

Affirmative Action Plan

For

**Persons with a Disability,
Disabled Veterans, Armed Forces Service
Medal Veterans, Recently Separated Veterans,
Other Protected Veterans**



DALLAS/FORT WORTH
INTERNATIONAL AIRPORT



Dallas/Fort Worth International Airport Board

October 1, 2007 to September 30, 2008

Affirmative Action Plan

for

Persons with a Disability, Disabled Veterans,

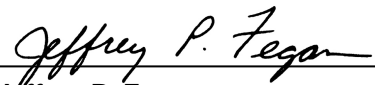
Armed Forces Service Medal Veterans,


Recently Separated Veterans, and

Other Protected Veterans

**Dallas/Fort Worth International Airport Board
Affirmative Action Plan for Persons with a Disability,
Disabled Veterans, Armed Forces Service Medal
Veterans, Recently Separated Veterans, and
Other Protected Veterans**

2008 PLAN YEAR

AAP Approved by: 
Jeffrey P. Fegan
Chief Executive Officer

AAP Prepared and Approved by: 
Linda Valdez Thompson
Executive Vice President, Administration and Diversity

**Dallas/Fort Worth International Airport Board
Affirmative Action Plan for Persons with a Disability,
Disabled Veterans, Recently Separated Veterans,
Other Protected Veterans, and Armed Forces Service
Medal Veterans**

**PLAN YEAR
2008**

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**I. Policy Statement
C.F.R. 60-300.44(a)**

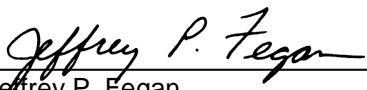
Under the affirmative action obligations imposed by Section 503 of the Rehabilitation Act of 1973 (Rehabilitation Act), the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) of 1974, the Jobs for Veterans Act of 2002, as amended in 2007, it is the policy of the Dallas/Fort Worth International Airport Board (Board), through a comprehensive outreach program to provide equal employment opportunities and to advance in employment qualified persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans, as those terms are defined in 41 C.F.R. 60-300.2. This policy is designed to employ and advance all qualified individuals with a disability and covered veterans at all levels of employment, including the executive level. The Board's policy of providing equal employment opportunities to qualified persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans, shall apply to all employment practices including, but not limited to: upgrading, demotion or transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training. The Board attempts to comply with all of the rules, regulations, and relevant orders of the Secretary of Labor and the Office of Federal Contract Compliance Programs (OFCCP), issued pursuant to the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, and the Jobs for Veterans Act of 2002, as amended in 2007.

The Board's Affirmative Action Program for qualified persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans, is reviewed and updated annually. If there are any significant changes in the Board's procedure, or if employee rights or benefits are modified as a result of an annual updating, these changes are communicated to employees and to applicants for employment. This affirmative action program is available for inspection 8:30 a.m. to 5:00 p.m., Monday through Friday, in the Human Resources Department.

On a strictly voluntary basis, and in accordance with applicable federal regulations, the Board will invite each applicant who believes he or she is a qualified individual with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans, and who wishes under the Board's Affirmative Action Program to identify themselves to either their immediate supervisor, Di Ann Sanchez, Vice President of Human Resources, or to a Human Resources representative. Any individual who identifies himself/herself will not be subjected to any form of harassment or retaliation based on his/her status or self-identification. Further, this self-identification will be kept confidential.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint under the Rehabilitation Act, VEVRAA, or Board policy; (2) assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of the Rehabilitation Act, VEVRAA, their implementing regulations, and/or any other federal, state or local law requiring equal opportunity for disabled persons, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans; (3) opposing any act or practice made unlawful by the Rehabilitation Act, VEVRAA, their implementing regulations, and/or any other federal, state, or local law requiring equal opportunity for disabled persons, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans; or (4) exercising any other right protected by the Rehabilitation Act, VEVRAA, or their implementing regulations.

Should you have any questions, please direct them to Chinten Parikh, Manager of Workforce Diversity at 972-973-5764.



