

The Texas A&M University System Offices

**2009 Affirmative Action Plan for
Women and Minorities**

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NOTE: Supporting documentation is available in System Offices Human Resources located in the A&M System Building, 200 Technology Way, Suite 1281, College Station, Texas.

INTRODUCTION

The Texas A&M University System consists of a staff of approximately 300 full-time employees in the System Offices. System Offices are headquartered in the A&M System Building in College Station and provide leadership for A&M System universities and agencies through the organizational units reflected on the organizational chart available online at <http://www.tamus.edu/overview/exec>.

This Affirmative Action Plan provides a statement of the principles and policies that commit the System Offices to equal employment opportunity and addresses administration of the affirmative action program for the period January 1 through December 31. Separate utilization analyses have been prepared for new hires, promotions and terminations, with proposals for corrective measures and Annual Placement Goals where applicable. In addition, this Plan summarizes the measures taken to achieve the appropriate representation of women and minorities within the organization. System Offices also assume responsibility for promoting job opportunities for individuals with disabilities and veterans.

Plans for women and minorities, as well as individuals with disabilities and veterans, are contained herein and are made available, upon request, to all federal and state enforcement agencies.

Section I of this Plan covers women and minorities and is organized into seven sections, each of which follows the topics suggested by OFCCP's Title 41, CFR 60, as necessary components of an effective, results-oriented affirmative action program.

Section II of this Plan covers individuals with disabilities and veterans, and is organized into nine sections, each of which follows the topics suggested by OFCCP's Title 41, CFR 60-741 and Title 41, CFR 60-250, as necessary components of an effective, results-oriented affirmative action program.

The Plan also includes summary information about diversity and underrepresentation in the System Offices' workforce. This information is compiled annually and statistics are calculated to show the results of this ongoing program. The A&M System's policies and procedures are incorporated by references in the appropriate sections of the Plan.

STATEMENT OF POLICY

It is the policy of The Texas A&M University System Offices to ensure equal employment opportunity for all persons and to take additional initiatives to recruit, employ, train and promote qualified members of underrepresented groups.

Affirmative action does not mean lowering standards of excellence nor does it mean that unqualified persons will be hired. Affirmative action means that System Offices will make good faith efforts to increase the opportunities for women and minorities to participate in all areas of the workforce and to remove any impediments individuals may encounter to access System Offices. The standard of excellence that ensures quality performance is central to an effective proactive affirmative action program. Legitimate, essential and business-necessity-based standards and requirements provide for a fair and equitable employment environment.

System Offices are committed to the specific and results-oriented procedures established by this Affirmative Action Plan. These procedures and good faith efforts are designed to achieve the full representation of all System Offices employees at all levels and in all parts of the workforce through affirmative action. System Offices are committed to meeting the following objectives:

- Increase the utilization of underrepresented workforce populations, including women and minorities, at all levels of the workforce. When underrepresentation exists, efforts should be made to establish and maintain utilization at a level reflective of labor market availability.
 - Publish and disseminate policies on affirmative action, equal employment and diversity.
 - Utilize internal audit and reporting systems to evaluate and measure the effectiveness of affirmative action program activities.
 - Make every reasonable effort to continue hiring women and minorities in proportions at least equal to the respective proportions of qualified women and minorities in the relevant labor markets.
 - Ensure discriminatory and disparate policies and practices are not integrated into any System Offices initiatives or strategies.
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I. PURPOSE, APPLICABILITY AND REAFFIRMATION

A. Purpose

This Affirmative Action Plan establishes specific and results-oriented procedures to which System Offices department heads are fully committed. These procedures, coupled with good faith efforts, are designed to achieve the full representation of a diverse workforce, including women and minorities, at all levels and in all parts of the workforce through affirmative action.

System Offices department heads share a responsibility to meet the following major objectives:

1. Increase the utilization of underrepresented workforce populations, including women and minorities, at all levels of the workforce. Where underrepresentation exists, efforts should be made to establish and maintain utilization at a level reflective of labor market availability.
2. Ensure that the proportion of individuals, including women and minorities, among staff shall at least equal the respective proportions of qualified individuals available in the relevant labor markets. Comparison of the appropriate external and internal workforce with internal utilization will demonstrate any existing disparities within the System Offices' workforce.

Human Resources has the additional responsibility to:

1. Publish and disseminate internally and externally, where appropriate, affirmative action and equal employment policies.
2. Utilize internal audit and reporting systems to evaluate and measure the effectiveness of affirmative action activities.

B. Applicability

This plan is applicable to all organizational units of the System Offices.

C. Equal Employment Opportunity through Affirmative Action

The System Offices' policy is to ensure that all qualified applicants and employees receive an equal opportunity for recruitment, selection, advancement and every other term and privilege associated with employment (see System Policy 08.01, *Civil Rights Protections and Compliance* and System Regulation 33.02.01, *Equal Opportunity and Affirmative Action Programs*).

Affirmative action does not mean lowering standards of excellence, nor does it mean that unqualified persons will be hired. It does not preclude System

Offices from continuing to provide logical and balanced programs to meet the needs of a broad spectrum of society. It should also be noted that affirmative action does not automatically take priority over all other legitimate goals and policies of System Offices. It does mean that System Offices will make good faith efforts to increase workforce diversity at all levels of the organization, including opportunities for women and minorities, and to remove any impediments that may be encountered in accessing System Offices' programs and activities.

D. Affirmative Action Program

1. Discrimination

System Offices ensure an equal access to members of all protected categories for all opportunities within the organization. System Offices will not discriminate on the basis of sex, except in certain instances where sex is a bona fide occupational qualification reasonably necessary to the normal operation of business. Furthermore, it is System Offices' policy not to discriminate on the basis of race, color, religion, sex, national origin, age, disability or veteran status. To this end, System Offices shall continue to require the following:

a) Recruitment and Advertising

- 1) System Offices will recruit minorities and women for all jobs, except as noted above.
- 2) When requested by the hiring department, advertisements will be placed in professional journals and other publications directed toward women and/or minority applicants.
- 3) All advertisements will be followed by a phrase such as "Equal Opportunity Employer" or "EOE."
- 4) Advertisements will be placed in a general category with no sexual preference indicated.
- 5) Human Resources will notify the Office of Equal Opportunity and Diversity of all job vacancies so the latter can inform appropriate women and/or minority organizations of the vacancies.

b) Job Policies and Practices

- 1) All applicants will have an equal opportunity to all jobs for which they are qualified.
- 2) No applicant will be restricted from seeking employment in any job group on the basis of race or sex, except in certain instances where sex is a bona fide occupational qualification.
- 3) No distinction will be made between men and women, or between minorities and non-minorities, in regard to opportunities, wages, hours or other conditions of employment.
- 4) No distinction will be made between the treatment of a female and a male in regard to marital status.
- 5) System Offices will rely on federal guidelines relative to occupational questions.
- 6) Women will not be penalized in their employment due to maternity leave.
- 7) Leave policies will treat all employees equally in terms of any disabilities or illnesses.
- 8) The sexual harassment policy commits System Offices to a proactive preventive process (see System Policy 08.01, *Civil Rights Protections and Compliance* and System Regulation 34.01.01, *Sexual Harassment*).

c) Seniority System

System Offices do not maintain a formal seniority system or seniority lines of progression.

d) Wages

- 1) Wage schedules are based on actual job skills required, regardless of the employee's race or sex.
- 2) Salaries are reviewed to determine if salary offers made to minority and female applicants are fair, reasonable and consistent with those made to non-minorities and men in the same discipline and job title.

e) Proactive Efforts

- 1) Women and minorities will be actively recruited for positions at all levels.
- 2) Women and minorities are eligible for and will be encouraged to participate in all management training programs.
- 3) A review of all practices and procedures is conducted to ensure that applicants are employed and employees are treated fairly, without regard to their religion or national origin.
- 4) Outreach and positive recruitment efforts are undertaken to inform applicants and employees of System Offices' commitment to a culturally and religiously diverse workforce and positive work environment.
- 5) System Offices will make every reasonable effort to accommodate an employee's or prospective employee's religious practice.

