46.2%	1	1	0	1.02	*		0.3427	9	5	4	1
5 Techn./Paraprofessional	MINORITY	1.4%	NON-MIN	3.8%	0.38	2.1%	4	3	1	1.25	*		N/A				
6 Skilled Trades	MINORITY	0.0%	NON-MIN	33.3%	0.00	33.3%	0	0	0	N/A			N/A				NO MINORITY
7 Service/Maintenance	NON-MIN	0.0%	MINORITY	19.6%													
TOTAL							56	43	13								

IRA WORKSHEET FOR MALE VS FEMALE % OF HIRES

October 2, 2013

JOB AREAS/ CATEGORY		RATE FOR UNFAV. GROUP		RATE FOR FAV. GROUP		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				* IRA LESS THAN 0.8 AND CIF >= 1 PERSON		FISHER'S TEST					
								EXPECT	ACTL	DIF	STD DEV	* IRA LESS THAN 0.8 AND STD DEV >= 1		FISHER'S VALUE	male app	male hires	female app	female hires	FISHER TEST RESULT NOTE
												J	K						
#	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1	Exec./Adm./Mngrl.	FEMALE	0.8%	MALE	1.1%	0.71	0.9%	8	7	1	0.82	*		N/A					
2	Faculty	FEMALE	2.7%	MALE	2.8%	0.98													
3	Professional/Non-Fac.	FEMALE	0.8%	MALE	1.0%	0.85													
4	Secretarial/Clerical	FEMALE	33.3%	MALE	75.0%	0.44	46.2%	4	3	1	1.39	*		0.217	4	3	9	3	NO SIGNIF. DIFF.
5	Techn./Paraprofessional	FEMALE	0.0%	MALE	2.8%	0.00	2.1%	1	0	1	1.43	*		N/A					
6	Skilled Trades	FEMALE	0.0%	MALE	33.3%	0.00	33.3%	0	0	0	N/A			N/A					NO FEMALE
7	Service/Maintenance	N/A		N/A															
TOTAL:								13	10	3									

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IMPACT ANALYSIS WORKSHEETS

COLLEGE NAME:

Queensborough Community College

FEMALES AND MINORITIES

HIRES ANALYSIS

Queensborough Community College

PART A

September 25, 2014

JOB AREAS/ CATEGORY	MINORITY HIRES						FEMALE HIRES						PERCENTAGE OF HIRES			
	NON MIN		MIN		TOTAL		MALE		FEMALE		TOTAL		% of non-min hires	% of min hires	% of male hires	% of female hires
	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES	APPL	HIRES				
TOTAL	2684	40	4431	42	7115	82	4189	35	3144	47	7115	82	1.6%	0.9%	0.8%	1.5%
1 Exec./Adm./Mngtl.	382	7	509	7	891	14	489	5	392	9	881	14	1.8%	1.4%	1.0%	2.3%
2 Faculty	1150	19	914	13	2064	32	1384	17	680	15	2064	32	1.7%	1.4%	1.2%	2.2%
3 Professional/Non-Fac.	991	5	2244	10	3235	15	1342	5	1893	10	3235	15	0.5%	0.4%	0.4%	0.5%
4 Secretarial/Clerical	5	3	14	5	19	8	7	1	12	7	19	8	60.0%	35.7%	14.3%	58.3%
5 Techn./Paraprofessional	83	0	258	3	341	3	345	0	84	3	341	3	0.0%	1.2%	0.0%	3.6%
6 Skilled Trades	6	3	2	0	8	3	9	3	0	0	8	3	50.0%	0.0%	33.3%	0.0%
7 Service/Maintenance	67	3	490	4	557	7	613	4	83	3	557	7	4.5%	0.8%	0.7%	3.6%
TOTAL	2684	40	4431	42	7115	82	4189	35	3144	47	7115	82	1%	1%	1%	1%

IRA WORKSHEET FOR NON-MIN VS MIN % OF HIRES

September 25, 2014

JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IRA LESS THAN 0.8 AND DIP >=1 PERSON		FISHER TEST					
	UNFAV. GROUP	FAV. GROUP	EXPECT	ACTL			DIP	STD DEV	IRA LESS THAN 0.8 AND STD DEV >=1	FISHER'S VALUE	NON-MIN APPLICANTS	NON-MIN HIRED	MIN APPLICANTS	MIN HIRED	FISHER TEST RESULT NOTE			
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1 Exec./Adm./Mngrl.	MINORITY	1.4%	NON-MIN	1.8%	0.75	1.6%	7	7	0	0.54			N/A					
2 Faculty	MINORITY	1.4%	NON-MIN	1.7%	0.86													
3 Professional/Non-Fac.	MINORITY	0.4%	NON-MIN	0.5%	0.88													
4 Secretarial/Clerical	MINORITY	35.7%	NON-MIN	60.0%	0.60	42.1%	5	5	0	0.94			0.0336877	5	3	14	5	NO SIGNIF. DIFF.
5 Techn./Paraprofessional	NON-MIN	0.0%	MINORITY	1.2%														
6 Skilled Trades	MINORITY	0.0%	NON-MIN	50.0%	0.00	37.5%	0	0	0	1.26			0.3571428	5	3	2	0	NO SIGNIF. DIFF.
7 Service/Maintenance	MINORITY	0.8%	NON-MIN	4.6%	0.18	1.3%	6	4	2	2.52	*	**	N/A					
TOTAL							18	18	2									

IRA WORKSHEET FOR MALE VS FEMALE % OF HIRES

September 25, 2014

JOB AREAS/ CATEGORY		RATE FOR UNFAV. GROUP		RATE FOR FAV. GROUP		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IRA LESS THAN 0.8 AND DIP >= 1 PERSON IRA LESS THAN 0.8 AND STD DEV >= 2		FISHER'S TEST					
								EXPECT	ACTL	DIF	STD DEV			FISHER'S VALUE	male app	male hires	female app	female hires	FISHER TEST RESULT NOTE
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q			
1	Exec./Adm./Mngri.	MALE	1.0%	FEMALE	2.3%														
2	Faculty	MALE	1.2%	FEMALE	2.2%														
3	Professional/Non-Fac.	MALE	0.4%	FEMALE	0.5%														
4	Secretarial/Clerical	MALE	14.3%	FEMALE	58.3%														
5	Techn./Paraprofessional	MALE	0.0%	FEMALE	3.6%														
6	Skilled Trades	FEMALE	0.0%	MALE	33.3%	0.00	37.6%	0	0	0	N/A						NO FEMALE		
7	Service/Maintenance	MALE	0.7%	FEMALE	3.6%														
TOTAL:								0	0	0									

JOB AREAS/ CATEGORY		MINORITY						FEMALE						PERCENTAGE OF PROMOTION			
		PROMOTION						PROMOTION									
		NON MIN		MIN		TOTAL		MALE		FEMALE		TOTAL					
		INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED				
#	TOTAL	506	30	369	21	875	51	413	15	482	36	875	51	6%	6%	4%	8%
1	Exec./Adm./Mngt.	69	5	32	3	101	8	45	3	56	5	101	8	7%	9%	7%	9%
2	Faculty	267	5	115	6	382	11	186	4	196	7	382	11	2%	5%	2%	4%
3	Professional/Non-Fac.	48	6	57	2	105	8	37	4	68	4	105	8	13%	4%	11%	6%
4	Secretarial/Clerical	49	11	57	9	106	20	7	1	99	19	106	20	22%	16%	14%	19%
5	Techn./Paraprofessional	26	0	28	0	54	0	38	0	16	0	64	0	0%	0%	0%	0%
6	Skilled Trades	23	1	2	0	25	1	25	1	0	0	25	1	4%	0%	4%	0%
7	Service/Maintenance	24	2	78	1	102	3	75	2	27	1	102	3	8%	1%	3%	4%
	TOTAL	506	30	369	21	875	51	413	15	482	36	875	51	6%	6%	4%	8%

[illegible]

#	JOB AREAS/ CATEGORY	RATE FOR		RATE FOR	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IRA LESS THAN 0.8 AND DIF >= 1 PERSON IRA LESS THAN 0.8 AND STD DEV >= 2		FISHER TEST						
		UNFAV. GROUP		FAV. GROUP		IRA	EXPECT	ACTL	DIF			STD DEV	FISHER'S VALUE	male incum	male prmt	female incum	female prmt	FISHER TEST RESULT NOTE
		A	B	C			D	E	F	G	H	I	J	K	L	M	N	O
1	Exec/Adm./Mngt.	MALE	6.7%	FEMALE	8.6%													
2	Faculty	MALE	2.2%	FEMALE	3.6%													
3	Professional/Non-Fac.	FEMALE	8.8%	MALE	19.8%	0.544	7.8%	5	4	1	0.91	*						
4	Secretarial/Clerical	MALE	14.3%	FEMALE	18.2%													
5	Techn./Paraprofessional	N/A		N/A														
6	Skilled Trades	FEMALE	0.6%	MALE	4.6%	0.000	4.0%	0	0	0	N/A							INCUMBENT
7	Service/Maintenance	MALE	2.7%	FEMALE	3.7%													
	TOTAL							5	4	1								

IMPACT ANALYSIS WORKSHEETS

COLLEGE NAME:

Queensborough Community College

FEMALES AND MINORITIES

HIRES ANALYSIS

Queensborough Community College

PART A

October 23, 2015

JOB AREAS/ CATEGORY	MINORITY						FEMALE						PERCENTAGE OF HIRES			
	HIRES		HIRES		TOTAL		HIRES		HIRES		TOTAL		% of non-min hires	% of min hires	% of male hires	% of female hires
	NON MIN	HIRES	MIN	HIRES	APPL	HIRES	MALE	HIRES	FEMALE	HIRES	APPL	HIRES				
TOTAL	2276	49	3543	61	5819	110	2817	62	3008	48	5819	110	2.2%	1.7%	2.2%	1.8%
1 Exec./Adm./Mngtl.	490	12	637	8	1127	20	587	12	580	8	1127	20	2.4%	1.3%	2.1%	1.4%
2 Faculty	1000	11	654	8	1654	19	906	11	748	8	1654	19	1.1%	1.2%	1.2%	1.1%
3 Professional/Non-Fac.	621	12	1586	16	2207	28	689	7	1518	21	2207	28	1.9%	1.0%	1.0%	1.4%
4 Secretarial/Clerical	2	2	19	4	21	6	6	0	15	6	21	6	100.0%	21.1%	0.0%	40.0%
5 Techn./Paraprofessional	122	4	383	6	485	10	371	9	114	1	485	10	3.3%	1.7%	2.4%	0.9%
6 Skilled Trades	6	6	3	3	9	9	9	9	0	0	9	9	100.0%	100.0%	100.0%	0.0%
7 Service/Maintenance	35	2	281	16	316	18	263	14	53	4	316	18	5.7%	5.7%	5.3%	7.5%
TOTAL	2276	49	3543	61	5819	110	2817	62	3008	48	5819	110	2%	2%	2%	2%