Jeffrey P. Fegan
Chief Executive Officer



Linda Valdez Thompson
Executive Vice President, Administration and Diversity

**II. Responsibilities of the Equal Employment Opportunity Administrator Regarding the Affirmative Action Program for Persons with a Disability, Disabled Veterans, Armed Forces Service Medal Veterans, Recently Separated Veterans, and Other Protected Veterans
41 C.F.R. 60-300.44(i)**

As EEO Administrator, Chinten Parikh's name appears on all internal and external communications regarding the Board's Affirmative Action Plan (AAP) for persons with a disability, special disabled veterans, veterans of the Vietnam era, recently separated veterans and other protected veterans. Chinten Parikh has been given the necessary top management support to manage the implementation of the Board's Affirmative Action Plan.

The EEO Administrator shall be responsible for:

1. Developing policy statements regarding an Affirmative Action Plan for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
2. Developing an Affirmative Action Program for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
3. Developing and implementing effective internal and external communication techniques regarding the Board's Affirmative Action Program for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans. A specific program detailing the Board's internal and external dissemination policies regarding its AAP for persons with a disability and covered veterans can be found in Sections V and VI of this Affirmative Action Plan.
4. Conducting regular discussions with Board officials, managers, supervisors, and employees to ensure that the Board's policies are being followed.
5. Advising managers that:
 - a) In addition to other criteria, a manager's performance is evaluated on the basis of his/her affirmative action efforts.
 - b) The Board is obligated to make efforts to prevent the harassment of employees placed through affirmative action efforts.
6. Identifying problem areas, particularly regarding accommodation requirements, in conjunction with line management and top Board officials in the implementation of the Board's Affirmative Action Program.
7. When applicable, identifying potential problem areas in conjunction with known employees with a disability, known disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.

8. Considering solutions to affirmative action problems as a result of meetings with supervisors and managers.
9. Designing and implementing audit and reporting systems that:
 - a) Measure the effectiveness of the Board's programs
 - b) Indicate any need for remedial action
 - c) Determine the degree to which the Board's objectives have been obtained
 - d) Determine whether all employees identified as persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans have had the opportunity to participate in all Board sponsored educational, training, recreational, and social events.
 - e) Ensure that each location of the Board is in compliance with the Rehabilitation Act, VEVRAA, JVA, applicable regulations, and this Affirmative Action Program.
10. The Equal Employment Opportunity Administrator shall:
 - a) Be available to act as the liaison between the Board and the Office of Federal Contract Compliance Programs (OFCCP).
 - b) Act as a liaison between the Board and organizations of and for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
 - c) Advise top management officials of the latest developments in the affirmative action area for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
 - d) Cause career counseling to be conducted during annual reviews for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
 - e) Ensure that job qualification requirements created pursuant to this AAP are made available to all members of management involved in the Board's recruitment, screening, selection, and promotional processes.
 - f) Evaluate and monitor the total hiring process including training and promotion to ensure freedom from stereotyping disabled persons, disabled veterans, Armed Forces service medal veterans, recently

separated veterans, and other protected veterans in a manner that limits their access to all jobs for which they are qualified.

- g) Cause all personnel involved in the promotion, discipline, and related processes for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans to be carefully selected and trained to ensure that the commitments in the Board's AAP are implemented.
- h) Cause briefing sessions with representatives from recruiting sources. These briefings may include: Airport tours, clear and concise descriptions of current and future job openings, position descriptions, explanations of the Board's selection process, and if available, the offering of recruiting literature.
- i) Create with representatives from recruiting sources formal arrangements for the referral of applicants, with a program to ensure a follow-up and feedback procedure concerning the disposition of referred applicants.
- j) Evaluate the possibility for participating in work study programs with rehabilitation facilities and schools that specialize in training or educating individuals with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
- k) Evaluate the possibility of establishing federally assisted apprenticeship and on-the-job training programs under 38 U.S.C. 3687.
- l) Cause the Board to participate in "job fairs" for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
- m) Invite applicants to self-identify as required under VEVRAA and the Rehabilitation Act. Such invitations to disabled persons and disabled veterans shall be extended only after an employment offer is made. See Exhibits A-1 and A-2.

