



MAINEDOT
Maine Department of Transportation

A CONTRACTOR'S GUIDE

TO

EQUAL EMPLOYMENT

OPPORTUNITY

Prepared by

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STATE OF MAINE

DEPARTMENT OF TRANSPORTATION

TO: Users

FROM: Holly Anderson, Manager
Civil Rights Office

SUBJECT: EEO Technical Assistance Reference Tool

The Civil Rights Office is pleased to provide you with this **Affirmative Action/Equal Opportunity General Guidebook.**

This guidebook was designed as a practical useful tool to assist you with your equal employment opportunity and affirmative action programs.

The Maine Department of Transportation is committed to meeting both the spirit and intent of the equal employment opportunity laws, executive orders and regulations. We believe use of this manual will help you establish and maintain a result oriented program. Further, your ongoing commitment to carrying out these obligations will undoubtedly yield a more balanced workforce representative of Maine's citizenry.

Federal and State law prohibits employment discrimination based on race, color, religion, national origin, disability, sex, and age. As a federal government contractor you are obligated to maintain a written affirmative action employment program for minority and female recruitment, employment, retention and promotion. Furthermore, you are obligated to make reasonable accommodations for disabled persons, including disabled veterans.

For additional assistance contact this office at (207) 624-3349 or by mail at the following address:

**Maine Department of Transportation
Civil Rights Office
#16 State House Station
Augusta, Maine 04333-0016**

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I.

OVERVIEW

A - MDOT AA/EEO STEPS FOR ALL CONTRACTORS

Employment discrimination on the basis of race, color, age, religion, physical or mental disability, sex, national origin, or ancestry is illegal. See Title VI and VII of the Civil Rights Act of 1964, as amended. Executive Order 11246 of 1965, as amended, Executive Order 11141, as amended, and the Americans with Disabilities Act of 1990, for details.

These action steps will assist contractors/subcontractors, consultants/ sub-consultants, in administering fair and equitable employment policies and practices.

1. **Read** - the EEO Special Provision, and the Harassment Special Provision found in each MDOT General Conditions Book, the Maine Human Rights Act and Title 5 MRSA § 4551 as amended.
2. **Appoint** - a company AA/EEO Officer, and outline the AA/EEO Officer's job duties and responsibilities.
3. **Inform** - all employees at time of hire, then at least annually, how to contact the AA/EEO Officer, and what responsibilities the individual has.
4. **Develop** - a written EEO Policy/Program that is signed, annually dated by the CEO. The policy must state the legal obligations and expectations of the firm's commitment to EEO. Indicate what process your firm will take to address complaints of discrimination.
5. **Develop** - a separate written harassment policy and complaint procedures or incorporate the company policy into the written EEO Policy/Program. Identify the process that must be followed to report a complaint and what action you and what action your company will take to correct any findings of discriminatory practices.
6. **Post** - on each project all required posters (See section 5 Job Posting List).
7. **Advise & Distribute** - by Maine law inform all employees, (at time of hire and at least annually) the company's EEO Policy/Harassment Policy. Include EEO Officer's name and contact information.
8. **Recruit** - protected group members (i.e., women, minorities and/or disabled persons) for employment and upgrade. Document all external and internal recruitment efforts. Recruitment is a proactive effort such as establishing linkages with special interest groups, community based organizations, etc.

9. **Encourage** - employees to refer other members for employment consideration.
10. **Advertise** - all job announcements through internal job postings, newspapers, or through other means. Always indicate one of the following: Women, Disabled, Minorities, Equal Employment Opportunity Employer, M/V/H/F (Women, Veteran/Handicapped/Female), Affirmative Action Employer are encouraged to apply.
11. **Advise** - at least annually all employees, suppliers, vendors, subcontractors, recruitment sources of the company's policies regarding non-discrimination.
12. **Certify** - at least annually, all subcontractors (in excess of \$10,000) of their AA/EEO obligations. Require at least annually, that these entities provide written copies of their EEO Policy.
13. **Keep** - a three year log or record of all recruitment efforts including dates of contact and any walk-ins who contact your company regarding work and any action taken.
14. **Develop** - a job application for the company that requires only information that is essential to performance of the job. That can include work experience, job related knowledge, education and any certifications or licenses held.

It is illegal to ask in a job application of a person's marital status, total number of dependents, height, weight, sex, age, race, disability, religion, color, or ethnicity. It is also illegal to require an applicant to answer if they rent or own a home, one's political affiliation, or physical and mental disability. You can not require applicants to submit a photograph.

15. **Contact** - the Maine Human Rights Commission, #51 State House Station, Augusta, Maine 04333-0051, Telephone 624-6050 with specific questions.

B - 16 AFFIRMATIVE ACTION STEPS
TAKEN FROM TITLE 41 - PUBLIC CONTRACT AND PROPERTY
MANAGEMENT CHAPTER 60-4 CONSTRUCTION
CONTRACTOR AA REQUIREMENTS