IRA WORKSHEET FOR NON-MIN VS MIN % OF HIRES

October 23, 2015

JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IRA LESS THAN 0.8 AND DIFF AM PERSON IRA LESS THAN 0.8 AND STD DEV=3		FISHER TEST					
	UNFAV. GROUP		FAV. GROUP				EXPECT	ACTL	DIF	STD DEV			FISHER'S VALUE	NON-MIN APPLICANTS	NON-MIN HIRED	MIN APPLICANTS	MIN HIRED	FISHER TEST RESULT NOTE
	A	B	C	D			E	F	G	H	I	J	K	L	M	N	O	P
1 Exec./Adm./Mngt.	MINORITY	1.0%	NON-MIN	2.4%	0.61	1.8%	11	8	3	1.90	1		N/A					
2 Faculty	NON-MIN	1.1%	MINORITY	1.2%									N/A					
3 Professional/Non-Fac.	MINORITY	1.0%	NON-MIN	1.8%	0.62	1.3%	20	18	4	1.74	1		N/A					
4 Secretarial/Clerical	MINORITY	21.1%	NON-MIN	100.0%	0.21	28.6%	5	4	1	2.35	1		0.0714	2	2	19	4	
5 Techn./Paraprofessional	MINORITY	1.7%	NON-MIN	3.3%	0.50	2.1%	7	6	1	1.09	1		N/A					
6 Skilled Trades	N/A		N/A															
7 Service/Maintenance	MINORITY	5.7%	NON-MIN	5.7%	1.00													
TOTAL							43	34	9									

IRA WORKSHEET FOR MALE VS FEMALE % OF HIRES

October 23, 2015

JOB AREAS/ CATEGORY		RATE FOR		RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IRA LESS THAN 0.8 AND DIF >= 1 PERSON IRA LESS THAN 0.8 AND STD DEV >= 1		FISHER'S TEST						
								UNFAV. GROUP		FAV. GROUP				EXPECT	ACTL	DIF	STD DEV	FISHER'S VALUE	male app	male hires
1	Exec./Adm./Mngri.	MALE	1.4%	MALE	2.1%	0.68	1.8%	0	8	1	0.87			N/A						
2	Faculty	MALE	1.1%	MALE	1.2%	0.88														
3	Professional/Non-Fac.	MALE	1.0%	MALE	1.4%															
4	Secretarial/Clerical	MALE	0.0%	MALE	40.0%															
5	Techn./Paraprofessional	MALE	0.9%	MALE	2.4%	0.36	2.1%	2	1	1	1.02			N/A						
6	Skilled Trades	MALE	0.0%	MALE	100.0%	0.00	100.0%	0	0	0	N/A								NO	FEMALE
7	Service/Maintenance	MALE	5.3%	MALE	7.5%															
TOTAL:								11	9	2										

PROMOTION ANALYSIS

Queensborough Community College

PART B

October 23, 2015

JOB AREAS/ CATEGORY	MINORITY						FEMALE						PERCENTAGE OF PROMOTION			
	PROMOTION						PROMOTION									
	NON MIN		MIN		TOTAL		MALE		FEMALE		TOTAL		% of non-min promoted	% of min promoted	% of MEN promoted	% of FEMALE promoted
	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED	INCUMBENT	PROMOTED				
TOTAL	519	22	403	22	922	44	439	24	483	20	922	44	4%	5%	5%	4%
1 Exec./Adm./Mngl.	75	2	37	3	112	5	49	5	63	0	112	5	3%	8%	10%	0%
2 Faculty	270	12	119	8	389	20	191	8	198	12	389	20	4%	7%	4%	6%
3 Professional/Non-Fac.	53	1	69	4	122	5	40	3	82	2	122	5	2%	6%	8%	2%
4 Secretarial/Clerical	43	2	59	0	102	2	5	0	97	2	102	2	5%	0%	0%	2%
5 Techn./Paraprofessional	27	2	30	5	57	7	41	5	16	2	57	7	7%	17%	12%	13%
6 Skilled Trades	24	2	2	0	26	2	26	2	0	0	26	2	8%	0%	8%	0%
7 Service/Maintenance	27	1	87	2	114	3	87	1	27	2	114	3	4%	2%	1%	7%
TOTAL	519	22	403	22	922	44	439	24	483	20	922	44	4%	5%	5%	4%

October 23, 2015

IRA WORKSHEET FOR NON-MIN VS MIN % OF PROMOTION

October 23, 2016																	
#	JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		OVER ALL RATE	ONLY IF IRA UNDER 0.8				IF IRA LESS THAN 0.8 AND STD DEV=1	IF IRA LESS THAN 0.8 AND STD DEV=2	FISHER TEST				
		UNFAV. GROUP	FAV. GROUP	IRA	EXPECT		ACTL	DIF	STD DEV	FISHER'S VALUE			NON-MIN INCUM	NON-MIN PRMT	MIN INCUM	MIN PRMT	VIFER TEST RESULT NOTE
1	Exec./Adm./Mngl.	NON-MIN	2.97%	MINORITY	8.11%												
2	Faculty	NON-MIN	4.44%	MINORITY	6.72%												
3	Professional/Non-Fac.	NON-MIN	1.89%	MINORITY	5.80%												
4	Secretarial/Clerical	MINORITY	0.00%	NON-MIN	4.85%	0.00	1.96%	1	0	1	1.67		N/A				
5	Techn./Paraprofessional	NON-MIN	7.41%	MINORITY	16.67%												
6	Skilled Trades	MINORITY	0.00%	NON-MIN	8.32%	0.00	7.69%	0	0	0	0.42		0.8492	24	2	2	0
7	Service/Maintenance	MINORITY	2.30%	NON-MIN	3.70%	0.62	2.63%	2	2	0	0.40		N/A				NO SIGNIF. DIFF.
TOTAL								3	2	1							

October 23, 2015

IRA WORKSHEET FOR MALE VS FEMALE % OF PROMOTION

October 23, 2015

JOB AREAS/ CATEGORY	RATE FOR		RATE FOR		IRA	OVER ALL RATE	ONLY IF IRA UNDER 0.8				IF IRA LESS THAN 0.8 AND STD DEV=1 PERSON		FISHER TEST					
	UNFAV. GROUP		FAV. GROUP				EXPECT	ACTL	DIF	STD DEV	IF IRA LESS THAN 0.8 AND STD DEV=2		FISHER'S VALUE	male incum	male prmt	female incum	female prmt	FISHER TEST RESULT
	A	B	C	D							E	F						
1 Exec./Adm./Mngl.	FEMALE	0.0%	MALE	10.2%	0.000	4.5%	2	0	2	2.89			N/A					
2 Faculty	MALE	4.1%	FEMALE	5.1%														
3 Professional/Non-Fac.	FEMALE	2.4%	MALE	7.5%	0.325	4.1%	13	2	1	3.32			N/A					
4 Secretarial/Clerical	MALE	0.0%	FEMALE	2.1%														
5 Techn./Paraprofessional	MALE	12.2%	FEMALE	12.5%														
6 Skilled Trades	FEMALE	0.0%	MALE	7.7%	0.000	7.7%	0	0	0	N/A							INCUMBENT	
7 Service/Maintenance	MALE	1.1%	FEMALE	7.4%														
TOTAL							5	2	3									

PERSONNEL ACTIVITY TABLE (page 1 of 2)

COLLEGE: ENTER COLLEGE NAME HERE

Period Covered: 7/1/11 to 6/30/12

	TOTAL****			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND./ALASK. NAT.		TOTAL MINORITY***			WHITE		ITALIAN AMERICAN		UNKNOWN*		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC. ADMIN./MANAGERIAL																							
New Hires	6	4	10	2	1	0	0	1	0	0	0	4	1	5	2	3	0	0	0	0	2	3	5
Terminations	3	1	4			1						1	0	1	2	1					2	1	3
Upgrades	2	0	2	1								1	0	1	1					1	0	1	
Transfers	0	0	0									0	0	0						0	0	0	
FACULTY																							
New Hires	12	11	23	1	0	2	1	2	5	0	0	5	4	9	7	7	0	0	0	0	7	7	14
Terminations	7	4	11									1	2	3	5	2	1				6	2	8
Upgrades	6	10	16	1	1							1	2	3	4	8	1				5	8	13
Transfers	0	0	0									0	0	0						0	0	0	
PROFESSIONAL/NON-FACULTY																							
New Hires	7	4	11	3	2	1	0	0	0	0	0	4	2	6	3	1	0	1			3	2	5
Terminations	1	3	4									1	1	2		2				0	2	2	
Upgrades	0	1	1		1							0	1	1						0	0	0	
Transfers	0	0	0									0	0	0						0	0	0	
SECRETARIAL/CLERICAL																							
New Hires	1	6	7	0	3	0	3	0	2	0	0	0	6	6	1	0	0	0	0	0	1	0	1
Terminations	2	7	9		3			2				2	3	5		4				0	4	4	
Upgrades	0	4	4									0	4	4						0	0	0	
Transfers	0	0	0									0	0	0						0	0	0	
TECHNICAL/PARAPROFESSIONAL																							
New Hires	6	2	8	1	1	1	0	1	0	0	0	3	1	4	3	1	0	0	0	0	3	1	4
Terminations	0	0	0					1				0	0	0						0	0	0	
Upgrades	4	0	4			1						1	0	1	3					3	0	3	
Transfers	0	0	0									0	0	0						0	0	0	
SKILLED TRADES																							
New Hires	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1
Terminations	1	0	1									0	0	0	1					1	0	1	
Upgrades	0	0	0									0	0	0						0	0	0	
Transfers	0	0	0									0	0	0						0	0	0	
SERVICE/MAINTENANCE																							
New Hires	3	1	4	1	0	1	1	0	0	0	0	2	1	3	1	0	0	0	0	0	1	0	1
Terminations	2	0	2					1				1	0	1			1				1	0	1
Upgrades	3	0	3	1								1	0	1	2					2	0	2	
Transfers	0	0	0									0	0	0						0	0	0	
TOTAL																							
New Hires	36	28	64	9	5	5	5	4	5	0	0	18	15	33	18	12	0	1	0	0	18	13	31
Terminations	16	15	31	0	4	1	1	5	1	0	0	6	6	12	8	9	2	0	0	0	10	9	19
Upgrades	15	15	30	3	2	1	3	0	2	0	0	4	7	11	10	8		0	0	0	10	8	18
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

REMARKS:
*Unknowns are subtracted from all totals.

