



## **EQUAL EMPLOYMENT OPPORTUNITY PLAN**

Revised September 2, 2020

ATCOG EEO Officer:  
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## Introductory Information

### Policy Statement

The Ark-Tex Council of Governments (ATCOG) will provide a work environment that is free from discrimination, including harassment, based on race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws. The prohibition against employment discrimination and harassment may extend to conduct that employees are subjected to from vendors, contractors, providers, customers, or others who enter the workplace. Unlawful discrimination may include, but is not limited to, employment actions related to recruitment, hiring, examination, transfer, appointment, training, promotion, demotion, compensation, termination, layoffs, or the administration of employee benefits. ATCOG shall give a veteran's preference in employment to applicants who are eligible under state statutes, and may give preference to applicants who are spouses or immediate family members of eligible veterans. The degree of such preference shall be determined by the ATCOG Executive Director and/or other supervisor(s) involved in the selection process for the position being filled. ATCOG intends to continue giving preference to veterans and their spouses or immediate family members until such time as at least 40% of the employees of ATCOG are members of this category. **An applicant must meet the minimum standards for the position being filled, or must be capable of meeting such standards within a reasonable time, or that applicant cannot be considered for employment, regardless of any preference that may apply.** ATCOG is committed to complying with all applicable federal, state, and local civil rights laws that pertain to employment. Any person employed by ATCOG who fails to comply with this policy is subject to disciplinary action.

Further, ATCOG affirms:

- ATCOG and contractors commit to equal employment for all persons, regardless of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, or gender identity or expression;
- A commitment to undertake an affirmative action program, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women;
- Commit to develop a written nondiscrimination program that sets forth the policies, practices, and procedures, with goals and timetables, to which the agency is committed and make the EEO Program available for inspection by any employee or applicant for employment upon request;
- That the responsibility for the implementation of the EEO Program is assigned to the Human Resources Manager, who is the designated EEO Officer;
- That all management/supervisory personnel share in this responsibility and will be assigned specific tasks to assure that compliance is achieved;
- That applicants and employees have the right to file complaints alleging discrimination with the appropriate official;
- That performance by managers, supervisors, etc., will be evaluated on the success of the EEO program the same way as their performance on their agency's goals; and
- That successful achievement of EEO goals will provide benefits to ATCOG through the fuller utilization and development of previously underutilized human resources.

ATCOG is also committed to making reasonable accommodation for individuals to practice or observe their religion or for the known physical or mental limitations of qualified individuals with disabilities and qualified veterans with disabilities, unless such accommodation would impose an undue hardship on the conduct of ATCOG business. ATCOG is equally committed to engaging in an interactive process with any person requesting accommodation as needed to determine a reasonable accommodation.

Additionally, colleagues and applicants shall not be subjected to any harassment, threats, coercion, intimidation, retaliation, or discrimination because they have requested reasonable accommodation; filed a complaint; and assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity; or exercised any other right protected by federal, state or local law requiring equal employment opportunity.

The Human Resources Manager shall act as the EEO Officer and be responsible for implementing the EEO Program. The Human Resources Manager reports directly to the Executive Director. The EEO Officer's contact information is below:

Leslie McBride, Human Resources Manager  
Ark-Tex Council of Governments  
4808 Elizabeth Street, Texarkana, Texas 75503  
Telephone: (903) 255-3513  
Fax: (903) 793-0420  
Email address: [lmcbride@atcog.org](mailto:lmcbride@atcog.org)

The adoption of this EEO plan by the ATCOG Executive Committee is a reaffirmation of adherence to and promotion by the Committee of the policy of nondiscrimination in all action affecting ATCOG employees. The guidelines and objectives contained in this plan are designed to assist ATCOG and all of its employees in adhering to that policy.



Chris Brown, Executive Director  
Ark-Tex Council of Governments

Sep 28, 2020

Date

## **Equal Employment Opportunity Program**

### **Purpose**

The purposes of the Equal Employment Opportunity / Affirmative Action Program are to:

- Establish company policy and commitment to equal employment opportunities;
- Identify jobs and departments where minorities and females are underrepresented;
- Set specific, measurable, attainable hiring and promotion goals (including target dates);
- Monitor job descriptions and hiring criteria to ensure they communicate actual job needs only;
- Locate minorities and women who qualify or can become qualified to fill goals.

### **Affirmative Action Plan**

All ATCOG staff, potential employees, and applicants are entitled to equal employment opportunities and will not be discriminated against because of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, or gender identity or expression, providing they are otherwise qualified and meet requirements established by ATCOG for the job they seek.

ATCOG will do the following, as a minimum effort, to utilize minorities and women in all levels of the workplace and in all parts of our workforce:

- Post job openings in locations frequently utilized by protected classes, such as the Work in Texas website, Unemployment Office, etc.
- Announce job openings in local media, to include minority newspapers.
- Encourage minorities and women to apply for open positions.
- Promote minorities and women who are qualified or can become qualified into open positions, if the promotion supports needed diversity in the workplace.

### **EEO Officer: General Responsibilities**

The Human Resources Manager is the designated Equal Employment Opportunity Officer for ATCOG. This position will be responsible for implementing and managing the EEO program. Individuals who would like to discuss this policy, and/or file a complaint alleging discrimination, should contact the Human Resources Manager at 903/255-3513 or [lmcbride@atcog.org](mailto:lmcbride@atcog.org).

