

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for

Texas A&M Forest Service

January 1, 2017 - December 31, 2017

PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

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TEXAS A&M FOREST SERVICE AAP

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INTRODUCTION TO PARTS I AND II

BACKGROUND

Texas A&M Forest Service is a member of The Texas A&M University System, one of the largest systems of public higher education in the nation. Texas A&M Forest Service was established in 1915.

Texas A&M Forest Service is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246 as amended, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974 as amended. Because **Texas A&M Forest Service** 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 protected veterans, and for individuals with disabilities for our organization. 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 **Texas A&M Forest Service** 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 occurring 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 reveals a statistically significant disparity between incumbency and availability, an AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed 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. For protected veterans and individuals with disabilities, such steps will include a thorough review of the agency's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following AAP of **Texas A&M Forest Service** was developed.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

Texas A&M Forest Service's AAP for minorities and women (Part I) has been prepared according to Executive Order 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 Forest Service has developed separately an affirmative action plan for protected veterans and individuals 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 Individuals with Disabilities); the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended; and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for Protected Veterans).

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: Black/African-American, Hispanic/Latino, Asian, Native Hawaiian or other Pacific Islander, American Indian or Alaskan Native, and Two or More Races.

Disabled veteran: (1) A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) a person who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: Any veteran during the three year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval or air service.

Active duty wartime or campaign badge veteran: Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Armed Forces service medal veteran: Veterans who, while serving on active duty in the U.S. military ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

An individual with a disability: 1) 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 Forest Service** 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 Forest Service** will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that it 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 Forest Service'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 Forest Service** believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it does "not provide the contractor with a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that person's race, color, religion, sex, or national origin" as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

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 Forest Service** 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,

- AAP implementation period: 1/1/2017 – 12/31/2017
- Transaction period: 1/1/2016 – 12/31/2016

STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of **Texas A&M Forest Service'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.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, **Texas A&M Forest Service** 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 conflict with, these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining **Texas A&M Forest Service'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 FOREST SERVICE

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

JANUARY 1, 2017 - DECEMBER 31, 2017

PART I

AAP FOR MINORITIES AND WOMEN

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PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

Texas A&M Forest Service conducted a workforce analysis to identify employees by sex and race/ethnicity in each job title. The data was collected from payroll records dated 12/31/2016.

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, **Texas A&M Forest Service** 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 employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on **Texas A&M Forest Service's** lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per 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 (job content, wages, opportunity) 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 must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. 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.

Texas A&M Forest Service 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, job title, employee headcounts for each job title, and overall percentages by sex and race/ethnicity as of 12/31/2016.

See the *Job Group Analysis* for the listing of the job titles and the associated race and sex headcounts per 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 Forest Service** 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 Forest Service's** employment decisions are being made without regard to sex, 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 area 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, and establish percentage 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 2010 Census of Population.
 - A. Local labor area: A(n) "employee" Zip Code Analysis was used to identify the most precise local labor area for **Texas A&M Forest Service**. The final local labor area met the following two (2) conditions: 1) it includes all counties/county sets where 5% or more of the employees resided, and 2) when summed, those counties/county sets accounted for at least 78% of the total applicants/employees within the at-issue workforce. Smaller contributing counties/county sets are removed (i.e., trimmed) unless they are necessary to reach 78%. Once trimmed, the weights for the remaining counties/county sets were proportionately increased to reach 100%.
 - B. Reasonable labor area: National

See the *Zip Code Analysis* report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

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.¹

See the *Availability Analysis* for the availability breakdown for each job group.

¹ In most cases, the final availability report (and most other technical reports in this AAP) only includes data/information for females and minorities in the aggregate.

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 Forest Service** compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 12/31/2016 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS

41 C.F.R. § 60-2.16

Texas A&M Forest Service has established an annual percentage 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 qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. 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. 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 a person 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 Forest Service** hire a specified number of minorities or women.

A goal is a guidepost against which **Texas A&M Forest Service**, a community group, or a compliance agency can measure progress in remedying identified underutilization in **Texas A&M Forest Service's** workforce. By setting realistic goals, **Texas A&M Forest Service** 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 applicants.