- 60-4.3-7(a). Ensure and maintain a working environment free of harassment, intimidation, and coercion at all sites, and in all facilities at which a contractor's or sub-contractor's employees are assigned to work. The contractor, where possible, will assign two or more women to each construction project. (The contractor shall specifically ensure that all foremen, superintendents, and other on-site supervisory personnel are aware of and carry out the contractor's obligation to maintain such a working environment, with specific attention to minority or female individuals working at such sites or in such facilities.**
- (b). Establish and maintain a current list of minority and female recruitment sources, provide written notification to minority and female recruitment sources and to community based organizations when the contractor or its unions have employment opportunities available, and maintain a record of the organization's responses.**
- (c). Maintain a current file of the names, addresses, and telephone numbers of each minority and female off-the-street applicant and minority or female referral from a union, a recruitment source or community based organization, and what action was taken with respect to each such individual. If such individual was sent to the union hiring hall for referral and was not referred back to the contractor by the union or, if referred, not employed by the contractor, this shall be documented in the file with the reason therefore, along with whatever additional actions the contractor may have taken.**
- (d). Provide immediate written notification to MDOT when the union or unions with which the contractor has a collective bargaining agreement has not referred to the contractor a minority person or woman sent by the contractor, or when the contractor has other information that the union referral process has impeded the contractor's efforts to meet its obligations.**
- (e). Develop on-the-job training opportunities and/or participate in training programs for the area which expressly include minorities and women, including upgrading programs and apprenticeships and trainee programs relevant to the contractor's employment needs, especially those programs funded or approved by the Department of Labor. The contractor shall provide notice of these programs to the sources compiled under (b) above.**

- (f). Disseminate the contractor's EEO policy by providing notice of the policy to unions and training programs and requesting their cooperation in assisting the contractor in meeting its EEO obligations; by including it in any policy manual and collective bargaining agreement; by publicizing it in the company newsletter, annual report, etc.; by specific review of the policy with all management personnel and with all minority and female employees at least annually; and by posting the company EEO policy on bulletin boards accessible to all employees at each location where construction work is performed.**
- (g). Review, at least annually, the company's EEO policy and affirmative action obligations with all employees having any responsibility for hiring, assignment, layoff, termination or other employment decisions including specific review of these items with on-site supervisory personnel such as superintendents, general foremen, etc., prior to the initiation of construction work at any job site. A written record shall be made and maintained identifying the time and place of these meetings, persons attending, subject matter discussed, and disposition of the subject matter.**
- (h). Disseminate the contractor's EEO policy externally by including it in any advertising in the news media, specifically including minority and female news media, and providing written notification to and discussing the contractor's EEO policy with other contractors and subcontractors with whom the contractor does or anticipates doing business.**
- (i). Directs recruitment efforts, both oral and written, to minority, female and community based organizations, to schools with minority and female students and to minority and female recruitment and training organizations serving the contractor's recruitment area and employment needs. Not later than one month prior to the date for the acceptance of applications for apprenticeship or other training by any recruitment source, the contractor shall send written notification to organizations such as the above, describing the openings, screening procedures, and tests to be used in the selection process.**
- (j). Encourage present minority and female employees to recruit other minority persons and women and, where reasonable, provide after school, summer and vacation employment to minority and female youth both on the site and in other areas of a contractor's workforce.**
- (k). Validate all tests and other selection requirements where there is an obligation to do so under 41 CFR 60-3.**

- (l). Conduct, at least annually, an inventory and evaluation of all minority and female personnel for promotional opportunities and encourage employees to seek or to prepare for promotional opportunities through appropriate training, etc.**
- (m). Ensure that seniority practices, job classifications, work assignments and other personnel practices, do not have a discriminatory effect by continually monitoring all personnel and employment related activities to ensure that the EEO policy and the contractor's obligations under these specifications are being carried out.**
- (n). Ensure that all facilities and company activities are non-segregated except that separate toilet and necessary changing facilities shall be provided to assure privacy between the sexes.**
- (o). Document and maintain a record of all solicitations to subcontractors from minority and female construction contractors and suppliers, including circulation of solicitations to minority and female contractor associations and other business associations.**
- (p). Conduct a review, at least annually, of all Superintendents' adherence to and performance under the contractors EEO policies and affirmative action obligations.**

ANNUAL EEO/AA CHECKLIST

GENERAL POLICIES AND TRAINING	DONE	BY WHOM	DATE
EEO/AA Officer appointed			
H/EEO/AA Policies written/revised/signed/dated			
Complaint procedures written/revised			
H/EEO/AA policy distributed to all employees			
Disseminated EEO policy externally to other contractors/subcontractors and suppliers			
Disseminate policies to unions			
Legal job application written/revised			
Supervisory personnel training in EEO/AA at least annually - keep list of topics covered & attendees			
All employees training in SH prevention (companies over 15 employees)			
RECRUITMENT			
Maintain current list of minority and female recruitment and training sources/publications			
Provide written notice of job opportunities to minority and female recruitment/training sources when they occur			
Maintain written and phone records of contact and responses when job openings occur			
Maintain 3 years current file of names, addresses, telephone numbers of each minority/female referral/applicant and action taken			
Utilize female and minority applicant file when job openings occur			
Develop on-the-job training program and/or participate in community training programs for women and minorities			
Direct recruitment efforts, both oral and written to minority, female and community based organizations, schools and publications "We are a Volunteer Affirmative Action Employer"			
Use phrase: "Female and minorities encouraged to apply" in all job postings and advertisements			
Encourage all employees to recruit female and minority applicants			
DURING EMPLOYMENT			
At least annually evaluate all female/minority personnel			
Encourage female/minority personnel to prepare/apply for promotions			
Monitor all personnel and employment activities/ practices to ensure that EEO policy and contractor obligations are being carried out			
Ensure facilities and company activities are non-segregated			
Document and maintain a log of all DBE solicitations			
Conduct a review of all supervisors' adherence to and performance of EEO/AA obligations			

C - MANDATORY JOB POSTINGS REQUIRED ON EACH PROJECT

The following posters are to be permanently and prominently displayed in a conspicuous place at all construction sites, in all buildings in which employees are located, and in reception areas.

Many of these posters are available from the Office of Federal Contract Compliance at 1-800-USA-EEOC or the Civil Rights Office at 624-3349. Feel free to contact this office directly.