The EEO Officer will perform the following duties:

- Develop and recommend EEO policy, a written EEO program, and internal and external communication procedures;
- Assist management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals;
- Design, implement, and monitor internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
- Report semiannually to the Executive Director on the progress of each unit in relation to the agency's goals and contractor and vendor compliance;
- Serve as liaison between the agency, Federal, State, county, and local governments, regulatory agencies, minority, handicapped and women's organizations, and other community groups;
- Assure that current legal information affecting affirmative action is disseminated to

- responsible officials;
- Assist in recruiting minority, handicapped and women applicants and establishing outreach sources for use by hiring officials;
  - Audit postings of the EEO policy statement to ensure compliance information is posted and up to date;
  - Concur in all hires and promotions;
  - Process employment discrimination complaints; and
  - Periodically review employment practices policies concerning complaint policies, reasonable accommodation, performance evaluations and grievance procedures.

The responsibilities assigned to ATCOG Management are to:

- Assist in identifying problem areas and establishing agency and unit goals and objectives;
- Be actively involved with local minority organizations, women's and handicapped groups, community action organizations and community service programs designed to promote EEO;
- Actively participate in periodic audits of all aspects of employment, to identify and remove barriers obstructing the achievement of goals and objectives;
- Conduct regular discussions with other managers, supervisors, employees, and affinity groups to assure the agency's policies and procedures are being followed;
- Review the qualifications of all employees to assure that minorities, handicapped persons, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation;
- Participate in the review and investigation of complaints alleging discrimination;
- In conjunction with the EEO Officer, maintain and update the personnel database for generating reports required for the nondiscrimination program;
- Encourage employee participation to support the advancement of the EEO Program by offering professional development, career growth opportunities, positing promotional opportunities, shadowing, and mentoring;
- Conduct and support career counseling for all employees; and
- Participate in periodic audits to ensure that each agency unit is in compliance (e.g., EEO posters are properly displayed on all employee bulletin boards).

## **Review and Revision of Employment Practices**

### **Recruitment and Testing**

- ATCOG will follow procedures for recruiting and selecting employees established by the Executive Director. Recruitment and selection will be non-discriminatory and shall be based substantially on bona fide occupational qualifications. These procedures include: advertising, scoring applications, conducting interviews and offer of employment.
- All job openings will be posted on the ATCOG website, various job boards associated with ATCOG's web-based application system, the website associated with Workforce Solutions East Texas (WorkinTexas.org), placed in the local newspaper when needed, and an internal job posting link will be emailed to all ATCOG staff.
- All job postings will contain the following statement. "An Equal opportunity / Affirmative Action Employer."
- When testing is performed for a position, it is done to ensure that the applicant has the minimum level of knowledge, skill or ability required for the position. Identical testing

materials and conditions will be provided to every applicant interviewing for the specific job.

### **Position Descriptions**

- All position descriptions will be developed using a job information questionnaire that includes the job duties, educational requirements, minimum number of years of experience required, skills and abilities needed to perform the work, and all physical requirements of the position.
- These detailed requirements will be included in the posting on the ATCOG website. Each additional posting method used will direct applicants to the ATCOG website to view the full job description for each position.

### **Promotion and Transfer procedures**

- The leadership team will focus on one's ability to perform assigned tasks and duties, rather than longevity.
- Employees' applications or resumes and employees' files will be reviewed prior to making a selection.

### **Seniority Practices**

- The Executive Director has established procedures for recruiting and selecting ATCOG employees. Recruitment and selection will be non-discriminatory and shall be based substantially on bona fide occupational qualifications.

### **Interview procedures**

- At least two people will perform driver interviews.
- One Interviewer will be of a different gender, race, or both, when possible.

### **Promotion**

- No applicant will be denied a promotion on the basis of gender or any other prohibited criteria.
- Applicants will be given a trial on the job to prove their capability, if they are otherwise eligible for the promotion.

### **Wage Procedures**

- All wages for new employees, transfers and promotions must meet the budgetary requirements of the division or specific grant.
- Wages must have the Executive Director's approval prior to the Human Resources division submitting changes to Payroll department.

### **Salary Level and other Benefits**

- Salaries for a position are determined based on the responsibilities contained in the job requirements and the scope of services required of the position.
- The benefits available to an employee are based on their employment status with ATCOG (e.g., full-time, part-time)
- The benefits offered to employees are always included in the ATCOG Personnel Policies which are set and approved by the ATCOG Executive Committee.

### **Disciplinary Procedures**

- ATCOG adheres to a discipline policy, which is outlined in the ATCOG Policies and

Procedures Manual.

- ATCOG may use any of the following types of discipline at any time:
  - Counseling
  - Suspension without pay for a period of up to 3 days
  - Termination

### **Termination and Layoff**

- ATCOG employees are employed at will and, within the limits of state and federal law applying to public employment, may at any time during their employment, be terminated with or without notice, for any lawful reason or for no reason.
- An employee may be laid off when his or her position is abolished, or when there is either a lack of funds or a lack of appropriate work. When reductions in force are necessary, decisions on individual separations will be made after considering (1) the relative necessity of each position to the organization, (2) the performance record of each employee, (3) transferability of the employee's skills to remaining positions with the ATCOG, and (4) the employee's length of service with ATCOG.

