

### **III. MILITARY DEPARTMENT POLICIES and PROCEDURES**



**ADJUTANT GENERAL'S OFFICE  
STATE OF CONNECTICUT  
MILITARY DEPARTMENT  
360 BROAD STREET, HARTFORD, CONNECTICUT 06105-3706**

DANNEL P. MALLOY  
GOVERNOR  
COMMANDER-IN-CHIEF

THADDEUS J. MARTIN  
MAJOR GENERAL  
THE ADJUTANT GENERAL

To: ALL EMPLOYEES  
From: Thaddeus J. Martin, The Adjutant General  
Date: April 15, 2015  
RE: **AFFIRMATIVE ACTION PLAN SUMMARY OF OBJECTIVES**

Each year the Plan contains relevant affirmative action initiatives for the biennial reporting period from January 1<sup>st</sup> to December 31<sup>th</sup>. The Plan is utilized as a tool to assist in the effort and realization of Equal Employment Opportunity ("EEO") and Affirmative Action ("AA") for all individuals, regardless of the following: age, ancestry/alienage, color, civil union status, disability including physical, learning, past or present mental or intellectual, gender/sex, genetic information, gender identity or expression, national origin, prior arrest/criminal record (unless it is for state licensing or employment), race, religious creed, harassment (including pregnancy and/or sexual harassment), sexual orientation, transgender status or workplace hazards to reproductive systems unless the provisions of §46a-60(b), §46a-80(b) or §46a-81(b) of the Connecticut General Statutes are controlling or there is a bona-fide occupational qualification excluding persons in one of the above protected groups.

Included in the Plan are an analysis of the State of CT Military Department's (CMD) work force by race and gender/sex within each occupational category and a comparison of the work force to the availability of these individuals in the relevant labor market area. Where a disparity exists, numerical goals and timetables have been established to assist in achieving parity. CMD will review its employment processes on an ongoing basis to assure that all processes and procedures are administered in accordance with equal employment opportunity and affirmative action guidelines.

All CMD employees will be encouraged to review the Plan and submit comments about the Plan to Anthony Lewis, Human Resources Manager/EEO Designee by phone (860)548-3248, or email [anthony.lewis@ct.gov](mailto:anthony.lewis@ct.gov) by December 31 biennially. Copies of the Affirmative Action Plan will be available for review at the Department's Human Resources Office and on the CMD Website. All relevant EEO Policy Statements that are contained in the Plan will be forwarded and publically posted for review and acknowledgement by all CMD employees and

posted on the CMD's EEO/AA Intranet website. All policy statements are also included in the Military Department Employee Handbook.

CMD will make every good faith effort to achieve the objectives, goals and timetables as set forth in the Affirmative Action Plan and will hold all employees accountable for their responsibilities in helping achieve its objectives.

### **Affirmative Action Plan** **Summary of Objectives**

- 1) Continue to make the Affirmative Action Plan available for review by all employees, employee unions and other interested parties.
- 2) Implementation of Short Term Hiring Goals as outlined in the Affirmative Action Plan.
- 3) Maintain and update lists of minority and women's organizations to increase the availability of a diverse applicant pool.
- 4) Continue the use of open competitive examinations where appropriate, to increase the available minority applicants.
- 5) Continued use of the follow-up process for protected group applicants on Certification Lists who fail to respond to the initial interview letter.
- 6) Invite a diverse pool of candidates in for interviews from Certification Lists to ensure that protected group members are available for selection.
- 7) The Human Resources Manager will continue to review all non-competitive and competitive positions, as they become vacant to determine if they are properly classified. This could improve the promotional and entry-level opportunities available to protected group members if the proper job specification is utilized to match the requirements of the position.
- 8) Implement Program Goals.

## **AFFIRMATIVE ACTION POLICY STATEMENT**

The State of Connecticut Military Department (“CMD”) will ensure that no person is discriminated against or denied the benefits of any activity, program or employment process receiving public funds, in whole or in part on the basis of the factors mentioned below.

### **What is Equal Employment Opportunity?**

"Equal Employment Opportunity" means employment of individuals without consideration of:

Age	Gender Identity or Expression
Ancestry/Alienage	Harassment (including Pregnancy and Sexual Harassment)
Color	Marital Status
Civil Union Status	National Origin
Criminal Record (in state employment and/or licensing)	Previously Opposed Discrimination (Retaliation)
Disability (includes Physical Disability, Learning Disability and/or Intellectual Disability)	Past or Present History of Mental Disability
Gender/Sex	Race
Genetic Information	Religious Creed
	Sexual Orientation
	Transgender Status
	Workplace Hazards to Reproductive Systems

Unless the provisions of §46a-60(b), §46a-80(b) and §46a-81(b) of the Connecticut General Statutes are controlling or if there is a bona fide occupational qualification excluding persons in one of the above protected groups.