See the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

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

As part of its efforts to ensure equal employment opportunity to all individuals, **Texas A&M Forest Service** has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the Director is assisted in this effort by Texas A&M Agrilife's Chief Human Resources Officer in carrying out the responsibilities described below.

A. Duties of the Chief Human Resources Officer

1. Coordinates the development of policy statements, affirmative action programs, and both internal and external communication programs.
2. Monitors the consistency and completeness of **Texas A&M Forest Service's** Affirmative Action Program with federal, state, and local agencies' rules and regulations.
3. Serves as a liaison between **Texas A&M Forest Service** and the Texas A&M University System Office of Equal Opportunity and Diversity, minority and women's organizations, and other community groups serving women and minorities and the citizens of the State of Texas.
4. Ensures the dissemination of current legal information affecting affirmative action to appropriate personnel.
5. Oversees the assistance of the Manager of Human Resources to hiring supervisors in collecting and analyzing employment data and identifying problem areas.
6. Ensures the maintenance of records regarding recruitment, employment, and retention of women and minorities as well as ensuring that **Texas A&M Forest Service** maintains required applicant flow data.
7. Oversees the periodic reviews by the Manager of Human Resources of **Texas A&M Forest Service's** personnel policies and practices in an effort to identify possible problem areas and to develop and suggest solutions for hiring supervisors.
8. Oversees the investigations of charges of discrimination filed by **Texas A&M Forest Service** employees or applicants for employment with **Texas A&M Forest Service**.
9. Ensures the equal opportunity and affirmative action policy is posted internally.

B. Duties of Associate Directors, Department Heads and Supervisors

The Associate Directors, Department Heads and Supervisors have the responsibility of applying the principle of equality in all personnel actions. Their duties include:

1. Applying the principles of equal employment opportunity in all terms and conditions of employment.
2. Reviewing the qualifications of all employees to ensure minorities and women are given full opportunity for transfers and promotions.
3. Taking action to prevent harassment of employees due to race, color, religion, sex, national origin, age, disability, or veteran status.
4. Properly displaying poster and notices.
5. Ensuring that minority and female employees are afforded full employment opportunities and are encouraged to participate in all agency-sponsored educational and training activities.
6. Ensuring that their department or division fully complies with the spirit and policies of the affirmative action program.
7. Ensuring that no one in their department or division harasses employees, retaliates against employees for using the complaint and appeal procedures, or retaliates against employees for filing a complaint with a federal, state, or local compliance agency.
8. Is accountable to senior management for personal support of **Texas A&M Forest Service** equal opportunity and affirmative action policies.

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 Forest Service 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 Forest Service will use the terms in good faith in connection with its AAP, such use does not necessarily signify the member 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).

In addition to comparing incumbency to availability within job groups, **Texas A&M Forest Service** has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). **Texas A&M Forest Service** 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 review of the *Workforce Analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough review of the *Comparison of Incumbency to Availability* reports.

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 the *Summary of Personnel Transactions Report* for each job group.

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

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job title.

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

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

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be implemented throughout the AAP year. The Chief Human Resources Officer, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. **Texas A&M Forest Service** will continue to place advertisements on job opportunities through local job service offices.
2. Due to the extensive technical education and experience required for some positions, **Texas A&M Forest Service** will also continue to place job opportunity announcements on its website and in local, regional and/or national newspapers when appropriate.
3. **Texas A&M Forest Service** will continue to place an ad in various media outlets based upon appropriateness. Ads for professional positions are placed in relevant job-related magazines and websites. Service jobs are placed in the local newspaper.
4. Advertisements and newsletters will always carry the Equal Employment Opportunity clause.
5. Minority and female applicants will be considered for all positions for which they are qualified.
6. **Texas A&M Forest Service** will continue to advertise and recruit professionals during annual conferences, trade shows, and other educational forums hosted for forestry, natural science related industries and veteran placement. The agency will participate in job fairs if there are sufficient numbers of opening to warrant participation. .
7. **Texas A&M Forest Service** will continue to recruit, solicit applications via direct mail, and mail to fellow forest service agencies and programs at several colleges and universities, and related industries. Texas A&M Forest Service targets universities based in part on the high-level of diversity of its student body.
8. **Texas A&M Forest Service** will continue to employ work study students who work during the summer and part-time during the school year.
9. **Texas A&M Forest Service** will continue to publish recruiting brochures where

minority and female members of the workforce are included, as well as in other company literature.