Office of Federal Contract Compliance:

1. Equal Employment Opportunity It's The Law
2. Wage and Hour
 #1289
 #1088 Equal Pay

MaineDOT's Civil Rights Office:

1. Davis-Bacon Wage Rate
2. State Minimum Wage

Contractor/Subcontractor Generated: (See Section II for Samples)

1. Equal Employment Opportunity Policy
2. Harassment Policy

D - SAMPLE: HARASSMENT PREVENTION

Management must recognize that harassment raises costly legal issues and interferes with productivity. Companies can do much to lessen the likelihood of harassment, particularly harassment, by training all management and employees to be aware that harassment occurs. Management and employees must feel comfortable in reporting instances of harassment in order that a harassment-free work environment may exist. Under Maine Law, each new employee must be informed about company policies and the ramifications, which may occur in harassment or other forms of discrimination are documented.

The following steps should guide your company's efforts to identify and overcome harassment:

1. **Determine whether you have a problem** - don't assume because no one has complained or that your employees are simply nice people and would not, or do not treat each other that way, harassment does not exist. Remember that many people do not formally complain due to intimidation, humiliation, fear of escalation or repercussion, or fear of job loss.
2. **Establish top management awareness and support** - by briefings for owners, corporation officers, upper and mid-managers, and other management personnel. Stress the importance of costs in production and in real dollars as well as the magnitude and the consequences resulting from harassment, in particular harassment.
3. **Publish a policy statement** - policies must be specific and clearly demonstrate your company's commitment to identifying and eliminating harassment. The policy should contain, a purpose, legal and behavioral definitions of harassment and other problems, and outline of the steps management will take to handle problems, and a list of possible disciplinary actions the company will take to rectify situations of harassment.

At least annually, notify your employees of the company policy.

4. **Always** - document any training activity. Name, date and general subject covered. Maintain a file for at least one year. Maine's Harassment Law requires businesses with 15 or more employees, to inform all new employees and supervisors, and at least annually provide workers with the company harassment policy statement, signed/dated by the company representative or EEO Officer.

5. **Establish a complaint procedure** - that provides a means for bringing incidents out into the open and to the attention of those who can solve them. Encourage employees to communicate problems, in writing or verbally. Employees should feel that complaints and questions are welcomed and not discouraged. Most complaint procedures have the immediate supervisor as the first link in the process; however, if the problem is the supervisor, employees need to know of other designated individuals that they can report a charge to, the Project Superintendent, and always to the EEO Officer.
6. **Train both managers and employees in awareness prevention** - training should be in three phases: (1) top management/executives; (2) foreman/supervisors, and (3) all new employees and at least an annual reminder. Emphasize job-related behaviors, attitude changes, and increase supervisory personnel awareness to complaint recognition and resolution.
7. **Remember** - nude or semi-nude calendars, pictures, posters or visual material of either sex can be defined as harassment if displayed in the workplace. Off-color jokes, visual materials of explicit nature are questionable and therefore do not belong in the workplace. These questionable matters should be discouraged from the workplace.

A general rule of thumb that works well is, if you'd likely not have it posted on your home refrigerator than its best not kept in the workplace.

II

SAMPLE POLICY STATEMENT

**A - SAMPLE: EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION POLICY**

1. As owner of _____(Company Name)_____, it is my specific intent that all employees comply with Executive Order 11246 and 11375, as amended, which provides for equal employment opportunity of all employees and applicants for employment.

2. Accordingly, _____(Company Name)_____, will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex, age, veteran status or disability. The legal and moral obligation of _____(Company Name)_____ to not discriminate includes, but is not limited to, the following personnel actions:

**ADVERTISING, RECRUITMENT, HIRING, PLACEMENT,
TRANSFER, TERMINATION, TRAINING, UPGRADING, PAY
RATES, FRINGE BENEFITS, LAYOFF AND DEMOTION**

3. _____(Company Name)_____ will not maintain segregated facilities. The term “segregated” means to separate by race, color, religion, national origin, disability, and age. Therefore, our firm will not have segregated waiting rooms, work areas, rest and wash rooms, restaurants, and other eating areas, parking lots, drinking fountains, recreation, transportation and housing facilities. Separate but and equal number of rest and wash rooms for female and male employees is acceptable provided further divisions by race, color, religion, national origin, and disability does not occur.

4. It is also the policy of _____(Company Name)_____ to comply with Section 703 or Title VII of the Civil Rights Act of 1964 as amended, and MSRA Titles 5 and 26 as amended by Maine Public Law 1991, Chapter 474. Accordingly, unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature which are used as conditions of employment decisions or which operate to create and intimidating , hostile or offensive working environment, will not be tolerate by _____(Company Name)_____ .

5. I have appointed ____(EEO Officer’s Name)___ as my representative in these matters. As EEO Officer, ____(EEO Officer’s Name)___ , is responsible for overseeing compliance to EEO matters.

If you have any questions or concerns feel free to contact either _____
or me at _____.
(AA/EEO Officer)

Name, President/Owner, and Date

POST ON ALL SITES

B - SAMPLE: EXTERNAL/INTERNAL NOTIFICATION

Notice to all Applicants for Employment, Employees, Recruiting Agencies, Suppliers, Contractors, and Subcontractors (over \$10,000.00) (Company Name) is an Equal Employment Opportunity Employer.