### **Training**

- Training programs shall be designed to upgrade the skills of employees so that they can improve performance in their present position.
- On-the-job training will be designed so that employees have an opportunity to acquire skills needed to qualify for a better position with ATCOG.
- Employees with managerial ability will be encouraged to acquire skills on-the-job or through more formalized training prior to their advancement into a management position.
- All employees, including managers, will receive periodic EEO training. New supervisors or managers will receive training within 90 days of their appointment.
- The Human Resources Manager will advise employees and applicants of training programs and professional development opportunities and the entrance requirements.

## **Goals and Timetables**

The Executive Director, with the assistance of the EEO Officer, shall annually perform the following activities necessary to prepare and update the goals and timetables of the Affirmative Action Plan for Equal Opportunity:

- Annually analyze the ATCOG workforce to set goals for the employment of women and minorities.
- Goals and timetables will be reviewed by EEO Officer to assure compliance with the overall goals and timetables for ATCOG.
- The EEO Officer will annually review the process of the ATCOG Affirmative Action Program and make necessary revisions to the goals and timetables.
- EEO logs will be kept which contain the name of each applicant, date applied, how referred, gender, race, and veteran status.

Goals and timetables were not previously set but will be implemented going forward. Any goals not met will be explained or justified at the end of the year as requested by appropriate agencies.

## **EEO Complaint Process**

Individuals who would like to discuss and/or file a complaint alleging discrimination should contact the EEO Officer or Executive Director. **The EEO Officer should be contacted immediately, if you believe you have been discriminated against.** The following procedures will be used to process discrimination complaints.

### **Counseling**

The first step in resolving discrimination complaints is counseling. The purpose of counseling is to determine whether there is a problem and, if there is, to correct it as soon as possible. Emphasis at this point is on early resolution.

The EEO Officer is responsible for clarifying the problem and attempting to resolve it to everyone's satisfaction. The EEO Officer will:

- Clarify the issues;
- Identify whether the problems are covered by the EEO Office's Discrimination Complaint Process;
- Outline alternative procedures;
- Identify options;
- Attempt to work out a resolution agreeable to all concerned, if possible;
- Provide information on external enforcement agencies (*i.e.*, the EEOC, the Texas Commission on Human Rights, FTA and the DOT).

The Complainant must sign the EEO Discrimination Complaint Form issued by the EEO Officer before an informal process can begin. The EEO Officer has fifteen (15) working days to counsel and make efforts to resolve the issue informally. If, at the end of this time period there is no resolution in sight, the Complainant will be informed of their right to proceed with a formal complaint. If they wish to continue to pursue their allegations and have the EEO Officer begin a formal investigation, the Complainant may file a formal complaint within 5 working days.

### **Filing a Formal Complaint**

The Complainant must sign the Internal Discrimination Complaint Form issued by the EEO Officer before a formal investigation can begin. The Complainant should be prepared to support any allegations claimed to be discriminatory by furnishing all pieces of pertinent evidence: letters, memos, dates, times, and/or witnesses to the claim alleged in the complaint. A mere allegation of discrimination may be insufficient to make a determination. The investigative part of the process is designed to establish the facts, once clear basic information is provided.

### **Rejecting a Complaint**

If the EEO Officer decides to reject a complaint, the Complainant will be notified in writing within ten (10) working days after a formal complaint is filed.

The EEO Officer may reject any claim, if the officer determines that the allegations are not within the realm of the discrimination guidelines. If the EEO Officer makes this determination, the notice of rejection will be final and cannot be appealed unless new evidence can be presented which falls within the discrimination guidelines of race, color, creed, religion, national origin, genetic information, disability, sex or age.



### **Investigation**

In order to maintain the integrity of an EEO investigation, if a formal complaint is accepted, the EEO Officer will designate someone outside of the Human Resources Division, up to and including an independent contractor, to perform a full investigation of the complaint received. The investigation will be completed within twenty-five (25) working days of receiving the formal complaint. An investigation may be extended beyond the twenty-five (25) working days if it is deemed necessary to conduct a more thorough, in-depth investigation. The designated individual will conduct interviews, take affidavits from Complainant(s) and other apparent witnesses, and will gather any other pertinent information from all available sources.

Proper investigation of any allegation of discrimination requires that any employee with relevant knowledge assist in the investigation. Such participation may be in the form of verbal communications, written statements, or providing other records that may be relevant. Any employee deemed to have relevant knowledge of the allegations shall participate to the best of his or her ability during these investigations.

### **Informal Resolution**

During and at the conclusion of the investigation, the EEO Officer, when feasible and consistent with ATCOG policies and procedures, will continue to attempt to resolve the complaint on an informal basis. The Complainant(s) must sign and date any resolution offered that has been accepted. Such acceptance constitutes settlement of the complaint; however, any resolution offered and accepted does not constitute an admission of any wrongdoing by ATCOG or any of its agents.

One of the major objectives of the complaint process is fairness and early resolution of complaints. Consequently, ATCOG regards the efforts made by all parties in early resolution attempts as extremely important and crucial to the integrity and intent of this process.

### **Complaint Disposition**

At the conclusion of the investigation, the designee will issue findings of fact and conclusions and will make recommendations for corrective action, if required, or other resolutions. The Complainant will be contacted to receive and sign-off on their acknowledgment of receipt of the designee's disposition of their complaint. Thereafter, the accused person(s) will be notified of the designee's recommendations.

