



# Affirmative Action Plan

Town of Coventry

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John A. Elsesser  
Town Manager, Affirmative Action Officer

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Julie A. Blanchard  
Town Council Chairperson

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Town Council  
January 2021

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Adopted: \_\_\_\_\_

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## **Town of Coventry Affirmation**

As Chairperson of the Coventry Town Council and Town Manager and we strongly affirm our personal commitment to aggressively administer the Town of Coventry's Affirmative Action Plan. Further, as the designated Town Affirmation Action Officer, the Town Manager has been bestowed by the Coventry Town Council with the authority necessary to ensure strict compliance with respect to all aspects of the plan, and we hereby resolve to carry out any and all equal opportunity employment and affirmative action programs adopted by the Town.

The Town of Coventry greatly appreciated the attainment of the goals set forth herein, as we strive toward the ideal of true equal opportunity employment.

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John A. Elsesser  
Town Manager/Affirmative Action Officer

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Julie A. Blanchard  
Town Council Chairperson

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Date

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Date

## **Town of Coventry Statement of Intent**

It is the intent of this document to outline the standards, responsibilities, procedures, policies, and goals of the Town of Coventry in its promotion of non-discrimination and affirmation action in the provision of employment, benefits, housing, business opportunities, public accommodations, and services for all present and future citizens and employees of the Town of Coventry regardless of race, color, religious creed, sex, national origin, ancestry, marital status or sexual preferences, gender identity, sexual orientation, income, age and physical or mental disability.

The following Affirmative Action Plan has been designed to clearly define the Town's policy and strategy toward improving past employment inequities, ensuring equal opportunity at present, and monitoring the progress in the achievement of future goals; allowing for alterations to the plan as necessary.

It is the policy, and will continue to be the strong commitment of the Town of Coventry and all contractors and subcontractors who do business with this Town; to provide equal opportunities in employment to all qualified persons solely on the basis of job-related skills, ability and merit. The Town of Coventry will continue to take affirmative action to ensure that the applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, gender identity, sexual orientation, gender expression, national origin, ancestry, mental disorder (present or past history thereof), age, physical disability (but not limited to blindness), marital status, mental retardation, genetic information, and criminal record. Such action includes, but is not limited to, employment, upgrading, demotion or transfer; recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training including apprenticeship. The Town of Coventry, its contractors and subcontractors, will continue to make good faith efforts to comply with all federal and state laws and policies which speak to equal employment opportunity.

The principles of affirmative action are addressed in the 5<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, and 15<sup>th</sup> Amendments of the United States Constitution, Civil Rights Act of 1866, 1870, 1871, Equal Pay Act of 1963, Title VI and VII of the 1964 United States Civil Rights Act, Presidential Executive Order 11246, amended by 11375, (Nondiscrimination under federal contracts), Act 1, Section 1 and 20 of the Connecticut Constitution, Governor Grasso's Executive Order Number 11, Governor O'Neill's Executive Order Number 9, the Connecticut Fair Employment Practices Law (Sec. 46a-60-69) of the Connecticut General Statutes, Connecticut Code of Fair Practices (46a-70-81), Deprivation of Civil Rights (46a-58(a)(d)), Public Accommodations Law (46a-63-64), Discrimination against Criminal Offenders (46a-80), definition of Blind (46a-51(1)), definition of Physically disabled (46a-51(15)), definition of Mentally Retarded (46a-51(13)), cooperation with the Commission on Human Rights and Opportunities (46a-77), Sexual Harassment (46a-60(a)-8), Connecticut Credit Discrimination Law (360436 through 439), Title 1 of the State and the Local Fiscal Assistance Act of 1972 and the Genetic Information Act of 2008.

This following Affirmative Action Policy Statement re-affirms the Town's commitment to the principles of Equal Employment Opportunity.

## **Town of Coventry**

# **Affirmative Action Policy Statement**

As Town Manager of the Town of Coventry, I recognize the need for Affirmative Action and I pledge my commitment to undertake positive actions to overcome the present effects of past practices or barriers to equal employment opportunity and to achieve the full and fair participation of minorities, women, people with disabilities, older persons, and all other protected groups found to be underutilized in the Town of Coventry's workforce or affected by policies having an adverse impact. In the spirit of Executive Order 11, signed by Governor Ella Grasso November 21, 1975, and Executive Order 9, signed by Governor William A. O'Neill on January 3, 1984, I further state that the Town of Coventry will comply with the anti-discrimination provisions of the State and Federal laws and regulations listed at the end of this section.

I recognize the hiring difficulties experienced by minorities, people with disabilities and by many older persons and, where appropriate. I have set goals to overcome the present effects of past discrimination, if any, to achieve the full and fair utilization of such persons in the workforce. I further pledge that the Town of Coventry will affirmatively provide services and programs in a fair and impartial manner.

Where adverse impact is identified, the Town of Coventry will: (1) review its personnel policies and procedures to ensure that barriers, which unnecessarily exclude protected classes and practices, which have an illegal discriminatory impact, are identified and eliminated; (2) explore alternative approaches to employ minorities and members of protected classes; (3) administer all terms, conditions, privileges and benefits of the employment process in an equitable manner; and (4) establish procedures for the extra effort that may be necessary to ensure that the recruitment and hiring of protected group members reflect their availability in the job market.

It is the policy of the Town of Coventry to provide equal employment opportunities without consideration of age, race, color, religion, sex, national origin, familial status, disability, sexual orientation, marital status, lawful source of income, or gender identity or expression, unless the provisions of Section 46-60(b), 46a-80(b) and 46a-81(b) of the Connecticut General Statutes are controlling or there is a bonafide occupational qualification excluding persons in one of the above protected groups. This policy applies to all aspects of the employer/employee relationship including, but not limited to recruitment, hiring, referrals, classifying, advertising, training, upgrading, promotion, benefits, compensation, discipline, layoff and terminations.

The Town of Coventry will implement, monitor and enforce this Affirmative Action Policy Statement in conjunction with the applicable federal and state laws, regulations and executive orders listed below: 13<sup>th</sup>, 14<sup>th</sup> and 15<sup>th</sup> Amendments of the United States Constitution, Civil Rights Act of 1866, 1870, 1871, Equal Pay Act of 1963, Title VI and VII of the 1964 United States Civil Rights Act, Presidential Executive Orders 11246, amended by 11375, (Nondiscrimination under federal contracts), Act 1 Section 1 and 20 of the Connecticut Constitution, Governor Grasso's Executive Order Number 11, Governor O'Neill's Executive Order Number 9, the Connecticut Fair Employment Practices Law (46a-60-69), Connecticut Code of Fair Practices (46a-70-81), Deprivation of Civil Rights (46a-58(a)(d)). Connecticut General Statutes, Connecticut Code of Fair Accommodations Law (46a-63-64), Connecticut

General Statutes 46a-64c as amended, definition of Blind (46a-51(1)), definition of Physically Disabled (46a-51 (15)), definition of Mentally Retarded (46a-51(13)), cooperation with the Commission of Human Rights and Opportunities (46a-77), Sexual Harassment (46-60(a)), Connecticut Credit Discrimination Law (360436 through 439), Title I of the State and Local Fiscal Assistance Act of 1972 and the Americans with Disabilities Act of 1992.

This policy statement will be given annually to all Town of Coventry employees and will also be posted throughout the Town of Coventry. I also expect each supplier, union, consultant and other entity(s) with which we do business to comply with all applicable State and Federal Equal Opportunity laws and regulations. The Town of Coventry will not knowingly do business with any entity debarred from participation in any federal or state program or found to be in violation of any state or federal ant discrimination law.

This Affirmative Action Policy Statement re-affirms my personal commitment to the principals of Equal Employment Opportunity and to achieving the successful implementation of our goals and objectives.

I have been assigned the responsibility as Affirmative Action/Equal Opportunity Officer to achieve the successful implementation of our goals and objectives; John A. Elsesser, Town Manager, 1712 Main Street, Coventry, CT 06238, 860-742-6324 or jelsesser@coventryct.org.

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John A. Elsesser  
Town Manager/Affirmative Action Officer

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Date

**THIS STATEMENT IS AVAILABLE IN LARGE PRINT OR AN ELECTRIC RECORDING FROM THE ADA-504 COORDINATOR BY CALLING 860-742-6324.**

## **Town of Coventry**

# **Responsibility for Implementation of Policy**

The Coventry Town Manager, as Council-appointed Affirmative Action Officer, shall assume the responsibility for the proper implementation of this Affirmative Action Plan. Thus, making certain that all Town employees adhere to the provisions set for herein.

The duties of the Town's Affirmative Action Officer shall include, but are not limited to the following:

1. The preparation of all government reports required by EEO law, including the filing of the EEO-4 form as required and the Affirmative Action Update.
2. The existence of a liaison between the Town and organizations representing the interests of all persons as well as the operation of an outreach program providing adequate distribution of information to protect all parties.
3. The periodic update of the Town's recruitment source list.
4. The standardization of job descriptions to facilitate internal transfers and/or promotions to eliminate salary discrepancies.
5. The administration of confidential exit interviews for those employees voluntarily leaving the Town's service in order to discover whether discrimination influenced the employee's decision to leave.
6. The periodic review of career ladders for potential restructuring.
7. The reception of any and all claims of discrimination and the rendering of assistance to the person(s) claiming discrimination with the processing of their claim with the appropriate State and Federal agencies.
8. The timely notification of Department Heads concerning available employee training opportunities.
9. The retaining of applications of unsuccessful person(s) for one year, and the notification of those applicants, if qualified, when vacancies occur.

Additionally, Department Heads share the responsibility of plan implementation, including but not limited to the following:

1. Conducting an informal affirmative action orientation for all employees under their supervision.
2. Conducting and discussing annual performance evaluations with all department employees (as permitted by labor contracts).
3. Assisting the Town Manager in the review and update of job description within the department before accounting any vacancy.
4. Notifying the Town Manager of any and all training received by department employees.

## Town of Coventry

# Dissemination of Policy

In addition to the frequent publication of the Town of Coventry's Affirmative Action Policy Statement, the Town has established a series of procedures by which an awareness and understanding of the Town's policy may be fostered in all applicants and employees of the Town of Coventry so that a truer realization of the goals of equal opportunity may be achieved.

Internally:

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the Town Council or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The Town's Affirmative Action Policy Statement shall be posted in the Town Hall and on the Town's website.
- Included in the Town's annual report shall be a summary of the plan's progress as reported by the Town Manager.
- The Town manager shall meet periodically with Department Heads to discuss the proper administration of Town's Affirmative Action Plan and review Equal Employment Opportunity compliance.