It is the policy of _____(Company Name)_____ to treat all applicants and employees without regard to race, religion, national origin, sex, color, age, ancestry, prison record, disability, and veteran status in all aspects of employment. This includes upgrading; demotion; transfer; recruitment; advertising; lay-off or selection for training; including apprenticeship, pre-apprenticeship, and/or on-the-job training. Furthermore, we will: (1) not tolerate harassment, unwanted sexual advances, hostile or intimidating environments based on race, sex, religion, national origin, age, color, and disability; (2) make religious accommodations; (3) make reasonable accommodations for disabled persons; (4) treat pregnancy like any other temporary disability; (5) encourage protected group member employees to refer other women, minority and disabled persons for employment; and (6) recruit workers from employment agencies by placing "Affirmative Action Job orders".

In addition to this policy, I am please to announce the following general employment vacancies for this season: Truck Drivers, Laborers, etc.

You are invited to contact me throughout the season for specific job openings. I am available at: _____(City)____, Maine __ (Zip)___.

C - SAMPLE: SUGGESTED HARASSMENT POLICY

Harassment is against the law. Harassment is not a joke. Harassment is defined as un-welcomed sexual advances, requests for sexual favors, or other verbal or physical conduct on the job, threats, offensive jokes, or basing employment decisions or practices upon submission to sexual favors. Harassment on the basis of sex is a violation of Section 703 of Title VII of the Civil Rights Act of 1964 and MSRA Titles 5 and 26 as amended by Maine Public Law 1991, Chapter 474 when; 1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, 2) Submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual, 3) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Under Maine State Law, _____(Company Name)_____ is liable for charges of harassment. Neither you, nor _____(Company Name)_____ can afford the personal, professional and financial ramifications of harassment. Harassment will not be tolerated by _____(Company Name)_____ .

Applicants or employees who believe they are or have been harassed should promptly report such claims to their immediate supervisor, Project Superintendent, or Company EEO/AA Officer. ____ (Company Name)____ EEO/AA Officer is ____ (EEO Officer's Name)____ and may be reached at __ (Telephone Number) __ days or __ (Telephone Number) __ evenings. Any complaint may also be reported to the Maine Human Rights Commission (624-6050) at #51 State House Station, Augusta, Maine 04333-0051.

Date

(Signed) Chief Official/President

POST ON ALL SITES

III

RECRUITMENT & INTERVIEWING

A - RECRUITMENT/EMPLOYMENT LETTER

Date

Dear _____ ,

This is a job action request for our _____(PIN#)_____ project located in _____(Town)_____, Maine. The jobs nature is _____(Job Title)_____, and we anticipate ___(#)___ new hires between _____(Month)____, 200__ and _____(Month)____, 200__.

We specifically have employment need for journeyed workers in the following craft areas:

_____(Job Title)_____

_____(Job Title)_____

We additionally have ___(#)___ On-the-Job Training opportunities in the following areas:

_____(Job Title)_____

_____(Job Title)_____

Enclosed find copies of our job application. While these jobs are project specific, they may extend onto other jobs and for more than one season. Generally our work day is ___(hours)___ ; however, employees may be required to work overtime including some Saturdays or evenings until the job tasks are completed.

Rates of pay are established for each skilled job classification. These rates are established for only journeyed or skilled workers, while on-the-job trainees are paid a good wage but during this training they may not receive the skilled craft pay level.

Persons interested in applying for these or other jobs we may have available should complete one of our applications as soon as possible, forwarding it to my attention. Applicants may furnish a resume and include copies of certificates, licenses or other helpful information.

If I can be of additional assistance, please contact me directly at _____(telephone #)_____.

Sincerely,

(Name & Title)

Enclosures
cc: EEO/AA File

B - AFFIRMATIVE ACTION JOB ANNOUNCEMENT

All job vacancy announcements intended for publication to newspapers, radios or other external sources, should contain the following:

1. The job title;
2. Brief description of job duties;
3. Where the job is located and project start date;
4. Any special skills or licenses required to perform the job;
5. How to apply for the job (telephone inquiries, in-person, or through application);
6. If the job is temporary, seasonal or permanent;
7. Is the job full or part time;
8. EEO/AA Employer, or Equal Opportunity Employer or Females and Minorities are encouraged to apply or Protected Group Persons encouraged to apply;
9. An address, telephone number and/or person to contact;
10. The pay scale (optional); and
11. The company's benefits (insurance, sick leave, holidays, car pooling) (optional);
12. Made ads simple and easy to read;
13. Request good page exposure (gutter or outside page position);
14. Run ad in more than one paper or more than one page of the same issue;
15. Request ad be placed on first or last page of the advertisement section as it is more eye catching than those on the interior;
16. Avoid busy ads;
17. Invest with local papers or Statewides as they are available to target the market you wish to draw from;
18. Advertise with trade organizations or in publications likely to yield targeted populations.

C - SUGGESTED ETHNIC PUBLICATIONS AND MEDIA SOURCES

1. Women Unlimited
Attn: Pauline Ouellette, OJT Monitor
103 Winthrop Street, Suite A
Augusta, Maine 04330
Tele: (207) 623-7576

Periodic newsletter for women in non-traditional occupations. Will accept job announcements for skilled and unskilled workers.