### **Appeal of Disposition**

If the Complainant is not in agreement with the investigation findings and determination contained in the disposition, he or she may appeal the decision in writing within ten (10) working days to the Executive Director.

The Executive Director will then investigate the alleged violation and review relevant facts, and upon completion of this investigation, the Executive Director will issue a decision within ten (10) working days, in consultation with designated investigator and the EEO Officer. If the Complainant is not in agreement with the Executive Director's finding and determination, he or she may appeal the Executive Director's decision in writing within seven (7) working days to the ATCOG Executive Committee.

The Complainant will be advised that if the final decision is unacceptable, an appeal may be made to the EEOC, Texas Commission on Human Rights, or the FTA.

**Special Provision**

If any allegation of discrimination arises with the EEO Officer and/or against the EEO Officer, such allegations will be referred to the Executive Director to process and investigate accordingly. Likewise, if any allegation of discrimination arises with the Executive Director and/or against the Executive Director, the EEO Officer will involve the ATCOG Board President. Any attempts at resolution will be according to the above stated procedures.

For more information regarding ATCOG Equal Opportunity policy, please contact:

Leslie McBride, Human Resources Manager  
Ark-Tex Council of Governments  
4808 Elizabeth Street, Texarkana, Texas 75503  
Telephone: (903) 255-3513  
Fax: (903) 793-0420  
Email address: [lmcbride@atcog.org](mailto:lmcbride@atcog.org)

### **2020 EEOP Workforce Utilization Analysis**

ATCOG's Executive Director, Human Resources Manager, and other staff members and consultants reviewed the 2020 Utilization Analysis (comparing ATCOG's workforce to the relevant labor market), and noted the following:

1. Because only four employees are categorized as Service Workers, that category is too small to calculate a meaningful standard of deviation. The currently employed service workers are all females. The Service Worker category has been excluded from further consideration in this sections. Should another service worker position become available, ATCOG will make every effort to hire a male, if a qualified applicant can be found.
2. Because only two employees are categorized as Craft Workers, that category is too small to calculate a meaningful standard of deviation. The currently employed craft workers are both white males. The Craft Worker category has been excluded from further consideration in this sections. Should another craft worker position become available, ATCOG will make every effort to hire a female, or a male of a different race than white, if a qualified applicant can be found.
3. Because only one employee is categorized as a Laborer, that category is too small to calculate a meaningful standard of deviation. The currently employed laborer is a white male. The Laborer category has been excluded from further consideration in this sections. Should another laborer position become available, ATCOG will make every effort to hire a female of a different race than white, if a qualified applicant can be found.
4. It should also be noted that all of the ATCOG employees who are categorized as "Operatives" are Drivers with the Transportation Division, which requires a Commercial Driver's License, or at minimum a current Texas Driver's License with a clean driving record. As such, the regional availability numbers in this category are overstated. The actual number of persons living in this region who are qualified to apply for the position of Driver is much smaller than the number categorized as Operatives in the Workforce labor pool.
5. White males are significantly over-represented in one job category: Technicians (+14.4%). White males are significantly under-represented in three ATCOG job categories: Administrative Support Workers (-9.0%); Officials and Managers (-29.7%); and Professionals (-35.8%).
6. White females are significantly over-represented in two job categories: Officials and Managers (+5.1%); and Professionals (+3.1%). White females are under-represented in two categories: Administrative Support Workers (-9.2%); and Technicians (-14.5%).

7. Black males are over-represented in one job categories: Officials and Managers (+3%). Black males are under-represented in two job categories: Administrative Support Workers (-4%); and Technicians (-2.7%).
8. Black females are significantly over-represented in three categories: Administrative Support Workers (+22%); Officials and Managers (+18.2%); and Professionals (+21.5%). Black females are under-represented in one category: Technicians (-13.5%).
9. No Hispanic / Latino males are presently employed by ATCOG; however, in comparison to the relevant labor market, the under-representation is 10% or less in all categories: Administrative Support Workers (-1.1%); Officials and Managers (-0.7%); Technicians (-0.5%); and Professionals (-1%).
10. No Hispanic / Latino males are presently employed by ATCOG; however, in comparison to the relevant labor market, the under-representation is 10% or less in all categories: Administrative Support Workers (-3%); Officials and Managers (-1.9%); Technicians (-2.3%); and Professionals (-1.5%).
11. American Indian or Alaska Native males are over-represented in caparison to our region's workforce in two job categories: Officials and Managers (+9.9%); and Operatives (+1.8%).
12. Females of two or more races are over-represented in the Administrative Support Workers category.
13. All other ethnic groups comprise such a small part of our region's general population and workforce that no such group can be said to be significantly under-represented in any ATCOG employment category; all negative deviations are less than 1%.

### **Conclusions**

ATCOG apparently does a good job in the recruitment and retention of Black workers in all categories, both male and female. ATCOG also appears to have a commendable diversity of ethnicity and gender in every job category. Efforts should be continued to recruit additional Hispanic / Latin employees of either gender, for any available positions.

### **Objectives and Steps to be Taken**

**To encourage Hispanic / Latin applicants in all job categories:** The ATCOG Human Resources Manager will continue to enhance outreach efforts that target Hispanic applicants (e.g., presentations at regional professional conferences, trade associations, job fairs, and educational institutions; advertising openings in local Spanish-language media outlets).