E. Grievance Procedures

Positive employer/employee relations are aided by effective communications concerning employment expectations. Satisfactory resolution of grievances and equitable application of System Offices' policies are essential to the unity of staff effort and the maintenance of employee morale and productivity.

1. Coverage for Staff Categories

System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*, outlines a detailed process which relies heavily on elements of conciliation and encourages resolution at the lowest level of management possible.

2. Allegations of Discrimination

- a) The established procedures are intended to cover all grievance situations. Discrimination complaints, which may allege that a person has been denied employment, a promotion, or some other benefit or opportunity because of his/her race, color, religion, sex, national origin, age, disability or veteran status, are subject to the procedures as set forth in System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*.
- b) All employee complaints and grievances are viewed as employee relations issues. The Director of Human Resources handles grievances from all System Offices employees.

- c) Regardless of the origin of the complaint, the Director of Human Resources and System Offices department heads share all necessary information and are mutually cooperative throughout the process of investigating and resolving the complaint.

3. Complaints Received from External Agencies

When an internal complaint is not resolved, employees may, at their discretion, seek assistance from state or federal agencies. Upon receipt of this type of complaint, the Director of Human Resources will, in cooperation with the Director of Equal Opportunity and Diversity, coordinate the resolution or disposition of the complaint.

II. DISSEMINATION OF AFFIRMATIVE ACTION POLICIES AND PROCEDURES

System Offices recognize that, in order for this Affirmative Action Plan to succeed, it must be comprehensive in scope and the provisions of the Plan must be communicated to all management personnel and employees.

A. *Internal Dissemination*

1. On an annual basis, the Chancellor distributes a memorandum reaffirming System Offices' commitment to affirmative action to all employees.

Responsible Officials: Chancellor, Director of Equal Opportunity and Diversity and Director of Human Resources

2. The policies on Equal Employment Opportunity and Affirmative Action are stated in System Policy 08.01, *Civil Rights Protections and Compliance*, and System Regulation 33.02.01, *Equal Opportunity and Affirmative Action Programs*. These documents are available on the System Offices website.

Responsible Official: Director of Equal Opportunity and Diversity

3. Copies of System Offices' Affirmative Action Plan and applicable policies and procedures are available on the System Offices website. System Offices department heads are requested to make all individuals involved in personnel decisions aware of these documents and their contents.

Responsible Official: Director of Human Resources

4. The plan is available on the Human Resources website.

Responsible Official: Director of Human Resources

5. On an annual basis, a summary of the organization's demographics reflecting progress in affirmative action will be provided to executive management.

Responsible Official: Director of Human Resources and Director of Equal Opportunity and Diversity

6. Posters on equal opportunity for employment are placed as appropriate in Human Resources and each department to ensure that current and prospective employees know of System Offices' commitment to equal employment opportunity.

Responsible Official: Director of Human Resources

7. According to State of Texas Labor Code §21.010 all state employees must complete training on equal employment opportunity and prevention of sexual harassment within the first 30 days of employment and supplemental training every two years. This training is available online.

Responsible Official: Director of Human Resources

B. External Dissemination

System Offices will undertake appropriate outreach and positive recruitment activities such as those listed below that are reasonably designed to effectively recruit qualified women and minorities.

1. Each advertisement for a vacant position will continue to affirm System Offices' commitment to affirmative action by including a statement such as "Equal Opportunity Employer" or "EOE."
2. All vacant positions will be listed on the System Offices employment website and the Texas Workforce Commission's website link unless the positions are filled through internal promotion or transfer.
3. The System Offices Purchasing Department continues to incorporate an approved equal employment opportunity clause on all [Federally Funded] purchase orders, leases and contracts that are covered by Executive Order 11246, as amended, and in its implementing regulations.
4. The Director of Equal Opportunity and Diversity will periodically communicate System Offices' job opportunities to organizations representing women and minorities.
5. The Director of Human Resources will ensure that employment materials, brochures, etc., include references to equal employment opportunity for women and minorities and that artwork therein includes representatives of protected groups.

III. DESIGNATION OF RESPONSIBILITY

A. Responsibility for Implementation

1. The Chancellor assumes ultimate responsibility for the success of System Offices' affirmative action program.
2. The Chancellor has delegated specific authority and responsibility for affirmative action and diversity programs systemwide to the Director of Equal Opportunity and Diversity.
3. Organizational units share the administrative responsibilities of day-to-day implementation of the program.
4. System Offices' affirmative action procedures are designed to make affirmative action considerations an integral part of the regular process of employee selection, retention and advancement. Departments are required to document the disposition of applications in the applicant pools. Human Resources maintains a record of the applicant data for auditing purposes.
5. The Director of Human Resources will be consulted to review all prospective offers of employment for conformity to affirmative action guidelines.

B. Designated Officials

1. Director of Human Resources - This position has overall responsibility and oversight for all phases of the equal employment opportunity programs of System Offices. The Director of Human Resources, with the assistance of the Human Resources staff, has been charged with the responsibility to:
 - a) Coordinate, monitor and assist in the implementation of all aspects of Equal Employment Opportunity/Affirmative Action (EEO/AA) programs for all organizational units of System Offices; and serve as the primary EEO/AA staff specialist and information source within System Offices.
 - b) Coordinate investigations and responses to state and federal discrimination complaints filed against System Offices with the Director of Equal Opportunity and Diversity, and assist in resolving questions related to reporting and compliance requirements.
 - c) Review and suggest appropriate revisions to personnel and other rules and procedures of System Offices to eliminate potential areas of discrimination and to ensure equal opportunity for all.
 - d) Provide leadership and technical assistance regarding policies, procedures and resources available to the EEO/AA program throughout System Offices.