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
Advertiser Democrat	PO Box 269	Norway	ME	04268	743-7011	743-2256
American Journal	4 Dana Street	Westbrook	ME	04092	854-2577	854-0018
Aroostook Republican	PO Box 608	Caribou	ME	04736	496-3251	492-4351
Associated Press	PO Box 349	Augusta	ME	04330	622-3018	626-5713
Bangor Daily News	PO Box 1329	Bangor	ME	04401	990-8000	941-9476
Bar Harbor Times	PO Box 68	Bar Harbor	ME	04609-0068	288-5813	288-5813
Bethel Citizen	PO Box 109	Bethel	ME	04217	824-2444	824-2426
Biddeford-Saco Courier	PO Box 1894	Biddeford	ME	04005	282-4337	282-4339
Boothbay Register	95 Townsend Ave	Boothbay Harbor	ME	04538	633-4620	633-7123
Border Reporter	PO Box 740	Jackman	ME	04945	668-4017	
Bridgton News	PO Box 244	Bridgton	ME	04009	647-2851	647-5001
Calais Advertiser	PO Box 660	Calais	ME	04619	454-3561	454-3458
Camden Herald	PO Box 248	Camden	ME	04843	236-8511	236-2816
Capital Weekly	PO Box 2788	Augusta	ME	04338-2788	621-6000	621-6006
Castine Patriot	PO Box 205	Castine	ME	04421	326-4383	326-4383
Channel X	152 E. Green Ridge Road	Caribou	ME	04736	473-7513	472-3221
Coastal Journal	PO Box 705	Bath	ME	04530	443-6241	443-5605

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
Community Advertiser	324A Maine Avenue	Farmingdale	ME	04344	582-8486	582-8486
Courier Gazette	301 Park Street	Rockland	ME	04841	594-4401	596-6981
Downeast Coastal Press	HCR 69, Box 287	Cutler	ME	04626	259-7751	259-2026
Eastern Gazette	PO Box 306	Dexter	ME	04930	924-7402	924-6215
Ellsworth American	PO Box 509	Ellsworth	ME	04605	667-2576	667-7656
Ellsworth Weekly	PO Box 1122	Ellsworth	ME	04605	667-5514	667-0693
Falmouth Forecaster	317 Foreside Road	Falmouth	ME	04105	781-3661	781-2060
Fort Fairfield Review	232 Main Street Suite 7	Ft. Fairfield	ME	04742-1171	472-3111	473-7977
Foster's Daily Democrat	8 Market Square	Portsmouth	NH	03801	603-431-4888	603-431-5963
Franklin Journal	PO Box 750	Farmington	ME	04938	778-2075	778-6970
Free Press	6 Leland Street	Rockland	ME	04841	596-0055	596-6698
Gray News	PO Box 433	Gray	ME	04039	657-2200	657-2427
Houlton Pioneer Times	PO Box 456	Houlton	ME	04730	532-2281	532-2403
Island Ad-vantages	PO Box 36	Stonington	ME	04681	367-2200	367-6397
Journal Tribune	PO Box 627	Biddeford	ME	04005	282-1535	282-3138
Katahdin Times	PO Box 330	Millinocket	ME	04462	723-8118	723-4434
Kennebec Journal	274 Western Avenue	Augusta	ME	04330	623-3811	623-2220

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
Lewiston Sun-Journal	PO Box 4400	Lewiston	ME	04240	784-5411	777-3436
Lincoln County News	Church Street	Damariscotta	ME	04543	563-3171	563-3127
Lincoln County Weekly	PO Box 1287	Damariscotta	ME	04543	563-5006	563-3615
Lincoln News	PO Box 35	Lincoln	ME	04457	794-6532	794-2004
Livermore Falls Advertiser	PO Box 8	Livermore Falls	ME	04254	897-4321	897-4322
Maine Public Broadcasting	PO Box 1628	Portland	ME	04101	874-6570	761-0318
Maine Sunday Telegram	PO Box 1460	Portland	ME	04104	791-6650	791-6920
Moosehead Messenger	PO Box 418	Greenville	ME	04441	695-3077	
Morning Sentinel	31 Front Street	Waterville	ME	04901	873-3341	861-9191
Mount Desert Islander	41 Rodick St - PO Box 900	Bar Harbor	ME	04609	288-0556	288-0559
Penobscot Times	PO Box 568	Old Town	ME	04468	827-4451	827-2280
Piscataquis Observer	PO Box 30	Dover-Foxcroft	ME	04426	564-8355	564-7056
Portland Press Herald	PO Box 1460	Portland	ME	04104	791-6650	791-6920
Portsmouth Herald	111 Maplewood Avenue	Portsmouth	NH	03801	603-436-1800	603-427-0550
Quoddy Tides	PO Box 213	Eastport	ME	04631	853-4806	853-4095
Republican Journal	PO Box 327	Belfast	ME	04915	338-3333	338-5498
Rumford Times	PO Box 490	Rumford	ME	04276	364-7893	369-0170

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
Sanford News	PO Box D	Sanford	ME	04073	324-5986	490-1431
Scarborough Leader	PO Box 907	Scarborough	ME	04070-0907	800-617-3984	282-4339
Shopping Notes	PO Box 905	Yarmouth	ME	04096	846-4112	
Somerset Gazette	2 Island Avenue	Skowhegan	ME	04976	474-0606	474-0303
St. Croix Courier	PO Box 777	Calais	ME	04619	506-454-7677	506-466-9950
St. John Valley Times	PO Box 419	Madawaska	ME	04756	728-3336	728-3825
Star Herald	PO Box 510	Presque Isle	ME	04769	768-5431	764-7585
Sugarloaf Irregular	PO Box 616	Kingfield	ME	04947	265-2773	265-2775
Sunday Sun Journal	PO Box 4400	Lewiston	ME	04240-4400	784-5411	777-3436
The Enterprise	PO Box 829	Bucksport	ME	04416	469-6722	469-2114
The Shopping Guide	PO Box 86	Cornish	ME	04020	625-4334	625-4133
Times Record	PO Box 10	Brunswick	ME	04011	729-3311	721-3151
Union Leader	PO Box 9555	Manchester	NH	03108	603-668-4321	603-668-0382
WABI	12 Acme Road	Brewer	ME	04412	989-5477	989-8320
WABI-TV	35 Hildreth Street	Bangor	ME	04401	947-8321	941-9378
WABK	150 Whitten Road	Augusta	ME	04330-6021		623-9035
WAGM	PO Box 1149	Presque Isle	ME	04769	764-4461	764-5329