III. Job Qualifications 41 C.F.R. 60-300.44(b)

The Board has reviewed, and shall hereafter periodically re-review, its personnel processes to ensure that its personnel procedures are careful, thorough, and systematic in their consideration of the job qualifications of applicants and employees who are qualified individuals with a disability and qualified, disabled veterans for job vacancies and training opportunities. To ensure that all qualified individuals with a disability and qualified disabled veterans have been given the proper consideration for job vacancies and training opportunities, the Board has adopted an internal compliance procedure. See Exhibit B.

Job qualifications shall be analyzed periodically to ensure that physical and mental qualification standards that tend to screen out qualified individuals with a disability and qualified disabled veterans are job-related for the position in question and are consistent with business necessity. All physical and mental job qualification standards for Board positions or for changes in employment status such as promotion, demotion or training shall be job related and consistent with business necessity.

When the Board conducts a comprehensive medical examination of a qualified individuals with a disability and qualified disabled veterans, as permitted under 41 C.F.R. 60-300.23(b), the results of such an examination are kept on separate forms and in separate medical files and shall be treated as confidential medical files in accordance with 41 C.F.R. 60-300.23(d), except that:

1. Supervisors and managers may be informed regarding restrictions on and accommodations for the work or duties.
2. Employees familiar with first aid may be informed, where and to the extent appropriate, if qualified individuals with a disability or qualified disabled veterans might require emergency treatment.
3. Federal government officials investigating compliance with either the Rehabilitation Act or VEVRAA shall be provided relevant information on request.

It is the Board's policy to make a reasonable accommodation to the known physical or mental limitations of any otherwise qualified applicant or employee with a disability or disabled veteran, unless his/her accommodation imposes an undue hardship on the Board's business (41 C.F.R. 60-300-44(d)). Any determination of undue hardship shall be made in accordance with 41 C.F.R. 60-300.2(u).

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

When the Board offers employment or promotions to qualified individuals with a disability or qualified disabled veterans, the Board does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the person with a disability or the qualified disabled veteran receives from any other source.

**IV. Outreach, Positive Recruitment, and External Dissemination of the Affirmative Action Plan for Persons with a Disability, Disabled Veterans, Armed Forces Service Medal Veterans, Recently Separated Veterans, and Other Protected Veterans
41 C.F.R. 60-300.44(f);**

The Board shall undertake the following outreach and positive recruitment activities, among others, which are designed to effectively recruit qualified individuals with a disability and disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.

1. The Board shall enlist the assistance and support of the following recruiting sources: state employment service agencies, state vocational rehabilitation agencies and facilities, college placement offices, state education agencies, the Veterans Administration Regional Office, national veterans groups, and organizations of or for individuals with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.
2. The Board shall engage in recruitment activities with, and seek technical assistance from, veterans' service organizations that service disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans. Meaningful contacts with the above named agencies or facilities have been made for such purposes as advice and referral of potential applicants who are qualified persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans. See Exhibits C and D.
3. The Board shall include workers with a disability and covered veterans when Board employees are pictured in consumer, promotional, or recruitment advertising.

**V. Internal Dissemination of the Affirmative Action Plan for Persons with a Disability, Disabled Veterans, Armed Forces Service Medal Veterans, Recently Separated Veterans, and Other Protected Veterans
41 C.F.R. 60-300.44(g)**

In an effort to promote affirmative action for individuals with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans, the Board has developed internal communications designed to foster understanding, acceptance, and support among the Board's executive, management, supervisory and other personnel. The Board shall inform its employees and applicants for employment of its commitment to engage in affirmative action to increase the employment opportunities for qualified individuals with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans. See Exhibits A-1, A-2 and D.

The Board realizes that a strong outreach program is ineffective without adequate internal support from management personnel and other employees. In order to assure greater employee cooperation and participation in the Board's affirmative action efforts, the Board has adopted and shall disseminate an internal policy statement. See Exhibits A-1, A-2 and D. This policy statement has been implemented as follows:

1. The EEO policy is included in the Board's Policies and Procedures. In addition, the Affirmative Action Plan is available for inspection by employees at Human Resources, in all employee break rooms, the Board's intranet, and the DFW external internet website.
2. The policy has been explained at meetings with executive, management, and supervisory personnel. At these meetings, the intent of the policy and individual responsibility for effective implementation of it has been explained. The Board's CEO has made it clear that the Board's Affirmative Action Plan for persons with a disability and covered veterans reflects his personal attitude.
3. The policy has been and will continue to be discussed at employee meetings.
4. The policy has been and will continue to be discussed in both employee orientation and management training programs.
5. Articles on accomplishments of the Board's veteran and disabled employees will be included in Board and departmental newsletters and other publications.
6. The policy statement is posted on Board bulletin boards. See Exhibits A-1, A-2 and D. It includes a statement that employees and applicants are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act or VEVRAA.