Job Specifications/Selection Process:

1. Develop position descriptions that accurately reflect position functions, and are consistent for the same position from one location to another.
2. Develop job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to sex, age, race, color, religion, national origin, disability or veteran status.
3. Approved position specifications and worker specifications will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
4. **Texas A&M Forest Service** will continue to use only worker specifications that include job-related criteria.
5. **Texas A&M Forest Service** will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Minority and female employees can be made available for participation in Career Days, Youth Motivation Programs, and related activities in the community, as desired.
Texas A&M Forest Service will continue to post or announce job opportunities.
2. Establish whenever feasible, formal career counseling programs to include professional development, education, aid, job rotation, mentoring and similar programs.
3. All employees are actively encouraged to participate in **Texas A&M Forest Service** social and recreational activities.
4. **Texas A&M Forest Service** will continue to use its formal employee evaluation program. The performance appraisal is used for annual reviews for all employees.
5. Employees can choose training courses through the Traintraq and include them in their career development plan.

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

Pursuant to §60-2.17(d), **Texas A&M Forest Service** has conducted studies to identify problem areas in each of the selection procedures (i.e., hires, promotions, and terminations) within the job groups. A&M -System Office 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 the action-oriented programs described in Chapter 9 of this AAP. The reporting and monitoring system provides for:

- **Analysis of Annual Placement Goal Attainment: Texas A&M Forest Service** compares the race/ethnicity and sex composition of individuals moving into a job group with applicable Annual Placement Goals for that job group.
- **Analysis of Applicant Flow and New Hires: Pursuant to §60-2.17(b)(2), Texas A&M Forest Service** performs a statistical comparison of the race/ethnicity and sex composition of applicants and new hires by job group.
- **Analysis of Terminations: Pursuant to §60-2.17(b)(2), Texas A&M Forest Service** performs a statistical comparison of the race/ethnicity and sex composition of terminated employees by job groups. Involuntary terminations were compared to those available to be terminated.
- **Analysis of Promotions: Pursuant to §60-2.17(b)(2), Texas A&M Forest Service** performs a statistical comparison of promotions by race/ethnicity and sex by comparing promotions into each job group to the internal availability data for that job group.
- **Analysis of Compensation: Pursuant to §60-2.17(b)(3), Texas A&M Forest Service** performs a compensation analyses by comparing the mean salaries for men v. women and whites v. minorities in each job group. Mean tenure within the organization is also considered as a moderating factor.

Texas A&M Forest Service

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

January 1, 2017 - December 31, 2017

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

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CHAPTER A: POLICY STATEMENT
41 C.F.R. §§ 60-300.44(A); 60-741.44(A)

It is the policy of **Texas A&M Forest Service** and my personal commitment that equal opportunity be provided in the employment and advancement of all persons regardless of race, religion, color, national origin, sex, age, disability, veteran status, sexual orientation and gender identity, including at the executive level. **Texas A&M Forest Service** does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, disability, veteran status, sexual orientation, and gender identity for any position for which the applicant or employee is qualified. In addition, **Texas A&M Forest Service** is committed to taking affirmative action to employ and advance in employment qualified protected veteran employees and individuals with disabilities. Such affirmative action will apply to all employment practices, including, but not limited to, hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices will be made on the basis of an individual's capacity to perform a particular job and the feasibility of any reasonable job accommodation. **Texas A&M Forest Service** will make every effort to provide reasonable accommodations for any physical and mental limitations of individuals with disabilities and disabled veterans.

Employees and applicants will not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an 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), or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans; Section 503 of the Rehabilitation Act of 1973, as amended (Section 503); or any other federal, state or local law requiring equal opportunity for individuals with disabilities;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans; Section 503 or its implementing regulations; or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, disability,

veteran status, sexual orientation or gender identity. **Texas A&M Forest Service's** EEO and affirmative action obligations are fully supported by myself and the executive team of Texas A&M Forest Service.