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
Waldo Independent	PO Box 228	Belfast	ME	04915	338-5100	228-1810
WALZ	281 Main Street	Calais	ME	04619	255-4652	454-3062
WAVX	119 Tillson Ave - Ste 101A	Rockland	ME	04841	594-9283	594-1620
WBAE	420 Western Avenue	So. Portland	ME	04106	774-4561	774-3788
WBFB	12 Acme Rd - Suite 207	Brewer	ME	04412	989-7364	989-8321
WBGR-TV	2881 Ohio Street	Bangor	ME	04401	947-3300	884-8333
WBLM	One City Center	Portland	ME	04101	774-6364	774-8707
WBNC	PO Box 2008	Conway	NH	03818	603-447-5988	603-447-3655
WBPW	PO Box 312	Presque Isle	ME	04769	769-6600	764-5274
WBQQ	169 Port Road	Kennebunk	ME	04043	967-0993	967-8671
WBZN	PO Box 100	Brewer	ME	04412	667-9555	667-2436
WCBB-TV	65 Texas Avenue	Bangor	ME	04401	941-1010	942-2857
WCDQ	PO Box 631	Sanford	ME	04073	324-7271	490-1431
WCME	150 Whitten Road	Augusta	ME	04330	623-9000	623-9007
WCNM	PO Box 72	Norway	ME	04268	743-5911	743-5913
WCRQ	115 Main Street	Calais	ME	04619	454-2797	454-2793
WCSH-TV	One Congress Square	Portland	ME	04101	828-6666	828-6630

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
WCTB	PO Box 159	Skowhegan	ME	04976	474-5171	474-3299
WCXU	152 E. Green Ridge Rd	Caribou	ME	04736	473-7513	472-3221
WCXX	152 E. Green Ridge Road	Caribou	ME	04736	800-660-9298	472-3221
WCYY	One City Center	Portland	ME	04101	774-6364	774-8707
WDEA	PO Box 100	Brewer	ME	04412	667-9555	667-2436
WDME	PO Box 98	Dover-Foxcroft	ME	04426	564-2642	564-8905
WEBB	52 Western Avenue	Augusta	ME	04330	623-4735	626-5948
Weekly Packet	PO Box 646	Blue Hill	ME	04614	374-2341	374-2343
WEGP	PO Box 4087	Presque Isle	ME	04769	764-4389	764-4389
WERU	PO Box 170	Blue Hill	ME	04432-0170	469-6600	469-0500
WEZQ	PO Box 100	Brewer	ME	04412	667-9555	667-2436
WFAU	PO Box 1280	Gardiner	ME	04345	582-3303	623-9035
WFST	PO Box 600	Caribou	ME	04736	492-6000	493-3268
WFZX	691 Hogan Road	Bangor	ME	04401	942-3311	942-8039
WGAN	420 Western Ave	S. Portland	ME	04106	774-4561	761-7765
WGME-TV	1335 Washington Avenue	Portland	ME	04103	797-9330	878-7482
WHCP	PO Box 5000	Bangor	ME	04402	947-2751	947-0010

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
WHMX	PO Box 5000	Bangor	ME	04402	947-2751	947-0010
WHOM	One City Center	Portland	ME	04101	774-6364	776-8707
WHOU	PO Box 40	Houlton	ME	04730	532-3600	521-0062
WHQO	PO Box 159	Skowhegan	ME	04976	474-5171	474-3299
WHSN	One College Circle	Bangor	ME	04401	941-7176	947-3987
WIDE	110 Main St - Ste 1102	Saco	ME	04072	282-5121	283-1234
Wiscasset Newspaper	95 Townsend Ave	Boothbay Harbor	ME	04538	882-6355	882-4280
WJBQ	583 Warren Avenue	Portland	ME	04103	775-6321	772-8087
WJTO	PO Box 308	Bath	ME	04530	443-6671	
WKCG	PO Box 1280	Gardiner	ME	04345	582-3303	623-9035
WKIT	PO Box 1929	Bangor	ME	04402	990-2800	990-2444
WKRH	PO Box 308	Bath	ME	04530	443-6671	
WKSQ	PO Box 9494	Ellsworth	ME	04605	667-7573	667-9494
WKTJ	PO Box 590	Farmington	ME	04938	778-3400	778-3000
WKTQ	PO Box 72	Norway	ME	04268	743-5911	743-5913
WKZS	912 Washington Street	Auburn	ME	04243	784-5401	784-5581
WLAM	912 Washington St	Auburn	ME	04243	784-5401	784-5581

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
WLBZ-TV	PO Box 415	Bangor	ME	04402-0415	942-4821	942-2109
WLKE	PO Box 1107	Ellsworth	ME	04605	667-7573	667-9494
WLOB	779 Warren Avenue	Portland	ME	04103	775-1310	775-1011
WMCM	15 Payne Avenue	Rockland	ME	04841	594-9400	594-2234
WMDR	160 Bangor Street	Augusta	ME	04330	622-1340	623-2874
WMGX	420 Western Avenue	S. Portland	ME	04106	774-4561	761-7765
WMME	52 Western Avenue	Augusta	ME	04330	623-4735	626-5948
WMOU	PO Box 489	Berlin	NH	03570	603-752-1230	603-752-3117
WMSJ	PO Box 287	Freeport	ME	04032	865-3448	865-1763
WMTW	912 Washington Street	Auburn	ME	04243	784-5401	784-5581
WMTW-TV	PO Box 8	Auburn	ME	04210	782-1800	782-2165
WMWV	PO Box 2008	Conway	NH	03818	603-447-5988	603-447-3655
WNSX	PO Box 9494	Ellsworth	ME	04605	667-7573	667-9494
WOKQ	PO Box 576	Dover	NH	03820	603-742-7060	603-742-1459
WOXO	PO Box 72	Norway	ME	04268	743-5911	743-5913
WOZI	PO Box 312	Presque Isle	ME	04769	769-6600	764-5274
WPHX	482 Congress St - Suite 501	Portland	ME	04112	773-8900	773-8905