Externally:

- The Town's employment application shall state "We consider all applicants for all positions without regard to race, color, religion, sex, national origin, age, marital or veteran status, the presence of non-job related medical condition or handicaps, or any other legally protected status." The application shall be reviewed regularly to eliminate discriminatory questions.
- Advertisements for employment shall state that the Town is an "EEO Employer." Advertisements shall appear in minority, as well as newspapers, job posting websites, social media and town website. The Town of Coventry shall not indicate preferences which would limit or hinder the response of protected groups or use separate male and female columns in its advertising.
- All major bid contracts over \$500,000 must contain an EEO clause – the Town will not award a contract to any supplier who refuses to comply with this clause. Submission of the supplier's EEO plan, or signed affirmation of the non-discrimination, akin to the statement below, should satisfy this requirement.

**ADD TO CONTRAT SPECIFICATIONS IN ALL BID INVITATIONS:**

Supplier agrees to certify to compliance with all applicable equal employment opportunity state and federal laws and regulations on the letter of acceptance if awarded this contract.

**ADD TO ALL LETTERS ACCEPTING BID OFFERS:**

As part of the Affirmative Action Plan of the Town of Coventry, we require all suppliers who contract with the Town to certify their compliance with all applicable equal employment opportunity state and federal laws and regulations. Your signature on this letter indicates such certification.

# Town of Coventry

## Employment Procedures

### 1. Recruitment

It shall be the responsibility of the Town Manager, as the Town of Coventry's Council-appointed Affirmative Action Officer, to carry out recruitment efforts for position vacancies occurring within the Town's service. The Town Manager shall review and, if necessary and reasonable, modify the job description of a position vacancy prior to the announcement of such vacancy. The Town Manager shall also review the files of any and all female or minority candidates who have recently applied for positions with the Town, and inform any qualified candidate(s) of the job vacancy. Announcements regarding job vacancies shall also be posted in the Town Hall and on the Town's website.

Advertisements designed to attract qualified female and minority applicants shall be placed in selected employment posting areas, including but not limited to the Connecticut Conference of Municipalities and the Town's website. The Town shall make a concerted effort to reach women and minority applicants by distributing job announcements to the organizations specified on the Town's recruitment source listing (Appendix A-1) as well as to those sources enumerated on the Town's educational source listing (Appendix A-2). Both listings shall be subject to periodic review by the Town Manager as the Affirmative Action Officer. Additionally, the town's website will allow interested persons to sign up for push notifications of vacancies.

### 2. Selection

All selections shall be made pursuant to Federal Regulations, Connecticut General Statutes, the Coventry Town Charter, and, if applicable, Town Council action. Appointments shall be made on the basis of ability and fitness and, except for considerations regarding bona fide occupational qualifications, without any unlawful discrimination against any individual because of that individual's race, color, religious creed, age, sex, marital status, national origin, ancestry, or sexual preference, gender identity, genetic information, pregnancy, veteran status, political affiliation, or any other state or federal legally protected class. Additionally, the Town shall not discriminate against a qualified person with a disability and shall make reasonable accommodations to known physical or mental limitations of an otherwise qualified individual unless to do so would impose undue hardship on the Town's operations.

Factors used to evaluate candidates shall include, but shall not be limited to, the following: The candidate's personal history and background, including education and experience, references, personal interviews, as well as any other pertinent information, such as relevant service examination results, which would assist the Town in the evaluation of the applicant.

The Town Manager may recommend to the Town Council payment by the Town for certain relocation expenses in connection with the recruitment of personnel. Such expenses would

normally cover the costs of moving, should the new employee be required to move to Coventry.

- a. Applications: The Town of Coventry's employment application (Appendix E) has been devised to prevent the imposition of questions deemed discriminatory which may appear to impose artificial barriers to employment with the Town. Applications for employment shall be accepted at all times on the standard application form supplied by the Town. Applications shall be kept on file for a minimum of six months. References and other checks required by the application form shall be documented, made a part of the applicant's file, and also kept for a minimum of six months. All applicants for positions shall detail their personal histories and background, including their education, experience, and references on a resume and/or the Town's standard employment application. The Town of Coventry's employment application (Appendix E) has been devised to prevent the imposition of questions deemed discriminatory which may appear to impose artificial barriers to employment with the Town.
- b. Examination: Written, oral, or practical examinations directly relating to the skills required of the position to be filled may be used to assist in determining appointments to Town service.

In addition to, or in lieu of exams, selection is often based upon personal interviews. Questions asked during such interviews shall be job-related and intended to measure the skills and abilities of an applicant as they relate to the job for which they are applying. Questions which elicit information which are not job-related are therefore unnecessary, and may in fact be discriminatory. When an oral interview panel is used, the panel shall be briefed in accordance with established guidelines (Appendix E). The Affirmative Action Officer shall furnish each interviewer with a list of prohibited questions and areas (Appendix F) to ensure a fair interviewing procedure ensues. The Affirmative Action Officer shall monitor all employment interviews.

The hiring check-list (Appendix D) has been developed to ensure uniform adherence to the Town's affirmative Action policies as they apply to the recruitment and selection of Town employees/ The hiring check-list is to be completed by the person in charge of hiring each time a vacancy is filled in order that:

- The appropriate recording data is collected regarding: recruitment sources, examinations administered, adherence to interview procedures, and current applicant pool composition.
  - Certification is provided that: the level of the vacant position is realistic, the vacancy is posted in-house, the job description is periodically reviewed and revised, and no prohibited questions are asked during an interview (Appendix G).
- c. Physical Examinations: A pre-employment medical examination may be required only after an offer of employment has been made; the offer may be conditional on passing the exam if:

- (1) the appointing authority requires all persons offered employment in the same specific job to take an exam,
- (2) the results are confidential, and
- (3) the exam is job-related.

The Town has also made an effort to ensure that any tests which it uses in the determination of fitness for employment are non-discriminatory.

Information obtained must be kept confidential and in a separate medical file. The appointing authority may not ask whether the applicant has a disability or the extent of a disability.

### **3. Hiring**

Upon the completion of the selection phase of employment, qualified applicants may be hired, and the Affirmative Action Officer shall include appropriate information about the successful candidate on the employment check-list (Appendix H). The Town's employment check-list shall be placed in each employee's personnel file, and shall serve as a timetable of all personnel actions relevant throughout the employee's service with the Town. All employees shall receive the Town's Affirmative Action Plan, as well as its Personnel Policies and Procedures Manual, which detail the various benefits and privileges of their employment with the Town of Coventry.

### **4. Counseling**

The counseling of any Town employee, with regard to job performance, shall be done in confidence with their supervisor or department head. All counseling is designed to aid the employee in building the type of career they wish by pinpointing the employee's professional efforts to date.

### **5. Evaluation**

All town employees shall be evaluated by their supervisors regularly, on a continuing basis, concerning their job performance. For newly appointed employees, such evaluations shall occur during the term of, as well as immediately following the term of, his/her/their probationary period. Evaluations shall be based solely on job performance, providing recognition of the employee's efforts as well as constructive criticism beneficial to the employee's future performance. Evaluations shall be conducted in accordance with all collective bargaining agreements recognized by the Town.

### **6. Training**

The informal training of all newly appointed employees shall be given by the appropriate supervisor in each department. Police Department personnel shall receive on-the-job training as well as formal training at the State Police Academy. Personnel are encouraged to participate in any specialized training courses which will aid them in their present assignments, or help them prepare for promotional opportunities. On a case-by-case basis the Town may assist in providing tuition assistance for approved training courses, within budgeting limits.

## **Town of Coventry**

# **Municipal Grievance Procedure**

In accordance with established policies and applicable collective bargaining agreement, any Coventry town employee who wishes to file a complaint alleging discrimination or any grievance concerning a condition of employment may seek relief at any time by following the procedure outlined in the Town's Personnel Policy and Procedure's Manual. (See Appendix B)

The Town of Coventry shall not discharge, discipline, or otherwise penalize any employee because the employee registers a grievance, appeals an employment decision, or participates in any way in the grievance and appeal procedure provided they do so in the manner prescribed by the Town's Personnel Policies and Procedures Manual.

## **Town of Coventry**

# **Internal Auditing Procedure and Disclosure**

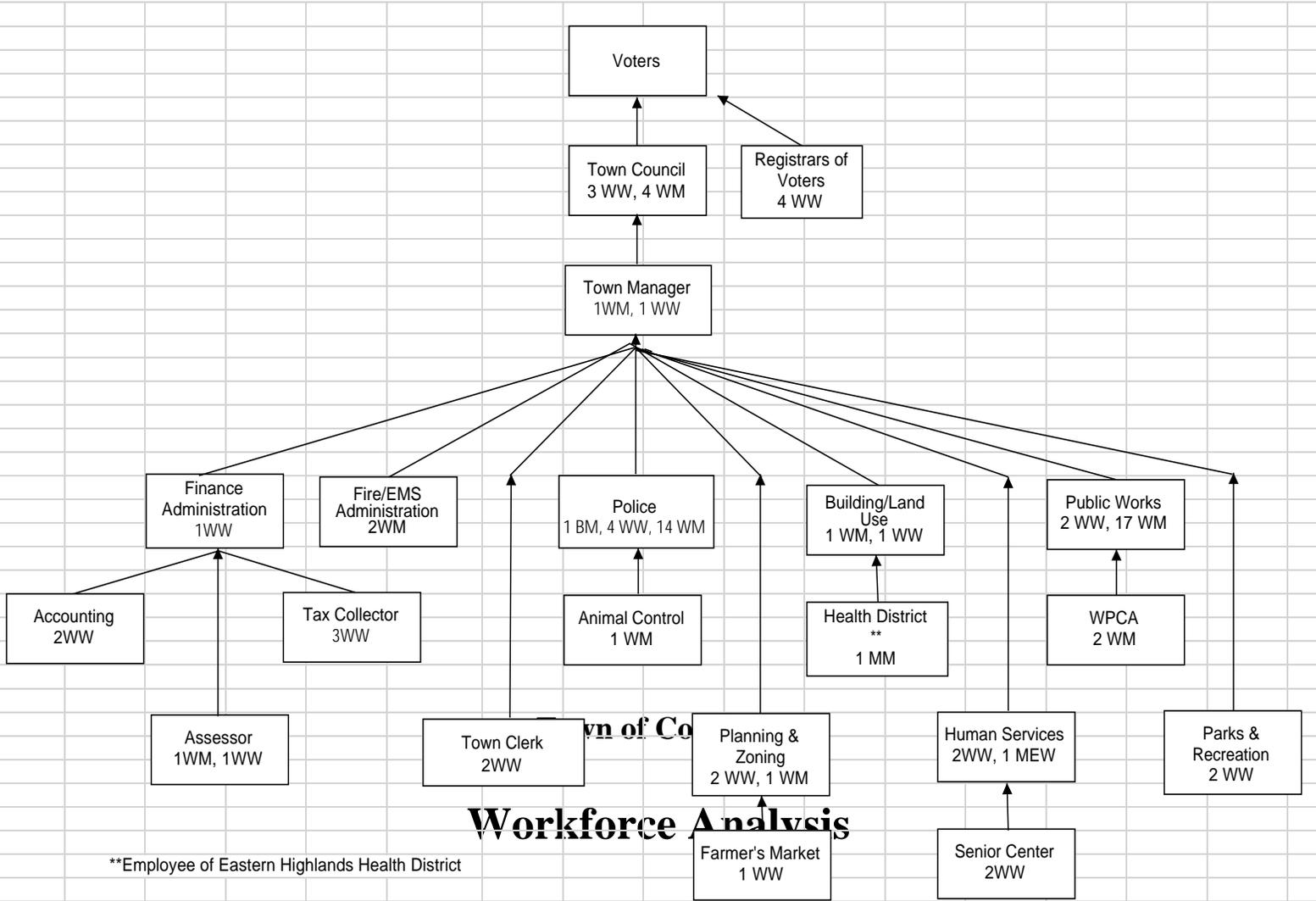
Internal auditing and reporting procedures exist to provide valuable insight into the causes of past affirmative action decisions while outlining actions to be taken to modify those decisions in the design of future affirmative action resolutions.