**Total Non-Minority is the sum of White and Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.

****TOTAL is the sum of Total Minority and Total Non-Minority.

APPLICANT DATA - RECRUITMENT DOCUMENTATION (page 2 of 2)

COLLEGE: ENTER COLLEGE NAME HERE

Period Covered: 7/1/11 to 6/30/12

	TOTAL***			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND./ALASK. NAT.		TOTAL MINORITY***			WHITE		ITALIAN AMERICAN		UNKNOWN**		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC. ADMIN./MANAGERIAL																							
Applicants	452	409	861	121	182	82	50	40	38	9	6	252	276	528	190	125	10	8	116	112	200	133	333
Interviews	31	25	56	9	8	2	0	2	5	0	0	13	11	24	18	14	0	0	0	1	18	14	32
Offers	6	4	10	3	1	0	0	1	0	0	0	4	1	5	2	3	0	0	0	0	2	3	5
TOTAL WORKFORCE FROM EEO6	43	47	90	10	5	4	3	3	4	0	0	17	12	29	21	29	5	6	0	0	26	35	61
FACULTY																							
Applicants	1024	628	1652	114	83	78	39	313	165	6	3	511	290	801	491	325	22	13	310	102	513	338	851
Interviews	89	48	137	5	3	3	1	19	10	0	0	27	14	41	62	34	0	0	13	11	62	34	96
Offers	12	11	23	1	0	2	1	2	3	0	0	5	4	9	7	9	0	0	0	0	7	7	14
TOTAL WORKFORCE FROM EEO6	151	185	336	7	22	8	11	22	17	0	0	37	50	87	99	123	15	12	0	0	114	135	249
PROFESSIONAL/NON-FACULTY																							
Applicants	358	730	1088	109	271	67	123	41	98	6	3	223	505	728	124	218	11	7	37	275	135	225	360
Interviews	23	19	42	7	4	4	2	0	4	0	0	11	10	21	12	8	0	1	2	1	12	9	21
Offers	7	4	11	3	2	1	0	0	0	0	0	4	2	6	3	1	0	1	0	0	3	2	5
TOTAL WORKFORCE FROM EEO6	45	49	94	10	11	8	7	10	8	0	0	28	26	54	12	21	5	2	0	0	17	23	40
SKILLED/ARIAL/CLERICAL																							
Applicants	1601	66	1667	71	37	31	15	12	6	1	1	115	59	174	1485	7	1	0	51	3	1486	7	1493
Interviews	1	6	7	0	1	0	3	0	2	0	0	0	6	6	1	0	0	0	0	0	1	0	1
Offers	1	6	7	0	1	0	3	0	2	0	0	0	6	6	1	0	0	0	0	0	1	0	1
TOTAL WORKFORCE FROM EEO6	7	114	121	4	20	1	22	0	18	0	0	5	60	65	1	44	1	10	0	0	2	54	56
TECHNICAL/PAID PROFESSIONAL																							
Applicants	439	258	697	98	77	87	42	132	83	9	1	326	203	529	108	54	5	1	173	63	113	55	168
Interviews	29	11	40	6	2	7	0	6	16	0	0	19	8	27	10	3	0	0	2	1	10	3	13
Offers	6	2	8	1	1	1	0	1	0	0	0	3	1	4	3	1	0	0	0	0	3	1	4
TOTAL WORKFORCE FROM EEO6	34	17	51	6	2	6	3	7	4	0	0	19	9	28	14	7	1	1	0	0	15	8	23
SKILLED/UNPAID																							
Applicants	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1
Interviews	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1
Offers	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1
TOTAL WORKFORCE FROM EEO6	25	0	25	2	0	1	0	0	0	0	0	3	0	3	21	0	1	0	0	0	22	0	22
SERVICE/MAINTENANCE																							
Applicants	3	1	4	1	0	1	1	0	0	0	0	2	1	3	1	0	0	0	0	0	1	0	1
Interviews	3	1	4	1	0	1	1	0	0	0	0	2	1	3	1	0	0	0	0	0	1	0	1
Offers	3	1	4	1	0	1	1	0	0	0	0	2	1	3	1	0	0	0	0	0	1	0	1
TOTAL WORKFORCE FROM EEO6	69	24	93	29	6	15	11	7	3	0	0	51	20	71	15	2	3	2	0	0	18	4	22
TOTAL																							
Applicants	3878	2092	5970	514	650	346	275	538	390	31	19	1429	1334	2763	2400	729	49	29	687	555	2449	758	3207
Interviews	177	110	287	28	18	17	7	27	25	0	0	72	50	122	105	59	0	1	17	14	105	60	165
Offers	36	28	64	9	5	5	5	4	5	0	0	18	15	33	18	12	0	1	0	0	18	13	31
TOTAL WORKFORCE FROM EEO6	374	436	810	68	66	43	57	49	54	0	0	160	177	337	183	226	31	33	0	0	214	259	473

REMARKS:

*Unknowns are subtracted from all totals.

**Total Non-Minority is the sum of White and Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.

****TOTAL is the sum of Total Minority and Total Non-Minority.

2013 PERSONNEL ACTIVITY TABLE (page 1 of 2)

COLLEGE: ENTER COLLEGE NAME HERE

Period Covered: 7/1/12 to 6/30/13

	TOTAL****			BLACK OR AFRICAN AM		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC ISL.		AMER. IND./ALASKA NAT.		TOTAL MINORITY***			WHITE (including Ital. Am.)		UNKNOWN*		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC/ADMIN/MANAGERIAL																					
New Hires	6	7	13	1	0	0	0	2	0	0	0	3	0	3	3	7	0	0	3	7	10
Terminations	6	6	12	1	2	1	0	0	0	0	0	2	2	4	4	4	0	0	4	4	8
Upgrades	2	5	7	0	0	0	1	0	2	0	0	0	3	3	2	2	0	0	2	2	4
Transfers	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FACULTY																					
New Hires	40	32	72	1	3	7	3	6	8	0	0	14	14	28	26	18	0	0	26	18	44
Terminations	8	14	22	0	2	2	2	0	0	0	0	2	4	6	6	10	0	0	6	10	16
Upgrades	5	8	13	0	1	0	1	1	0	0	0	1	2	3	4	6	0	0	4	6	10
Transfers	1	1	2	0	0	0	0	1	0	0	0	1	0	1	0	1	0	0	0	1	1
PROFESSIONAL/NON-FACULTY																					
New Hires	5	10	15	3	2	0	2	0	1	0	0	3	5	8	2	5	0	0	2	5	7
Terminations	0	2	2	0	0	0	1	0	0	0	0	0	1	1	0	1	0	0	0	1	1
Upgrades	2	5	7	0	2	0	1	0	0	0	0	0	3	3	2	2	0	0	2	2	4
Transfers	1	7	8	0	3	0	1	0	0	0	0	0	4	4	1	3	0	0	1	3	4
SECRETARIAL/CERICAL																					
New Hires	3	3	6	0	0	0	0	0	0	0	0	1	0	1	2	3	0	0	2	3	5
Terminations	0	13	13	0	0	0	3	0	2	0	0	0	6	6	0	7	0	0	0	7	7
Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL/PA/PROFESSIONAL																					
New Hires	6	0	6	2	0	0	0	1	0	0	0	3	0	3	3	0	0	0	3	0	3
Terminations	1	1	2	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	1	0	1
Upgrades	0	2	2	0	0	0	0	0	2	0	0	0	2	2	0	0	0	0	0	0	0
Transfers	1	0	1	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0
SKILLED TRADES																					
New Hires	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1
Terminations	3	0	3	2	0	0	0	0	0	0	0	2	0	2	1	0	0	0	1	0	1
Upgrades	3	0	3	2	0	0	0	0	0	0	0	2	0	2	0	0	0	0	1	0	1
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE/MAINTENANCE																					
New Hires	7	1	8	4	1	2	0	1	0	0	0	7	1	8	0	0	0	0	0	0	0
Terminations	7	1	8	3	0	2	0	1	1	0	0	6	1	7	0	0	0	0	1	0	1
Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL																					
New Hires	68	53	121	12	6	9	5	10	9	0	0	31	20	51	37	33	0	0	37	33	70
Terminations	25	37	62	6	5	5	6	1	4	0	0	12	15	27	13	22	0	0	13	22	35
Upgrades	12	20	32	2	3	0	3	1	4	0	0	3	10	13	9	10	0	0	9	10	19
Transfers	3	9	12	1	3	0	1	1	0	0	0	2	4	6	1	5	0	0	1	5	6

REMARKS:

*Unknowns are subtracted from all totals.

**Total Non-Minority is equal to White including Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.

****TOTAL is the sum of Total Minority and Total Non-Minority.

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2013 APPLICANT DATA - RECRUITMENT DOCUMENTATION (page 2 of 2)

COLLEGE: ENTER COLLEGE NAME HERE

Period Covered: 7/1/12 to 6/30/13

	TOTAL****			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND./ALASK. NAT.		TOTAL MINORITY***			WHITE (including Ital. Am.)		UNKNOWN*		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC/ADMIN/MANAGERIAL																					
Applicants	528	869	1397	176	301	69	157	77	96	8	2	330	556	886	198	313	63	267	198	313	511
Interviews	29	32	61	8	9	0	1	4	3	0	0	12	13	25	17	19	0	3	17	19	36
Offers	9	10	19	5	4	0	0	0	1	0	0	5	2	7	4	8	0	0	4	8	12
TOTAL WORKFORCE FROM EEO6	42	51	93	10	15	3	3	4	7	0	0	17	15	32	25	36	0	0	25	36	61
FACULTY																					
Applicants	1401	1164	2565	201	210	122	78	311	231	8	16	642	535	1177	759	629	344	268	759	629	1388
Interviews	77	64	141	5	5	7	5	17	10	0	0	29	22	51	48	42	0	0	48	42	90
Offers	24	19	43	12	12	2	2	7	3	0	0	11	7	18	13	12	0	0	13	12	25
TOTAL WORKFORCE FROM EEO6	160	178	338	8	19	10	10	23	20	0	0	41	49	90	119	129	0	0	119	129	248
PROFESSIONAL/NON-FACULTY																					
Applicants	503	1187	1690	169	426	107	224	57	133	6	10	339	793	1132	164	394	40	342	164	394	558
Interviews	14	22	36	4	8	1	4	1	1	0	0	6	13	19	8	9	0	3	8	9	17
Offers	2	3	5	0	1	0	1	0	0	0	0	0	2	2	2	0	0	0	2	1	3
TOTAL WORKFORCE FROM EEO6	45	54	99	11	12	8	7	8	8	0	0	27	27	54	18	27	0	0	18	27	45
SECRETARIAL/CLERICAL																					
Applicants	4	9	13	0	2	0	0	0	0	0	0	1	3	4	3	8	0	0	3	6	9
Interviews	4	8	12	0	1	0	0	0	0	0	0	1	2	3	3	6	0	0	3	6	9
Offers	3	3	6	0	0	0	0	0	0	0	0	1	0	1	2	0	0	0	2	3	5
TOTAL WORKFORCE FROM EEO6	9	105	114	5	19	1	19	0	17	0	0	6	55	61	3	50	0	0	3	50	53
TECHNICAL/PROFESSIONAL																					
Applicants	215	72	287	72	21	33	14	52	13	3	0	160	48	208	55	24	71	15	55	24	79
Interviews	13	1	14	3	1	2	0	2	0	0	0	8	1	9	5	0	0	0	5	0	5
Offers	5	0	5	2	0	0	0	1	0	0	0	3	0	3	2	0	0	0	2	0	2
TOTAL WORKFORCE FROM EEO6	36	17	53	6	2	6	0	8	4	0	0	20	9	29	16	8	0	0	16	8	24
SKILLED TRADES																					
Applicants	3	0	3	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	3
Interviews	3	0	3	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	3
Offers	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1
TOTAL WORKFORCE FROM EEO6	25	0	25	1	0	0	0	0	0	0	0	2	0	2	2	0	0	0	2	0	2
SERVICE/MAINTENANCE																					
Applicants	49	7	56	22	2	15	3	9	2	0	0	34	7	41	15	0	0	0	15	0	15
Interviews	42	5	47	21	2	12	1	7	2	0	0	31	5	36	11	0	0	0	11	0	11
Offers	7	1	8	4	0	2	0	1	0	0	0	7	1	8	0	0	0	0	0	0	0
TOTAL WORKFORCE FROM EEO6	69	24	93	30	7	15	11	7	3	0	0	52	21	73	17	0	0	0	17	3	20
TOTAL																					
Applicants	2703	3308	6011	640	962	335	477	506	475	25	28	1506	1942	3448	1197	1366	508	892	1197	1366	2563
Interviews	182	132	314	42	28	14	12	31	16	0	0	87	56	143	95	76	9	7	95	76	171
Offers	51	36	87	13	5	5	3	9	4	0	0	27	12	39	24	24	0	8	24	24	48
TOTAL WORKFORCE FROM EEO6	386	429	815	71	64	44	53	50	59	0	0	165	176	341	221	253	0	0	221	253	474