- e) Refer employee complaints to the appropriate department head or another appropriate individual if the complaint is regarding the department head for resolution; assist in the investigation of discrimination allegations and complaints, with the objective of resolving complaints at the lowest level of management; and assist with discrimination complaints being handled through the internal grievance procedure.
 - f) Conduct statistical analyses to determine the effectiveness of affirmative action plans and provide technical assistance for affirmative action initiatives as requested.
 - g) Develop and implement internal audit and reporting systems designed to:
 - 1) periodically measure the effectiveness of each department's affirmative action efforts;
 - 2) identify areas that appear to require special attention or remedial action;
 - 3) determine the degree to which placement goals established for women and minorities are being achieved;
 - 4) analyze and evaluate applicant flow data and other employment activities and practices; and
 - 5) develop methods and strategies for increasing protected group employment opportunities and ensure compliance with merit employment principles and legal requirements.
2. Affirmative Action Representative - The Director of Human Resources also serves as System Offices' Affirmative Action Representative and coordinates, monitors and reports the organization's equal employment opportunity/affirmative action activities. In that capacity, the Director of Human Resources will:
- a) assist in the development of the affirmative action program, policy statement and internal and external communications;
 - b) assist in the identification of problem areas related to EEO policy and methods and procedures for solutions;
 - c) ensure the maintenance of recordkeeping systems on employment related activities that will measure the effectiveness of affirmative action and other equal employment opportunity initiatives;

- d) keep System Offices' administrators informed of the latest developments relating to equal employment opportunities and affirmative action;
- e) assist in auditing personnel activities and practices to ensure compliance with the technical aspects of applicable Executive Orders and other federal regulations; and
- f) upon request, assist in the compilation of personnel activity data, including applicant flow data, for reports to the Director of Equal Opportunity and Diversity and System Offices department heads.

3. Other Officers

- a) Contractual equal employment clauses and other legal material will be monitored by the A&M System General Counsel's Office.
- b) The A&M System Associate Vice Chancellor for Facilities Planning and Construction and the Board of Regents have responsibility for non-discriminatory selection of contractors on projects for System Offices. Businesses owned by minorities and women will be actively sought for contracting opportunities in compliance with state law and A&M System policies.
- c) Each department head is responsible for assisting with an employee's complaint of discrimination or noncompliance with federal regulations governing employment practices. The Director of Human Resources is to be advised and available to intervene if a local resolution is not achieved.
- d) All System Offices supervisors and department heads are responsible for supporting the equal opportunity policy and affirmative action program and providing leadership in carrying out the goals and objectives of System Offices.

C. Managers and Supervisors

1. Each individual who is in a managerial or supervisory role is responsible for applying the principles of equal employment opportunity in all personnel actions.
2. Each manager and supervisor is responsible for taking action to prevent:
 - a) illegal harassment of employees;
 - b) retaliation against employees who avail themselves of the complaint and appeal procedure;
 - c) retaliation against employees who file a complaint with a federal, state or local compliance agency; and
 - d) retaliation against employees who participate in a complaint investigation.

IV. MONITORING AND REPORTING PROCESS

A. Procedures

1. Annual Reporting Period

Each year a set of workforce reports is produced by the Budget/Payroll/Personnel (BPP) database for affirmative action reporting purposes. The reports provide a picture of System Offices' workforce for purposes of evaluating representation and making year-to-year comparisons.

2. Report Generation

Personnel data files are used to produce a listing of all employees by race and sex within each major organizational unit, job group and EEO category.

These files are updated through budget/personnel actions (Form 500). The personnel data files provide information for production of workforce reports, including utilization analyses.

3. Reporting Unit Structure

To administer the affirmative action program most effectively, Human Resources utilizes System Offices' administrative structure to disseminate policies and procedures.

4. Reporting Employee Categories

System Offices employees are divided into two major groups for purposes of compensation administration. Included in the "nonclassified" group are executive, administrative, managerial and professional non-faculty personnel. The "classified" group includes secretarial, clerical, technical and paraprofessional employees. Lists of the title codes for each of these two major employee categories are available from the Director of Human Resources.

B. Data Sources

1. Personnel Information System

The personnel data files organize and store current data on all System Offices employees. The information currently maintained on each employee that is applicable to affirmative action reporting includes name, title, salary, race, sex, organizational unit and EEO job category code. This information is used to compile the workforce reports produced by the BPP database for affirmative action reporting purposes.

2. Position Descriptions

Human Resources maintains a Position Description that delineates job duties, job responsibilities and minimum qualifications for each System Offices position.

C. Equal Employment Opportunity Categories and System Offices Job Groups

1. Equal Employment Opportunity Categories

For purposes of conducting meaningful workforce analyses, all System Offices positions are grouped by occupational duties into categories having broad commonalities. These categories are derived from the Integrated Postsecondary Education Data System maintained by the U.S. Department of Education.

a) Executive/Administrative/Managerial

Includes all persons whose assignments require primary (and major) responsibility for management of a System Offices department. Assignments require the performance of work directly related to management policies or general business operations of the System Offices department, etc. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment and to direct the work of others. This category includes all officers holding such titles as Chancellor, General Counsel, Vice Chancellor, Associate Vice Chancellor, Assistant Vice Chancellor, Director, or the equivalent, as well as key subordinates to any of these administrators.

b) Faculty

Includes all persons whose specific assignments are made for the purpose of conducting instruction, research, or public service as a principal activity (or activities), and who hold academic titles of professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any one of these academic ranks. (System Offices do not have any employees in this category.)

c) Professional Nonfaculty

Includes persons whose assignments would require either college education or experience of such a kind and amount as to provide a comparable background. This category includes all staff members with assignments requiring specialized professional training.

d) Secretarial and Clerical

Includes all persons whose assignments typically are associated with clerical activities or are specifically of a secretarial nature. Includes personnel who are responsible for internal and external communications, recording and retrieval of data (other than computer programmers) and/or information and other paperwork required in an office.

e) Technical and Paraprofessional

Includes all persons whose assignments require specialized knowledge or skills that may be acquired through experience or academic work such as offered in many two-year technical institutions, junior colleges, or other associate degree programs in higher education. Includes computer technicians and operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical sciences), and similar occupational-activity categories that are institutionally defined as technical assignments. Includes persons who perform some of the duties of a professional or technician in a supportive role (requiring less formal training and/or experience than is normally required for professional or technical status).

f) Skilled Crafts

Includes all persons whose assignments typically require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes mechanics and repairers, electricians, skilled machinists, carpenters, artists and press operators. (System Offices do not have any employees in this category.)

g) Service/Maintenance

Includes persons whose assignments require limited degrees of previously acquired skills and knowledge and in which workers perform duties that result in or contribute to the comfort, convenience and hygiene of personnel and the student body or that contribute to the upkeep and care of buildings, facilities or grounds of the institutional property. Includes laundry workers, cafeteria workers, truck and bus drivers, garage workers, custodial personnel, gardeners and groundskeepers, refuse collectors, construction workers and security personnel. (System Offices do not have any employees in this category.)

2. System Offices Job Groups

Within each major EEO category, positions are subdivided into job groups that have similar criteria and commonality. Development of the System Offices job groups is consistent with the following guidelines:

- a) Jobs within a group have similar content, wage rates and opportunities.
- b) Job groups should parallel, as closely as possible, the employment categories used in published data on the availability of women and minorities, in order to provide meaningful analyses of System Offices' workforce.
- c) Jobs with substantially different qualifications should not be combined.
- d) Job groups should reflect, as closely as possible, the logical structure inherent to the organization.
- e) Entry-level jobs should not be grouped with higher-level jobs.
- f) Each job group should be large enough to facilitate meaningful statistical analyses.

D. Analyses

1. Organizational Profile/Workforce Analysis

In accordance with § 60-2.11 (c), System Offices have prepared an Organizational Profile in the form of a workforce analysis. The workforce analysis is created using a report generated from the BPP database and is based upon personnel records as of December 31. On that date, the establishment's workforce analysis reported 298 full-time employees. Employees reported in the workforce analysis were employed in 17 organizational units.