Various minority and women's organizations, such as those listed on the recruitment source list (Appendix A-1), shall be informed of any and all Coventry Town service position vacancies. A hiring check-list shall be maintain by the Town's Affirmative Action Officer to verify all phases of the recruitment and selection process.

Coventry's Equal Opportunity Questionnaire shall be used by the Town's Affirmative Action Officer to record and analyze the composition of Candidates applying for positions in the Town's service. The information contained within the EEO questionnaire is to be used strictly for statistical purposes and is not to be considered relevant to the hiring process.

The Town's Affirmative Action Officer shall conduct confidential exit interviews with all employees voluntarily leaving the Town's service in order to discover whether discrimination influenced the employee's decision to resign from their position.

# Town of Coventry Organizational Analysis



A Workforce Analysis is a process through which the town reviews staffing data and trends to determine the current and future hiring needs, allowing for preparation of a better succession plan.

This Workforce Analysis consists of all active, budgeted employees and positions. It excludes positions requiring vacancies or temporary employees.

Department	Town Manager									Department Total Employees
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	2

Department	Coventry Farmers' Market								Department Total Employees	1
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	1	-	-	-	-	-	-	-	1	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	

Female	1	-	-	-	-	-	-	-	1
Pct.	50	-	-	-	-	-	-	-	50
Male	1	-	-	-	-	-	-	-	1
Pct.	50	-	-	-	-	-	-	-	50

Department	Finance Administration								Department Total Employees	1
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	1	-	-	-	-	-	-	-	1	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	

Department	Assessor								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	1	-	-	-	-	-	-	-	1	
Pct.	50	-	-	-	-	-	-	-	50	
Male	1	-	-	-	-	-	-	-	1	
Pct.	50	-	-	-	-	-	-	-	50	

Department	Building/Land Use								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	1	-	-	-	-	-	-	-	1	
Pct.	50	-	-	-	-	-	-	-	50	
Male	1	-	-	-	-	-	-	-	1	
Pct.	50	-	-	-	-	-	-	-	50	

Department	Fire & EMS Administration								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	
Male	2	-	-	-	-	-	-	-	2	

Pct.	100	-	-	-	-	-	-	-	100
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Department		Parks & Recreation							Department Total Employees	
		White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total
Female		2	-	-	-	-	-	-	-	2
	Pct.	100	-	-	-	-	-	-	-	100
Male		-	-	-	-	-	-	-	-	0
	Pct.	-	-	-	-	-	-	-	-	0

Department		Police							Department Total Employees	
		White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total
Female		4	-	-	-	-	-	-	-	4
	Pct.	21.05	-	-	-	-	-	-	-	21.05
Male		14	1	-	-	-	-	-	-	15
	Pct.	73.69	5.26	-	-	-	-	-	-	78.95
Female		2	-	-	-	-	-	1	-	3
	Pct.	66.67	-	-	-	-	-	33.33	-	100
Male		-	-	-	-	-	-	-	-	0
	Pct.	-	-	-	-	-	-	-	-	0

Department		Planning & Zoning							Department Total Employees	
		White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total
Female		2	-	-	-	-	-	-	-	2
	Pct.	66.67	-	-	-	-	-	-	-	66.67
Male		1	-	-	-	-	-	-	-	1
	Pct.	33.33	-	-	-	-	-	-	-	33.33

Department	Public Works	Department Total Employees
		19

	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total
Female	2	-	-	-	-	-	-	-	2
Pct.	10.53	-	-	-	-	-	-	-	10.53
Male	17	-	-	-	-	-	-	-	17
Pct.	89.47	-	-	-	-	-	-	-	89.47

Department	Tax Collector								Department Total Employees	3
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	3	-	-	-	-	-	-	-	3	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	

Department	Senior Center								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	2	-	-	-	-	-	-	-	2	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	-	
Pct.	-	-	-	-	-	-	-	-	-	

Department	Health **Employee of Eastern Highlands Health District								Department Total Employees	1
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	
Male	1	-	-	-	-	-	-	-	1	
Pct.	100	-	-	-	-	-	-	-	100	

Department	Animal Control								Department Total Employees	1
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	
Male	1	-	-	-	-	-	-	-	1	

Pct.	100	-	-	-	-	-	-	-	100
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Department	Town Clerk								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	2	-	-	-	-	-	-	-	2	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	

Department	Water Pollution Control Authority								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	-	-	-	-	-	-	-	-	0	
Pct.	-	-	-	-	-	-	-	-	0	
Male	2	-	-	-	-	-	-	-	2	
Pct.	100	-	-	-	-	-	-	-	100	

Department	Accounting								Department Total Employees	2
	White	Black	Hispanic	Asian	Amer. Indian	Pac. Islander	Middle Eastern	Two or More	Total	
Female	2	-	-	-	-	-	-	-	2	
Pct.	100	-	-	-	-	-	-	-	100	
Male	-	-	-	-	-	-	-	-	-	
Pct.	-	-	-	-	-	-	-	-	-	

## Town of Coventry Job Group Analysis

Job Titles	Job Group Name	EEO-1 Category
Town Manager Chief of Police Finance Director/Treasurer Director of Public Works Director of Planning & Development	1	Officials & Managers

Director of Recreation Director of Human Services Emergency Management Director		
Assessor Assistant Assessor Town Accountant Superintendent of Operations (Public Works) Collector Assistant Collector Town Clerk Assistant Town Clerk Cemetery Sexton	2	Professionals
Building Official Land Use Permit Technician Town Engineer Wetlands Agent Zoning Enforcement Officer WPCA Technician	3	Technicians
Police Officer Dispatcher Detective Sergeants Animal Control Officer Fire Marshal	4	Protective Services
Administrative Assistant Executive Assistant Secretary Assistant to the Accountant Recreation Supervisor Revenue Collection Clerk Administration / COVRRRA	5	Administrative Support
Market Master Youth Services Coordinator Senior Center Transportation Coordinator Senior Center Coordinator	6	Skilled Craft
Public Works Workers Sanitarian	7	Service Maintenance

## Town of Coventry Utilization Analysis

Utilization Analysis: Placement of Incumbents in Job Groups					
	Total # of Incumbents	# of Females	Female Incumbency %	# of Minorities	Minority Incumbency %
1	8	3	37.5	0	0.0

2	9	8	88.89	0	0.0
3	6	0	0.0	0	0.0
4	18	4	22.22	1	5.6
5	8	7	87.5	0	0.0
6	4	4	100	1	25.0
7	16	2	12.5	0	0.0

<b>Utilization Analysis: Determining Availability</b>						
Group	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 1</b>						
External: % of minorities or women with requisite in a reasonable recruitment area.	4.5	38.7	20	0.9	7.7	2000 United States Census Data, Tolland County statistical area
Internal: % of minorities or women promotable, transferable and trainable within the organization.	0.0	88.89	80	0.0	71.1	Feeder Group – Professionals Group based on gained skills
Totals			100%	0.9%	78.8%	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 2</b>						
External: % of minorities or women with requisite in a reasonable recruitment area	9.5	52.9	50	4.8	26.5	2000 United States Census, Tolland County statistical area
Internal: % of minorities or women promotable, transferable and trainable within the organization.	0.0	87.5	50	0.0	43.8	Feeder Group – Administrative Support Group based on gained skills.
Totals			100%	4.8%	70.3	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 3</b>						
External: % of minorities or women with requisite in a reasonable recruitment area	7.2	54.3	90	6.48	48.9	2000 United States Census, Tolland County statistical area

Internal: % of minorities or women promotable, transferable and trainable within the organization.	0.0	10.5	10	0.0	1.1	Feeder Group – Service Maintenance Group based on gained skills/
<b>Totals</b>			100%	6.48	50.0%	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 4</b>						
External: % of minorities or women with requisite in a reasonable recruitment area	7.6	3.3	90	6.8	3.0	2000 United States Census, Tolland County statistical area
Internal: % of minorities or women promotable, transferable and trainable within the organization.	4.5	21.05	10	0.5	2.1	Feeder Group – within its own group
<b>Totals</b>			100%	7.3	5.1	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 5</b>						
External: % of minorities or women with requisite in a reasonable recruitment area	7.3	69.3	100	7.3	69.3	2000 United States Census, Tolland County statistical area
Internal: % of minorities or women promotable, transferable and trainable within the organization.	0.0	0.0	0.0	0.0	0.0	Feeder Group – None
<b>Totals</b>			100%	7.3	69.3	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
<b>Group 6</b>						
External: % of minorities or women with requisite in a reasonable recruitment area	3.9	5.2	90	3.51	4.7	2000 United States Census, Tolland County statistical area
Internal: % of minorities or	25.0	87.5	10	2.5	8.8	Feeder Group –

women promotable, transferable and trainable within the organization.						Administrative Support Group based on gained skills.
Totals			100%	6.01%	13.5%	

Group 7	Raw Availability		Value Weight	Weighted Value		Source of Statistics
	Minority	Female		Minority	Female	
External: % of minorities or women with requisite in a reasonable recruitment area	7.7	44.3	100	7.7	44.3	2000 United States Census, Tolland County statistical area
Internal: % of minorities or women promotable, transferable and trainable within the organization.	0.0	0.0	0.0	0.0	0.0	Feeder Group - None
Totals			100	7.7	44.3	

**Town of Coventry  
Plan Goals and Objectives**

**Affirmative Action Plan Objectives**

- To increase, through targeted recruitment, the utilization of minorities and women in job classifications and EEO job categories where there is a lingering effect of past discrimination.
- To correct, as necessary, employment practices that hamper equal employment opportunity by analyzing specific practices and implementing corrective actions.
- To strengthen accountability and evaluation by assigning major responsibility to department heads and their designees
- To promote support for equal employment opportunity and workforce diversity by providing training regarding these topics and fair employment practices to employees, supervisors, managers and executives.

