

**EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)**

**for**

**TEXAS A&M INTERNATIONAL UNIVERSITY**

**1/1/2006 – 12/31/2006**

(data from 1/1/2005 – 12/31/2005)

**PART I: AFFIRMATIVE ACTION PLAN  
FOR MINORITIES AND WOMEN**

**PART II: AFFIRMATIVE ACTION PLAN  
FOR COVERED VETERANS AND PERSONS WITH DISABILITIES**

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# TEXAS A&M INTERNATIONAL UNIVERSITY AAP

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## **INTRODUCTION TO PARTS I AND II**

### **BACKGROUND**

Texas A&M International University is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. Because Texas A&M International University has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for covered veterans, and for persons with disabilities. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the University from future contracts and subcontracts.

Affirmative Action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative Action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis of the employee workforce reveals a numeric disparity between incumbency and availability of minorities or women, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are key to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. It is toward this end that the following AAP of Texas A&M International University was developed.

### **APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS**

Texas A&M International University's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

Texas A&M International University has developed separately an Affirmative Action Plan for covered veterans and persons with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Handicapped Persons), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (Affirmative Action Program for Disabled Veterans and Veterans of the Vietnam Era).

The Veterans Employment Opportunities Act of 1998 (VEOA), Public Law 105-339, effective October 31, 1998, increased the threshold for coverage under VEVRAA from a contract of \$10,000, or more to a contract of \$25,000 or more; extended the law's protections to "veterans who served on active duty during a war or in a campaign for which a campaign badge was authorized;" and, provides temporary (up to one year) protection to veterans who do not have a service connected disability, did not see action in a foreign war and did not serve during the Vietnam era.

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$100,000; grants VEVRAA protection to those 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 12985 (62 Fed. Reg. 1209); changes the definition of "recently separated veteran" to include "any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty"; changes "Special Disabled Veterans" to "Disabled Veterans," expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system.

### **PROTECTED GROUPS**

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Special disabled veterans: veterans entitled to compensation for a disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined under section 3106 of Title 38 to have a serious employment disability, or a person who was discharged or released from active duty because of a service-connected disability.

Vietnam era veterans or other veterans who are "preference eligible": veterans, any part of whose active military service was during the Vietnam era, August 5, 1964 through May 7, 1975, and who served on active duty for a period of more than 180 days and who were discharged or released therefrom with other than a dishonorable discharge, or who were discharged or released from active duty because of a service-connected disability. Includes veterans who have served in wartime or in a campaign or expedition for which a campaign badge has been authorized.

Recently-separated veterans: any veteran currently within one-year of discharge or release from active duty.

An individual with a disability: a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such

impairment; or (3) is regarded as having such an impairment.

### **PROGRAM TERMINOLOGY**

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms Texas A&M International University is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although Texas A&M International University will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate Texas A&M International University's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that Texas A&M International University believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.30.

This AAP is not intended to create any contractual or other rights in any person or entity.

### **RELIANCE ON EEOC'S GUIDELINES**

Although Texas A&M International University does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

### **REPORTING PERIOD**

This AAP is designed to cover the following reporting period: 01/01/2006 – 12/31/2006.

## STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, covered veterans, and persons with disabilities into all levels and segments of Texas A&M International University's workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, Texas A&M International University is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining Texas A&M International University's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose—to allow us to properly identify three key concepts:

- 1) Where we stand now,
- 2) Where we must go,
- 3) How best to get there.

These three concepts are the Affirmative Action Plan.

**TEXAS A&M INTERNATIONAL UNIVERSITY**

**PART I: AFFIRMATIVE ACTION PLAN  
FOR MINORITIES AND WOMEN**

**01/01/2006 – 12/31/2006**  
(data from 1/1/2005 – 12/31/2005)

**PART I: AAP FOR MINORITIES AND WOMEN**

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**CHAPTER 1: ORGANIZATIONAL PROFILE**  
**41 C.F.R. § 60-2.11**

**Workforce Analysis/Lines of Progression**

Texas A&M International University conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated 12/31/2005.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, the lower threshold of the salary range is provided, as well as the EEO Category to which the title is assigned. For each job title, Texas A&M International University identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native employees, and the male and female employees within each of these race/ethnic groups.