System Offices' workforce analysis includes a listing of each job title as it appears in the payroll/budget records, ranked from the lowest paid to the highest paid within each organizational unit. The wage rate or salary range for each job title has also been included, and all job titles, including all supervisory and managerial job titles, have been listed. In addition, where applicable, lines of progression within departments are included.

The workforce analysis provides employment data on each of the 17 organizational units. For each job title, the workforce analysis includes the total number of incumbents; the total number of male and female incumbents; and the total number of male and female incumbents in the

following groups: Blacks, Hispanics, American Indians/Alaskan Natives and Asians/Pacific Islanders.

The workforce analysis is maintained in a separate volume in Human Resources.

2. Job Group Analysis

In accordance with § 60-2.12 (b), System Offices have grouped job titles into job groups based on similarity of content, wage rates and opportunities. Similarity of content refers to the duties and responsibilities of the job titles, which make up the job group. Similarity of opportunities refers to training, transfers, promotions, pay mobility and other career enhancement opportunities offered by the jobs within the job group. Pursuant to the Section-by-Section Analysis of Revised Regulations, 165 Fed. Reg. at 68029, System Offices have considered the size of their workforce and the structure of their compensation system when evaluating the degree of similarity in wage rates for job group formation.

For affirmative action reporting purposes, System Offices have grouped positions into the following six job groups:

- a) 1A - Executive
- b) 1B - Administrative
- c) 3A – Professional Managerial
- d) 3B - Professional General Senior
- e) 3C – Professional General
- f) 4A - Administrative Support

The job group analysis lists all the job titles in each of System Offices' job groups. The wage rate or salary range for each job title has also been included. For each job group, the job group analysis includes the total number of incumbents; the total number of male and female incumbents; and the total number of male and female incumbents in the following groups: Blacks, Hispanics, American Indians/Alaskan Natives and Asians/Pacific Islanders.

The job group analysis is maintained in a separate volume in Human Resources.

3. Placement of Incumbents in Job Groups

Pursuant to § 60-2.13, System Offices have separately stated the percentage of minorities and women that they employ in each job group. A

table displaying these percentages in each job group is maintained in a separate volume in Human Resources.

4. Availability/Representation Analysis

Using the Availability Factor Computation Method, pursuant to § 60-2.14, System Offices have estimated the availability of minorities and women for each job group.

a) Consideration of Availability Factors

In determining availability of minorities and women, two factors were considered:

- 1) the percentage of minorities or women with requisite skills in the reasonable recruitment area; and
- 2) the percentage of minorities or women among those promotable, transferable and trainable within System Offices.

b) Determination of Reasonable Recruitment Area

In accordance with § 60-2.14(c) (1) and (e), System Offices have identified the actual recruitment area for each job group and have considered additional possible recruitment areas. Based on that consideration, System Offices determined the recruitment area for each job group, i.e., the area from which System Offices could reasonably seek workers to fill positions in a particular job group. Furthermore, System Offices have assured that the reasonable recruitment areas are not drawn in such a way as to have the effect of excluding minorities or women.

System Offices have identified the following reasonable recruitment areas:

- | | |
|-------------------------------------|---------------|
| 1) 1A - Executive | United States |
| 2) 1B - Administrative | Texas |
| 3) 3A – Professional Managerial | Texas |
| 4) 3B - Professional General Senior | Texas |
| 5) 3C - Professional General | Bryan/CS MSA |
| 6) 4A - Administrative Support | Bryan/CS MSA |

c) Determination of Feeder Job Pools

Pursuant to § 60-2.14(c) (2) and (f), and based on actual patterns of promotion and transfer, System Offices have identified the job groups which are “feeder pools” for each job group. Such “feeder pools” include those employees who are reasonably promotable, transferable and trainable. System Offices have not defined these “feeder pools” in such a way as to have the effect of excluding minorities or women.

System Offices have identified and recorded these “feeder pools” on the Availability/Representation Analysis worksheets that are contained in a separate volume maintained in Human Resources.

d) Requisite Skill Census Data

Pursuant to § 60-2.14(d), when determining the percentage of minorities or women with requisite skills in a reasonable recruitment area, System Offices have used the 2000 U.S. Census EEO Special File, which contains data on 472 individual occupational classification categories. The EEO file contains the most current and discrete statistical data available for System Offices’ job groups.

e) Requisite Skill Data and External Availability

Pursuant to § 60-2.14(g), and using the 2000 U.S. Census EEO Special File, System Offices have determined the availability for each job group by calculating the availability of all job titles within each job group.

f) Calculating Final Availability

System Offices have reviewed historical patterns of hiring and promotion/transfer into each job group, and have determined the proportion of employees within a job group who entered the job group directly by hire from outside System Offices, and the proportion that entered the job group in question by promotion or transfer from another job group within System Offices. System Offices have assigned a weight to each factor for each job group based upon its study of the sources of employees hired or promoted/transferred into that job group. By multiplying the weight for each factor times the availability of that factor, System Offices determined a final availability estimate for each job group.

The final availability estimates for each job group are indicated on the Availability/Representation Analysis worksheets that are contained in a separate volume maintained in Human Resources.

5. Comparing Incumbency to Availability and Establishment of Annual Placement Goals

Pursuant to § 60-2.15, System Offices have compared the percentage of minorities and women in each job group with the availability estimates for those job groups. Pursuant to OFCCP's Supplementary Information: Section-by-Section Analysis of Comments and Revisions, § 60-2.15, 165 Fed. Reg. 68021, 68033-68034 (Nov. 13, 2000), System Offices have used the "80 percent" rule to determine whether the percentage of minorities or women in a given job group was less than would be reasonably expected given their availability percentage in that particular job group.

Pursuant to § 60-2.16, where System Offices have determined that the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, System Offices have established an Annual Placement Goal equal to the availability percentage for minorities or women, as appropriate, for that job group. Annual Placement Goals apply to movement into a job group, whether from new hire off-the-street or from promotion/transfer from another job group. System Offices will make a good faith effort to attain its Annual Placement Goals through implementation of action-oriented programs described elsewhere in this Affirmative Action Program.

In accordance with § 60-2.16, the following principles apply to Annual Placement Goals:

- a) Annual Placement Goals are not rigid or inflexible quotas which must be met;
- b) Annual Placement Goals do not set a ceiling or a floor for the employment of particular groups;
- c) Annual Placement Goals do not justify and will not be used to extend a preference to any person, select a person or adversely affect any person's employment status on the basis of that person's race, color, religion, sex, national origin, age, disability or veteran status;
- d) Annual Placement Goals do not create set-asides for specific groups and are not intended to achieve proportional representation or equal results; and
- e) Annual Placement Goals will not be used to supersede merit selection principles and do not require or justify the hiring or promotion of a less qualified person in preference to a more qualified one.

System Offices will not discriminate against any applicant or employee because of race, color, religion, sex, national origin, age, disability or

veteran status. System Offices will make all employment decisions in a non-discriminatory manner.

System Offices' comparison of incumbency to availability and Annual Placement Goals are maintained in a separate volume in Human Resources.