REMARKS:

* Unknowns are subtracted from all totals.

** Total Non-Minority is equal to White including Italian American.

*** Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.
**** TOTAL is the sum of Total Minority and Total Non-Minority.

2014 PERSONNEL ACTIVITY TABLE (page 1 of 2)

COLLEGE: Queensborough Community College

Period Covered: 7/1/13 to 6/30/14

	TOTAL ****			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND./ALASK. NAT.		TOTAL MINORITY***			WHITE (including Ital. Am.)		UNKNOWN*		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC/ADMIN. MANAGERIAL																					
New Hires	5	9	14	0	0	0	0	1	0	0	0	4	3	7	1	6	0	0	1	6	7
Terminations	2	9	11	0	0	1	0	0	1	0	0	1	5	6	1	4	0	0	1	4	5
Upgrades	3	5	8	0	0	0	0	1	0	0	0	1	2	3	2	3	0	0	2	3	5
Transfers	2	1	3	0	0	0	0	0	0	0	0	1	0	1	1	1	0	0	1	1	2
FACULTY																					
New Hires	17	15	32	0	0	2	2	5	1	0	0	9	4	13	8	11	0	0	8	11	19
Terminations	3	8	11	0	0	0	0	0	1	0	0	0	1	1	3	7	0	0	3	7	10
Upgrades	4	7	11	0	0	0	0	2	1	0	0	2	4	6	2	3	0	0	2	3	5
Transfers	2	0	2	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1	0	1	1
PROFESSIONAL/NON-FACULTY																					
New Hires	5	10	15	0	0	1	1	1	2	0	0	3	7	10	0	3	0	0	2	3	5
Terminations	3	3	6	0	0	0	0	0	0	0	0	2	2	4	1	1	0	0	1	1	2
Upgrades	4	4	8	0	0	0	0	0	0	0	0	0	2	2	0	2	0	0	4	2	6
Transfers	1	0	1	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0
SECRETARIAL/CLERICAL																					
New Hires	1	7	8	0	0	0	0	1	1	0	0	1	4	5	0	3	0	0	0	3	3
Terminations	2	11	13	0	0	1	3	2	0	0	0	3	4	7	1	8	0	0	1	5	6
Upgrades	1	19	20	0	0	0	5	0	0	0	0	1	8	9	0	1	0	0	0	11	11
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL/PARAPROFESSIONAL																					
New Hires	0	3	3	0	0	0	1	0	2	0	0	0	3	3	0	0	0	0	0	0	0
Terminations	7	4	11	0	0	0	0	0	3	0	0	4	4	8	3	0	0	0	3	0	3
Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SKILLED/TRADES																					
New Hires	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3
Terminations	3	0	3	0	0	0	0	1	0	0	0	1	0	1	2	0	0	0	2	0	2
Upgrades	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE/MAINTENANCE																					
New Hires	4	3	7	0	0	0	2	0	0	0	0	2	2	4	2	1	0	0	2	1	3
Terminations	3	1	4	0	0	0	1	0	0	0	0	2	1	3	0	0	0	0	1	0	1
Upgrades	2	1	3	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	2	0	2
Transfers	4	1	5	0	0	0	0	1	0	0	0	3	1	4	0	0	0	0	1	0	1
TOTAL																					
New Hires	35	47	82	8	6	3	11	8	6	0	0	19	23	42	16	24	0	0	16	24	40
Terminations	23	36	59	7	7	3	5	3	5	0	0	13	17	30	12	17	0	0	12	17	29
Upgrades	15	36	51	1	8	0	6	3	3	0	0	4	17	21	11	19	0	0	11	19	30
Transfers	9	2	11	5	1	0	0	1	0	0	0	6	1	7	3	1	0	0	3	1	4

REMARKS:
*Unknowns are subtracted from all totals.

**Total Non-Minority is equal to White including Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.

****TOTAL is the sum of Total Minority and Total Non-Minority.

2014 APPLICANT DATA - RECRUITMENT DOCUMENTATION (page 2 of 2)

CUNY BOROUGH OF QUEENSBOROUGH COMMUNITY COLLEGE

Period Covered: 7/1/13 to 6/30/14

	TOTAL****			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND./ALASK. NAT.		TOTAL MINORITY***			WHITE (including Ital. Am.)		UNKNOWN*		TOTAL NON-MINORITY**		
	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
EXEC/ADMIN/MANAGERIAL																					
Applicants	499	614	1113	120	183	40	70	48	44	2	2	210	299	509	211	171	382	211	171	382	
Interviews	31	35	66	10	16	2	5	1	4	0	0	13	11	24	16	24	40	16	24	40	
Offers	7	14	21	4	9	0	0	1	2	0	0	5	5	10	2	9	11	2	9	11	
TOTAL WORKFORCE FROM EEO6	45	56	101	10	15	4	9	3	7	0	0	17	15	32	28	41	69	28	41	69	
FACULTY																					
Applicants	1384	1198	2582	141	173	89	72	259	159	9	12	498	416	914	640	510	1150	640	510	1150	
Interviews	62	61	123	2	6	9	5	15	5	0	0	26	16	42	36	39	75	36	39	75	
Offers	17	18	35	2	2	2	2	6	1	0	0	9	4	13	8	13	21	8	13	21	
TOTAL WORKFORCE FROM EEO6	186	196	382	11	13	15	12	30	24	0	0	56	59	115	130	137	267	130	137	267	
PROFESSIONAL/NON-FACULTY																					
Applicants	1342	2627	3969	116	785	209	384	192	338	6	14	723	1521	2244	446	685	1131	346	645	991	
Interviews	30	55	85	13	14	2	7	0	14	0	0	15	35	50	12	18	30	12	18	30	
Offers	8	13	21	4	14	1	4	0	4	0	0	5	9	14	3	3	6	3	3	6	
TOTAL WORKFORCE FROM EEO6	37	68	105	13	10	9	13	5	15	0	0	19	38	57	18	30	48	18	30	48	
SECRETARIAL/CLERICAL																					
Applicants	7	16	23	1	4	2	4	0	3	0	0	3	11	14	1	4	5	1	4	5	
Interviews	7	16	23	1	4	2	4	0	3	0	0	3	11	14	1	4	5	1	4	5	
Offers	1	7	8	0	1	0	2	1	1	0	0	1	4	5	0	3	3	0	3	3	
TOTAL WORKFORCE FROM EEO6	7	99	106	1	19	0	17	1	15	0	0	6	51	57	1	48	49	1	48	49	
TECHNICAL/PROFESSIONAL																					
Applicants	345	84	429	84	28	50	12	63	21	2	3	199	59	258	66	17	83	66	17	83	
Interviews	8	11	19	1	2	0	2	4	7	0	0	5	11	16	1	0	3	3	0	3	
Offers	0	3	3	0	0	0	0	0	2	0	0	0	3	3	0	0	0	0	0	0	
TOTAL WORKFORCE FROM EEO6	38	16	54	16	2	15	3	10	2	0	0	21	7	28	17	9	26	17	9	26	
SKILLED TRADES																					
Applicants	9	0	9	2	0	0	0	0	0	0	0	2	0	2	6	0	6	6	0	6	
Interviews	9	0	9	2	0	0	0	0	0	0	0	2	0	2	6	0	6	6	0	6	
Offers	3	0	3	0	0	0	0	0	0	0	0	0	0	0	3	0	3	3	0	3	
TOTAL WORKFORCE FROM EEO6	25	0	25	1	0	0	0	0	0	0	0	2	0	2	23	0	23	23	0	23	
SERVICE/MAINTENANCE																					
Applicants	613	83	696	247	45	144	28	21	14	5	1	417	73	490	60	7	67	60	7	67	
Interviews	28	5	33	11	0	9	4	1	0	0	0	21	4	25	7	1	8	7	1	8	
Offers	13	4	17	6	0	4	0	0	0	0	0	10	3	13	3	1	4	3	1	4	
TOTAL WORKFORCE FROM EEO6	75	27	102	32	8	14	12	9	3	0	0	55	23	78	20	4	24	20	4	24	
TOTAL																					
Applicants	4199	4622	8821	911	1213	534	565	583	569	24	32	2052	2379	4431	1330	1354	2684	1330	1354	2684	
Interviews	175	183	358	40	32	24	23	21	33	0	0	85	88	173	81	86	167	81	86	167	
Offers	49	59	108	15	6	7	12	8	10	0	0	30	28	58	19	29	48	19	29	48	
TOTAL WORKFORCE FROM EEO6	413	462	875	70	67	48	60	58	66	0	0	176	193	369	237	269	506	237	269	506	

*Unknowns are subtracted from all totals.

**Total Non-Minority is equal to White including Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander and American Indian/Alaska Native.