Texas A&M Forest Service will also continually implement and update audit and reporting systems that measure the effectiveness of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in employer-sponsored activities were extended to all employees and applicants.

The **Texas A&M Forest Service** is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The **Texas A&M Forest Service's** employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained not to disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the **Texas A&M Forest Service's** legal duty to furnish the information.

If you have any questions regarding our equal employment opportunity or harassment policies or complaint procedures, you may contact the Manager of Human Resources Services at 979-845-8953. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with the Manager of HR Services.



(Signature)

Tom Boggus
Director

1/1/2017

Executive Summary of Affirmative Action Plan Results

Texas A&M Forest Service

Summary of Goals and Adverse Impact:

The following table contains the results of the utilization and adverse impact analyses conducted for the 2017 Affirmative Action Plans (AAPs) for Texas A&M Forest Service. For each analysis, only job groups with potential problem areas (i.e., underutilization or statistically significant findings in a selection procedure) against women and/or total minorities are listed within each AAP.

Placement Goals Summary:

A goal was established if the female/minority incumbency percentage is less than the availability and the difference is at least one whole person. The Placement Goal should not be mistaken as a quota. It is a "goal" percentage for females/minorities that your company should make good faith efforts to reach by increasing its recruiting efforts to find a more diverse and qualified applicant pool. See the Placement Goals Summaries for more information.

Adverse Impact:

The statistical significance test determines whether chance or something other than chance caused the hiring, promotional, and/or retention rates of the disadvantaged group (e.g., females) to be less than the group with the highest rate (e.g., males). If findings are statistically significant, then the disparity has 5% or less probability of occurring by chance. If adverse impact is found and the findings are significant based on the Fisher's Exact (FE) Statistic, a red highlight will appear. Whenever adverse impact is found, investigation is required to explain why the disparity exists. See the Adverse Impact analyses of each plan for additional information.






Privileged and Confidential: Attorney-Client Work Product

Texas A&M Forest Service
Executive Summary
Employee Data as of 12/31/2016
Transaction Period 01/01/2016 - 12/31/2016

Job Group	Adverse Impact Analyses							
	Hires		Promotions		Terminations (Invol)		Terminations (All)	
	<i>Female</i>	<i>Minorities</i>	<i>Female</i>	<i>Minorities</i>	<i>Female</i>	<i>Minorities</i>	<i>Female</i>	<i>Minorities</i>
Texas A&M Forest Service								
012 - PROFESSIONAL STAFF	N	N	N	N	N	N	N	2.23

*Please see the compensation analysis reports for a list of job titles where areas of concerns were identified.
FOR INTERNAL USE ONLY