6. Adverse Impact Analysis

- a) Human Resources reviews job specifications submitted by System Offices supervisors when initiating the employment process. The specifications are reviewed to ensure that they are not discriminatory with regard to race, color, religion, sex, national origin, age, disability or veteran status. Any discriminatory specifications are deleted and not used in the employment screening process. Further, the Director of Human Resources will contact the hiring department to discuss the discriminatory specification(s).
- b) Human Resources monitors referrals to vacant positions. This process involves the use of an online applicant tracking system. The hiring manager receives the online application for each qualified applicant and updates the status of the application. When needed, the Director of Human Resources will recommend action to ensure that no one is discriminated against in the hiring process.
- c) On an annual basis, Human Resources will prepare an analysis of new hires, promotions and terminations to determine if there is an adverse impact in hiring or retention.

7. Other Analyses

Organizational units' employment practices such as hiring, promoting, terminating, etc., are reviewed periodically to ensure equal employment opportunity for all current and prospective employees.

a) Annual Progress Reports

The Director of Human Resources is responsible for conducting a review of System Offices' annual progress and identifying effective/ineffective employment measures, as well as problematic areas. This information is included in the Section V and Section VI of this Affirmative Action Plan and serves as the basis for modifying or updating equal employment opportunity strategies.

b) Desegregated Facilities and Available Employment Information

- 1) Periodic audits by Human Resources will be conducted to ensure that equal employment opportunity posters are properly displayed; that all facilities remain desegregated, both in policy and in use;

and that females and minorities are afforded a full opportunity to participate in System Offices sponsored educational, training, recreational and social activities.

2) Human Resources will take the necessary steps to ensure that the Affirmative Action Plan is made known to all administrators and employees within System Offices and that external customers are aware of System Offices' commitment to affirmative action.

c) Review of Job Offers to Prospective Employees

The Director of Human Resources reviews and provides input on all offers to hiring managers to maximize the affirmative action efforts.

V. IDENTIFICATION OF PROBLEM AREAS

A. *Analysis of Positions*

The analysis of positions involves the assessment of several measurable aspects of the classification and placement process. Included are:

1. Analysis of Workforce by Organizational Unit – System Offices have reviewed the workforce by organizational unit, as set forth in the workforce analysis, to determine if inequities exist in terms of minority or female employment in any unit, or of minority or female distribution in different jobs within any unit. Any issues with respect to employment in, or distribution within, organizational units can be adequately addressed by System Offices' Annual Placement Goals.
2. Analysis of Workforce by Job Group – System Offices have reviewed the workforce by job group to determine if problems exist in terms of minority or female employment in any job group, or of minority or female distribution in different jobs within any job group. System Offices have determined that no problems exist, except that System Offices have established Annual Placement Goals for job groups where incumbent minority or female employment is significantly less than estimated availability for those particular job groups.
3. Availability/Representation Analysis – System Offices have performed a statistical comparison of the composition of women and minorities in System Offices' workforce with their availability in the applicable recruitment areas. Any issues with respect to representation are addressed on System Offices' Availability/Representation Analysis worksheets.
4. Analysis of Applicant Flow and New Hires – System Offices maintain an applicant tracking database on all applicants who apply for vacant positions. Applicant tracking information is maintained and used to provide an analysis on the selection of applicants. System Offices have performed a statistical comparison of the minority and sexual composition of applicants and new hires and have found no significant disparities.
5. Analysis of Selection, Recruitment, Referral and Other Personnel Procedures – System Offices have performed a statistical comparison of the minority and sexual composition of candidates selected, and of applicants recruited, referred and interviewed and have found no significant disparities.
6. Analysis of Terminations by Job Group – The Budget/Payroll/Personnel (BPP) Operations Center provides for the delineation and recording of all terminations into a voluntary or involuntary category. System Offices have performed a statistical comparison of the minority and sexual composition of involuntarily terminated employees by job group, and of voluntarily terminated employees by job group, and have found no significant disparities.

7. Analysis of Promotions by Job Group - The BPP Operations Center provides for the delineation and recording of all promotions. System Offices have performed a statistical comparison of the minority and sexual composition of promoted employees by job group, and have found no significant disparities.
8. Analysis of Compensation – System Offices have reviewed its compensation practices regarding starting pay and merit and promotional pay, and have found no significant problems. Salaries are reviewed, compared and analyzed by Human Resources for all recommended/requested classification actions and compensation activities to determine whether there is any discrimination. Corrective measures are taken for identified problem areas. The data used in the Analysis of Workforce by Organizational Unit and the Analysis of Workforce by Job Group details the ethnicity, sex, position title and annual compensation level for each System Offices employee.
9. Analysis of Position Descriptions and Job Requirements – Human Resources reviews and evaluates recommended/requested job classification actions and compensation activities to ensure that positions with the same title have the same basic value and are, in fact, comparable in terms of essential job content, required educational level and necessary experience criteria.
10. Other Areas – System Offices have reviewed its employment practices for any other obstacles to achieving equal opportunity and affirmative action objectives, and have found no significant problems.

B. Workforce Problems

1. Current Status of State and Federal Government Economic Condition

Economic conditions in the local area directly influence System Offices' competitiveness as a prospective employer in some areas of the workforce.

- a) The national economy is not as robust as in prior years. The national economic downturn has impacted the labor market.
- b) The state and local economies have also slowed. There has been a slight decline in the growth of retail outlets, restaurants, hotels, and service businesses in Bryan/College Station.
 - 1) There has been a slowdown in commercial and residential construction.
 - 2) Private sector employers' compensation and benefit packages are attracting a greater number of individuals from the local applicant pool.

- 3) Although state and local unemployment has increased, the local unemployment rate continues to remain one of the lowest in the State.

2. Availability

System Offices continue to find that Bryan/College Station presents unique difficulties in meeting affirmative action goals because of the low number of qualified minorities.

3. Salary Levels and Geographic Locations

- a) Noncompetitive salaries for some of the professional, administrative and support staff positions continue to impact System Offices' recruiting efforts.
- b) Many applicants, including women and minorities, feel that metropolitan areas offer an environment more favorable to professional family units, such as dual employment, cultural opportunities, etc.
- c) The Bryan/College Station area is not perceived as a quality environment for single professional staff members. The size and somewhat isolated location of the community is not always attractive to single professionals, including women and minorities, in terms of finding other professionals with whom to interact.

4. Turnover

Low turnover rates result in reduced opportunities to increase System Offices' workforce diversity.

5. Miscellaneous Problems

- a) Problems exist in regard to educating administrators so that sufficient time is devoted to recruiting, interviewing and selecting candidates.
- b) System Offices are challenged to identify individuals from underutilized groups with credentials and experience to satisfy the current job requirements. Typically System Offices will advertise for positions that require an academic degree in a particular field and experience requirements that range from entry-level to advanced.

VI. ACTION ORIENTED PROGRAMS

A. Activities

The total number of full-time positions reported for System Offices for the period from January 1 to December 31 has increased by 15 from the number reported in the previous reporting period. The following addresses the changes from the previous reporting period:

1. The number of women in System Offices has increased from 155 to 161. The percentage of women decreased from 54.8% to 54.0%, or an overall decrease of 0.8%.
2. The number of minorities in System Offices has increased from 42 to 45. This reflects an increase in the percentage of minorities from 14.8% to 15.1%.