****TOTAL is the sum of Total Minority and Total Non-Minority.

COLLEGE: Queensborough Community College

Period Covered: 7/1/14 to 6/30/15

	TOTAL ***			BLACK OR AFRICAN AM**		HISPANIC OR LATINO		ASIAN OR PACIFIC ISL**		AMER. IND./ NAT. ALI**		TWO OR MORE RACES		TOTAL MINORITY***			WHITE (including Nat. Ali)**		UNKNOWN*		TOTAL NON-MINORITY***		
	NEW HIRES	TERMINATIONS	UPGRADES	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	NEW HIRES	TERMINATIONS	UPGRADES	
EXEC. ADMIN. MANAGERIAL																							
New Hires	12	8	20	2	2	2	0	1	1	0	0	0	0	5	3	8	6	5	0	0	7	5	12
Terminations	8	5	13	0	1	2	0	0	0	0	0	0	1	2	2	4	6	4	1	0	6	3	9
Upgrades	5	0	5	1	0	1	0	1	0	0	0	0	0	3	0	3	2	0	0	0	2	0	2
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FACTORY																							
New Hires	11	8	19	1	1	0	0	4	2	0	0	0	0	5	2	8	6	5	0	0	6	5	11
Terminations	8	14	22	0	2	0	1	0	0	0	0	0	0	0	3	0	8	11	0	0	8	11	19
Upgrades	8	12	20	0	2	0	0	4	2	0	0	0	0	4	4	8	4	6	0	0	4	8	12
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL/CLERICAL																							
New Hires	7	21	28	0	5	3	1	1	5	0	0	0	1	4	12	16	3	9	0	0	3	9	12
Terminations	2	5	7	0	1	0	0	0	0	0	0	0	0	0	1	1	2	4	0	0	2	4	6
Upgrades	3	2	5	0	0	2	0	0	2	0	0	0	0	2	2	4	1	0	0	0	1	0	1
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SECRETARIAL/CENTRAL																							
New Hires	0	6	6	0	1	0	1	0	2	0	0	0	0	0	4	4	0	2	0	0	0	2	2
Terminations	1	9	10	0	1	1	1	0	2	0	0	0	0	1	4	5	0	5	0	0	0	5	5
Upgrades	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	2
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICAL/PROFESSIONAL																							
New Hires	9	1	10	0	0	1	0	3	0	0	0	0	0	6	0	6	3	1	0	0	3	1	4
Terminations	3	1	4	0	0	0	1	1	0	0	0	0	0	1	1	2	2	0	0	0	2	0	2
Upgrades	5	2	7	1	0	0	0	2	1	0	0	0	0	4	1	5	1	1	0	0	1	1	2
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SKILLED/TRADE																							
New Hires	9	0	9	2	0	0	0	1	0	0	0	0	0	3	0	3	6	0	0	0	6	0	6
Terminations	4	0	4	2	0	0	0	0	0	0	0	0	0	2	0	2	2	0	0	0	2	0	2
Upgrades	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	2
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNCLASSIFIED																							
New Hires	14	4	18	3	3	7	0	0	0	0	0	3	0	13	3	16	1	1	0	0	1	1	2
Terminations	4	3	7	2	3	1	0	0	0	0	0	0	0	3	3	6	1	0	0	0	1	0	1
Upgrades	1	2	3	1	1	0	0	0	0	0	0	0	0	1	1	2	0	1	0	0	0	1	1
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL																							
New Hires	62	48	110	8	12	15	2	10	10	0	0	3	1	36	25	61	26	23	0	0	26	23	49
Terminations	30	37	67	4	8	4	3	1	2	0	0	0	1	9	14	23	21	23	1	0	21	23	44
Upgrades	24	20	44	3	3	3	0	8	5	0	0	0	0	14	8	22	10	12	0	0	10	12	22
Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

REMINDER:

* Unknowns are subtracted from all totals.

*Total Non-Minority is equal to White including Italian American.

***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw., or Other Pacific Islander, American Indian/Alaska Native and Two or More Races.

****TOTAL is the sum of Total Minority and Total Non-Minority.

2015 APPLICANT DATA - RECRUITMENT DOCUMENTATION (page 2 of 2)

COLLEGE: Queensborough Community College

Period Covered: 7/1/14 to 6/30/15

	TOTAL**			BLACK OR AFRICAN AM.		HISPANIC OR LATINO		ASIAN OR NAT. HAW. OR OTHER PAC. ISL.		AMER. IND. ALASK. NAT.		TWO OR MORE RACES		TOTAL MINORITY***			WHITE (incl. Italian Am.)		UNKNOWN*		TOTAL NON-MINORITY**		
	Male	Female	Total	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total	Male	Female	Male	Female	Male	Female	Total
EXEC. ADMIN./MANAGERIAL																							
Applicants @	567	560	1127	153	215	88	65	42	63	4	7	0	0	287	350	637	280	210	100	128	280	210	490
Interviews	39	23	62	13	4	5	2	0	0	0	0	0	0	19	6	25	20	17	7	3	20	17	37
Offers	9	5	14	2	1	1	0	0	0	0	0	0	0	3	1	4	6	4	3	3	6	4	10
TOTAL WORKFORCE Eth & Gender Report	49	63	112	10	6	6	5	5	7	0	0	0	0	19	18	37	30	45	0	0	30	45	75
TECHNICAL/PROFESSIONAL																							
Applicants @	906	748	1654	108	125	67	57	142	137	9	9	0	0	326	328	654	580	420	206	186	580	420	1000
Interviews	59	35	94	4	2	3	0	10	10	1	0	0	0	16	12	28	43	23	9	3	43	23	66
Offers	18	9	27	1	1	0	0	6	1	0	0	0	0	7	2	9	11	7	0	0	11	7	18
TOTAL WORKFORCE Eth & Gender Report	191	198	389	13	25	13	12	30	25	0	0	1	0	57	62	119	134	126	0	0	134	136	270
PROFESSIONAL/NON-FACULTY																							
Applicants @	689	1518	2207	230	575	122	263	123	257	3	10	0	0	478	1108	1586	211	410	0	448	211	410	621
Interviews	16	38	54	3	12	3	4	2	7	0	0	0	0	10	29	33	6	15	8	11	6	15	21
Offers	7	18	25	0	4	3	1	1	4	0	0	0	0	4	9	13	3	9	0	4	3	9	12
TOTAL WORKFORCE Eth & Gender Report	40	82	122	6	12	8	14	7	21	0	0	0	1	21	48	69	19	34	0	0	19	34	53
SECRETARY/CLERICAL																							
Applicants @	6	15	21	2	4	1	2	1	5	0	0	2	2	6	13	19	0	2	1	0	0	2	2
Interviews	6	15	21	2	4	1	2	1	5	0	0	2	2	6	13	19	0	2	1	0	0	2	2
Offers	0	6	6	0	1	0	1	0	2	0	0	0	0	0	4	4	0	2	0	0	0	2	2
TOTAL WORKFORCE Eth & Gender Report	5	9	14	2	5	1	3	1	7	0	0	2	2	6	13	19	0	4	1	0	0	4	4
TECHNICAL/PROFESSIONAL																							
Applicants @	371	114	485	110	36	74	15	90	32	5	1	0	0	279	84	363	92	30	198	0	92	30	122
Interviews	27	1	28	4	0	6	1	6	0	0	0	0	0	16	1	17	11	0	6	3	11	0	11
Offers	8	0	8	0	0	1	0	3	0	0	0	0	0	4	0	4	4	0	2	1	4	0	4
TOTAL WORKFORCE Eth & Gender Report	41	16	57	6	2	7	2	11	2	0	0	0	0	24	6	30	17	10	0	0	17	10	27
SKILLED TRADES																							
Applicants @	9	0	9	2	0	0	0	1	0	0	0	0	0	3	0	3	6	0	2	0	6	0	6
Interviews	9	0	9	2	0	0	0	1	0	0	0	0	0	3	0	3	6	0	2	0	6	0	6
Offers	9	0	9	2	0	0	0	1	0	0	0	0	0	3	0	3	6	0	2	0	6	0	6
TOTAL WORKFORCE Eth & Gender Report	26	0	26	1	0	1	0	0	0	0	0	0	0	2	0	2	24	0	0	0	24	0	24
SERVICE/MAINTENANCE																							
Applicants @	263	53	316	154	80	62	15	12	4	4	0	0	0	232	49	281	31	24	77	0	31	4	35
Interviews	9	2	11	2	1	5	0	0	0	0	0	0	0	7	1	8	2	1	1	0	2	1	3
Offers	5	2	7	1	1	3	0	0	0	0	0	0	0	4	1	5	1	1	0	0	1	1	2
TOTAL WORKFORCE Eth & Gender Report	87	27	114	33	7	21	12	8	3	0	0	3	0	65	22	87	22	5	0	0	22	5	27
TOTAL																							
Applicants @	2811	3008	5819	759	988	414	417	411	498	25	27	2	2	1611	1932	3543	1200	1076	524	762	1200	1076	2276
Interviews	165	114	279	30	23	23	9	21	22	1	0	2	2	77	56	133	88	58	34	25	88	58	146
Offers	56	40	96	6	8	8	2	11	7	0	0	0	0	25	17	42	31	23	5	8	31	23	54
TOTAL WORKFORCE Eth & Gender Report	439	483	922	73	69	56	64	59	72	0	0	5	5	193	210	403	246	273	0	0	246	273	519

REMARKS:
 *Unknowns are subtracted from all totals.
 ***Total Minority is the sum of Black or African Am., Hispanic or Latino, Asian or Nat. Haw. or Other Pacific Islander, American Indian/Alaska Native and Two or More Races.
 ****TOTAL is the sum of Total Minority and Total Non-Minority.
 @ APPLICANTS are those who apply and meet the minimum qualifications for a specific position.

BY MAIL AND EMAIL

June 28, 2016

Charise L. Terry, PHR
Judith Garcia Quinonez, Esq.
Elona Shehu, EEO Program Analyst
253 Broadway
Suite 602
New York City, New York 10007

Re: Preliminary Determination for Audit: Review, Evaluation and Monitoring
of the Queensborough Community College's Employment Practices and
Procedures from January 1, 2012 to December 31, 2015.

Dear Ms. Terry, Ms. Quinonez, and Ms. Shehu:

Queensborough Community College thanks you and your agency for the
detail oriented audit that evaluated its employment practices, programs,
policies and procedures that ensure fair and effective equal employment
opportunities for its employees and for applicants seeking employment at
Queensborough Community College.

Queensborough Community College has reviewed the EEPC's findings and
required corrective actions, and it insures the New York City Equal
Employment Practices Commission that these corrective actions have been
rectified and that these corrective actions will be noted in its Annual EEO
Plans.

I. ISSUANCE, DISTRIBUTION AND POSTING OF EEO POLICIES

Determination: The agency is in **partial-compliance** with the
standards for this subject area.

Finding: The agency's EEO Policy did not include current contact information
for federal, state, and local agencies that enforce laws against discrimination.

Corrective Action #1: Include, or attach as addenda, current contact
information for the federal, state, and local agencies that enforce laws against
discrimination.

