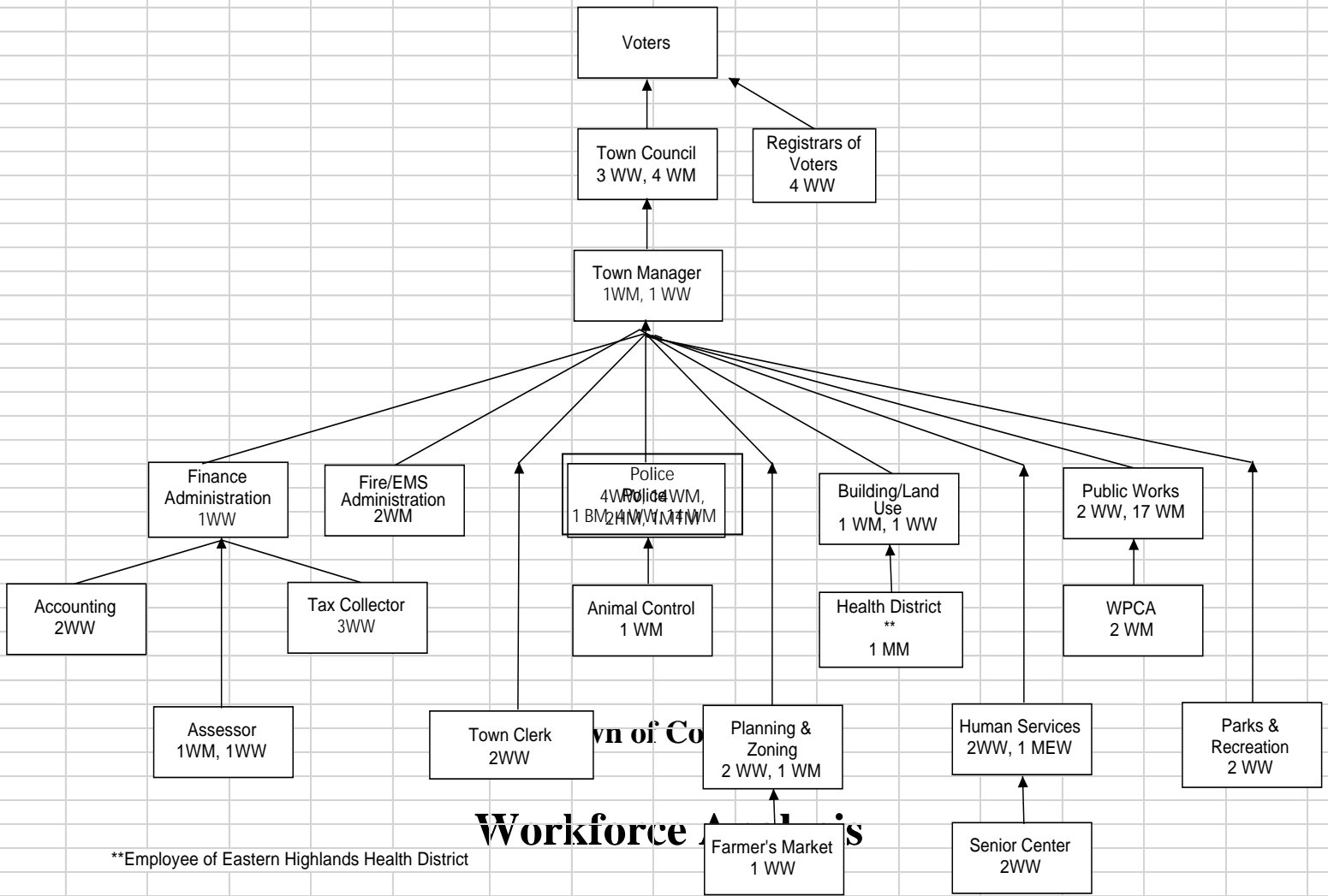


Town of Coventry Organizational Analysis



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.

KEY	
WW	White Women
WM	White Man
HM	Hispanic Man
MEW	Middle Eastern Women
TMM	Two or More Man

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	22	3	13.64	3	13.64
5	8	7	87.5	0	0.0
6	4	4	100	1	25.0
7	16	2	12.5	0	0.0

Utilization Analysis: Determining Availability						
Group	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
Group 1						
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	
Group 2						
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	
Group 3						
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
Totals			100%	6.48	50.0%	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
Group 4						
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.	13.6	13.6	10	1.4	1.4	Feeder Group – within its own group
Totals			100%	8.2	4.4	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
Group 5						
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
Totals			100%	7.3	69.3	

	Raw Availability		Value Weight	Weighted Availability		Source of Statistics
	Minority	Female		Minority	Female	
Group 6						
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 27 women of the 73 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 73 people employed, only 4 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.

Job Group	# of Incumbents	# of Minorities	Goal (hired)
1 – Officials & Managers	8	0	3
2 - Professionals	9	0	3
3 - Technicians	6	0	2
4 – Protective Services	22	3	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.