Texas A&M International University carefully analyzed the workforce analysis to identify problem areas needing correction, such as under-representation of minorities or women in certain job groups. Problems, if any, are identified in Chapter 8: Identification of Problem Areas; programs to correct the identified problems are identified in Chapter 9: Action-Oriented Programs.

See **Exhibit 3** for a copy of the Workforce Analysis/Lines of Progression for each organizational unit.

## **CHAPTER 2: JOB GROUP ANALYSIS**

### **41 C.F.R. § 60-2.12**

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups should have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of at least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

It may not be possible for a smaller contractor's job groups to meet the guideline of not crossing EEO categories. While there are usually two or more job groups within each IPEDS category, for smaller contractors some or all of their job groups may correspond to EEO categories.

Texas A&M International University did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

**CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS**  
**41 C.F.R. § 60-2.13**

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, pay grade, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 12/31/2005.

See **Exhibit 4** for a copy of the Job Group reports for each job group.

## CHAPTER 4: DETERMINING AVAILABILITY

### 41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at Texas A&M International University for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if Texas A&M International University's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

#### Steps in Comparison of Incumbency to Availability

##### Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2000 Census of Population.
  - a. Local labor area: See **Exhibit 5** for details of the employee residence analysis.
  - b. Reasonable labor area: National.
2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.

See **Exhibit 6** for a copy of the Final Availability reports for each job group.

**CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY**  
**41 C.F.R. § 60-2.15**

Once final availability estimates were made for each job group, Texas A&M International University compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 12/31/2005 and that group's final availability.

See **Exhibit 7** for a copy of the Placement Goals reports for each job group.

## CHAPTER 6: PLACEMENT GOALS

### 41 C.F.R. § 60-2.16

Texas A&M International University has established a percentage annual placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Texas A&M International University believes these goals are attainable. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of persons when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that Texas A&M International University hire a specified number of minorities or women.

Goals are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which Texas A&M International University, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Texas A&M International University's workforce. By setting realistic goals, based on expected vacancies and anticipated availability of skills within the relevant labor area, and using a job-related selection system, Texas A&M International University should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female qualified applicants from which to make selections.

In establishing goals, Texas A&M International University considered the results which could reasonably be expected from putting forth every good faith effort to make our overall AAP work. Goals were not established that would exclude any gender or race/ethnic group.

See **Exhibit 7** for a copy of the Goals report for each job group.

**CHAPTER 7: DESIGNATION OF RESPONSIBILITY**  
**41 C.F.R. § 60-2.17(a)**

A. President

1. The President assumes ultimate responsibility for the success of TAMIU's affirmative action program.
2. The President has delegated specific authority and responsibility for affirmative action and diversity programs University-wide to the Director of Human Resources for all phases of the equal employment program for non-academic positions and to the Provost and Vice President for Academic Affairs for implementation of the equal employment program for all academic positions.
  - a) The administrative responsibility for day-to-day monitoring of the program is shared by individual operating units within TAMIU.
  - b) TAMIU's 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 account for the disposition of each name in the candidate pool. A record of the applicant data is maintained by the Office of Human Resources for auditing purposes.
  - c) The Director of Human Resources will be consulted to review prospective offers of employment for conformity to affirmative action guidelines.

B. Designated Officials

1. Director of Human Resources - The Director of Human Resources, who reports to the Associate Vice President for Administration, has overall responsibility and oversight for all phases of the equal employment programs of TAMIU. The Director of Human Resources monitors the affirmative action program, serves as a consultant on equal opportunity problems, and receives complaints from employees filed through TAMIU's internal grievance procedure. The Director of Human Resources is assisted by an Associate Director and is responsible for the following:
  - a) Coordinates, monitors, and assists in the implementation of all aspects of Equal Employment Opportunity/Affirmative Action (EEO/AA) programs for all organizational units of TAMIU; and serves as the primary EEO/AA staff specialist and information source within TAMIU.
  - b) Coordinates investigations and responses to state and federal discrimination complaints filed against TAMIU; assists in resolving questions related to reporting and compliance requirements.