Corrective Action Taken: This information was provided in **Appendix J** at the time of the *EEPC Document and Information Request* period. At that time, a link to the *CUNY Employment Discrimination Complaint Procedure* was printed from the website, and a hard copy of the information on this website was provided to the EEPC. The information on the federal, state, and local agencies that enforce laws against discrimination is found on the website by clicking on the sentence: **"The names and contact information for such agencies are here."** This sentence is found in **Section III, Paragraph C, "Using External Agencies."**

Moving forward, in the spirit of transparency and ease of accessibility, the College has now posted a separate link to this information on the website at: <http://www.qcc.cuny.edu/affirmativeAction/docs/external-resources.pdf>

Note on Policy Updates that transpired after the auditing period:

The current CUNY non-discrimination statement covers the issue of pregnancy from the standpoint of both non-discrimination and reasonable accommodation. CUNY is undergoing a review and revision of the changes that have transpired during this time period, and these revisions will be completed at the University level. Until these revisions are completed, Queensborough Community College has provided links to both New York City's Human Rights Law: "caregiver status" effective May 4, 2016 and "pregnancy" (enforcement guidance released on May 16, 2016) on its website.

The link for caregiver status is found at:

http://www.qcc.cuny.edu/affirmativeAction/docs/Caregiver_FactSheet-Employer.pdf

and the link for pregnancy enforcement guidance is found at:

http://www.qcc.cuny.edu/affirmativeAction/docs/Pregnancy_InterpretiveGuide_2016.pdf

Attachment 1 is a print-out of the information found on these links.

III. EMPLOYMENT PRACTICES (Recruitment, Hiring, and Promotion)

Determination: The agency is in **partial-compliance** with the standards for this subject area.

Finding on III (8): Although the agency advertisement sources included minority or female-oriented publications, it did not demonstrate that it reviewed the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) or that it worked with the Civil Service Commission, for the groups experiencing underrepresentation to ensure that these standards were updated, job-related and required by business necessity. Additionally, during the audit period, the agency reported that the following groups experienced gender underutilization in

Executive Technical/Paraprofessional; Skilled Crafts; Campus Peace Security Level 1; and underutilization for title minorities in Executive/Administrative/ Managerial; which may include civil service titles.

Corrective Action Required

Corrective Action #2: If women, minorities, or other protected groups are underrepresented in civil service (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. This includes working with the Civil Service Commission (if applicable). Then advertise in minority or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons to develop and hire interested and qualified candidates.

Corrective Action #2 Taken:

CUNY is a separate and distinct Civil Service entity with its own Commission and Civil Service Rules and Regulations. As other civil service municipalities in New York State are required to do, CUNY is required to submit an annual report to the NYS Civil Service Commission.

The competencies, skills and qualifications required for CUNY Civil Service titles are reviewed by the CUNY Central Human Resources Department and reviewed with the affected union(s) when applicable. Individual CUNY campuses do not determine the specifications of CUNY positions.

When filling civil service positions, if a civil service list does not exist, the College reviews competencies, skills, and abilities required for available positions, determines underutilization, discusses underutilization with the search committee members in the Search Charge meeting, and conducts a search to fill a vacancy; it outreaches to female and minority serving populations by posting on the appropriate job boards, as suggested by the EEPD in its Preliminary Determination for Audit. For example, when a classified vacancy occurred in the Executive/Administrative/Managerial title, the above process was followed, and the College provisionally hired a minority (Asian) for this classified position.

When a Civil Service list does exist, the College is obligated to fill the position using said list in accordance with the CUNY Civil Service Rules and Regulations.

The College CDO meets regularly with the Director of Human Resources to address underutilization for Civil Service titles. This information is considered when filling a position through a search or hiring from a Civil Service list in accordance with the CUNY Civil Service Rules and Regulations.

Finding III (12): The agency did not demonstrate that the applicant/candidate log or tracking system or recruitment source for each applicant included *disability* or veteran status.

Determination:**Corrective Action Required.**

Corrective Action #3: Use and maintain an applicant/candidate log or tracking system which, in addition to the above, includes the disability or veteran status.

Corrective Action #3 Taken: Queensborough Community College asserts that its personnel processes do not stereotype individuals with disabilities or protected veterans or otherwise limits their access to jobs for which they are qualified.

All applicants who apply for a position at CUNY are invited to self-identify their gender/race/ethnicity/disability/veteran status, and periodically, the College workforce receives invitations to review their self-identification for Gender/race/ethnicity/disability/veteran status through the CUNY First system. Screen shots of the invitation to self-identify disability and veteran status at the time of application are attached to this response.

The CUNY Part One application reinforces CUNY's commitment to provide individuals with disabilities and individuals with veteran status an equitable opportunity to job opportunities.

CUNY's CIS team is working on providing access to the individual campuses on the data of applicants who self-identify as individuals with disability status. QCC's Personnel Office accesses and tracks the Veteran Status of its employees through CUNY First. Queensborough Community College has added the categories of Individuals with Disabilities and Individuals with Veteran Status to its search certification form. This evidence is found in Attachment #2.

Attachment #2: CUNY First Self-Identification Screenshots; the CUNY Part One application; Revised Search Certification form tracking Individuals with Disabilities and Veteran Status.

VII. REPORTING STANDARD FOR AGENCY HEAD

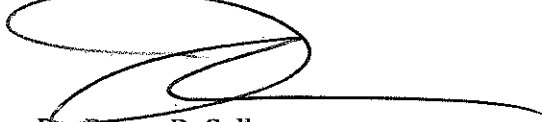
Determination: The agency is in **non-compliance** with the standards for this subject area.

Finding: The agency did not submit to EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (optional for non-Mayoral agencies) on efforts to implement the plan.

Corrective Action # 4: Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (optional for non-Mayoral agencies).

Corrective Action Taken: Subsequent to the audit period, Queensborough Community College submitted Affirmative Action Plans for the years: 2013, 2014, and 2015. Moving forward, the College ensures that it will send a completed copy of the Affirmative Action Plan to the EEPC in a timely manner.

Respectfully submitted,

A handwritten signature in black ink, consisting of a large, stylized 'D' followed by a horizontal line extending to the right.

Dr. Diane B. Call
President



Angela Cabrera
Malini Cadambi Daniel
Elaine S. Reiss, Esq.
Arva R. Rice
Commissioners

Charise L. Terry, PHR
Executive Director

Judith Garcia Quiñonez, Esq.
Executive Agency Counsel/
Deputy Director

Marie E. Giraud, Esq.
Agency Attorney/
Director of Compliance Monitoring

253 Broadway
Suite 602
New York, NY 10007

212. 615. 8939 tel.
212. 615. 8931 fax

BY MAIL AND EMAIL

July 8, 2016

Dr. Diane B. Call
President
Queensborough Community College
222-05 56th Avenue
Bayside, NY 11364

RE: Audit Resolution #2016/464: Final Determination Pursuant to the Review, Evaluation and Monitoring of the Queensborough Community College's Employment Practices and Procedures from July 1, 2012 to December 31, 2015.

Dear President Call:

On behalf of the members of the Equal Employment Practices Commission (Commission or EEPC), thank you for your June 28, 2017 response to our June 17, 2016 Preliminary Determination and for the cooperation extended to our staff during the course of this audit.

As indicated in our Preliminary Determination, this Commission has adopted uniform standards¹ to assess agencies' employment practices and programs for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for municipal government employees and job applicants. The attached Determination contains the Commission's findings and required corrective actions pertaining to the referenced review, evaluation and monitoring of your agency's employment practices and procedures.

Chapter 36, Section 832.c of the New York City Charter requires that: 1) the EEPC assign a 6-month compliance period to monitor your agency's efforts to eliminate remaining required corrective actions; and 2) the agency provide a written response within 30 days from the date of this letter indicating corrective action taken.

¹ Founded upon and consistent with federal, state and local laws, regulations, procedures and policies including, but not limited to, the Citywide Equal Employment Opportunity Policy - Standards and Procedures to be Utilized by City Agencies; New York City Human Rights Law (NYC Administrative Code, §§8-107.1(a) and 8-107.13(d)); New York State Civil Service Law §55-a; Uniform Guidelines on Employee Selection Procedures (29 CFR §§1607.3 - 1607.7) and the equal employment opportunity requirements of the New York City Charter.



The assigned compliance-monitoring period is: JULY 2016 TO DECEMBER 2016


If corrective actions remain: Your agency's response should indicate what steps your agency has taken, or will take, to implement the corrective actions during the designated period. Documentation which supports the implementation of each corrective action shall be uploaded to TeamCentral, the EEPC's Automated Compliance-Monitoring System. Your agency will be monitored monthly until all corrective actions have been implemented. Instruction on how to access and navigate TeamCentral is attached. Upon your agency's completion of the final corrective action, this Commission requires that your agency upload a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit and re-emphasizes commitment to the EEO program. Upon receipt of the final memorandum, the EEPC will issue a *Determination of Compliance*.

If no corrective actions remain: Your agency is exempt from the aforementioned monitoring period. However, this Commission requires a final memorandum signed by the agency head which informs employees of the changes implemented pursuant to our audit and re-emphasizes commitment to the EEO program. This will be considered your agency's final action. Upon receipt of the memo, a *Determination of Compliance* will be issued.

If there are further questions regarding this Final Determination or the compliance-monitoring process, please have the Principal EEO Professional call Marie Giraud, Esq., Agency Attorney/Director of Compliance Monitoring at 212-615-8942.

Thank you and your staff for your continued cooperation.

Sincerely,



Charise L. Terry, PHR
Executive Director

c: Josephine A. Pantaleo, Chief Diversity Officer

FINAL DETERMINATION

Agency response indicating corrective action taken with documentation is due within 30 days.

The Equal Employment Practices Commission's findings and required corrective actions are based on the audit methodology which includes collection and analysis of the documents, records and data the agency provided in response to the *EEPC Document and Information Request Form*; the *EEPC Interview Questionnaires* for EEO professionals and others involved in EEO program administration; and, if applicable, the *EEPC Employee Survey*; the *EEPC Supervisor/Manager Survey*; the agency's *Annual EEO Plans and Quarterly EEO Reports*; and workforce and utilization data from the *Citywide Equal Employment Database System*. Additional research and follow-up discussions or interviews were conducted as appropriate.

After reviewing the agency's optional response (if applicable) to the EEPC's preliminary Determination, our Final Determination is as follows:

Agree

Regarding your responses² to the following EEPC required corrective actions, we Agree based on documentation that is attached to your response.

Corrective Action #3

Use and maintain an applicant/candidate log or tracking system which, in addition to the above, includes the *disability or veteran status*.