## **Hiring Goals**

### Women:

As of January 1, 2021, the Town of Coventry employs 28 women of the 69 total number of employees. While there has been a steady increase of women hired by the town, there is an underutilization of women in certain job categories/departments. As of today, there is 1 women working as a public works worker out of the 15 total employed. It is the goal of this town to hire at least 4 women within the next 3 years, as a vacancy becomes available.

It terms of the job category, there are 0 women represented in the category of “Technicians”. Job titles that are found under the category of “Technicians” can be found within the Job Group Analysis of this Affirmative Action Plan. It is the goal of this town to hire at least 2 women of the 6 employed under the category of “Technicians” within the next 3 years, as a vacancy becomes available.

### Minorities:

In the Town of Coventry, of the 69 people employed, only 2 people represent the minority community. Hiring minority individuals is a town priority and the goal will be to continue to recruit individuals from the minority population in an effort to ensure proper representation.

Additionally, the town will work hard to implement a vigorous pre-hire/pre-offer review process that will benefit all persons. The following displays the goals of each job category in an effort to increase minority population within town employment. The efforts to reach the following goals will be met within the next 3 years, as a vacancy becomes available.

<b>Job Group</b>	<b># of Incumbents</b>	<b># of Minorities</b>	<b>Goal (hired)</b>
1 – Officials & Managers	8	0	3
2 - Professionals	9	0	3
3 - Technicians	6	0	2
4 – Protective Services	18	1	6
5 – Administrative Support	8	0	3
6 – Skilled Craft	4	1	1
7 – Service Maintenance	16	0	5

There are barriers the town will have to overcome to reach these goals. According to Connecticut Data Collaborative, there are 151,591 people living in Tolland County. Of that number of people, there are 129,519 White Non-Hispanic residents and 22,072 representing the minority population. In an effort to reach the previously stated goals of minority employment, the town will have to utilize the Community Organizations Recruitment Sources (Appendix A-2) which identify a variety of groups such as Urban League of Greater Hartford, NAACP Willimantic, and San Juan Center, Inc. who will assist in the recruitment process.

Another barrier that the town might face is the various cognitive biases individuals in the town may have about others similar to or different from them. This is essentially a tendency to stereotype, which significantly narrows the worldview of the individuals within the organization. This reduces all the potential benefits of diversity and empowers groupthink. The Town of Coventry’s Affirmative Action Plan illustrates ways to eliminate/overcome the negative outcomes of implicit bias.

## **Town of Coventry Plan Enhancement Innovations**

In an effort to augment the development of its Affirmative Action Plan, the Town of Coventry participates in an educational internship program. The Town frequently offers program

apprenticeships through the offices of the Town Manager and Town Planner which provide students with direct exposure to the procedures of municipal government. Candidates for the educational internships are subject to established Town of Coventry recruitment and selection procedures as are all Town Employees.

**Town of Coventry  
Policies**

**Americans with Disabilities Policy Statement**

The Town of Coventry is committed to complying with applicable provisions of the Americans with Disabilities Act (ADA), as well as with applicable state law that requires the Town to make reasonable accommodations in its workplace for qualified individuals with disabilities. If you believe you are a qualified individual with a disability, as defined in the ADA, and you believe you need an accommodation to perform the **essential** functions of your assigned job, please contact the Human Resources Department.

The Town treats all medical information and records concerning disabilities as strictly confidential.

### **Anti-Harassment and Anti-Discrimination Policy**

It is illegal under state and federal law for any employee, of any gender, race, or other characteristics, to engage in illegal harassment of another employee or group of employees based on race, color, religion, age, sex (including pregnancy), sexual orientation, gender identity or expression, ancestry or national origin, physical or mental disability, veteran status or genetic information.

The Town of Coventry does not tolerate harassment and is committed to a workplace free of illegal harassment. In addition, the Town of Coventry expects and requires all employees to treat each other with respect and professionalism. The town is committed to preventing harassment and to quickly identifying and remedying harassment if and when it occurs.

Employees at every level of the Town of Coventry have a stake in preventing harassment. In addition to being against the law and the town's policy, harassment has a negative effect on productivity, job satisfaction, team work, and an employee's sense of physical and emotional well-being at work. Its impact on those who experience it can be severe. It is in every employee's interest to avoid engaging in harassment and to refuse to tolerate or condone it.

#### Sexual Harassment:

Illegal sexual harassment is a form of sex discrimination. Illegal sexual harassment means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to that conduct is made either explicitly or implicitly a term or condition of employment; (2) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting that individual; or (3) the conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may include conduct toward an employee of the Town of Coventry from a third party with whom the employee has to deal as part of their job, such as a client, vendor, or employee of another business. Just as an employee should not have to be exposed to, tolerate, or condone sexual harassment from a co-worker, third party harassment is illegal and unacceptable and is subject to this policy.

Some examples of sexual harassment include but are not limited to:

- Explicitly or implicitly conditioning any term of employment (e.g., continued employment, wages, evaluation, advancement, assigned duties) on the provision of sexual favors;
- Touching or grabbing a sexual part of an employee's body;
- Touching or grabbing any part of an employee's body after that person has indicated, or it is known or should be known, that such physical contact was unwelcome;
- Continuing to ask an employee to socialize on or off-duty when that person has indicated they are not interested;
- Displaying or transmitting sexually suggestive images, objects, graphics, videos or content;
- Texting, emailing, writing or otherwise sending sexually suggestive communications;
- Referring to or calling a person or persons a sexualized name;
- Regularly telling sexual jokes or using sexually vulgar or explicit language;
- Gestures, body language or other non-verbal conduct that is sexually suggestive and offensive;
- Derogatory or provoking remarks relating to an employee's sex, gender, or sexual orientation;
- Off-duty conduct that falls within the definition of illegal harassment and affects the work environment; and
- Retaliation of any kind against someone who has filed or supported a complaint of sexual harassment, including pressuring the person to drop or not support the complaint, adversely altering that person's duties or work environment, etc.

#### Other Harassment:

Just as sexual harassment is illegal, so is harassment based on other protected categories where the harassment or the conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. Any behavior that ridicules, denigrates, insults, belittles, or shows hostility, aversion or disrespect towards members of any of the protected categories is inappropriate. Harassment based on other protected categories by third parties is also unacceptable and should be reported.

Some examples of harassment include:

- Displaying or transmitting images, objects, graphics, videos or content that a reasonable person would find offensive, and that relates to any of the protected category characteristics;
- Texting, emailing, writing or otherwise sending communications that a reasonable person would find offensive and relates to any of the protected category characteristics;

- Referring to or calling a person or persons a derogatory or offensive name based on protected category characteristics;
- Regularly telling jokes that a reasonable person would find offensive or engaging in conduct that is not appropriate for the workplace, and that relates to any of the protected category characteristics;
- Gestures, body language and/or other non-verbal conduct that a reasonable person would find offensive and that relates to any of the protected category characteristics;
- Derogatory or provoking remarks that relate to the protected category characteristics;
- Off-duty conduct, statements, or behavior that falls within the definition of illegal harassment and affects the work environment;
- Off-duty conduct, statements, or behavior that a reasonable person would find offensive, that relates to a protected category characteristic, and that would impact the employee's ability to do his or her job effectively; and
- Retaliation of any kind against someone who has filed or supported a complaint of harassment, including pressuring the person to drop or not support the complaint, adversely altering that person's duties or work environment, etc.

#### Reporting:

Any incident of harassment is grounds for disciplinary action. Any employee who believes they have been the victim of such behavior should register a complaint through the Town's grievance and appeals procedure as outlined in the Personnel Rules and union contracts. Employees also have the right to file a complaint with the Town of Coventry's Human Rights Commission as established by Town Ordinance #146. Additionally, employees have the right to file a formal complaint with the Connecticut Commission for Human Rights and Opportunities within 180 days of the alleged incident. If a step in the grievance procedure involves an employee involved in the alleged incident, that step may be bypassed to the next higher step at the grievant's discretion.

#### Policy Violations:

Any employee, supervisor, or manager who is found by the Town of Coventry to have harassed another employee will be subject to sanctions appropriate to the circumstances. The Town of Coventry will take appropriate and prompt action to prevent/stop illegal harassment from any third party who has been found to have harassed a Town of Coventry employee.

### **Drug Free Workplace**

The Town of Coventry has a significant interest in the health and safety of its employees and the citizens of the town. Additionally, as a condition of receiving federal funds, the Town of Coventry has established and will enforce this policy of maintaining a drug free workplace.

All employees must be free from the effects of illegal drugs and alcohol during scheduled working hours as a condition of employment. Drinking alcohol or using a controlled substance while on duty, on town property, in town vehicles, during breaks or at lunch, working or reporting for work when impaired by or under the influence of alcohol, or when drugs and/or drug metabolites are present in the employee's system, is strictly prohibited and grounds for disciplinary action up to and including immediate discharge. In addition, employees are subject to disciplinary action up to and including immediate discharge for the unlawful manufacture, distribution, dispensation, possession, concealment or sale of alcohol or drugs while on duty, on town property, in town vehicles, during breaks or at lunch.

A controlled substance in Schedules I through V of Section 202 of the Controlled Substance Act (21 U.S.C. § 812), and as further defined by regulation at 21 CFR 1300.11 through 1300.15.

A finding of guilt, including a plea of nolo contendere, or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the federal or state criminal drug statutes. The town shall, within 30 days of receiving notice that an employee has been convicted of a violation of a criminal drug statute occurring in the workplace, take on of the actions of:

1. Personnel actions as allowed under any applicable collective bargaining agreements or personnel policies of the Town of Coventry up to and including termination.
2. Requiring such employee to participate satisfactorily in a drug-abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency

Employees seeking information about the dangers of drug abuse in the workplace and/or the availability of drug counseling, rehabilitation and employee assistance programs are directed to contact the Town of Coventry's Affirmative Action Officer.

### **Communicable and Chronic Infectious Disease**

The Town will comply with all State and federal law, Connecticut Department of Public Health rules and special advisories, and local policies for managing known or suspected cases of a communicable and chronic infectious disease involving employees.

An employee with a communicable or chronic infectious disease will be permitted to retain his/her/their position whenever, after reasonable accommodations and without undue hardship, there is no substantial risk of transmission of the disease to others; provided an employee is able to continue to perform the position's essential functions. An employee with a communicable and chronic infectious disease remains subject to the Town's employment policies including sick and/or other leave, physical examinations, temporary and permanent disability, and termination.

### **Zero Tolerance Workplace Violence Policy**

The Town of Coventry does not tolerate any type of workplace violence committed by or against employees. Each employee, and everyone with whom we come into contact in our work deserves to be treated with courtesy and respect. We will work to provide a safe workplace for employees and for visitors in the workplace.

The Town will not tolerate acts of violence committed, by, or against town employees, or members of the public, while on Town of Coventry Property, or while performing Town of Coventry business at other locations.