- c) Reviews and suggests revisions, where applicable, to personnel and other rules and procedures of TAMIU to eliminate potential areas of discrimination and to ensure equal opportunity for all.
  - d) Provides leadership and technical assistance regarding policies, procedures, and resources available to the EEO/AA program throughout TAMIU.
  - e) Refers employee complaints to the appropriate department head for resolution; assists, upon request, in the investigation and mediation of discrimination allegations and complaints, with the objective of resolving complaints at the lowest level of management; and, is advised of and assists with discrimination complaints being handled through the internal grievance procedure.
  - f) Plans, schedules, and conducts/coordinates training programs in specific areas dealing with EEO/AA laws and regulations.
  - g) Conducts statistical analyses to determine the effectiveness of affirmative action plans and provides technical assistance for affirmative action initiatives as requested.
  - h) Develops and implements internal audit and reporting systems designed to:
    - Periodically measure the effectiveness of each department's affirmative action efforts;
    - Identify areas that appear to require special attention or remedial action;
    - Determine the degree to which placement goals established for women and minorities are being achieved;
    - Analyze and evaluate applicant flow data and other employment activities and practices; and
    - 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 TAMIU's 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) Assure the maintenance of record-keeping systems on employment-related activities that will measure the effectiveness of affirmative action and other equal employment opportunity initiatives.

- d) Keep TAMIU's 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.
- f) Upon request, assist in the compilation of personnel activity data, including applicant flow data, for reports to the President and TAMIU department heads.

### 3. Other Officers

- a) Contractual equal employment clauses and other legal material will be monitored by The Texas A&M University System Office of General Counsel.
- b) The Texas A&M University System's Vice Chancellor of Facilities Planning and Construction and the Board of Regents have responsibility for non-discriminatory selection of contractors on projects for TAMIU. 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 supervisors and department heads of TAMIU have the responsibility for supporting the equal opportunity policy and affirmative action program to provide leadership in carrying out the goals and objectives of TAMIU.

### C. Managers and Supervisors

1. It is the responsibility of each individual who is in a managerial or supervisory role to apply the principles of equal employment opportunity in all personnel actions.
2. It is also the responsibility of each manager and supervisor to take 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.

**CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS**  
**41 C.F.R. § 60-2.17(b)**

**Terminology**

*The phrases “comparison of incumbency to availability” and “problem area” appearing in this chapter are terms Texas A&M International University is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although Texas A&M International University will use the terms in good faith in connection with its AAP, such use does not necessarily signify the University agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).*

Based on analyses of each job group, areas of concern have been identified and are discussed below. In addition to comparing incumbency to availability within job groups, Texas A&M International University has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations) as well as by organizational unit. Texas A&M International University will continue to monitor and update these studies during each AAP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

**41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group**

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the Workforce analysis. See **Exhibit 3** for a copy of the Workforce Analysis by organizational unit.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the Placement Goals reports. See **Exhibit 7** for a copy of the Placement Goals reports for each job group.

**41 C.F.R. § 60-2.17(b)(2): Personnel Activity**

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. See **Exhibit 8** for a copy of the

Personnel Transaction reports for each job group.

**41 C.F.R. § 60-2.17(b)(3): Compensation Systems**

Compensation analyses were conducted by comparing the mean salaries for men v. women, and whites v. minorities in each job group. Mean tenure within the organization was also considered as a moderating factor. See **Exhibit 9** for a copy of the Compensation Analyses conducted for each job group.

**CHAPTER 9: ACTION-ORIENTED PROGRAMS**  
**41 C.F.R. § 60-2.17(c)**

Texas A&M International University tailors our action-oriented programs each year to ensure they are specific to the problem identified.

- 1) TAMIU continues to encourage members from underrepresented groups such as women to apply for vacant positions.
- 2) Various departments advertise in The Chronicle of Higher Education.
- 3) TAMIU has found the following methods to be most effective in recruiting a diverse group of candidates for Executive/Administrative/Managerial and Professional positions:
  - Opportunities are given to women and minorities currently employed within each department to receive additional training through seminars and conferences, in hopes that such activities will strengthen backgrounds and increase their promotability;
  - Efforts have been made to establish female and minority role models in professional positions within the administrative offices of TAMIU to increase the awareness of affirmative action goals as well as the contributions of these talented individuals;
  - Communication efforts have been increased to encourage and assist administrators having the authority to hire and promote in meeting affirmative action objectives;
  - TAMIU will continue to encourage all employees to utilize the System's policy on Employee Training. TAMIU employees are encouraged to avail themselves, as is possible, of any professional development training or instruction that would assist them in the quality of their work and development of skills. Training programs are being offered regarding the process of change, customer service excellence, HR policies, and managing conflict. Other needs will continue to be identified and addressed.
- 4) Communication of vacant positions is improved by listing all position vacancies on the Internet and announcing them on campus via email.
- 5) Annual reports on current employee statistics (by race and gender) are reviewed as a means to evaluate affirmative action status as well as to emphasize the importance of expanding workforce diversity. Vacant positions will be filled with the full recognition of the needs for supporting a diverse workforce.
- 6) The Office of Human Resources will incorporate into its new employee orientation information that will provide new employees with required policy information and TAMIU's commitment to equal opportunity employment and affirmative action. Training on performance management and positive discipline are offered to assist supervisors in fairly applying the process.