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
WPOR	420 Western Ave	S. Portland	ME	04106	773-8111	774-3788
WQCB	PO Box 100	Brewer	ME	04412	667-9555	667-2436
WQDY	PO Box 403	Calais	ME	04619	454-7545	454-3062
WQEZ	169 Port Road	Kennebunk	ME	04043	967-0993	967-8671
WQHR	PO Box 312	Presque Isle	ME	04769	769-6600	764-5274
WQSS	PO Box 1228	Camden	ME	04843	236-2452	236-4227
WRED	110 Main Street - Suite 1102	Saco	ME	04072	282-5121	283-1234
WRKD	15 Payne Avenue	Rockland	ME	04841	594-9400	594-2234
WSHK	Box 370	Dover	NH	03821-0370	603-749-2776	603-749-1500
WSKW	PO Box 159	Skowhegan	ME	04976	474-5171	474-3299
WSME	PO Box 631	Sanford	ME	04073	324-7271	490-1431
WSYY	PO Box 1240	Millinocket	ME	04462	723-9657	723-5900
WTBM	PO Box 72	Norway	ME	04268	743-5911	743-5913
WTHT	477 Congress St - Suite 3B	Portland	ME	04101-3452	797-0780	797-0368
WTME	PO Box 72	Norway	ME	04268	743-5911	743-5913
WTOS	PO Box 159	Skowhegan	ME	04976	474-5171	474-3299
WTPN	One City Center	Portland	ME	04101	774-6364	774-8707

Media Name	Street/PO Box	City/Town	St	Zip	Phone	Fax
WTSN	PO Box 400	Dover	NH	03820	603-742-1270	603-742-0448
WVII-TV	371 Target Industrial Cir	Bangor	ME	04401	945-6457	945-6864
WVOM	691 Hogan Road	Bangor	ME	04401	942-3311	942-8039
WWMJ	PO Box 100	Brewer	ME	04412	667-9555	667-2436
WYNZ	420 Western Avenue	S. Portland	ME	04106	774-4561	761-7765
WZAN	420 Western Avenue	S. Portland	ME	04106	774-4561	774-3788
WZON	PO Box 1929	Bangor	ME	04402	990-2800	990-2444
WZOU	912 Washington Street	Auburn	ME	04243	784-5401	784-5581
WZPK	PO Box 489	Berlin	NH	03570	603-752-1230	603-752-3117
York County Coast Star	PO Box 979	Kennebunk	ME	04043	985-2961	985-9050
York Weekly	PO Box 7	York	ME	03909	363-4343	351-2849

D - SUGGESTED INTERVIEWING GUIDELINES

State and Federal laws prohibit interview questions which discriminate directly or indirectly in the employment opportunity of women, minorities, and/or disabled persons. A list of interview questions should be made up before the interview and must be specific to the job being interviewed for. The same interview questions should be asked of each person.

THE FOLLOWING ARE:

QUESTIONS ILLEGAL TO ASK BEFORE HIRING:

1. How old are you? When do you plan to retire?
When were you born? Date of Birth?
2. Where were you born? Are you an American
Citizen? Are you a naturalized American?
3. Are you married? What is your maiden name?
What is your marital status?
4. How does your spouse feel about you working?
5. How does your spouse feel about you traveling?
6. Do you have any children? How many
dependents do you have?
7. Do you have a bad back?
8. Have you ever been hurt on the job?
9. Are you French? Italian? American Indian?
(Fill in the ethnic group of your choice)
10. Have you every been arrested?
11. Do you have a car?
12. How tall are you? How much do you weigh?
What color are your eyes and hair?
Do you have a photograph of yourself?
13. Did you graduate from High School?
14. What church or civic groups do you belong to?

QUESTIONS THAT YOU CAN ASK BEFORE HIRING:

1. Are you over 18 years of age?
2. Do you have the right to work in the
United States?
3. Can you perform the job duties of this position?
4. Are you legally able to operate a vehicle/truck
(whichever) in Maine?
5. Do you have a valid Maine Class License (Only
applies if a specific job requires such a license).
6. Are you willing to work overtime, and
weekends? (If a person states that they would
be unable to, do not automatically disqualify.
Determine the reason they can not, for instance
if it is religious, you are required to make
reasonable accommodations).
7. Do you have any special skills or licenses
you would like us to know about?

All hiring officials will use this guide as a basis for all interviews.

E - INTERVIEWING BASICS

Before the Interview:

1. Have available a written job description which describes and prioritizes duties, and work conditions.
2. Determine the necessary job qualifications.
3. Select an interview location and determine who will conduct the interviews. Always have an interview team which may include the EEO or Personnel Officer.
4. Develop interview questions which assure applicants will be asked the **same** job related questions. Allow enough time between each interview.
5. Develop a rating sheet which evaluates each applicant.

During the Interview:

1. Attempt to put each applicant at ease. Avoid small talk which could be construed as soliciting illegal information.
2. Do not express positive or negative reactions to applicants responses.
3. Accentuate the positive aspects of the job but do not oversell.

After the Interview:

1. Rate each applicant and evaluate applicants training, education and work experience.
2. Write down your reason for selection or non-selection.
3. Keep all records relative to selection for a minimum of one year.