The word violence in this policy shall mean an act or behavior that:

- is physically assaultive;
- a reasonable person would perceive as obsessively directed (e.g. intensely focused on a grudge, grievance, or romantic interest in another person, and reasonably likely to result in harm or threats of harm to persons or property);
- consists of communicated or reasonably perceived threat to harm another in any way endanger the safety of an individual;
- would be interpreted by a reasonable person as being capable of physically and/or psychologically harming an individual;
- is a behavior, or action, that a reasonable person would perceive as menacing;
- Committing acts motivated by, or related to, sexual harassment, discrimination of any kind (racial, ethnic, religion, sexual orientation, gender identity, etc.) or domestic violence);
- involves carry or displaying weapons, destroying property, or throwing objects in a manner reasonably perceived to be threatening: or,
- consists of communicated or reasonably perceived threat to destroy property or threat to use weapons of mass destruction.

Violent actions on town property or facilities, or while on town business, will not be tolerated or ignored. Any unlawful violent actions committed by employees, members of the employee's family, or members of the public while on town property, or while using town facilities, will be prosecuted as appropriate. The town intends to use reasonable legal, managerial, administrative, and disciplinary procedures to secure the workplace from violence and to protect employees and members of the public.

Any potentially dangerous situations must be immediately reported accordingly. Any sort of workplace violence will result in a severe disciplinary action and/or termination of employment.

## **Workplace Bullying**

The Town of Coventry is committed to providing all employees with a safe work environment. Bullying of any kind is unacceptable behavior because it breaches equality and fairness, and it frequently represents an abuse of power or authority. The purpose of this policy is to communicate to all individuals that the town will not tolerate bullying behavior.

Bullying is unreasonable behavior by an individual (or a group) that demeans, intimidates, degrades or humiliates an individual or a group of individuals. Bullying is usually repeated behavior or actions creating an on-going pattern, but it can also occur as a single incident.

Some examples of bullying behavior include, but are not limited to:

- spreading malicious rumors, gossip and innuendo;
- shouting, raising voice at individual in public and/or in private place;
- insults, teasing, practical jokes;
- copying memos that are critical about someone to others who do not need to know;
- picking on AN individual or setting AN individual up for fail;
- overbearing supervision or other misuse of power or position;
- making threats or comments about job security without foundation’
- deliberately undermining a competent worker with excessive demands and unreasonable criticism;
- intentionally blocking promotion or training opportunities;
- trivializing work and achievements;
- deliberate exclusion;
- criticizing the public; and
- belittling or disregarding of opinions or suggestions.

If any individual believes he/she/they have been subject to bullying, the individual should initiate the process of grievance and appeals procedure (See Appendix B)

## **Confidentiality Policy**

### **General:**

During the course of employment with the Town of Coventry, any employee may become aware of information that is confidential. This may include but is not limited to: personal information about other employees; wage and salary levels; information regarding Town business or transactions with any person or firm; Town budgetary, legal or financial information; disciplinary or legal actions past or in progress; or any other information which is deemed confidential by Town Council or the Town Manager. This policy will outline the confidentiality duties and responsibilities of all persons employed with the Town of Coventry.

### **Purpose:**

The purpose of providing a Confidentiality Policy is to emphasize the importance of keeping confidential any such information, which comes into your possession. Failure to keep such information confidential may result in serious repercussions both for the individual revealing such information without proper authority, and for the Town of Coventry.

### **Persons Affected:**

Every employee hired by the Town of Coventry is bound by this policy. The purpose of this policy is to emphasize the importance of keeping confidential any such information, which

comes in your possession. Failure to keep such information confidential may result in serious repercussions both for the individual revealing such information without proper authority, and for the Town of Coventry.

**Approved Disclosure:**

Only the Town Manager or designee and/or Town Council Chairperson of the Town of Coventry may disclose or approve the disclosure of confidential information in compliance with the legal requirements. All employees are prohibited from disclosing any confidential information without express permission from the aforementioned persons, except that information disclosed in accordance with the law.

**Prohibitions:**

Any employee who discloses confidential information without the express authority of the Town Manager and/or Town Council Chairperson will be disciplined. Discipline may wide range and can reach as far as immediate dismissal. Compliance with this policy is a condition of employment with the Town of Coventry.

**Penalty:**

Any employee who discloses confidential information without the express authority of the Town Manager or Town Council will be disciplined. Discipline may range from written warning up to and including immediate dismissal. Compliance with this policy is a condition of employment with the Town of Coventry.

## **Ethics Policy**

The Town of Coventry’s public office and employees are held through public trust, and are to protect, advance and promote the public’s needs. Any actions made by civil servants through official conduct for personal gain is a violation of the public’s trust. Therefore, it is hereby declared to be the policy of the town that all public officials and employees must avoid conflicts between their private interests and those of the general public whom they serve. To enhance and retain the faith of the people in the integrity and impartiality of all public officials and employees of the town, rules must be provided for separating their roles as private citizens from their roles as public servants. The Town of Coventry ethics should be reviewed regularly and referenced upon questions to limit liability and maintain integrity. Each individual official, employee, or advisor of government must continually work to earn and honor the public’s trust by acting with integrity in all official duties and action.

Definitions:

- **Town:** refers to the Town of Coventry.
- **Town Employee:** An employee of the Town of Coventry, whether part-time or full-time that is hired to provide services on a continuing basis. Elected officials, members of the boards and commissions, the town attorney, volunteers, individuals appointed to service

without pay, and consultants and counselors providing temporary professional services are no considered to be town employees.

- **Town Officer/Official:** An elected or appointed, non-employee member of the governmental body of Coventry, town board or commission.
- **Civil/Public Servant:** An administrative employee of a government department.
- **Compensation:** Any money, thing of value or other compensatory or pecuniary benefit received or to be received in return for services rendered or to be rendered.
- **Council:** the Town Council of the Town of Coventry.
- **Decision Making:** Exercising public power to adopt ordinances, regulations or standards, render decisions, establish policy, or render a governmental decision.
- **Elected Official:** Town Council Member or Registrar of Voters chosen by eligible voters of the town.
- **Gift:** Monetary, item or favor given without recompense.
- **Governmental Body:** The authority, department, commission, committee, council, board, division of office, legislative body, or appointed officer of the town.
- **Official:** The term “official” when used throughout this ordinance shall mean with respect to the government of the Town of Coventry, Connecticut, any holder of public office, elected or appointed, paid or unpaid, and any member of any board, commission, or committee. It shall not mean an employee of the Town who is covered by other policies.
- **Official Conduct:** Action or inaction by an officer or employee acting on behalf of the town.
- **Official Duty / Official Action:** A decision, action, recommendation, approval, disapproval or other action or failure to action which involves the use of power, trust, decision making, or authority or with moral turpitude.
- **Potential Conflict of Interest:** A situation whereby the interest of the town and the interest of another party will, may, or might become in conflict in the ordinary course of events.
- **Relative:** A person who is related to an official or employee as spouse, or any of the following whether by blood, adoption, or marriage: parent, child, sibling, aunt or uncle, niece or nephew, grandparent, grandchild.
- **Solicit:** To ask, seek, or entice another to do something.

Purpose:

It is the intent of this policy that public officials and employees, whether or not specifically prohibited by this policy, shall avoid any action which might results in or create the appearance of:

1. Using public employment or office for his/her/their private gain;
2. Giving or accepting preferential treatment to or from any person;
3. Impeding town efficiency or economy;
4. Losing independence or impartiality of action;
5. Making a town decision outside official channels; or
6. Affecting adversely the confidence of the public or integrity of the town government.

This policy is intended to be preventative and punitive. It should not be construed to impede or abrogate in any way with the provisions of any Connecticut Statutes, the Town Charter, the Code of Ordinances, rules or regulations, or any collectively bargained agreement. Additionally, it is not intended to prevent any town official or employee from exercising their discretion in legitimate policy decisions, or from receiving compensation for work performed on their own time as a private citizen not involving the town or its business.

Standards of Conduct:

a. **Outside Town Business:**

No public official shall engage in or participate in any business or transaction, including outside employment with a private business, or have an interest, direct or indirect, which is incompatible with the proper discharge of their official responsibilities in the public interest or which would tend to impair their independent judgement or action in the performance of his official responsibilities.

b. **Gifts, Compensation or Economic Interest:**

No Town elected official or employee shall solicit, accept or receive, directly, or indirectly, any gift, compensation or anything of an economic interest (whether in the form of money, service, loan, travel, entertainment, hospitality, thing or promise, or any other form), under any circumstance in which it can be reasonably considered that any of the foregoing is intended to influence his or her or their performance of their official duties or is intended to be a reward for any official action. Any expenditure on individual Council members or Council as a whole shall be included in the annual budget.

c. **Preferential Treatment:**

No public or elected town official or employee shall use, or attempt to use, their position to unreasonably secure, request or grant, any privileges, exemptions, advantages, contracts, or preferential treatment for themselves, a relative or any other person.

d. **Full Disclosure:**

No town public or elected official or employee shall participate, as an agent or representative of the town, in approving, disapproving, voting, abstaining from voting, recommending or otherwise acting upon any matter in which he/she/they or a relative has a direct or indirect economic interest without disclosing the full nature and extent of the interest. Such a disclosure must be made before the time to perform their duty or concurrently with that performance. If the town elected or public official or employee is a member of a decision-making or advising body, they must make disclosure to other members of the body on the official record. Otherwise, a disclosure will be appropriately addressed by an appointed official or employee to the Town Manager or by an elected official to the general public; in the case of the Town Manager and the Town Attorney, they shall make such a disclosure to the Town Council Chairperson.

No town public or elected official or employee or relative shall engage in any business transaction whereby the official or employee or relative may benefit financially from confidential information which the official or employee has obtained or may obtain by reason of that position or authority.

e. **Doing Business with the Town:**

No elected or public official, employee or relative shall engage in any business with the City, directly or indirectly, without filing a complete written disclosure statement for each business activity having an economic interest to any of the foregoing. Such a disclosure shall be made on an annual basis or prior to any decision-making not previously disclosed by an annual disclosure.

f. **Use of Town Property:**

No elected or public official or employee shall, directly or indirectly, use or permit a relative or other persons to use town property of any kind for his/her/their private economic interest of that of a relative or other person. Town public or elected officials or employees shall strive to protect and conserve all town property including equipment and supplies entrusted or issued to them.

g. **Use of Information:**

- a. No elected or public official or employee who acquires information in the course of their official duties, which information by law or policy is not available at the time to the general public, shall use such information to further the private economic interests of themselves, a relative or any other person.
- b. No elected or public official or employee shall obtain or use Town records, documents, communications, or others written or electronic records of the Town of those under the control of the Town to further the private interest of themselves or anyone else.
- c. No elected or public official or employee of the Town shall use their position to obtain information or records, which information or records by law or policy is not available at the time to the general public without requesting such information or records through the methods granted by the Freedom of Information Act.