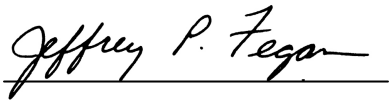
VI. Internal Audit and Reporting Requirements 41 C.F.R. 60-300.44(h)

The Board's Plan is monitored and senior management is kept informed. The Board has established the following internal audit and reporting system:

1. Records of all applicants, job referrals, placements, transfers, promotions, and separations shall be monitored at all levels to ensure that the Board's EEO policy is followed. Records can be accessed by EEO-4, job categories, job groups, Vets-100 report and Board departments.
2. The Board's progress toward meeting its affirmative action efforts are evaluated and communicated through regular discussions with Department Managers.
3. The EEO Administrator prepares and presents workforce diversity compliance reports to senior management on a regular basis.
4. To attempt to ensure compliance, the EEO Administrator communicates as often as necessary with all levels of management concerning recommendations to improve EEO performance.
5. Evaluation and analysis of the Plan are done to determine the degree to which the Board's objectives have been attained for persons with a disability, disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other protected veterans.

VII. Conclusion

The Board is committed to equal employment opportunity for all employees and employment applicants. In all employment transactions, it is the intention of the Board to use every good faith effort to accomplish the objectives of its Equal Employment Opportunity policy as embodied in this Affirmative Action Plan.



Jeffrey P. Fegan
Chief Executive Officer



Linda Valdez Thompson
Executive Vice President, Administration and Diversity

**INVITATION TO SELF-IDENTIFY FOR:
ARMED FORCES SERVICE MEDAL VETERANS,
RECENTLY SEPARATED VETERANS, AND
OTHER PROTECTED VETERANS**



INVITATION TO SELF-IDENTIFY FOR ARMED FORCES SERVICE MEDAL VETERANS, RECENTLY SEPARATED VETERANS, AND OTHER PROTECTED VETERANS

Note: This voluntary Invitation to Self-Identify may be extended at any time.

The Dallas/Fort Worth International Airport Board (Board) is a government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and the Jobs for Veterans Act of 2002, as amended in 2007, which requires government contractors to take affirmative action to employ and advance in employment Armed Forces service medal veterans recently separated veterans, other protected veterans, and covered by the Act. If you are a covered veteran and would like to be considered under the affirmative action program, please let us know. You may inform us of your desire to be identified at any time in the future.

The Board's Affirmative Action Plan contains a number of elements designed to eliminate stereotyping of covered veterans in Board employment practices and to encourage such persons to seek employment with the Board and advancement within the Board organization. Board managers will be advised that their performance will be evaluated, in part, on the success of their affirmative action efforts and will be trained so as to eliminate negative stereotyping and to encourage careful, objective assessment of the experience, qualifications and capabilities of covered veterans. The Board will coordinate with recruiting sources to encourage their referral of covered veterans for Board positions and to arrange for follow-up and feedback on such efforts. The Board will seek technical assistance from organizations representing or serving covered veterans, and will participate in job fairs with or for covered veterans. The Board will periodically re-evaluate physical and mental job qualifications that may tend to screen out covered veterans. During annual performance reviews, the Board will undertake career counseling for covered veterans employed by the Board and will include covered veterans in promotional and/or recruitment advertising.

Submission of self-identifying information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be kept confidential and used only in ways that are not inconsistent with the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and the Jobs for Veterans Act of 2002, as amended in 2007.

If you are a covered veteran, we would like to include you under our Affirmative Action Program. If you would like to be included under the Affirmative Action Program, please tell us by completing the form on the next page.