Agency Response: "[...] All applicants who apply for a position at CUNY are invited to self-identify their gender/race/ethnicity/disability/veteran status, and periodically, the College workforce receives invitations to review their self-identification for Gender/race/ethnicity/disability/veteran status through the CUNY First system. [...] CUNY's CIS team is working on providing access to the individual campuses on the data of applicants who self-identify as individuals with disability status. QCC's Personnel Office accesses and tracks the Veteran Status of its employees through CUNY First. Queensborough Community College has added the categories of Individuals with Disabilities and Individuals with Veteran Status to its search certification form. [...]" (Response, pg. 4). The agency provided copies of the invitation to self-identify disability and veteran status.

EEPC Response: The EEPC accepts the agency's efforts and attached documentation that corrective action **#3** has been implemented.

Corrective Action #4

Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

Agency Response: "Subsequent to the audit period, Queens borough Community College submitted Affirmative Action Plans for the years: 2013, 2014, and 2015. Moving forward, the

² Excerpts are italicized.

College ensures that it will send a completed copy of the Affirmative Action Plan to the EEPC in a timely manner.” (Response, Pg. 5).

EEPC Response: The EEPC accepts the agency's efforts to implement corrective action **#4**.

Monitoring Required

The agency's implementation of the following required corrective actions will be monitored during the assigned compliance monitoring period.

Corrective Action #1

Include, or attach as addenda current contact information for the federal, state and local agencies that enforce laws against discrimination.

Agency Response: “[...] *The information on the federal, state, and local agencies that enforce laws against discrimination is found on the website by clicking on the sentence: "The names and contact information for such agencies are here." This sentence is found in Section III, Paragraph C, "Using External Agencies." Moving forward, in the spirit of transparency and ease of accessibility, the College has now posted a separate link to this information on the website at: <http://www.qcc.cuny.edu/affirmativeAction/docs/external-resources.pdf> [...].*” (Response, Pgs. 1 and 2).

EEPC Response: The EEPC recognizes the agency's efforts to implement corrective action **#1**. Documentation which confirms that employees were notified that the current contact information for the federal, state and local agencies that enforce laws against discrimination has been posted on the agency's website will be required during the compliance-monitoring period. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

Corrective Action #2

If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

Agency Response: “[...] *CUNY is required to submit an annual report to the NYS Civil Service Commission. The competencies, skills and qualifications required for CUNY Civil Service titles are reviewed by the CUNY Central Human Resources Department and reviewed with the affected union(s) when applicable. [...] When filling civil service positions, if a civil service list does not exist, the College reviews competencies, skills, and abilities required for available positions, determines underutilization, discusses underutilization with the search committee members in the Search Charge meeting, and conducts a search to fill a vacancy; it outreaches to female and minority serving populations by posting on the appropriate job boards [...]. For example, when a*

classified vacancy occurred in the Executive/ Administrative/Managerial title, the above process was followed, and the College provisionally hired a minority (Asian) for this classified position. When a Civil Service list does exist, the College is obligated to fill the position using said list in accordance with the CUNY Civil Service Rules and Regulations. The College CDO meets regularly with the Director of Human Resources to address underutilization for Civil Service titles. This information is considered when filling a position through a search or hiring from a Civil Service list in accordance with the CUNY Civil Service Rules and Regulations.” (Response, Pg. 3).

EEPC Response: The EEPC recognizes the agency's efforts to address corrective action **#2**. Documentation which confirms the agency's aforementioned efforts will be required during the compliance-monitoring period. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.

Thank you and your staff for your continued cooperation.

EQUAL EMPLOYMENT PRACTICES COMMISSION CITY OF NEW YORK

RESOLUTION #2016/464: Final Determination pursuant to the Audit: Review, Evaluation and Monitoring of the Queensborough Community College's Employment Practices and Procedures from July 1, 2012 through December 31, 2015.

Whereas, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to insure equal employment opportunity for minority group members and women; and

Whereas, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPC Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

Whereas, pursuant to its audit of the Queensborough Community College's (QCC) Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated June 17, 2016, setting forth findings and the following required corrective actions:

1. Include, or attach as addenda current contact information for the federal, state and local agencies that enforce laws against discrimination.
2. If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
3. Use and maintain an applicant/candidate log or tracking system which, in addition to the above, includes the *disability or veteran status*.
4. Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

Whereas, the agency submitted its response to the EEPC's Preliminary Determination letter, on June 28, 2016, with documentation of its actions to rectify required corrective actions nos. 3 and 4; and

Whereas, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC considered the agency's response and issued a Final Determination on July 8, 20016 which agreed and accepted documentation for implementation of the aforementioned corrective actions, and indicated that corrective actions nos. 1 and 2 require compliance monitoring; and

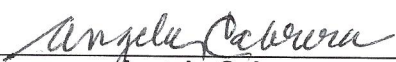
Whereas, in accordance with Chapter 36, Section 832(c) of the City Charter, the EEPC is required to monitor the agency for a period not to exceed six months, from July 2016 through December 2016, to determine whether it implemented remaining required corrective actions; and

Whereas, in accordance with Chapter 36, Section 832(c) of the City Charter, the agency is required to respond in 30 days and make monthly reports thereafter to the Commission on the progress of implementation of such corrective actions; and


Whereas, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now Therefore,

Be It Resolved, that the Commission approves issuance of this Final Determination to Dr. Diane B. Call, President of the Queensborough Community College.


Approved unanimously on September 9, 2016.



Angela Cabrera
Commissioner



Arva Rice
Commissioner



Malini Cadambi Daniel
Commissioner

Absent

Elaine S. Reiss, Esq.
Commissioner



OFFICE OF THE PRESIDENT

Administration, Suite 502
222-05 56th Avenue
Bayside, NY 11364-1497
718.631.6222
Fax 718.281.5588

BY MAIL AND EMAIL

July 28, 2016

Charise L. Terry, PHR
Judith Garcia Quinonez, Esq.
Maria Giraud, Esq.
Elona Shehu, EEO Program Analyst

253 Broadway
Suite 602
New York City, New York 10007

RE: Audit Resolution #2016/464: Final Determination Pursuant to the Review, Evaluation and Monitoring of the Queensborough Community College's Employment Practices and Procedures from July 1, 2012 to December 31, 2015.

Dear Ms. Terry:

Queensborough Community College accepts the Final Determination Pursuant to the Review, Evaluation, and Monitoring of the Queensborough Community College's Equal Employment Practices and Procedures from July 1, 2012 to December 31, 2015.

Corrective Action # 1:

Include, or attach as addenda current contact information for the federal, state and local agencies that enforce laws against discrimination.

Agency Response: "[...] The information on the federal, state, and local agencies that enforce laws against discrimination is found on the website by clicking on the sentence: "The names and contact information for such agencies are here." This sentence is found in Section III, Paragraph C, "Using External Agencies." Moving forward, in the spirit of transparency and ease of accessibility, the College has now posted a separate link to this information on the website at: <http://www.qcc.cuny.edu/affirmativeAction/docs/external-resources.pdf> [...]." (Response, Pgs. 1 and 2).

EEPC Response: The EEPC recognizes the agency's efforts to implement corrective action #1. Documentation which confirms that employees were notified that the current contact information for the federal, state and local agencies that enforce laws against discrimination has been posted on the agency's website will be required during the compliance-monitoring period.

QUEENSBOROUGH COMMUNITY COLLEGE CORRECTIVE ACTION # 1 DURING THE MONITORING PERIOD

Queensborough Community College will provide documentation which confirms that employees were notified that the current contact information for the federal, state, and local agencies that enforce laws against discrimination has been posted on its website.

Corrective Action #2:

If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable). Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

Agency Response: *"[...] CUNY is required to submit an annual report to the NYS Civil Service Commission. The competencies, skills and qualifications required for CUNY Civil Service titles are reviewed by the CUNY Central Human Resources Department and reviewed with the affected union(s) when applicable. [...] When filling civil service positions, if a civil service list does not exist, the College reviews competencies, skills, and abilities required for available positions, determines underutilization, discusses underutilization with the search committee members in the Search Charge meeting, and conducts a search to fill a vacancy; it outreaches to female and minority serving populations by posting on the appropriate job boards [...]. For example, when a classified vacancy occurred in the Executive/ Administrative/Managerial title, the above process was followed, and the College provisionally hired a minority (Asian) for this classified position. When a Civil Service list does exist, the College is obligated to fill the position using said list in accordance with the CUNY Civil Service Rules and Regulations. The College CDO meets regularly with the Director of Human Resources to address underutilization for Civil Service titles. This information is considered when filling a position through a search or hiring from a Civil Service list in accordance with the CUNY Civil Service Rules and Regulations."* (Response, Pg. 3).

EEPC Response: The EEPC recognizes the agency's efforts to address corrective action #2. Documentation which confirms the agency's aforementioned efforts will be required during the compliance-monitoring period. The EEPC will provide further guidance at the initiation of the compliance-monitoring period.
Thank you

QUEENSBOROUGH COMMUNITY COLLEGE CORRECTIVE ACTION # 2 DURING THE MONITORING PERIOD

The annual report to the NYS Civil Service Commission is submitted by the City University of New York (CUNY) Office of Human Resources Management (OHRM) after it is reviewed by the CUNY Civil Service Commission. CUNY OHRM submits the report, which includes the information of civil service staff for all colleges in CUNY. The individual campuses do not

submit the report to the Civil Service Commission. These annual reports are posted on the CUNY website.

CUNY OHRM maintains the job descriptions for all classified staff titles and they are posted on the CUNY website. The job descriptions include the competencies, skills and qualifications for each title. Periodic reviews of the job descriptions are completed by CUNY OHRM. The review process includes the review of skill and license requirements, changes in job duties, the name of the title, the levels of the title, the classification of the title (for example, from competitive to non-competitive). When reviewing job descriptions, CUNY OHRM meets with employees serving in the titles as subject matter experts. The revised job descriptions are also reviewed with the appropriate unions representing the titles. A recent job description for the Media Services Technician title was updated following this process. The updated job descriptions are posted on the CUNY website. At Queensborough Community College (QCC), classified staff employees are assigned duties within the job specifications confirmed in the appropriate CUNY job description for the title.

CUNY OHRM would provide the documentation regarding the annual report to the Civil Service Commission and the reviews of the competencies, skills and abilities of the civil service titles for the compliance-monitoring period.

When filling civil service positions, QCC uses the CUNY job descriptions. The title to be filled is based on what duties are to be performed and what qualifications may be needed. For example, when the Executive/Administrative/Managerial position for a University Architect was filled, QCC determined that the duties of this job description were needed and a search was conducted for this title. The required qualifications are noted in the job description and were noted in the job posting for this search. The search process includes a meeting with the CDO to review any underutilization for the title and these meetings are logged and can be supplied for the compliance-monitoring period. When a position is posted on the CUNY website outreach is made to women, minority and other protected groups.

A civil service list is established based on the results of a civil service exam. The exam process is coordinated by CUNY OHRM. CUNY posts the "Notice of Exams" on the CUNY website. CUNY notifies the colleges of the exam and QCC sends out a notice on campus to employees.