## **INTEGRITY AND REPUTATION**

Preserving the integrity of the Town of Coventry is important to all officials and employees of the City. Fairness, honesty, impartiality, and sincerity, are achieved by observing an overriding set of ethical standards. Integrity is also preserved by recognizing, at times, complaints of questionable actions of Town officials and employees and others needed to be handled with the same fairness, honesty, impartiality and sincerity. A Town's reputation and its overall success are securely linked, as its reputation depends on how people perceive the city. The public must have confidence that the City will act with integrity, regardless of the issue or set of circumstances. To protect the Town's integrity and the public's trust, the Town may have to take official action to enforce and punish violations of the Ethical Standards of Conduct. In the case

of ethical violation or complaints, officials and staff should reference the rules of procedures for guidance and structural process.

Town of Coventry  
**Separation Policy**

**Purpose:** To provide guidelines for employees regarding separation of employment.

**Policy:** An employee is considered to have resigned in “good standing” if they provide written notice within at least fourteen calendar days of their separation date. Failure to give fourteen calendar days’ written notice may be cause for denial of consideration for re-employment, and the employee may be deemed to have resigned “not in good standing”. Unauthorized absences from work for a period of three or more days may be considered a voluntary resignation.

**Procedure:** To resign from Town employment, the employee should give their immediate supervisor a written notice of resignation stating the last day they will actually work and the reasons for their resignation. A form for this purpose is available from the department’s administrative staff or the Human Resources Department.

The employee must return any town uniforms, purchasing cards, key(s), equipment, and any other town property to their immediate supervisor.

The employee’s effective date of separation from employment shall be the last day they will be actively at work while attendance at their workstation.

The separated employee must be sure to keep the Human Resources Department informed of their forwarding address so their W-2 form (for income tax purposes) can be sent to them next year. It is also important to advise the Human Resources Department of any subsequent address changes should the employee have vested balances in any of the town’s retirement programs.

**Exit Interview:** Prior to separation from town employment, the employee will be required to compete an exit interview with the Human Resources Department. The following items will be discussed/completed at this interview:

- The final personnel action form
- The reasons surrounding the separation from town employment
- Feedback on working conditions and employee’s impression of town employment
- What happens to the employee’s insurances, pension programs, and leave balances
- How the final paycheck will be calculated and distributed.

**For an effective Exit Interview and no delay in final paycheck, the Separation Checklist must be completed prior to attendance to meeting with Human Resources.**

## **Town of Coventry Resolution**

The Town of Coventry's Original Equal Opportunity Ordinance was initially adopted in direct response to Coventry's rapidly changing work force and job market. To preserve the spirit and intent in which equal opportunity directives were created, frequent and thoughtful re-evaluation and modification must accompany virtually any plan of Affirmative Action. As well as, employees must remain fully committed to an organization's stated ideals regarding the formal implementation of policies of equal opportunity, in order that those policies may succeed. This Affirmative Action Plan has been designed to serve as a dynamic document, created to address not only the discriminations of the past, but also the contemporary needs of the present. With pragmatic application, this plan may also serve as a guide to address the inherently changing societal requirements of future equal opportunity imperatives.

It shall be the objective of this plan to compel the Town of Coventry to strive to ensure the elemental right of all people to work and advance on the basis of ability, merit, and potential; free from any consideration due to race, color, religion, sex, gender identity, sexual orientation, gender expression, national origin, ancestry, mental disorder (present or past history thereof), age, physical disability (but not limited to blindness), marital status, mental retardation, genetic information, and criminal record

<b>College/Educational Sources</b>		
<u>Name</u>	<u>Address</u>	<u>Phone Number</u>
Capital Community College Career and Talent Development	950 Main Street, Hartford, CT 06103	(860) 906-5000
Central Connecticut State University Career Success Center	1615 Stanley Street, New Britain, CT 06053	(860) 832-1615
American Institute Innovative Career Education	99 South Street, West Hartford, CT 06110	(888) 387-5260
Rensselaer Hartford Graduate Center	275 Windsor Street, Hartford, CT 06120	(860) 548-5331
Manchester Community College Career Services	60 Bidwell Street, Manchester, CT 06040	(860) 512-3372
Lincoln Tech	200 John Downey Drive, New Britain, CT 06051	(860) 225-8641
University of Saint Joseph Career Development Center	1678 Asylum Avenue, Hartford, CT 06117	(860) 231-5693
Trinity College Career Development	300 Summit Street, Hartford, CT 06106	(860) 297-2080
University of Connecticut Center for Career Development	Wilbur Crossing Building, Room 202 233 Glenbrook Road, Storrs, CT 06269	(860) 486-3013
University of Hartford Career and Professional Development	200 Bloomfield Avenue, West Hartford, CT 06117	(860) 768-4100
Wesleyan University Gordon Career Center	41 Wyllys Avenue, Middletown, CT 06459	(860) 685-2180

***Appendix A-2***

Revised January 2021

<b>Community Organizations Recruitment Sources</b>		
<u>Name</u>	<u>Address</u>	<u>Phone Number</u>
City of Hartford Human Resources	550 Main Street, Hartford, CT 06103	(860) 543-8590
Community Renewal Team, Inc.	555 Windsor Street, Hartford, CT 06120	(860) 520-1075
Hartford American Job Center	3580 Main Street Hartford, CT 06120	(860) 256-3700
Willimantic American Job Center	1320 Main Street, Willimantic, CT 06226	(860) 450-7603
Harford Courant	285 Board Street, Hartford, CT 06115	(860) 724-6966
Journal Inquirer	306 Progress Drive, Manchester, CT 06045	(860) 656-0500
La Casa de Puerto Rico	180 Oak Street, Hartford, CT 06106	(860) 522-7296
NAACP Hartford	P.O. Box 1012, Hartford, CT 06143	(860) 253-2750
NAACP Willimantic	P.O. Box 412, Willimantic, CT 06226-9998	(860) 230-6911
Permanent Commission on the Statues of Women	18 Trinity Street, Hartford, CT 06112	(860) 240-8300
San Juan Center, Inc.	1283 Main Street, Hartford, CT 06103	(860) 522-2205
Urban League of Greater Hartford	140 Woodland Street, Harford, CT 06105	(860) 527-0147
YWCA Hartford Region	135 Broad Street, Hartford, CT 06105	(860) 525-1163

***Appendix B***

Town of Coventry Personnel Policy and Procedures Manual, pg. 39 - 41

## SECTION 15: GRIEVANCE AND APPEALS PROCEDURE

- 15.1 General Policy: Regular full-time, non-organized employees of the Town of Coventry who have completed their initial evaluation period are entitled to present grievances and appeals regarding disciplinary matters arising from the language of these personnel policies in the manner outline by this section.
- a. Records: Copies of all grievances and appeals filed and all decisions rendered, regardless of the step at which they were resolved, shall be submitted to the Town Manager. Records of all grievances and appeals and their dispositions shall be maintained in the employee's personnel file.
  - b. Protection of Employees: The Town shall not discharge, discipline, or otherwise penalize any employee because the employee registers a grievance, appeals an employment decision, or participates in any way in the grievance and appeals procedure, provided they do so in the manner prescribed by this manual.
- 15.2 Grievance Procedure for Non-Organized Employees: A regular, full-time non-organized employee who claims that the Town has taken a personnel action as to him/her in violation of these personnel policies may file a grievance under this procedure. Grievances shall be submitted in writing and shall set forth all facts giving rise to such grievance as well as those specific sections of the personnel policies which have allegedly been violated. Grievances shall be presented to the Town Manager within fifteen (15) calendar days of the date of the incident or event giving rise to the grievance. A written response to the grievance shall be provided by the Town Manager within fifteen (15) calendar days and may or may not provide for a grievance meeting with the Town Manager. The decision of the Town Manager shall be final.
- 15.3 Appeal of Removal to Town Council:
- a. Charter Removal Provision: In accordance with Town Charter Section 10-4 – Removals, any regular full-time non-organized employee who is removed from his/her position shall have the opportunity to appeal his/her removal to a Panel of at least three (3) Town Council members with the Councilors chosen on the Panel to be selected by the full Council with minority representation required.
  - b. Notice of Removal: The Town Manager shall insure that the removed employee is provided written notice of the removal and the reasons for the removal.
  - c. Appeal of Removal: The removed employee may appeal his/her removal by submitting a written appeal to the Council Chairman contesting their removal. The Chairman shall, within five (5) calendar days of the written appeal

request, provide written notice to the employee setting forth the time and place of a public hearing before the Panel to be held not less than five (5) and no more than twenty (20) calendar days after receipt of such hearing request.

- d. Hearing Procedures: At the hearing, the removed employee shall be given the opportunity to be heard in his/her own defense, personally and/or by legal counsel. The Town Council shall be assisted by the Town Attorney or his/her designee. The removed employee shall, through his/her attorney if applicable, present arguments and submit applicable documents as to why the employee dismissal was not for just cause. Live witness testimony is not permitted at the hearing. The Town Manager, with the assistance of the Town Labor Counsel, shall present arguments and supporting documents to demonstrate that “just cause” existed for the employee’s removal. Absent extenuating circumstances, the hearing shall be limited to two (2) hours in duration.
  - e. Just Cause Standard: Just cause shall be defined based on existing Connecticut law or general principles of labor arbitration.
  - f. Panel Decision: Within ten (10) calendar days following the completion of the Panel’s hearing, the Panel shall issue a written decision whether or not just cause existed for the employee’s removal. If the Panel determines that the employee was not removed for just cause, the employee shall be reinstated with any make whole relief to be determined by the Panel. The Panel’s just because decision is not appealable.
- 15.4 Grievance Procedure for Organized Employees: Grievance and appeals proceedings shall occur with respect to the appropriate procedures outlined by each aggrieved employee’s union contract.
- 15.4 Discrimination Complaints: Any person claiming to be aggrieved by an alleged discriminatory employment practice undertaken by the Town may, in addition to, or in lieu of, the Town’s grievance and appeals procedure, exercise any and all rights of action afforded the employee under Chapter 814c of the Connecticut General Statutes, or any other provision of state or federal law.

*Appendix C*

TOWN OF COVENTRY  
**Equal Employment Opportunity Questionnaire**

The following information is needed for compliance with governmental selection requirements and for Equal Employment Opportunity (EEO) reports. It will be detached when your application is filed and will not be considered the employment process.

**Name:** \_\_\_\_\_

**Position Applied For:** \_\_\_\_\_

**Gender:** Male \_\_\_\_ Female \_\_\_\_ Non-binary \_\_\_\_ Prefer not to say \_\_\_\_

**Race/Ethnicity:**

(Please check one of the following below corresponding to the ethnic group with which you identify.)

\_\_\_ Hispanic or Latino

\_\_\_ White/Caucasian

\_\_\_ Black or African American

\_\_\_ Native Hawaiian or Pacific Islander

\_\_\_ Asian

\_\_\_ Native American or Alaska Native

\_\_\_ Middle Eastern

\_\_\_ Two or more races: All persons who identify with more than one of the above five races.

\_\_\_ I do not wish to disclose.