B. Analysis of Measures

1. Effective Measures

System Offices continue to encourage women and minority groups to apply for vacant positions. Some methods by which System Offices attract women and minority applicants include the following:

- a) opportunities are given to women and minorities currently employed within each department to receive training through seminars and conferences, in hopes that such activities will strengthen backgrounds and increase their promotability;
- b) successful efforts have been made to establish female and minority role models in professional positions within the System Offices to increase the awareness of affirmative action goals as well as the contributions of these talented individuals;
- c) communication efforts have been increased to encourage and assist administrators having the authority to hire and promote in meeting affirmative action objectives; and
- d) System Offices will continue to encourage all employees to utilize the System's policy on employee training. System Offices employees are encouraged to avail themselves to the extent possible of any professional development training or instruction that would assist them in the quality of their work and development of skills.

2. Additional Measures

- a) Communication of vacant positions is enhanced by listing position vacancies on the System Offices employment website at <https://jobs.system.tamus.edu> as well as on the Systemwide employment website at <http://apps.system.tamus.edu/jobsearch>.
- b) Annual reports on current employee statistics (by race and sex) are being evaluated as a means of keeping department heads up-to-date on their department's status with regard to affirmative action as well as emphasizing the importance of expanding workforce diversity. Vacant positions will be filled with the full recognition of the needs for increasing a diverse workforce.

C. Ongoing Efforts

The following action-oriented measures will continue to be employed by System Offices in an effort to achieve its Annual Placement Goals:

1. Education and Training

Education, training and increasing the representation of minority groups at all levels of higher education will be the critical keys to ensuring a diverse workforce. To accomplish this objective:

- a) System Regulation 33.05.02 *Required Employee Training* identifies the required online training courses to be completed by new employees within 30 days of hire. Training on equal employment opportunity and discrimination, prevention of sexual harassment and ethics is required within the first 30 days of employment and every two years afterward. The online Orientation to the A&M System training course includes reference to System Policy 33.02, Equal Employment Opportunity; System Regulation, 33.02.01 Equal Opportunity and Affirmative Action Programs; System Regulation 33.02.02, Compliance with the Employment Provisions of the Americans with Disabilities Act; and System Policy 34.01 and System Regulation 34.01.01, Sexual Harassment. Hiring managers are required to complete the online interviewing course if they have not completed it within the past two years;
- b) System Offices will incorporate elements aimed at enhancing multicultural sensitivity into its goals and strategic plan; and
- c) System Offices have directed each department to review and intensify, where needed, policies and procedures for identifying, reporting, monitoring, reviewing and disciplining discriminatory acts.

2. Recruitment Efforts

- a) In their efforts to achieve the goals identified by this Plan, System Offices will continue to employ women and minorities. In seeking these individuals, System Offices will advertise vacancies for a minimum of five working days. Descriptions of positions that are vacant are placed on the System Offices employment website and the Systemwide employment website. When requested by the hiring departments, positions are also advertised in professional journals and other related publications.
- b) Every effort will be made to include women and minorities if photographs are used in recruiting advertisements or brochures.
- c) The following measures will be employed by Human Resources to attract women and minority job applicants:
 - 1) Numerous female and minority-based professional organizations reference our website in their newsletters and websites. In-state Historically Black Colleges and Universities and Hispanic Serving Institutions are informed of appropriate vacancies. Advertisements are also placed in the regional newspapers as requested by the hiring department.
 - 2) The Texas Workforce Commission's website has a link to the System Offices employment website.
 - 3) Job postings for all A&M System members are available on the Systemwide employment website.
 - 4) Applicants may voluntarily complete the Applicant Equal Employment Opportunity Data form which includes information regarding sex, race, veteran status, etc.

3. Position Specifications and Qualifications

- a) Human Resources reviews position descriptions to identify and eliminate any undesirable or discriminatory criteria based on sex or race. It also monitors the development and submission of all new classification descriptions to prevent the inclusion of qualification requirements that discriminate against women and/or minorities.
- b) Position descriptions are to indicate only verifiable and valid minimum occupational qualifications for education and experience.
- c) Job content and work actually performed are used to determine appropriate job classification or job title for each new position.

4. Referral and Selection

- a) Hiring managers are required to review the online interviewing training course.
- b) System Offices require hiring managers and supervisors to state the reason an applicant is not hired in the online applicant tracking system. On a quarterly and annual basis, adverse impact reports which reflect the race, sex, and status of applicants are prepared and reviewed.
- c) The Director of Human Resources periodically analyzes employment forms and processes.

5. New Employee Processing

New employee orientation is provided by Human Resources. This program includes employee benefits and web-based training on the A&M System's policies on equal employment opportunity and discrimination, including sexual harassment. Special accommodations for individuals are provided on an "as needed" basis.

6. Exit Processing

Departing employees, including women and minorities, are provided benefit continuation information.

7. Pay and Salary Procedures

Salaries are reviewed to determine if salary offers made to women and/or minority applicants are fair, reasonable and consistent with those made to men and/or non-minorities in the same discipline and job title. Salary administration is addressed in System Policy 31.01, *Compensation* and System Regulation 31.01.01, *Compensation Administration*.

8. Transfers and Promotions

System Regulation 33.99.04, *Promotion, Transfer and Voluntary Moves*, delineates guidelines to assist employees seeking promotion or transfer opportunities.

9. Complaints

Complaint procedures for nonfaculty employees are outlined in System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*.

10. Recordkeeping

- a) System Offices maintain records of applications, transfers, promotions and terminations to determine if women or minorities are adversely affected. In addition, personnel data records are maintained to perform workforce and utilization analyses, develop goals, and prepare statistical reports required or requested by state and federal agencies.

11. Benefits

- a) All System Offices benefit programs are available to all eligible employees without regard to race, color, religion, sex, national origin, age, disability or veteran status.
- b) A summary booklet describing the various insurance benefits available to System Offices employees is provided before and during new employee orientation and is available upon request from Human Resources.
- c) System Regulation 31.03.02, *Sick Leave*, addresses maternity leave in a context that ensures pregnancy-related complications are not treated differently than any illness or temporary disability (see System Regulation 33.02.01, *Equal Opportunity and Affirmative Action Programs*).

12. Facilities

Facilities of System Offices are available to all employees on a nondiscriminatory basis. Social and recreational activities and self-development classes are available to all employees without regard to race, color, religion, sex, national origin, age, disability or veteran status.

13. Equal Employment Opportunity Posters and Notices

The Director of Human Resources is responsible for communicating the requirement that posters specifying employees' rights under Title VII, Executive Order 11246, and other state and federal regulations concerning equal employment opportunity are prominently displayed. Posters are required to be posted in conspicuous places where they are available to employees and applicants for employment.

VII. INTERNAL AUDIT AND REPORTING SYSTEM

System Offices periodically monitor all personnel activity, including referrals, placements, transfers, promotions, terminations and compensation, at all levels, to ensure that System Offices' policy of non-discrimination is incorporated into all employment practices. The System Offices' Director of Human Resources reviews the results of the monitoring system.