**ATCOG shall continue to adhere to this EEO plan:** The Executive Director's statement on EEO policy will remain posted in conspicuous locations so that employees, applicants,

and the general public are cognizant of ATCOG's EEO commitment. The written EEO policy statement includes:

1. ATCOG's commitment to EEO for all persons, regardless of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression.
2. A commitment to undertake an affirmative action program, including goals and timetables, to overcome the effects of past discrimination on minorities and women.
3. The responsibility for the implementation of the EEO program is assigned to ATCOG's EEO officer.
4. All management personnel share in this responsibility and will be assigned specific tasks to assure compliance is achieved.
5. Applicants and employees have the right to file complaints alleging discrimination with the appropriate official.
6. Performance by managers, supervisors, etc., will be evaluated on the success of the EEO program in the same way as their performance on other agency's goals; and
7. Successful achievement of EEO goals will provide benefits to the recipient / sub-recipient / contractor / provider through fuller utilization and development of previously underutilized human resources.

#### **Dissemination**

Formal communication mechanisms shall be established to publicize and disseminate ATCOG's EEO policy, as well as appropriate elements of the program, to its employees, applicants, and the general public.

#### **Internal Dissemination**

1. The ATCOG Human Resources Manager and senior management officials, at least semi-annually in an All-Staff meeting for employees, as well as at each orientation program for new employees, will include a discussion of the EEOP Policy and Utilization Report and will inform employees that a copy is available to them upon request.
2. ATCOG will post a PDF file of the EEOP Policy and Utilization Report, that any user may access and download, on its intranet system for all employees.
3. ATCOG will keep two bound copies of the EEOP Policy and Utilization Report on display in the brochure rack in the reception area of its main office at the ATCOG office building, and will provide a copy to each department head.
4. ATCOG will include a written notice in the standard Employee Handbook, explaining the EEOP and how employees may obtain a copy of the EEOP Utilization Report.
5. At each ATCOG job site and office, ATCOG will post a written notice on the bulletin boards in employee break areas, providing information on the EEOP and how employees can obtain a copy of the EEOP Utilization Report.

### **External Dissemination**

1. ATCOG will post on its public website a PDF file of the EEOP and Utilization Report that any user may access and download.
2. All advertisements for open positions for ATCOG will include a statement that the agency is an 'Equal Opportunity Employer.' This includes advertisements in all public media sources, such as radio and TV, newspapers, magazines, and association journals.
3. All ATCOG employment applications shall include a statement that the agency is an 'Equal Opportunity Employer.'
4. ATCOG will provide written notice to all job applicants, vendors, providers and contractors that they may obtain a copy of the EEOP and current Utilization Report by downloading it from the ATCOG website, or upon request.
5. ATCOG will provide its EEOP and Utilization Report to all regular recruitment sources, including Texas Workforce Commission, as well as any minority groups, women's groups, civil rights groups, disabled advocates, community groups, unions, or other employment organizations.
6. ATCOG will meet with affinity groups to seek input on the implementation of the EEO Plan.

### **Monitoring and Reporting System**

1. ATCOG has a monitoring system that monitors the following EEO components:
  - a. Dissemination-ATCOG adheres to all statements made in the dissemination plan. The EEO Officer ensures all actions are completed.
  - b. Utilization Analysis-The EEO Officer ensures all data is collected and maintained to provide the information contained in the utilization analysis.
  - c. Statistical Employment Practices-The EEO Officer maintains spreadsheets to ensure employment practices statistics is kept up to date.
  - d. Timeframe to Reach Goals-The EEO Officer ensures steps are being taken to reach goals outlined in the EEO Plan. ATCOG's current goal is to hire more Hispanic/Latin employees of either gender. The EEO Officer will make every effort to ensure job advertisements are posted to reach those groups.
2. ATCOG is in the process of obtaining contractors' EEO Programs. ATCOG is also ensuring that all facilities have proper posting of the EEO Policy and Statement. ATCOG currently only has one contractor for the Transportation Department,

which is Allied Compliance for drug and alcohol testing. ATCOG will contact Allied Compliance to ensure they have a current EEO Program.

TRANSPORTATION CONTRACTORS	
NAME	SERVICES
Allied Compliance	Drug and Alcohol Testing

3. ATCOG does not have a union so therefore ATCOG does not have any union contracts to review.
4. ATCOG currently doesn't have any EEO complaints. However, in the future should we receive a complain the EEO Officer will maintain a spreadsheet with the following data:
  - a. Monitoring of Trends- The spreadsheet will break down what area the complaint is pertaining to such as race, gender, origin, etc.
  - b. Timeliness of Investigations-The spreadsheet will contain dates such as the day the complaint is received, any progress made and resolution.
  - c. Resolutions-The spreadsheet will contain what was done to resolve the complaint.
  - d. Reporting to Management-The spreadsheet will contain who in management, when, how they were notified of the complaint.
5. Meetings will be held between the Executive Director and EEO Officer to discuss the progress of the EEO Program and the results of the monitoring. The EEO Officer will provide the data collected concerning hiring, promotions, status of complaints, etc. to the Executive Director.
6. The EEO Office will keep a log of all EEO related meetings held with the Executive Director. This log will include topics covered and any follow up actions that are needed.
7. The EEO Officer will ensure hiring officials review current EEO goals and statistics on employment practices and policies. The EEO Officer will verify that all job descriptions contain legitimate position requirements and all testing is validated.
8. The EEO Officer will maintain list of all contractors who are being monitored and the services they provide.
9. The EEO Officer will obtain proof of contractors' EEO Programs and retain copies of any documentation pertaining to these programs.
10. The EEO Officer will maintain an organizational chart of the agency showing reporting relationships of all employees.
11. The EEO Officer will maintain a copy of the goals and timetables from the program submission.