Potential Problem Areas and Sample¹ Recommended Actions

Analyses		Sample Recommended Actions
Adverse Impact	Placement Goals 	<ul style="list-style-type: none"> • Inform Hiring Managers/Recruiters of AAP goals for women and minorities. <ul style="list-style-type: none"> ▶ Do not allow recruiters or managers to “leap frog” more qualified men/whites with lesser qualified women/minorities: Qualifications should be the key focus. • Make sure to regularly evaluate the company’s good faith efforts and make changes if the programs are not effective. • Goals should be addressed through outreach and recruitment, not through hiring decisions. <p><u>If you are underutilized in women/minorities, then enhance your qualified applicant pool.</u></p>
	Hires 	<ul style="list-style-type: none"> • Review the applicant file and refine the data based on the internet applicant definition. Examples: <ul style="list-style-type: none"> ▶ Only include applicants who are associated with the hires in the plan. ▶ Applicants do not belong in the file if they applied for a position <i>after</i> the last hire in the 12 month period. ▶ Applicants should only be listed once unless they applied for and were considered for more than one position. ▶ A hired candidate’s race and gender should be reconciled against the original applicant file. • Inform Hiring Managers/Recruiters of the adverse impact. <ul style="list-style-type: none"> ▶ Do not require numerical results for Hiring Managers/Recruiters, rather inform them regarding issues and make recommendations. ▶ Train all managers/recruiters on the selection process policy. ▶ Train all managers/recruiters on proper use of disposition codes for applicants. ▶ Hold managers/recruiters accountable for all selection decisions. ▶ DOCUMENTATION is KEY! • Review the Selection Processes. <ul style="list-style-type: none"> ▶ Ensure that all selection processes are validated. ▶ Ensure that selection processes are <u>consistently applied</u>.
	Promotions 	<ul style="list-style-type: none"> • Inform Managers/Recruiters of any jobs that have adverse impact. <ul style="list-style-type: none"> ▶ Train all managers/recruiters on the selection process policy. ▶ Hold managers/recruiters accountable to justify all promotion decisions. ▶ DOCUMENTATION is KEY! • Review Selection Processes. <ul style="list-style-type: none"> ▶ Ensure all selection processes are validated. ▶ Ensure selection processes are <u>consistently applied</u>.
	Terminations 	<ul style="list-style-type: none"> • Inform Managers of any jobs that have adverse impact. <ul style="list-style-type: none"> ▶ Train all managers on the selection process. ▶ Hold managers accountable to justify termination decisions. ▶ DOCUMENTATION is KEY! • Conduct a reduction in force (RIF) analysis prior to making termination decisions. • Conduct an investigation as to why employees choose to leave the company (e.g., exit interview).
Compensation 	<ul style="list-style-type: none"> • Encourage a proactive analysis with executive and legal counsel approval. • Conduct either proactive or reactive analyses. • Conduct a Cohort analysis (i.e., file-by-file comparison). • Create an analysis strategy. <ul style="list-style-type: none"> ▶ Identify the factors/variables that affect compensation. ▶ Perform t-test, where applicable. ▶ Perform regression analyses, where applicable. • Contact a Consultant/Compensation expert to conduct a more in-depth compensation analysis. 	

1 For a more complete list of recommended actions, please contact your AAP Consultant/HR Manager.

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(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 protected veterans and employees and applicants with disabilities, reviews are periodically made of our examination and selection methods to identify barriers to employment, training, and promotion.

- 1) **Texas A&M Forest Service** periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees and 2) 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, the content of the job is closely examined, as well as the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected 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) **Texas A&M Forest Service** ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.
- 3) **Texas A&M Forest Service** ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
- 4) **Texas A&M Forest Service** provides reasonable accommodations for applicants and employees with disabilities, unless such accommodations will cause undue hardship, to ensure that equal employment opportunity is extended in the operation of its personnel processes.
- 5) **Texas A&M Forest Service** ensures that its information and communications systems are accessible to all employees and applicants with disabilities, even in the absence of a specific request for accommodation.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(C); 60-741.44(C)

To ensure that all physical and mental qualifications and requirements are job-related, reviews are periodically made of these qualifications and requirements as they relate to employment, training, promotion, and demotion.

The 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 that affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.)

The burden of proof to demonstrate the necessity of any qualification requirement which may disqualify a protected veteran or an individual with a disability rests with The Texas A&M Forest.

Military records will not be used by the **Texas A&M Forest Service** to discriminate against any protected veteran.

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

41 C.F.R §§ 60-300.44(D); 60-741.44(D)

Texas A&M Forest Service will make every effort to provide reasonable accommodations for the physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Such reasonable accommodations are provided in our electronic and/or online application systems. **Texas A&M Forest Service** ensures that qualified applicants and employees with disabilities who are unable to fully utilize the system are provided equal opportunities to apply and be considered for all jobs. **Texas A&M Forest Service** will also confidentially review performance issues involving 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: Bill Dixon
Title: Manager, Human Resources
Phone: 979-845-2423
Email: wbdixon@tamu.edu

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(E); 60-741.44(E)

Texas A&M Forest Service has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to those conditions. A copy of the discrimination, sexual harassment, and related retaliation policy, which includes the prohibition of harassment of individuals with disabilities or protected veterans, is available for distribution to new as well as to existing employees.

**CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND
POSITIVE RECRUITMENT
41 C.F.R. §§ 60-300.44(F); 60-741.44(F)**

The **Texas A&M Forest Service** will undertake appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities and protected veterans.