System Offices' internal audit and reporting system includes the following components:

A. Ongoing Involvement

In Section VII of this document, a number of specific recruitment programs are identified. They focus on four broad areas, according to function and target audience, including:

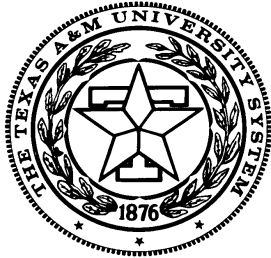
1. involvement by administrators and other staff members in various organizations;
2. employee processing activities of Human Resources;
3. System Offices programs conducted by designated individuals; and
4. publications of the various media and news services.

B. Consideration of a Diverse Pool of Applicants Not Currently in the Workforce

Contact with community leaders, including minority and women's organizations and civic leaders, informs them of current job vacancies so that potential applicants not currently in the workforce but who could contribute to the productivity of System Offices are encouraged to apply.

C. Internal Analysis of Personnel Actions

1. Analysis of Annual Placement Goal Attainment – System Offices perform a statistical comparison of the composition of women and minority individuals moving into a job group with any applicable Annual Placement Goals. The Annual Placement Goals, based on the data from the previous AAP year, are contained in a separate volume maintained in Human Resources.
2. Analysis of Applicant Flow and New Hires - Pursuant to § 60-2.17(b)(2), System Offices perform a statistical comparison of the women and minority composition of applicants recruited, referred, interviewed and selected in each job group. System Offices' analysis of applicants and new hires, based on data from the previous AAP year, is contained in a separate volume maintained in Human Resources.
3. Analysis of Terminations - Pursuant to § 60-2.17(b)(2), System Offices perform a statistical comparison of the women and minority composition of terminated employees and the job groups from which they have been terminated in those instances where terminations occur from involuntary actions that involve a pool of employees such as a statistically significant reduction-in-force. System Offices' analysis of terminations, based on data from the previous AAP year, is contained in a separate volume maintained in Human Resources.
4. Analysis of Promotions - Pursuant to § 60-2.17(b)(2), System Offices perform a statistical comparison of the women and minority composition of promoted employees by job group. System Offices' analysis of promotions, based on data from the previous AAP year, is contained in a separate volume maintained in Human Resources.
5. Analysis of Compensation – Pursuant to § 60-2.17(b) (3), System Offices review its compensation practices when determining starting pay, salary ranges and merit and promotional increases.



The Texas A&M University System Offices

2009 Affirmative Action Plan for the Employment and Advancement in Employment of Individuals with Disabilities and Veterans

AFFIRMATIVE ACTION PLAN FOR THE EMPLOYMENT AND ADVANCEMENT IN EMPLOYMENT OF VETERANS AND INDIVIDUALS WITH DISABILITIES

A. Statement of Policy

System Offices will not discriminate against any employee or applicant for employment on the basis of physical or mental disability or veteran status. Additionally, System Offices will take affirmative action to employ, advance in employment and treat qualified veterans and individuals with disabilities without discrimination in all employment practices such as promotion; demotion; transfer; lay-off or termination; compensation; and selection for training, including apprenticeship.

It is the policy of the System Offices to ensure equal employment opportunity for all persons and to take additional initiatives to recruit, employ, train and promote qualified members of underrepresented groups. Employment decisions will be made based on valid job requirements and the merit, qualifications and abilities of the applicant. System Offices will recruit, hire, train and promote persons in all job titles, and will ensure that all other employment actions are administered, without regard to disability or veteran status.

Employees and applicants can raise concerns and make reports without fear of harassment, intimidation, threats, coercion or discrimination of any kind because they can: 1) file a complaint with System Offices, or with any Federal, State or local agency; 2) assist in or participate in any investigation, compliance evaluation, hearing or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA); section 503 of the Rehabilitation Act of 1973, as amended (section 503); or any other Federal, State or local law requiring equal opportunity for veterans or individuals with disabilities; 3) oppose any act or practice made unlawful by VEVRAA or its implementing regulations, section 503 or its implementing regulations or any other Federal, State or local law requiring equal opportunity for veterans or individuals with disabilities; and/or 4) exercise any other right protected by VEVRAA or its implementing regulations, section 503 or its implementing regulations or any other Federal, State or local law requiring equal opportunity for veterans or individuals with disabilities.

System Offices are committed to the specific and results-oriented procedures established by this Affirmative Action Plan. These procedures and good faith efforts are designed to achieve the full representation of all System Offices employees at all levels and in all parts of the workforce through affirmative action.

The Director of Human Resources has been designated to coordinate all System Offices programs dealing with affirmative action.

B. Legal Requirements

1. System Offices abide by the provisions of the Vocational Rehabilitation Act of 1973 and regulations (41 CFR Part 60-741 and 45 CFR 84) published to implement and administer the Act. System Offices also adhere to the provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and implementing regulations (41 CFR Part 60-250) that amended a 1972 Act with the same title.
2. The "affirmative action clause" contained in the regulations cited above will be incorporated by reference in all contracts and subcontracts.
3. Definitions applicable to disabled individuals (in accordance with 41 CFR 60-741.2):
 - a) A "disabled individual" is one who has a physical or mental impairment that substantially limits one or more of such person's major life activities, has a record of such impairment, or is regarded as having such an impairment.
 - b) "Substantially limits" means significantly restricted in the ability to perform either a class of jobs or a broad range of jobs in various job classes as compared to the average person having comparable training, skills and abilities. The inability to perform a single, particular job does not constitute a substantial limitation in the major life activity of working.
 - c) "Life activities" may be considered to include communication, ambulation, self-care, socialization, education, employment, adapting to housing, etc. For the purposes of Section 503 of the Act, primary attention is given to those life activities that affect employability.
 - d) A "Qualified individual with a disability" means an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.
4. Definitions applicable to veterans (in accordance with 38 USCA 4212):
 - a) The term 'covered veteran' means any of the following veterans:
 - 1) Disabled veterans.
 - 2) Veterans who served on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized.
 - 3) Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an

Armed Forces service medal was awarded pursuant to Executive Order No. 2985 (61 Fed. Reg. 1209).

- 4) Recently separated veterans (within the last three years).

C. Responsibility for Implementation

1. The Chancellor of The Texas A&M University System has ultimate responsibility for the success of System Offices' affirmative action programs for the disabled and veterans. The Office of Equal Opportunity and Diversity is responsible for coordinating all programs dealing with equal employment opportunity, affirmative action, and program accessibility.
2. Managers and supervisors share in the responsibility for implementation.
 - a) Organizational units share the administrative responsibilities of day-to-day implementation of the program.
 - b) System Offices' affirmative action procedures are designed to make affirmative action considerations an integral part of the regular process of employee selection, retention and advancement. Departments are required to document the disposition of applications in the applicant pools. Human Resources maintains a record of the applicant data for auditing purposes.
 - c) The Director of Human Resources has overall responsibility and oversight for all phases of the equal employment opportunity programs of System Offices.

D. Review of Personnel Processes

1. Identification of Eligibility Under This Plan:
 - a) Employees or applicants for employment who believe they are covered by the equal employment opportunity and affirmative action laws may identify themselves to Human Resources at any time.
 - b) System Offices will provide opportunities for employees to voluntarily identify themselves for participation under this program.
 - c) The head of each organizational unit will advise Human Resources of the name of any known disabled applicant or employee. A review of medical files may be required to determine the existence of a disability.
 - d) Reasonable accommodations for disabilities will be developed on an individual basis, consistent with the needs of the individual and the organizational unit.