**Do you consider yourself to be a person with a disability?** Under the Equality Act 2010 a person is classified as disabled if they have a physical or mental impairment which has a substantial and long term effect on their ability to carry out normal day to day activities.

\_\_\_ Yes    \_\_\_ No    \_\_\_ Prefer not to say

**How did you hear about this position?** (Please check one)

\_\_\_ Hartford Courant    \_\_\_ Job Posting Website/Please specify: \_\_\_\_\_

\_\_\_ Town Website    \_\_\_ Other/Please specify: \_\_\_\_\_

*Appendix D*

## TOWN OF COVENTRY Affirmative Action Hiring Checklist

The following is the Town of Coventry’s affirmative action hiring checklist and is a tool to be reviewed with Human resources and to be shared with your department as we all work together in improving our recruitment process, and in developing strategies to advance gender and diversity in the workplace.

Position: \_\_\_\_\_ Department: \_\_\_\_\_

EEO Function: \_\_\_\_\_ EEO Category: \_\_\_\_\_

Affirmative Action Hiring Checklist Item	Date	Comments
Vacant position reviewed for realistic level		
In-house posting vacancy. If less than three well-qualified in-house applications are received, go on.		
Job description reviewed for accuracy, non-discrimination, truly minimum qualifications (attached copy of job description).		

Job Posting Advisements		
Name of Distribution Area (attach copy of sample posting)	Date - Posted	Date - Removed
1.		
2.		
3.		
Organization or School Addressed (attach copy of sample letter)	Date Sent	
1.		
2.		
3.		

\_\_\_\_\_ Applications on file reviewed and qualified persons notified of vacancy.  
(Certified initials)

<b>Examination</b>		
<u>Name</u>	<u>Dates Administered</u>	<u>Validated?</u>

**Interviews**

List the criteria used to determine applicants eligible for testing and/or interviews.

List the persons who interviewed the eligible applicants.

Name	Title

List the interview questions asked of all applicants.

<b>Prohibited Questions/Subjects</b>	
(Certified initials)	None of the prohibited questions/subjects listed on the attached sheet were asked/broached in any interviews. If any were discussed, they shall be stated below with an explanation as to why they are considered bona fide job qualifications.

Applicant information should be attached noting the following items in an effort to better understand the applicant:

- Name
- Town
- Race
- Sex
- Gender Identity
- Referral Source
- Reason of Rejection (if so applies)

Appendix E



# Town of Coventry

1712 Main Street • Coventry, CT 06238 • Fax (860) 742-8911

## APPLICATION FOR EMPLOYMENT

In compliance with Federal and State equal opportunity laws, qualified applications are considered for all positions without regard to race, color, religion, sex, national origin, age, marital status, or the presence of non-job-related medical condition or handicap.

Date of Application \_\_\_\_\_

Position Applying For: \_\_\_\_\_

Name \_\_\_\_\_  
Last First Middle

Address \_\_\_\_\_  
Street City State Zip

Telephone \_\_\_\_\_ Email: \_\_\_\_\_

Have you filed an application or been employed by the Town of Coventry in the past?

Yes\_\_\_\_/Dates:\_\_\_\_\_ No\_\_\_\_

Are you a citizen of the United States? Yes\_\_\_\_ No\_\_\_\_

If not, do you have an Alien Registration Card? Yes\_\_\_\_ No\_\_\_\_

Are you able to perform the essential functions of the job for which you are applying, with or without reasonable accommodation? Yes\_\_\_\_ No\_\_\_\_

Are you available to work: Full Time\_\_\_\_ Part Time\_\_\_\_

Are you over the age of 18? Yes\_\_\_\_ No\_\_\_\_

In case of accident or emergency, please notify:

Name Address Phone

Do you have a driver's license? Yes \_\_\_\_\_ No \_\_\_\_\_ Type(Class): \_\_\_\_\_  
 CDL: Yes \_\_\_\_\_ No \_\_\_\_\_ Operator's # \_\_\_\_\_

Education History:

Specialized Training and Skills: Please list any specialized training, apprenticeship, skills, or experience relevant to the position for which you are applying.

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	High School	College	Graduate
<i>School Name</i>			
<i>Years Completed</i>	9 10 11 12	1 2 3 4	1 2 3 4
<i>Course of Study</i>			

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List trade or professional organizations of which you are a member, including offices held.

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Employment Experience:

In the space provided, please list your employment history beginning with your most recent employer.

1. Employer: \_\_\_\_\_ Phone: \_\_\_\_\_  
Address: \_\_\_\_\_  
Name and Title of Supervisor: \_\_\_\_\_  
Your Position: \_\_\_\_\_ Duties: \_\_\_\_\_  
\_\_\_\_\_  
Reason for Leaving: \_\_\_\_\_  
Employed From: \_\_\_\_/\_\_\_\_ To: \_\_\_\_/\_\_\_\_
2. Employer: \_\_\_\_\_ Phone: \_\_\_\_\_  
Address: \_\_\_\_\_  
Name and Title of Supervisor: \_\_\_\_\_  
Your Position: \_\_\_\_\_ Duties: \_\_\_\_\_  
\_\_\_\_\_  
Reason for Leaving: \_\_\_\_\_  
Employed From: \_\_\_\_/\_\_\_\_ To: \_\_\_\_/\_\_\_\_
3. Employer: \_\_\_\_\_ Phone: \_\_\_\_\_  
Address: \_\_\_\_\_  
Name and Title of Supervisor: \_\_\_\_\_  
Your Position: \_\_\_\_\_ Duties: \_\_\_\_\_  
\_\_\_\_\_  
Reason for Leaving: \_\_\_\_\_  
Employed From: \_\_\_\_/\_\_\_\_ To: \_\_\_\_/\_\_\_\_

References:

Please list 3 references not related to you.

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Name	Address	Phone
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Name	Address	Phone
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Name	Address	Phone
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I certify that the answers given herein are true and complete to the best of my knowledge. I authorize you to make such investigations and inquiries of my personal, employment, financial or medical history and other related matters as may be necessary in arriving at an employment decision. I hereby release employers, schools or persons from all liability in responding to inquiries in connection with my application.

In the event of employment, I understand that false or misleading information given in my application or interview(s) may result in discharge. I understand, also, that I am required to abide by all rules and regulation of the Town of Coventry.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

---

For Personnel Department Use Only

Arrange Interview: Yes \_\_\_\_\_ No \_\_\_\_\_ Date: \_\_\_\_\_

Remarks:

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Employed: Yes \_\_\_\_\_ No \_\_\_\_\_ Date of Employment: \_\_\_\_\_

Department: \_\_\_\_\_ Job Title: \_\_\_\_\_

Salary/Rate: \_\_\_\_\_

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Job Application form: revised 1/15/2019

*Appendix F*

TOWN OF COVENTRY  
**Sample Job Description**

**PUBLIC WORKS DIRECTOR**

**DEPARTMENT: PUBLIC WORKS**

**POSITION DEFINITION:** Plans, organizes, and directs the activities of the Public Works Division in the functional areas of public works, construction, road development, maintenance and repair; facility maintenance and parks; refuse, recycling, engineering, sewers and equipment maintenance. Serves as a critical member of emergency response team, and is on call.

**GENERAL DUTIES:** Receives administrative direction from the Town Manager. Plans, organizes and implements the activities of the department according to established policies and procedures. Establishes priorities as needed. Coordinates and provides strategies to meet near term and long range planning of public works needs and strategies. Works with citizens to resolve complaints and explain procedures. Prepares and administers operational programs for roads and bridges maintenance including snow removal, equipment maintenance and replacement, bulk waste transfer station and trash/recycling collection, buildings and grounds maintenance, parks maintenance, WWTP Plant and sewers, engineering. Develops utilization and manpower allocation plans. Supervises and evaluates subordinates. Assigns crews and equipment either directly or through subordinate supervisors in the functional areas of Street Maintenance, Facility Maintenance, Fleet Maintenance, Engineering and Solid Waste Management. Assists the Conservation Commission in educating the public on recycling procedures. Responsible for contract and administration of solid waste and recycling collection. Coordinates parks and recreational facilities maintenance and improvement programs with Director of Recreation and Parks and Superintendent of Operations.

Serves as staff to WPCA assisting in preparation of agendas, plan and permit review, and long term development strategies. Assists WPCA in monitoring and administering sewage treatment plant operation, coordinates with contracted services.

Prepares and reviews engineering plans and specifications for minor drainage projects. Provides technical and field assistance to the Town Engineer or consultant in public works design and construction projects. Responsible for administering consulting engineering services. Responsible for subdivision inspection program of public improvements. Prepares and submits to the Town Manager operating and capital improvement budget recommendations for public works programs. Administers adopted budget. Assists in the recruitment, training and employee development programs for department employees. Administers personnel regulations and collective bargaining agreements for division. Serves as team leader and motivates workforce;

communicates needs and priorities to staff. Prepares narrative and statistical reports; conducts evaluations of work and develops techniques for productivity improvement. Responsible for Storm Water Management reporting. Reports work accomplished to the Town Manager.

**ADDITIONAL DUTIES:** May serve as Acting Town Manager. Negotiates and administers contracts with private providers for public works maintenance, improvement, and emergency operations. Participates in professional public administration organizations to remain current on developments in respective fields. Addresses public and private groups on public works programs and improvements. Attends evening meetings as requested.

**SUPERVISED BY:** Receives general direction from the Town Manager.

**SUPERVISION EXERCISED:** Supervises directly the Superintendent of Operations, Town Engineer, and Administrative Secretary, Sewer Technician. Responsible for all employees of Public Works Maintenance.

**QUALIFICATIONS PROFILE:** The skills and knowledge required would generally be acquired with a Bachelor's Degree in Civil Engineering or some closely related field such as Public or Business Administration, Construction Administration or equivalent experience, with five years of progressively responsible administrative experience in public works in the areas of roads, parks, and equipment maintenance or public works construction management, including budget preparation and administration. Minimum of five (5) years supervisory experience. License as P.E. and Grade Four WWTP operator desirable. Ability to read and interpret engineering plans and evaluate performance of engineering service. Ability to design corrective measures for drainage problems. Working knowledge of construction, inspection, maintenance and repairs of roadways, bridges, drainage systems. Knowledge of laws and regulations related to public works programs and responsibilities. Experience in supervising a union work environment. Ability to plan, direct, coordinate and motivate staff. Ability to present technical information in a clear, concise manner to non-technical persons. Ability to deal effectively with staff, officials and members of the public. Ability to supervise.

**LICENSE OR CERTIFICATE:** Possession of a valid CT Class III Motor Vehicle Operator's License. Registration as a Professional Engineer and/or WWTP Operator Grade 4 is desired.

**TOOLS AND EQUIPMENT USED:** Proficient with personal computer, including word processing, spreadsheet, PowerPoint and database; motor vehicle; phone; radio; fax and copy machine. Must be able to learn Public Works software.