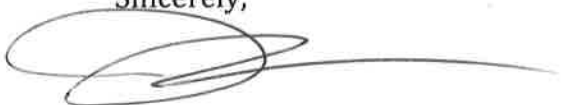
If a civil service list exists, "hiring pools" are organized by CUNY, and, on some occasions, by a college if that college is the only college with an opening in a title. The CDO and Human Resources representative who will attend the hiring pool and interview the eligible candidates will meet prior to the hiring pool to review underutilization. These meetings will be documented for the compliance-monitoring period and for the hiring pools held in the future.

During this compliance monitoring period, QCC will:

- Provide documentation that Classified Search Committee members reviewed the underutilization for the posted position and suggested additional job boards that outreached to the underutilized groups identified.
- Provide documentation that any classified staff title ***Notice of Exam*** announcements received from CUNY OHRM is distributed to the College community.
- Provide documentation of minutes from *Pre-Hiring Pool* meetings between HR and the CDO.

Queensborough Community College thanks the Equal Employment Protection Commission for its assistance during this auditing period.

Sincerely,

A handwritten signature in dark ink, consisting of several loops and a long horizontal stroke extending to the right.


Diane B. Call
President



QUEENSBOROUGH **CUNY**
COMMUNITY COLLEGE
MEMORANDUM

Administration, Suite 502
222-05 56th Avenue
Bayside, NY 11364-1497
718.631.6222
Fax 718.281.5588

OFFICE OF THE PRESIDENT

To: The Queensborough Community College Community
From: President Diane B. Call 
Date: October 25, 2016
Re: *Audit from the Equal Employment Practices Commission*

On July 8 2016, the Equal Employment Practices Commission (EEPC) completed an Audit of Queensborough Community College's Employment Practices and Procedures for the period July 1, 2012 through December 31, 2015.

Following this audit, Queensborough Community College was required to implement EEPC's recommendations within six months, and I am pleased to report that we are now in full compliance with the audit recommendations which follow:

1. QCC must notify its employees of the current contact information for the federal, state and local agencies that enforce laws against discrimination. The link to this information is found at <http://www.qcc.cuny.edu/affirmativeAction/docs/external-resources.pdf>
2. QCC must document that if women, minorities, or other protected groups are underrepresented in civil service (list) titles, that it review the competencies, skills, and abilities required for available positions to ensure that these standards are updated, job-related and required by business necessity. Then, when searches are conducted, QCC must advertise in minority or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.

As President of Queensborough Community College, I reaffirm the College's strong commitment to the principles of affirmative action, equal opportunity, and diversity. Queensborough Community College is committed to maintaining fair employment practices on the basis of merit for all our employees. As an Equal Opportunity Employer, Queensborough Community College is also committed to compliance with the federal, state and local laws prohibiting employment discrimination. It is the Policy of the City University of New York and Queensborough Community College to recruit, employ, retain, promote and provide benefits to all employees without regard to race, color, creed, national origin, ethnicity, ancestry, religion, age, sex (including pregnancy, childbirth and related conditions), sexual orientation, gender, gender identify, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, status as a victim of domestic violence/stalking/sex offenses, unemployment status, or any other legally prohibited basis in accordance with federal and city laws.

Queensborough Community College is committed to preventing discrimination by ensuring that all employees are aware of their rights and obligations under the EEO Policy and by encouraging a work environment that tolerates and appreciates differences among employees. Detailed information regarding Queensborough Community College's Equal Employment and Non-Discrimination/Affirmative Action program, its policies and procedures can be found on the College's website at <http://www.qcc.cuny.edu/affirmativeAction/index.htm>.

Any employees and/or faculty with equal employment opportunity concerns or who wish to find out specific information about how the College addressed the EEPC's recommendations may speak to Jo Pantaleo, Chief Diversity Officer and the Affirmative Action/Pluralism and Diversity/Compliance Office director by emailing JPantaleo@qcc.cuny.edu or by calling 718-631-6391.

I thank you for sharing my commitment in creating a work environment that encourages and appreciates diversity and inclusion.

EQUAL EMPLOYMENT PRACTICES COMMISSION CITY OF NEW YORK

RESOLUTION #2016/464C-14: Determination of **Compliance** (Monitoring Period Required) by the Queensborough Community College with the Equal Employment Practices Commission's required corrective actions pursuant to the Review, Evaluation and Monitoring of the Employment Practices and Procedures from July 1, 2012 through December 31, 2015.

Whereas, pursuant to Chapter 36, Section 831(d)(2) and (5) of the New York City Charter, the Equal Employment Practices Commission is authorized to audit and evaluate the employment practices, programs, policies, and procedures of city agencies and their efforts to ensure fair and effective equal employment opportunity for minority group members and women, and to make recommendations to city agencies to insure equal employment opportunity for minority group members and women; and

Whereas, pursuant to Chapter 36, Section 831(d)(2), this Commission has adopted *Uniform Standards for EEPC Audits* and *Minimum Equal Employment Opportunity Standards for Community Boards* to assess agencies' EEO programs and policies for compliance with federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; and

Whereas, pursuant to its audit and analysis of the Queensborough Community College's (QCC) Employment Practices and Procedures, the Equal Employment Practices Commission (EEPC) issued a Preliminary Determination letter, dated June 17, 2016, setting forth findings and the following required corrective actions:

1. Include, or attach as addenda current contact information for the federal, state and local agencies that enforce laws against discrimination.
2. If women, minorities, or other protected groups are underrepresented in *civil service* (list) titles, review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity. (This includes working with the Civil Service Commission if applicable.) Then advertise in minority- or female-oriented publications, contact organizations serving women, minorities, and other protected groups; participate in career fairs or open houses; or use internships to attract interested persons and to develop and hire interested and qualified candidates.
3. Use and maintain an applicant/candidate log or tracking system which, in addition to the above, includes the applicant's/candidate's *disability or veteran status*.
4. Submit to the EEPC an Annual Plan of measures and programs to provide equal employment opportunity, and quarterly reports (up to 30 days following each quarter) on efforts to implement the plan.

Whereas, the Queensborough Community College submitted its response to the EEPC's Preliminary Determination letter, on June 28, 2016, with documentation of its actions to rectify required corrective actions nos. 3 and 4; and

Whereas, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC considered the agency's response and issued a Final Determination on July 8, 2016, which agreed and accepted documentation for implementation of the aforementioned corrective actions, with corrective actions nos. 1 and 2 remaining; and

Whereas, the Queensborough Community College submitted its response to the EEPC's Final Determination letter, on August 31, 2016, and

Whereas, in accordance with Chapter 36, Section 832(c) of the New York City Charter, the EEPC monitored the agency's implementation of the remaining corrective actions from July 2016 through October 2016 with no extension of the monitoring period; and


Whereas, at the EEPC's request pursuant to Section 815.a.(15) of the New York City Charter, the Queensborough Community College submitted a copy of the agency head's memorandum to staff dated October 25, 2016, which outlined the corrective actions implemented in response to the EEPC's audit and reiterated his commitment to the agency's EEO Program; and

Whereas, all of the EEPC's corrective actions are required by, or are consistent with, federal, state and local laws, regulations, policies and procedures which are designed to increase equality of opportunity for women, minorities, and other employees and job applicants identified for protection from discrimination in employment within municipal government; Now Therefore,

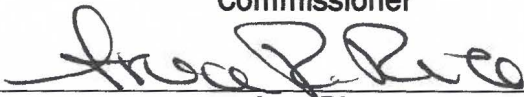
Be It Resolved, that the Queensborough Community College has implemented the required corrective actions deemed necessary to ensure compliance with the equal employment opportunity standards of this Commission and requirements of Chapters 35 and 36 of the City Charter.

Be It Resolved, that the Commission will forward this Final Determination to Dr. Diane B. Call, President of Queensborough Community College.

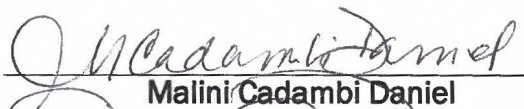
Approved unanimously on November 3, 2016.



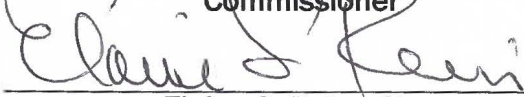
Angela Cabrera
Commissioner



Arva Rice
Commissioner



Malini Cadambi Daniel
Commissioner



Elaine S. Reiss, Esq.
Commissioner



Angela Cabrera
Malini Cadambi Daniel
Elaine S. Reiss, Esq.
Arva R. Rice
Commissioners

Charise L. Terry, PHR
Executive Director

Judith Garcia Quiñonez, Esq.
Executive Agency Counsel/
Deputy Director

Marie E. Giraud, Esq.
Agency Attorney/
Director of Compliance Monitoring

253 Broadway
Suite 602
New York, NY 10007

212. 615. 8939 tel.
212. 615. 8931 fax

BY MAIL AND EMAIL

November 3, 2016

Dr. Diane B. Call
President
Queensborough Community College
222-05 56th Avenue
Bayside, NY 11364

Re: Resolution #2016/464 -14: Determination of Agency Compliance

Dear President Call:

On behalf of the members of the Equal Employment Practices Commission (EEPC or Commission), I want to inform you that the Commission has issued the attached Determination of Compliance to the Queensborough Community College. This Commission has determined that the Queensborough Community College has implemented the required corrective actions deemed necessary by this Commission for ensuring a fair and effective affirmative employment program of equal opportunity as required by the equal employment opportunity standards of this Commission and Chapters 35 and 36 of the New York City Charter.

On behalf of this Commission, I want to thank you and Chief Diversity Officer Josephine A. Pantaleo, for the cooperation extended to the EEPC during the compliance-monitoring period.

Sincerely,


Malini Cadambi Daniel
Commissioner

c: Josephine A. Pantaleo, Chief Diversity Officer
Marie E. Giraud, Esq. Agency Attorney / Director of Compliance

EEPC

EQUAL EMPLOYMENT PRACTICES COMMISSION

This

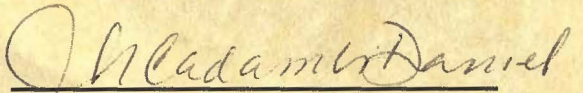
Determination of Compliance

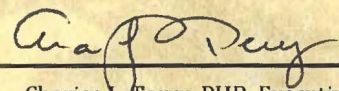
is issued to the

Queensborough Community College

for successfully implementing 4 of 4 required corrective actions pursuant to the Equal Employment Practices Commission's Employment Practice and Procedures Audit from July 1, 2012 to this date.

On this 3rd day of November in the year 2016,


Malini Cadambi Daniel, Commissioner


Charise L. Terry, PHR, Executive Director

In care of President Dr. Diane B. Call
and Josephine A. Pantaleo, Chief Diversity Officer