I understand the regulatory obligation under 28 C.F.R. §§42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Utilization Report.

I have reviewed the foregoing EEOP Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

By signing below as the Executive Director of the agency, I certify and agree to adhere to the ATCOG EEO Policy and Affirmative Action Plan, and Circular UMTA C 4704.1 in its entirety.



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Chris Brown, Executive Director  
Ark-Tex Council of Governments

Sep 28, 2020

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Date



## APPENDIX A: 2020 ATCOG UTILIZATION ANALYSIS CHART

The below chart includes all ATCOG employees. The Region numbers include the entire 10-county ATCOG region: Bowie, Cass, Delta, Franklin, Hopkins, Lamar, Morris, Red River and Titus Counties, Texas, and Miller County, Arkansas, taken from the census data.

Utilization Analysis Chart  
Relevant labor market: the 10-county ATCOG region, composed of Lamar, Delta, Hopkins, Red River, Franklin, Titus, Morris, Bowie, Cass, and Miller Counties

Job Categories	Male														Female														Total Male and Female All RACES
	White							Black or African American							Hispanic or Latino							Asian							
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Admin Support Workers	1	6.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	1	6.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	1965	15.2%	139	1.1%	520	4.0%	10	0.1%	0	0.0%	30	0.2%	70	0.5%	8460	65.5%	388	3.0%	1193	9.2%	15	0.1%	4	0.0%	15	0.0%	109	0.8%	
Utilization #/%		-9.0%		-1.1%		-4.0%		-0.1%		0.0%		-0.2%		-0.5%		-9.2%		-3.0%		22.0%		-0.1%		0.0%		0.0%		5.4%	
Craft Workers	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	10215	80.3%	444	3.5%	1140	9.0%	160	1.3%	54	0.4%	0	0.0%	39	0.3%	585	4.6%	0	0.0%	73	0.6%	0	0.0%	10	0.1%	0	0.0%	0	0.0%	
Utilization #/%		19.7%		-3.5%		-9.0%		-1.3%		-0.4%		0.0%		-0.3%		-4.6%		0.0%		-0.6%		0.0%	10	0.1%	0	0.0%	0	0.0%	
Officials and Managers	2	20.0%	0	0.0%	1	10.0%	1	10.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	2	20.0%	0	0.0%	1	10.0%	1	10.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	2295	49.7%	31	0.7%	325	7.0%	4	0.1%	0	0.0%	0	0.0%	134	2.9%	1615	34.9%	88	1.9%	85	1.8%	34	0.7%	0	0.0%	0	0.0%	10	0.2%	
Utilization #/%		-29.7%		-0.7%		3.0%		9.9%		0.0%		0.0%		-2.9%		5.1%		-1.9%		18.2%		-0.7%		0.0%		0.0%		-0.2%	
Operatives	21	46.7%	0	0.0%	8	17.8%	1	2.2%	0	0.0%	0	0.0%	0	0.0%	5	11.1%	0	0.0%	10	22.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	21	46.7%	0	0.0%	8	17.8%	1	2.2%	0	0.0%	0	0.0%	0	0.0%	5	11.1%	0	0.0%	10	22.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	4380	48.7%	770	8.6%	1570	17.4%	40	0.4%	0	0.0%	0	0.0%	24	0.3%	1060	11.8%	269	3.0%	820	9.1%	30	0.3%	0	0.0%	0	0.0%	35	0.4%	
Utilization #/%		-2.0%		-8.6%		0.3%		1.8%		0.0%		0.0%		-0.3%		-0.7%		-3.0%		13.1%		-0.3%		0.0%		0.0%		-0.4%	
Professionals	4	0.0%	0	0.0%	1	4.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	13	52.0%	0	0.0%	7	28.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	4	0.0%	0	0.0%	1	4.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	13	52.0%	0	0.0%	7	28.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	4055	35.8%	109	1.0%	485	4.3%	10	0.1%	35	0.3%	55	0.5%	55	0.5%	5545	48.9%	168	1.5%	734	6.5%	44	0.4%	54	0.5%	15	0.1%	28	0.2%	
Utilization #/%		-35.8%		-1.0%		-0.3%		-0.1%		-0.3%		-0.5%		-0.5%		3.1%		-1.5%		21.5%		-0.4%		-0.5%		-0.1%		-0.2%	
Service Workers	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	4160	26.3%	395	2.5%	1545	9.8%	149	0.9%	10	0.1%	0	0.0%	189	1.2%	5975	37.8%	355	2.2%	2895	18.3%	59	0.4%	10	0.1%	0	0.0%	82	0.5%	
Utilization #/%		-26.3%		-2.5%		-9.8%		-0.9%		-0.1%		0.0%		-1.2%		-37.8%		-2.2%		-18.3%		-0.4%		-0.1%		0.0%		-0.5%	
Technicians	3	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	44.4%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	3	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	44.4%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	800	18.9%	23	0.5%	114	2.7%	0	0.0%	0	0.0%	0	0.0%	24	0.6%	2495	58.9%	98	2.3%	570	13.5%	20	0.5%	15	0.4%	0	0.0%	75	1.8%	
Utilization #/%		14.4%		-0.5%		-2.7%		0.0%		0.0%		0.0%		-0.6%		-14.5%		-2.3%		-13.5%		-0.5%		-0.4%		0.0%		-1.8%	
Laborers	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
ATCOG #/%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Region #/%	1707	30.4%	502	8.9%	785	14.0%	56	1.0%	10	0.2%	0	0.0%	102	1.8%	1310	23.4%	355	6.3%	655	11.7%	35	0.6%	10	0.2%	0	0.0%	82	1.5%	
Utilization #/%		69.6%		-8.9%		-14.0%		-1.0%		-0.2%		0.0%		-1.8%		-23.4%		-6.3%		-11.7%		-0.6%		-0.2%		0.0%		-1.5%	