**PHYSICAL DEMANDS:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed mostly in office settings. Some outdoor work is required in the inspection of various land use developments, construction sites, or public works facilities. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

While performing the duties of this job, the employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

**WORK ENVIRONMENT:** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in outside weather conditions. The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet to moderate.

**NOTE:** The above tasks and responsibilities are illustrative only. The description does not include every task or responsibility.

The Town of Coventry shall not discriminate on the basis of race, color, creed, age, sex, national origin, physical disability or sexual orientation. The Human Resources Department provides reasonable accommodation to persons with disabilities in accordance with the Americans with Disabilities Act (ADA). If you need an accommodation in the application or testing process, please contact the Human Resources Department. The Town of Coventry is an equal opportunity employer and encourages applications from women, men, minorities, veterans and the disabled.

## *Appendix G*

### TOWN OF COVENTRY Briefing for a Selection Panel

1. Explain the testing, appointing, and probationary process.
2. Review the duties of the position.
3. Review the needed qualifications deemed necessary for success on the job.
4. All applicants should be asked the same questions (see *Appendix F* of Town's Affirmative Action Plan).
5. All questions should be documented.
6. Questions should be mix of technical and non-technical.
7. The Town of Coventry is an Equal Opportunity Employer, therefore due care should be taken to ensure that no discriminatory questions are asked (see *Appendix F* of the Town's Affirmative Action Plan).
8. The initial question should relate to the candidate's training and experience.
9. Only information elicited through the examination process shall be utilized for rating purposes.
10. Give the candidate ample opportunity to offer information that is pertinent and supporting of their application for the job.
11. While it may be preferable that all interviews be of the same length, the interview may be terminated when the panel feels that it has received all the pertinent information the candidate has to offer.
12. An interview should not exceed the established time limit.
13. Panel members may want to keep notes and comments on the candidates. (You need not make final ratings until you have seen a number of candidates so that you will have a chance to estimate the range of abilities available. With a small group of applicants, you may want to wait until you have seen all of them before making a final evaluation.
14. Panel members should compare ratings to determine whether they are considering the same factors and to be certain significant aspects not being overlooked.
15. Panel members should not hesitate to use the extreme ratings when a candidate is either very weak or very strong.
16. Score sheets shall be compiled, and a certified list developed.
17. Examiners should disqualify themselves if they cannot grant an interviewee in a fair and impartial manner.
18. Candidates should be given the opportunity to object to any member of the board.
19. A candidate shall be allowed to view the composite of their examination.

## *Appendix H*

### TOWN OF COVENTRY **Prohibited Interview Questions**

The following questions and subjects may only be asked or broached if they are bona fide job qualifications. Otherwise, state and federal laws as well as Coventry Town Policy prohibit their consideration in the selection of candidates for public service.

1. Marital status, including maiden name, previous names, and information about spouse.
2. Child bearing plans and responsibilities.
3. Race, national origin, and ancestry, including birthplace and citizenship, although an applicant may be asked whether they are a United States citizen and, if not, whether they have a legal right to remain and work in the United States.
4. Religious affiliation, including whether or not the applicant works on particular days.
5. Political affiliation.
6. What year were you born or when you graduated high school.
7. Arrests/conviction record.
8. Quality of military discharge.
9. Housing or travel arrangements.
10. Sexual preference, orientation, or gender identity.
11. Person to contact in case of an emergency.
12. Physical, mental conditions or medical history of individual or family.
13. Whether they have and/or degree of severity of disability.
14. Workers compensations claim history.
15. What prescription drugs they are currently taking.
16. Medical leave requirements for treatment or incapacities.
17. Credit inquiries

**Appendix I**

**Town of Coventry  
Employment Checklist**

Name: \_\_\_\_\_ Anniversary Date: \_\_\_\_\_  
Employee #: \_\_\_\_\_ Pay Period: \_\_\_\_\_  
Position: \_\_\_\_\_ Regular # of Hours Worked: \_\_\_\_\_  
Department: \_\_\_\_\_ Gender Identify Preference (circle one):  
Hire Date: \_\_\_\_\_ (she/her/hers)  
(he/him/his)  
(they/them/theirs)

<u>Action</u>	<u>Date Completed</u>
1. Reference Check .....	_____
2. Letter of Appointment..... _____	_____
3. Personnel Action Form.....	_____
4. Personnel Folder.....	_____
5. Personnel Action Record.....	_____
6. Enter Data in Computer.....	_____
7. Records (1099, W-4, Insurance).....	_____
8. Credentials (if applicable).....	_____
9. Physical Exam (if applicable).....	_____
10. End of Probation.....	_____
11. Probationary Evaluation.....	_____
12. Exit Interview.....	_____

*Appendix J*

Town of Coventry  
**Exit Interview Questionnaire**

We would appreciate you taking about 8-10 minutes to answer the following questions as honestly as possible. All information obtained herein is strictly confidential. To ensure confidentiality, names are intentionally omitted from the questionnaire.

The information you provide us today is of vital importance and will assist in analyzing our improvement in employee satisfaction, workplace culture, working conditions, quality of supervision, retention and turnover. Thank you for your cooperation!

Department: \_\_\_\_\_ Start Date: \_\_\_\_\_  
Position: \_\_\_\_\_ Exit Date: \_\_\_\_\_  
Supervisor: \_\_\_\_\_

**Section 1: Please select and/or comment on how satisfied you were with various aspects of your job.**

**Reason for Leaving:** (Mark an 'X' besides as many reasons that apply)

- Resigning  
If resigning, why?
  - Working Conditions
    - Unfair treatment
    - Unsafe work environment
    - Other \_\_\_\_\_
  - Personal Reasons
    - Health concerns for self
    - Health concerns for family
    - Family matters
    - Pregnancy
    - Living relocation
    - Transportation issues
    - Child care
    - Return to School
    - Other \_\_\_\_\_
  - Career Advancement
    - Type of work
    - Lack of promotional opportunity
    - Salary
    - Benefits
    - Work not challenging enough
    - Other \_\_\_\_\_
- Retiring

- Terminated
- Layoff
- Other \_\_\_\_\_

If you are not retiring, would you consider re-employment with the Town of Coventry in the future?

- Yes
- No

Before making your decision to leave, did you investigate other options that would enable you to stay?

- Yes
- No

If "yes", please describe:

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**Section 2: Employee Retention – These next questions focus on employee retention and will help the Town understand what strategies it may take to retain its most valuable resources; its employees.**

**Please rate the following utilizing this scale:**

(1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent)

Working Conditions		Communication within department	
Cooperation within your work group		Communication regarding benefits and policies	
Cooperation within other departments		Communication regarding general employee information	
Physical working conditions		Morale in department	
Job safety emphasis		Workload	
Adequacy of training		Pay	
Adequacy of equipment		Benefits	

What benefits did you value the most?

---

What benefits did you value the least?

---

What benefit was not offered that you wish had been?

---

**Please rate your most recent supervisor utilizing the following scale:**

(1=Poor; 2=Below Average; 3=Average; 4=Above Average; 5=Excellent)

Helps employee grow in their job		Resolves questions and problems	
Demonstrates fair & equal treatment		Overall supervision qualities	
Provides recognition for a job well done		Follows town policies and procedures	
Develops cooperation in work group		Provides adequate direction and assistance	
Encourages suggestions		Ability to provide support to enable you to do your job	

Was your work load usually:

- To great
- Varied, but all right
- About right
- Too light

Performance Reviews – When was your last performance review?

- Less than 1 year ago
- 1-2 years ago
- Over 2 years ago
- Never

How frequently did you get performance feedback?

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What were your feelings about the performance review process?

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How frequently did you have discussions with your department head about your career goals?

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Do you feel the town implements its employment policies fairly and equitably?

- Yes
- No

Do you feel you were well informed regarding the town's policies and procedures?

- Yes
- No

**Section 3: Final Thoughts/Comments**

What do you like MOST about your job and/or working for the town?

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What do you like the LEAST about your job and/or working for the town?

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Would you recommend this place of employment to a friend?

- Yes, without reservations
- Yes, with reservations
- No

Any additional comments or suggestions for improving the work experience with the town:

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***Thank you for completing this form.***

The information you have provided will help the Town of Coventry become a better Employer in our community.

***We appreciate your service to the Town of Coventry and wish you all the best in your new venture!***

## Town of Coventry Separation Checklist

**All Items must be completed, dated and initialed as appropriate prior to final check being created.**

### FOR COMPLETION BY EMPLOYEE

<b>Name:</b>		<b>Department:</b>	
<b>Position:</b>		<b>Supervisor's Name:</b>	
<b>Date Hired:</b>		<b>Date Separated:</b>	
<b>Type of Termination:</b>		<b>Check Stated Reason for Separation:</b>	
Resignation	<input type="checkbox"/>	<input type="checkbox"/> Reduction in Force/Laid Off <input type="checkbox"/> Resignation Due to Medical Condition <input type="checkbox"/> Unable/Unqualified to do the Work <input type="checkbox"/> Perceived Unsatisfactory/Hazardous Working Conditions <input type="checkbox"/> Substantial Change in Working Conditions <input type="checkbox"/> Perceived Unreasonable Reduction in Pay <input type="checkbox"/> quit because of Dissatisfaction with Supervisor <input type="checkbox"/> Quit for Personal/Other – Please explain:	<input type="checkbox"/> Absenteeism/Tardiness <input type="checkbox"/> Refusal to Work Overtime <input type="checkbox"/> Involuntary Retirement <input type="checkbox"/> Lack of Transportation <input type="checkbox"/> Rules/Policy Violation <input type="checkbox"/> Quit to Move out of A <input type="checkbox"/> Quit to Seek or Accept Other Work
Retirement	<input type="checkbox"/>		
Discharge	<input type="checkbox"/>		
Layoff	<input type="checkbox"/>		
<b>Notification of Separation:</b>		<b>Payroll Information:</b>	
<input type="checkbox"/> Written Letter of Resignation to supervisor or department head stating reason decision was made to separate from current employment  <input type="checkbox"/> Copy of Letter of Resignation to Human Resources  Amount of Notice Received (working days): _____		Please issue final paycheck in the following manner:  <input type="checkbox"/> Prepare a paper check for pickup from my department  <input type="checkbox"/> Prepare direct deposit as usual because I have returned all town property  <input type="checkbox"/> Prepare a paper check and mail to the forwarding address:	
<b>W-2 Mailing (if different than current address with HR)</b>			
_____			
_____			
_____			
<b>Acknowledgement:</b>			
As an employee, and even after your employment with the Town ends, you may be asked to appear in court as witness, to give testimony, or to have your deposition taken concerning matters arising out of your employment and work with the Town of Coventry. We believe that your cooperation is a part of your duties and commitment as an employee and we expect that you will speak truthfully and without bias, either for or against the Town. If ordered, you have a duty to appear in these matters and you may be compensated in keeping with Connecticut law.			
_____ Signature of Employee		_____ Date	