Do you have a current Maine Driver's License? ___ Yes ___ No Class:

Other licenses/certifications or OSHA credentials - Type: _____

IV. Employment History

Current Employer: _____

From: _____ Position held: _____

Duties: _____

Employer 2: _____

From: _____ Position held: _____

Duties: _____

Reason for leaving; _____

Employer 3: _____

From: _____ Position held: _____

Duties: _____

Reason for leaving: _____

Include any other information such as volunteer or unpaid work experience that relates directly to your qualifications for the job applied for [equipment, tools, hobbies].

V. Agreement (Please read the following statements carefully)

I hereby affirm that the information provided on this application is true and complete to the best of my knowledge. I agree that falsified information or significant omissions may disqualify me from further consideration for employment and may be considered justification for dismissal if discovered at a later date.

I authorize persons, schools, current employer (if applicable) and previous employers named in the application to provide you with any relevant information that may be required to arrive at an employment decision.

Received by:

Signature:

Interview ___ Yes ___ No	COMPANY USE ONLY
Hired ___ Yes ___ No	Protected Group Member: _____
Why: _____	Other: _____
Date of Hire: _____	

IV

EMPLOYEE RELATIONS

A - COMPLAINT FORM

Your Name: _____

Address: _____

Project Location: _____ Telephone: _____

Job Title: _____ Date problem began: _____

1. Whom do you charge with discrimination: _____

2. What is this person's relationship to you:

co- worker

superintendent/foreman

immediate supervisor

sub-contractor/supplier employee

other, be specific _____

3. Type of discrimination or harassment:

Race

Sex

Disability, Physical

Color

Age

Ex-Patient

Religion

Ex-Offender

National Origin

Disabled Veteran

Vietnam Veteran

Disability, Mental

4. Witness(es) to the incident(s): _____

5. Summarize the incident(s): _____

6. _____

(Witness)

(Date)

7. _____

(Your Signature)

(Date)

B - SAMPLE: EMPLOYEE PERFORMANCE EVALUATION REPORT

To: EEO/AA Officer

Date: _____

Name: _____

S.S. Number: _____

Position Title: _____

1. Quantity of work: (amount produced on schedule)

- ___ a. seldom produces enough work to meet production deadlines.
- ___ b. requires close supervision to complete acceptable amounts of work.
- ___ c. usually completes assigned duties on time.
- ___ d. consistently completes assigned duties on time.
- ___ e. top producer, often goes beyond expectations of job.

2. Quality of work: (accuracy, dependability)

- ___ a. work has to be redone frequently.
- ___ b. occasionally below standard, routine duties handled satisfactorily well.
- ___ c. completes assigned duties satisfactorily.
- ___ d. consistently outstanding quality.

3. Use of safe operating procedures:

- ___ a. works dangerously, ignores safety and safe work procedures.
- ___ b. careless work habits.
- ___ c. occasionally lax in safety.
- ___ d. good safe work habits, applies good safety procedures.

4. Work habits with others: (gets along)

- ___ a. refuses to cooperate or lend help, creates friction.
- ___ b. sometimes creates friction: occasionally disrupts co-workers.
- ___ c. seldom creates friction.
- ___ d. works in harmony, asset to morale.
- ___ e. extremely successful, actively promotes harmony.

5. Use of equipment/tools/machinery:

- ___ a. requires continual observation, abuses equipment.
- ___ b. requires frequent counseling, careless and forgetful.
- ___ c. occasional counseling, capable of proper care, but may forget.
- ___ d. seldom requires counseling, maintains equipment.
- ___ e. highly skilled, fully aware, anticipates need for preventative maintenance.

6. Recommend: ___ rehire, ___ do not rehire employee for another job.
Comments:

Upgrade _____, _____ Do not upgrade.

I have read/had read to me and understand this evaluation.

I ___ concur, ___ do not concur with its findings.

(Employee Signature)

(Date)

(Rater Signature)

(Date)

cc: Employee, personnel file

C - SAMPLE: SUPERINTENDENT'S EEO EVALUATION

(Following each project or annually on longer projects)

Name: ____ (Superintendent's Name)____ Date: _____

Project Number: _____ Town: _____

Crew Size: _____ Females: _____ Minorities: _____

1. Has the Superintendent received EEO Training? ____ Yes ____ No
2. Who trained the Superintendent in EEO/AA? _____
3. What is the Superintendent's understanding of _____(Company Name)_____ EEO/AA obligations?
4. Did the Superintendent review with the crew(s) EEO Obligations, the complaint process/policy & harassment. If so, how? Date? Is there a record of the meeting?
5. Does each crew member have a copy of the company's EEO, Harassment and Complaint policies? When? How did they receive these?
6. Did the Superintendent receive any EEO, Harassment complaints? If so, how did the Superintendent respond, what action took place and what was the outcome? Is there a record of the complaint, investigation and subsequent resolution?
7. If any disciplinary action occurred on the project did the Superintendent follow Company procedures? Explain:

Additional comments/recommendations: _____

I have read/had read to me and understand the above. I concur ____, do not concur ____ with this evaluation.

Superintendent's Signature Date

Reviewer's Signature Date

D - SAMPLE: WARNING/COUNSELING

Name: _____

Project: _____ Town: _____

Date: _____

Incident: (Briefly Explain)

Disciplinary Action:

_____ None

_____ Written Warning

_____ Other, _____

_____ Suspend with Pay _____ to _____

_____ Suspend without Pay _____ to _____

_____ Dismissed

EEO/AA Officer	Date
----------------	------

Superintendent – CEO (or Company Official)	Date
---	------

Employee	Date
----------	------