Connecticut law prohibits discrimination which affects the employment terms and conditions including, but not limited to:

Recruitment	Benefits
Hiring	Leave/Laying Off
Testing	Training Opportunities
Promotion	Performance Evaluations
Assignments	Demotion
Transfer	Discharge
Salary	Terms & Working Conditions
Referring	Advertising
Classifying	Compensating

It is the policy of CMD to implement the principles of Equal Employment Opportunity (“EEO”) and Affirmative Action (“AA”) by providing employment and advancement opportunities solely on the basis of job-related skills, ability and potential.

### **Prohibited Activity**

Cyber-harassment, is defined as repeated, unsolicited, threatening behavior by a person or group using mobile and/or Internet technology including audio/video or other recording devices with the intent to bother, terrify, intimidate, humiliate, threaten, harass or stalk

someone else because of their protected class basis. The harassment can take place in any electronic environment where communication with others is possible, such as on social networking sites, on message boards, in chat rooms or through [email](#). Just posting a general opinion on a discussion board or in a forum is not considered harassment.

### **Purpose and Need**

Equal Employment Opportunity is the purpose and goal of Affirmative Action under the provisions of §46a-68-75 through §46a-68-114 of the Affirmative Action Regulations of Connecticut State Agencies. The basis of this policy statement for equal employment opportunity is not only because it is the law, but also because it is an essential part of the philosophy of CMD. Employees are invited to review and comment on the Affirmative Action Plan anytime during the Reporting Period.

### **What is Affirmative Action?**

“Affirmative Action” means positive action, undertaken with conviction and effort, to overcome the present effects of past practices, policies or barriers to equal employment opportunity and to achieve the full and fair participation of women, Blacks and Hispanics and any other protected group found to be underutilized in the work force or affected by policies or practices having an adverse impact. It is to achieve the full and fair participation of any protected group found to be underutilized in the work force or affected by policies or practices having an adverse impact. The ***purpose*** of affirmative action is to secure the full and fair utilization of protected groups in the work force, and the need for such action is measured by any lack of such utilization. CMD recognizes the need to remedy the hiring difficulties experienced by the physically disabled and by many older persons. To this end, program goals for past discrimination, if any, have been established and are described in the Program Goals §46a-68-88 of the Affirmative Action Plan.

The current list of all federal and state constitutional provisions, laws, regulations, guidelines and executive orders that prohibit or outlaw discrimination as provided by the State of Connecticut Commission on Human Rights and Opportunities (“CCHRO”) is included in the plan. Those documents identify women, minorities, disabled persons, older persons and all other protected groups.

### **Steps of the Employment Process with Affirmative Action**

The role of affirmative action in the advertising/recruiting step is to create the largest pool of qualified applicants by expending sufficient resources and exercising creativity to reach likely sources of applicants from protected groups. The role of affirmative action in the testing step is to work with state personnel to insure that all testing procedures are free of adverse impact. Affirmative action and equal employment opportunity ***are at all times immediate and necessary agency objectives***. CMD pledges to affirmatively provide services and programs in a fair and impartial manner. It is the goal of CMD to ultimately achieve full utilization of minorities, women, older persons, and the physically disabled and other protected classes within CMD’s work force. EEO Complaints made against the CMD Adjutant General and/or the CMD EEO Designee, will be automatically referred to the State of Connecticut Commission on Human Rights and Opportunities (“CCHRO”) and if appropriate, investigation by the Department of Administrative Services (“DAS”) under §46a-68(b).

I, THADDEUS J. MARTIN, direct all personnel to adhere to this Affirmative Action Policy Statement and to familiarize themselves with the CMD's Affirmative Action Plan. In order to satisfy these lawful obligations, CMD has an Equal Employment Opportunity Designee.

If you have any questions and/or concerns about any employment matters or to obtain more information about this Affirmative Action Policy Statement and/or any other EEO related matters, such as the EEO Discrimination Complaint Procedures; please forward all inquiries by regular mail, electronic mail, fax, and/or telephone contact to:

Anthony Lewis, Human Resources Manager/EEO Designee  
State of Connecticut State of Connecticut Military Department  
360 Broad Street Hartford Amory  
Hartford, Connecticut 06105-3706  
Telephone: (860) 548-3248  
Fax: (860) 548-3218  
Email:anthony.lewis@ct.gov

As the Major General and the Adjutant General and Appointing Authority of the State of Connecticut Military Department, I am committed to achieving the goals within the timetables set forth in the State of Connecticut Military Department Affirmative Action Plan.

THADDEUS J. MARTIN  
MAJOR GENERAL  
THE ADJUTANT GENERAL