- 1) The **Texas A&M Forest Service's** statement on equal opportunity and affirmative action is communicated to all prospective employees through its inclusion on job postings and the official application for employment.
- 2) All **Texas A&M Forest Service's** job openings will continue to be listed with the Texas Workforce Commission to ensure that all prospective applicants are aware of openings. Only positions that will be filled by internal candidates are exempt from posting requirements.
- 3) On-site tours and meetings are available as an outreach to interested individuals, veterans organizations and representatives, and rehabilitation agencies to familiarize their advisers and job coaches of physical features of the workplace and related job requirements.
- 4) Additional outreach efforts will be made as needed to meet the benchmarks established for hiring protected veterans and the utilization goals for individuals with disabilities.

CHAPTER G: INTERNAL DISSEMINATION OF POLICY
41 C.F.R. §§ 60-300.44(G); 60-741.44(G)

In order to gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities, **Texas A&M Forest Service** will implement or continue to implement the following internal dissemination procedures, The following procedures are designed to foster support and understanding from our executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid us in meeting our obligations.

Texas A&M Forest Service's Director distributes written communication of reaffirmation of commitment to affirmative action annually to all employees. This memorandum is also available on **Texas A&M Forest Service's** website.

1. A&M System Policy 08.01 and Regulation 08.01/01 set forth the system's commitment to affirmative action compliance.
2. The Affirmative Action plan is available on **Texas A&M Forest Service's** website.
3. State and federal EEO posters are placed at all **Texas A&M Forest Service's** locations.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(H); 60-741.44(H)

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

1. Measures the effectiveness of the affirmative action program.
2. Indicates the need for remedial action.
3. Determines the degree to which our affirmative action objectives have been attained. Determines whether protected veterans have had the opportunity to participate in all **Texas A&M Forest Service** sponsored educational training, recreational, and social activities.
4. Measures compliance with the affirmative action program's specific obligations.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION
41 C.F.R. §§ 60-300.44(I); 60-741.44(I)

1. The Director has ultimate responsibility for the success of the affirmative action program. The Director has delegated specific authority and responsibility for affirmative action to the Chief Human Resources Officer.
2. Associate Directors, Department Heads screening and supervisors share in the responsibility for implementation.
 - a. Individual departments share the administrative responsibilities of day-to-day implementation of the program.
 - b. All positions for which external candidates are considered are posted and advertised.

CHAPTER J: TRAINING
41 C.F.R. §§ 60-300.44(J); 60-741.44(J)

Texas A&M Forest Service trains all employees involved with the recruitment, selection, promotion, discipline, training, and related personnel processes of individuals with disabilities or protected veterans to ensure compliance with affirmative action goals.

CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(K); 60-741.44(K)

Texas A&M Forest Service has adopted the current national percentage of veterans in the civilian labor force of 6.9% as its hiring benchmark for protected veterans. **Texas A&M Forest Service** will update its hiring benchmark as new data is published and updated by the Office of Federal Contract Compliance (OFCCP), U.S. Department of Labor. The 6.9% hiring benchmark is applied to each job group within **Texas A&M Forest Service**.

Texas A&M Forest Service also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. **Texas A&M Forest Service** will update its utilization goal as new data is published and updated by OFCCP. The 7.0% utilization goal is applied to each job group within **Texas A&M Forest Service**.

Goals and/or benchmarks do not require that **Texas A&M Forest Service** hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks 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 Forest Service**, a community group, or a compliance agency can measure progress in meeting affirmative action goals and benchmarks.

See the *Hiring Benchmark and Utilization Goals Analyses*.

CHAPTER L: COMPENSATION
41 C.F.R. §§ 60-300.21(I); 60-741.21(I)

It is the policy of **Texas A&M Forest Service** that when offering employment or promotion to protected veterans 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.

The **Texas A&M Forest Service** is also committed to abiding with the Pay Transparency Nondiscrimination Provisions. Employees or applicants who have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant will not be discharged or in any other manner be discriminated. Employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the **Texas A&M Forest Service's** legal duty to furnish the information.