## APPENDIX B: ATCOG Workforce by Job Category and Job Title

EEO Category	Job Title	Gender	Ethnicity
<b>9-1-1</b>			
First/Mid Level Officials and Managers	9-1-1 Program Manager	F	Black
Professionals	9-1-1 GIS Specialist	M	White
Professionals	9-1-1 Mapping/Database Specialist	F	White
Professionals	9-1-1 PSAP Operations Coordinator	M	White
Technicians	9-1-1 Addressing Technician	F	Black
Technicians	9-1-1 GIS Technician I	F	White
Technicians	9-1-1 Program Technician	F	White
Technicians	P/T 9-1-1 GIS Technician	M	White
<b>Administration</b>			
First/Mid Level Officials and Managers	Human Resource Manager	F	White
First/Mid Level Officials and Managers	IT Manager	M	White
Administrative Support Workers	Receptionist	F	White
Laborers and Helpers	P/T Custodian/Maintenance Worker	M	White
<b>Aging</b>			
First/Mid Level Officials and Managers	AAA Manager	F	White
Professionals	AAA Case Manager	F	White
Professionals	AAA Coordinator	F	White
Professionals	AAA Coordinator	F	White
Professionals	AAA P/T Case Manager	F	White
Professionals	Benefits Counselor	F	Black
Administrative Support Workers	AAA Program Assistant	F	Black
Service Workers	Associate Ombudsman	F	Black
Service Workers	Evidence Based Technician	F	White
Service Workers	Evidence Based Technician	F	White
Service Workers	Ombudsman	F	White
<b>Criminal Justice</b>			
Professionals	Criminal Justice Coordinator	F	White
<b>Economic/Regional Development</b>			
Professionals	Economic Development Coordinator	F	White
Administrative Support Workers	Development Specialist I	F	White
Professionals	P/T Hazard Mitigation Planner	M	White
Professionals	Regional Development Coordinator	F	White
Administrative Support Workers	Development Specialist I	F	White
Administrative Support Workers	Development Specialist I	M	White
<b>Environmental</b>			
Professionals	Environmental Resources Coordinator	M	White
<b>Executive</b>			
Executive/Senior Level Officials and Managers	Deputy Director	F	White
Executive/Senior Level Officials and Managers	Executive Director	M	American Indian or Alaska Native
Administrative Support Workers	Executive Assistant	F	White
<b>Finance</b>			
First/Mid Level Officials and Managers	Finance Director	F	White
Professionals	Accounting Specialist	F	White
Professionals	Accounting Specialist	F	White
Professionals	Accounting Specialist	F	White
Professionals	Accounting Specialist I	F	White
Technicians	Accounting Technician I	F	White
Administrative Support Workers	Accounting Clerk	F	Black
<b>Homeland Security</b>			
Professionals	Homeland Security Coordinator	F	Black

## **APPENDIX B: ATCOG Workforce by Job Category and Job Title**

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### APPENDIX C: ATCOG Job Titles and Salary Ranges

JOB TITLES INCLUDED IN CATEGORY		LOW SALARY	HIGH SALARY
<b>Administrative Support Workers</b>		\$25,873	\$35,266
TRAX Dispatcher/Scheduler	P/T Housing Case Manager		
Housing Program Assistant	AAA Program Assistant		
Receptionist	Development Specialist I		
Accounting Clerk	Executive Assistant		
<b>Craft Workers</b>		\$31,804	\$31,804
Fleet Technician			
<b>Executive/Senior Level Officials and Managers</b>		\$74,568	\$123,000
Deputy Director	Executive Director		
<b>First/Mid Level Officials and Managers</b>		\$55,476	\$68,941
HR Manager	AAA Manager		
Transportation Manager	Housing Manager		
Transportation Operations Coordinator	IT Manager		
9-1-1 Program Manager	Finance Director		
<b>Operatives</b>		\$21,042	\$31,896
Administrative TRAX Driver	TRAX Driver		
TRAX Lead Driver	TRAX Driver/Trainer		
TRAX P/T Driver			
<b>Professionals</b>		\$35,266	\$52,648
9-1-1 Mapping/Database Specialist	FSS Coordinator		
9-1-1 PSAP Operations Coordinator	Benefits Counselor		
AAA Case Manager	Criminal Justice Coordinator		
AAA Coordinator	Economic Development Coordinator		
Accounting Specialist	Environmental Resources Coordinator		
Homeland Security Coordinator	Housing Specialist		
P/T Hazard Mitigation Planner	Regional Development Coordinator		
AAA P/T Case Manager	Transportation Coordinator		
Transportation Planner	9-1-1 GIS Specialist		
Accounting Specialist I			
<b>Service Workers</b>		\$30,230	\$39,590
Ombudsman	Evidence Based Technician		
Associate Ombusman			
<b>Technicians</b>		\$31,804	\$38,144
9-1-1 Addressing Technician	9-1-1 GIS Technician I		
Accounting Technician I	Housing Inspector		
P/T 9-1-1 GIS Technician I	Transportation Technician		
9-1-1 Program Technician			
<b>Laborers</b>		\$22,760	\$22,760
P/T Custodian Maintenance Worker			