2. Review of Policies, Practices and Procedures

- a) Procedures for employment, promotion and training opportunities shall be reviewed to ensure careful, thorough and systematic consideration of the qualifications of known veterans and individuals with disabilities.
- b) The following actions are being taken to ensure systematic consideration of applicants and employees who are veterans or individuals with disabilities :
 - 1) A form is included with our application which can be used by applicants to voluntarily identify themselves as a veteran.
 - 2) Proper records separate from their personnel files will be kept of veterans and individuals with disabilities to identify each promotion for which the applicant or employee was considered and the identification of each training program for which the employee was considered.
 - 3) In each case in which an employee or applicant is a veteran and/or an individual with a disability is rejected for employment, promotion or training, Human Resources appends a statement of the reason to the application form or employment file as well as a description of any accommodations considered if disability was the reason for rejection. Human Resources makes this statement available to the applicant or employee concerned upon request.
 - 4) The medical file contains a description of any accommodation which made it possible to place an individual with a disability on the job.

3. Proper Consideration of Physical and Mental Qualifications

- a) Human Resources will review job qualification requirements contained in the Position Description(s) to ensure that qualification requirements do not screen out veterans or individuals with disabilities, and that the requirements are job related and consistent with System Offices business necessity and safe performance on the job. This review will be done annually as performance evaluations and position descriptions are submitted for Human Resources' files, and as vacancies occur.
- b) Whenever qualification requirements are applied in such a manner that they screen out veterans or individuals with a disability, on the basis of business necessity and safe performance of the job, the burden of proof to demonstrate the necessity of these requirements rests with System Offices. However, nothing in the federal regulations prohibits the employer from requiring a comprehensive medical examination at the employer's expense prior to the employment of the applicant provided

that the results are used only in accordance with the selection for employment. Results of the examination will be kept confidential and restricted to supervisors and managers, as well as medical and other such personnel who need the information for purposes related to employment.

- c) Military records will not be used by System Offices to discriminate against any veteran. System Offices will ensure that when a veteran is considered for employment opportunities, only the portion of the individual's military record, including his or her discharge papers, that is relevant to the requirements of the opportunity at issue, will be considered.

4. Reasonable Accommodation to Physical and Mental Limitations

A reasonable effort will be made to accommodate the physical or mental limitation(s) of a veteran or an individual with a disability unless it can be demonstrated that such an accommodation would impose an undue hardship on the conduct of System Offices' operation. In determining the extent of obligation to provide such accommodation, factors such as the cost of the accommodation and organizational necessity may be considered.

If an employee with a known disability is having significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, System Offices shall confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee responds affirmatively, System Offices shall confidentially inquire whether the employee is in need of a reasonable accommodation.

Reasonable accommodation may include, but is not limited to:

- 1) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and/or
- 2) job restructuring; part-time or modified work schedules; reassignment to a vacant position; acquisition or modifications of equipment or devices; appropriate adjustment or modifications of examinations, training materials or policies; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.

5. Compensation

When offering employment or promotion to individuals covered by this Plan, the amount of compensation offered may not be reduced because of any disability income, pension or other benefit that applicant or employee receives from another source.

E. External Dissemination/Recruiting

System Offices will undertake appropriate outreach and positive recruitment activities such as those listed below that are reasonably designed to effectively recruit qualified veterans or individuals with disabilities.

1. All advertisements for vacant positions will reflect a statement indicating that The Texas A&M University System is an Affirmative Action/Equal Opportunity Employer.
2. A representative of the Texas Department of Assistive and Rehabilitative Services and/or Texas Rehabilitation Commission may be utilized for such purposes for advice, technical assistance and referral of employment applicants. Contact will also be maintained with the Texas Veterans Commission for similar services.
3. The Director of Equal Opportunity and Diversity will periodically communicate System Offices' job opportunities to organizations representing veterans and disabled individuals.
4. The Director of Human Resources will ensure that employment materials, brochures, etc., include references to equal employment opportunity for veterans and disabled individuals and that artwork therein includes representatives of protected groups.
5. Records of individuals covered under this program will be reviewed periodically to determine the availability of these individuals for promotion, transfer or training. A record of such reviews and evaluations will be maintained by Human Resources.

F. Internal Dissemination

System Offices have developed procedures, including those listed below, in order to internally communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified veterans and individuals with disabilities. These procedures are designed to foster understanding, acceptance and support among System Offices employees, and to encourage System Offices employees to take the necessary action to aid in meeting System Offices' obligation.

1. On an annual basis, the Chancellor distributes a memorandum reaffirming System Offices' commitment to affirmative action to all employees.
2. Copies of System Offices' Affirmative Action Plan and applicable policies and procedures are available on the System Offices website. System Offices department heads are requested to make all individuals involved in personnel decisions aware of these documents and their contents.
3. The policies on Equal Employment Opportunity and Affirmative Action are stated in System Policy 08.01, *Civil Rights Protections and Compliance*, and System Regulation 33.02.01, *Equal Opportunity and Affirmative Action Programs*. These documents are available on the System Offices website.
4. References to this plan and its availability to all employees upon request will be included in all appropriate policy manuals and handbooks, and will be announced via email to all employees.
5. On an annual basis, a summary of the organization's demographics reflecting progress in affirmative action will be provided to executive management to review equal employment opportunity and to discuss.
6. Posters on equal opportunity for employment are placed as appropriate in Human Resources and elsewhere to ensure that current and prospective employees know of System Offices' commitment to equal employment opportunity.

G. Audit and Reporting System

System Offices periodically monitor all personnel activity, including referrals, placements, transfers, promotions, terminations and compensation, at all levels, to ensure that System Offices' policy of non-discrimination against individuals with disabilities and veterans is carried out. System Offices' Director of Human Resources reviews the results of the monitoring system and provides a written summary to the executive management and department heads. Where the affirmative action program is found to be deficient, System Offices undertake necessary action to bring the program into compliance.

H. Harassment

System Offices will ensure that its employees are not harassed because of their disability or their veteran status. System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*, outlines the established procedures that are intended to cover all grievance situations.

1. Allegations of Discrimination

Discrimination complaints, which may allege that a person has been denied employment, a promotion, or some other benefit or opportunity because of his/her race, color, religion, sex, national origin, age, disability or veteran status, are subject to the procedures as set forth in System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*.

- a) All employee complaints and grievances are viewed as employee relations issues. The Director of Human Resources handles grievances from all System Offices employees.
- b) Regardless of the origin of the complaint, the Director of Human Resources and System Offices department heads share all necessary information and are mutually cooperative throughout the process of investigating and resolving the complaint.

2. Complaints Received from External Agencies

When an internal complaint is not resolved, employees may, at their discretion, seek assistance from state or federal agencies. Upon receipt of this type of complaint, the Director of Human Resources will coordinate, in cooperation with the Director of Equal Opportunity and Diversity, the resolution or disposition of the complaint.

I. Training

System Offices train all personnel involved in the recruitment, screening, selection, promotion, disciplinary and related processes to ensure that the commitments in the affirmative action program are implemented.

Each new System Offices employee is required to complete a training course entitled *Creating a Discrimination-Free Workplace*, as part of the orientation process and every two years thereafter. In addition, training on performance management for supervisors is mandatory.