- 7) TAMIU will incorporate elements aimed at enhancing multicultural sensitivity into its goals and strategic plan;
- 8) TAMIU has directed each department to review and intensify, where needed, policies and procedures for identifying, reporting, monitoring, reviewing, and disciplining racist and discriminatory acts.
- 9) In its efforts to achieve the goals identified by this Plan, TAMIU will continue to employ women and minorities. In seeking these individuals, TAMIU will advertise all vacancies for a minimum of five working days. Descriptions of positions that are vacant are placed in the appropriate professional journals and other related publications in urban newspapers, and in an Internet listing through TAMIU's home page.
- 10) Advertisements are placed in the following periodicals and websites as needed:
  - *Laredo Morning Times*
  - *The Chronicle of Higher Education*
  - *The Texas Higher Education Coordinating Board*
  - *Texas Workforce Commission*
  - *Texas Department of Human Services*
  - *Division for Blind Services*
  - *Division of Rehabilitation Services*
  - [www.HigherEdJobs.com](http://www.HigherEdJobs.com)
  - <https://employment.tamiu.edu> (online employment system called TAMIUWorks)
  - *local cable TV public access channel*
- 11) An applicant self-identification information form will be sent to all faculty applicants. Likewise, the TAMIU online employment application for classified staff and administrative staff includes a self-identification form. The tracking form requests information regarding gender, race, disability status, etc. and is completed on a voluntary basis by the applicant.

**CHAPTER 10: INTERNAL AUDIT AND REPORTING**  
**41 C.F.R. § 60-2.17(d)**

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record-keeping systems on applicants, employees, and components of the AAP itself.

The objective of all record-keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record-keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record-keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the Affirmative Action Plan, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs, and affirmative action efforts.

The Texas A&M International University auditing and reporting system periodically measures the effectiveness of its total affirmative action program. The Director of Human Resources:

- 1) Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
- 2) Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained; and
- 3) Advises top management of program effectiveness and submits recommendations to improve unsatisfactory performance.

**TEXAS A&M INTERNATIONAL UNIVERSITY**

**PART II: AFFIRMATIVE ACTION PLAN  
FOR COVERED VETERANS AND PERSONS WITH DISABILITIES**

**01/01/2006 – 12/31/2006**  
(data from 1/1/2005 – 12/31/2005)

**PART II: AAP FOR COVERED VETERANS AND PERSON WITH DISABILITIES**

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**CHAPTER A: COMMITMENT TO EEO AND AA**  
**41 C.F.R. §§ 60-250.44(a); 60-741.44(a)**

Texas A&M International University (TAMIU), as are all other members of The Texas A&M University System, is committed to equal employment opportunity, affirmative action, and community development initiatives. The University strives to provide an educational and work environment conducive to the personal and professional development of its employees. In turn, by way of a diverse and dynamic workforce that possesses the core competencies necessary for effective service, TAMIU is dedicated to serving its patrons (the students and citizens of the State) through education, leadership development, research, and service.

The University is firmly committed to ensuring that equal opportunity and access is afforded to all its students, employees, and prospective employees. It is vital, therefore, that we are all reminded of these issues and reaffirm our own commitment throughout the course of our employment.

**CHAPTER B: REVIEW OF PERSONNEL PROCESSES**  
**41.C.F.R. §§ 60-250.44(b); 60-741.44(b)**

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known covered veterans and employees and applicants with disabilities, reviews are periodically made of the University's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) Texas A&M International University periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of known covered veteran applicants and employees and applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known special disabled veterans, Vietnam era veterans, and individuals with disabilities, both applicants and employees. In determining the qualifications of a covered veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) The University ensures that its personnel processes do not stereotype disabled persons or Vietnam Era Veterans in a manner which limits their access to jobs for which they are qualified.

**CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS**  
**41.C.F.R. §§ 60-250.44(c); 60-741.44(c)**

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known covered veteran and employees and applicants with disabilities, reviews are periodically made of the University's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The University's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Any previously reviewed classification will be reviewed again if there is a change in working conditions which affect the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)

**CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL  
LIMITATIONS**

**41 C.F.R §§ 60-250.44(d); 60-741.44(d)**

Texas A&M International University will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are special disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Texas A&M International University will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following at any time to formally request an accommodation:

Name: Sandra V. Pena  
Title: Director of Human Resources  
Phone: (956) 326-2365  
Email: [sandra@tamiu.edu](mailto:sandra@tamiu.edu)

**CHAPTER E: HARASSMENT**  
**41.C.F.R. §§ 60-250.44(e); 60-741.44(e)**

Texas A&M International University has developed and implemented a set of procedures to ensure that its employees who are disabled and/or veterans are not harassed due to those conditions.

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND  
POSITIVE RECRUITMENT**

**41 C.F.R. §§ 60-250.44(f); 60-741.44(f)**

Based upon the University's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Director of Human Resources.

- 1) Employees will be advised of TAMIU's obligation to engage in affirmative action efforts to employ qualified disabled individuals and/or veterans.
- 2) Vacant positions are listed with the Office of Human Resources and the Texas Workforce Commission unless the positions are filled through internal promotion or transfer.
- 3) Vacant positions are listed with the Division for Blind Services and the Division of Rehabilitation Services.
- 4) Advertisement is placed on a local cable TV public access channel.

**CHAPTER G: INTERNAL DISSEMINATION OF POLICY**  
**41 C.F.R. §§ 60-250.44(g); 60-741.44(g)**

In order to gain positive support and understanding for the affirmative action program for veterans and/or individuals with disabilities, Texas A&M International University will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Director of Human Resources. The following policies and procedures are designed to foster support and understanding from Texas A&M International University's executive staff, management, supervisor's, and other employees in an effort to encourage all employees to take the necessary actions to aid Texas A&M International University in meeting its obligations.

- 1) Information about TAMIU's commitment to equal opportunity employment and affirmative action is incorporated into new employee orientation and training programs.
- 2) Posters informing employees of their rights under the law will be displayed on bulletin boards and in areas where employees tend to congregate.
- 3) Information is placed on TAMIU's online employment system called TAMIUWorks.

**CHAPTER H: AUDIT AND REPORTING SYSTEM**  
**41 C.F.R. §§ 60-250.44(h); 60-741.44(h)**

Texas A&M International University has developed and currently implements an audit and reporting system that addresses the following:

- 1) Measures the effectiveness of Texas A&M International University's overall Affirmative Action Program and whether the University is in compliance with specific obligations.
- 2) Indicates the need for remedial action.
- 3) Measures the degree to which Texas A&M International University's objectives are being met.
- 4) Whether there are any undue hurdles for individuals with disabilities and Vietnam Era Veterans regarding University-sponsored educational, training, recreational, and social activities.

**CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION**  
**41 C.F.R. §§ 60-250.44(i); 60-741.44(i)**

As part of its efforts to ensure equal employment opportunity to veterans and/or individuals with disabilities, Texas A&M International University has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system.

- 1) The President of TAMIU has ultimate responsibility for the success of TAMIU's affirmative action programs for the disabled and Vietnam-era veterans. The President has delegated specific authority and responsibility for affirmative action to the Director of Human Resources.
- 2) Managers and supervisors share in the responsibility for implementation.
- 3) The administrative responsibilities of day-to-day implementation of the program are shared by the individual departments.
- 4) TAMIU's 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 account for the disposition of the names in the pools.
- 5) The Director of Human Resources is responsible for the reviewing of all staff appointment recommendations for conformity to affirmative action guidelines.

**CHAPTER J: TRAINING**  
**41 C.F.R. §§ 60-250.44(j); 60-741.44(j)**

Texas A&M International University trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities and/or veterans to ensure commitment to the University's stated Affirmative Action goals.

**CHAPTER K: COMPENSATION**  
**41 C.F.R. §§ 60-250.21(i); 60-741.21(i)**

It is the policy of Texas A&M International University that when offering employment or promotion to veterans and/or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.