## APPENDIX D: ATCOG Employment Practices

	SEPARATIONS														Total
	Race/Ethnicity														
	Hispanic or Latino		Non-Hispanic or Latino												
			Male						Female						
Male	Female	White	Black or African American	Native Hawaiian or other Pacific Islander	Asian	American Indian or Alaska Native	2 or More Races	White	Black or African American	Native Hawaiian or other Pacific Islander	Asian	American Indian or Alaska Native	2 or More Races		
Resignation			4	1					4	1					10
Retirement															0
Retirement in Lieu of Termination															0
Termination/Discipline			3	3					3						9
Disability Retirement															0
Reduction in Force (RIF)															0
Death															0
Total	0	0	7	3	0	0	0	0	7	1	0	0	0	0	19

	DISCIPLINARY ACTIONS														Total
	Race/Ethnicity														
	Hispanic or Latino		Non-Hispanic or Latino												
			Male						Female						
				Black or African American	Native Hawaiian or other Pacific Islander	Asian	American Indian or Alaska Native	2 or More Races	White	Black or African American	Native Hawaiian or other Pacific Islander	Asian	American Indian or Alaska Native	2 or More Races	
Male	Female	White													
Termination			3	3					3						
Written Warning			2	2					7						1
Verbal Warning									1						
Total	0	0	5	5	0	0	0	0	11	0	0	0	0	0	2

Job Categories	PROMOTIONS																				TOTAL APPLICANTS	
	Hispanic			White			Black or African American			Native Hawaiian or other Pacific Islander			Asian			American Indian or Alaska Native			2 or More Races			
	Applied	Promoted	% Promoted	Applied	Promoted	% Promoted	Applied	Promoted	% Promoted	Applied	Promoted	% Promoted	Applied	Promoted	% Promoted	Applied	Promoted	% Promoted	Applied	Promoted		% Promoted
Executive/Senior Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
First/Mid Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Professionals	0	0	0%	3	3	100%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Technicians	0	0	0%	1	1	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Sales Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Administrative Support Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Craft Workers	0	0	0%	1	1	100%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Operatives	0	0	0%	0	0	0%	1	1	100%	0	0	0%	0	0	0%	1	1	100%	0	0	0%	
Laborers and Helpers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Service Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	
Total	0	0	0%	5	5	100%	1	1	100%	0	0	0%	0	0	0%	0	0	100%	0	0	0%	

	Hispanic		White		Black or African		Native Hawaiian or		Asian		American Indian or		2 or More Races	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Persons w/Disabilities														
# Applied			1	4	1						1			
Total Promotions			1	4	1						1			
Veterans														
# Applied			1	4	1						1			
Total Promotions			1	4	1						1			

## APPENDIX D: ATCOG Employment Practices

Job Categories	APPLICANTS-MALE																		TOTAL APPLICANTS		
	Hispanic			White			Black or African American			Native Hawaiian or other Pacific			Asian			American Indian or Alaska				2 or More Races	
	Total Employ	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired
Executive/Senior Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
First/Mid Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Professionals	0	0	0%	8	0	0%	3	1	33%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Technicians	0	0	0%	1	1	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Sales Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Administrative Support Workers	1	0	0%	11	1	9%	2	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Craft Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Operatives	0	0	0%	21	2	10%	10	1	10%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Laborers and Helpers	0	0	0%	1	1	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Service Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Total	1	0	0%	42	5	12%	15	2	13%	0	0	0%	0	0	0%	0	0	0%	0	0	0%

Job Categories	APPLICANTS-FEMALE																		TOTAL APPLICANTS			
	Hispanic			White			Black or African American			Native Hawaiian or other Pacific			Asian			American Indian or Alaska				2 or More Races		
	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired	Applied	Hired	% Hired		Applied	Hired	% Hired
Executive/Senior Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0
First/Mid Level Officials and Managers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0
Professionals	0	0	0%	34	2	6%	12	1	0%	0	0	0%	0	0	0%	0	0	0%	1	0	0%	47
Technicians	0	0	0%	1	1	0%	1	1	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	2
Sales Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0
Administrative Support Workers	0	0	0%	70	4	0%	32	1	3%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	102
Craft Workers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0
Operatives	0	0	0%	13	1	8%	21	4	19%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	34
Laborers and Helpers	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0
Service Workers	0	0	0%	1	1	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	1
Total	0	0	0%	119	9	8%	66	7	11%	0	0	0%	0	0	0%	0	0	0%	1	0	0%	186

### Totals

Separations	19
Disciplinary Actions	21
Applicants	244
Promotions	7
Hires	22



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# ATCOG EEO PLAN Approve Sept 2020

Final Audit Report

2020-09-28

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By:	Leslie McBride (lmcbride@atcog.org)
Status:	Signed
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