**INVITATION TO SELF-IDENTIFY FOR
ARMED FORCES SERVICE MEDAL VETERANS,
RECENTLY SEPARATED VETERANS, AND
OTHER PROTECTED VETERANS**

LAST NAME:	FIRST NAME:	MI:
SSN:	DATE:	
DATE OF DISCHARGE:		
Check any of the following categories that apply to you and fill in the requested information:		
<p><u>Armed Forces Service Medal Veteran.</u> <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Any Veteran 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.</p>		
<p><u>Recently Separated Veteran.</u> <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>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.</p>		
<p><u>Other Protected Veteran.</u> <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>A Veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.</p>		

**INVITATION TO SELF-IDENTIFY FOR:
INDIVIDUALS WITH DISABILITIES
AND DISABLED VETERANS**



INVITATION TO SELF-IDENTIFY FOR INDIVIDUALS WITH DISABILITIES AND DISABLED VETERANS

Note: This voluntary Invitation to Self-Identify may only be extended after a job offer has been made.

The Dallas/Fort Worth International Airport Board (Board) is a government contractor subject to the Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, which require government contractors to take affirmative action to employ and advance in employment qualified individuals with disabilities and disabled veterans, covered by the Acts. If you are an individual with a disability or disabled veteran covered by the Acts and would like to be considered under the affirmative action program, please tell us. You may inform us of your desire to benefit under the program at this time and/or at any time in the future. This information will assist us in placing you in an appropriate position and in making accommodations for your disability.

The Board's affirmative action plan under the Rehabilitation Act of 1973 and the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended, contains a number of elements designed to eliminate stereotyping of individuals with disabilities or disabled veterans (hereinafter collectively referred to as "covered persons") in Board employment practices and to encourage such persons to seek employment with the Board and advancement within the Board organization. Board managers will be advised that their performance will be evaluated, in part, on the success of their affirmative action efforts and will be trained so as to eliminate negative stereotyping and to encourage careful, objective assessment of the experience, qualifications and capabilities of covered persons. The Board will coordinate with recruiting sources to encourage their referral of covered persons for Board positions and to arrange for follow-up and feedback on such efforts. The Board will seek technical assistance from organizations representing or serving covered persons, and will participate in job fairs with or for covered persons. The Board will periodically re-evaluate physical and mental job qualifications that may tend to screen out covered persons. During annual performance reviews, the Board will undertake career counseling for covered persons employed by the Board and will include covered persons in promotional and/or recruitment advertising.

Submission of self-identifying information is voluntary and refusal to provide it will not subject you to any adverse treatment. Information you submit will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of individuals with disabilities and disabled veterans, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if the condition might require emergency treatment; and (iii) government officials engaged in enforcing laws administered by the Office of Federal Contract Compliance Programs (OFCCP) or the Americans with Disabilities Act, may be informed. The information provided will be used only in ways that are not inconsistent with the Rehabilitation Act of 1973 and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended.

If you are an individual with a disability or a disabled veteran, we would like to include you under our Affirmative Action Program. If you would like to be included under the Affirmative Action Program, please tell us by completing the form on the next page. This information will assist us in placing you in an appropriate position and in making accommodations for your disability.

**INVITATION TO SELF-IDENTIFY FOR
INDIVIDUALS WITH DISABILITIES
AND DISABLED VETERANS**

LAST NAME:	FIRST NAME:	MI:
SSN:	DATE:	
DATE OF DISCHARGE (IF VETERAN):		
Check any of the following categories that apply to you:		
<p>Individual with a Disability. <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>A qualified individual who:</p> <p>(a) Has a physical or mental impairment which substantially limits one or more of such person's major life activities;</p> <p>(b) Has a record of such an impairment; or</p> <p>(c) Is regarded as having such an impairment.</p>		
<p>Disabled Veteran. <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>A person who is:</p> <p>(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.</p>		
<p>If you are an individual with a disability or a disabled veteran, it would assist us if you tell us about:</p> <p>(a) Any special methods, skills, and procedures which qualify you for positions that you might not otherwise be able to do because of your disability so that you will be considered for any positions of that kind; and</p> <p>(b) The accommodations which we could make which would enable you to perform the job properly and safely, including special equipment, changes in the physical layout of the job, elimination of certain duties relating to the job, provision of personal assistance services or other accommodations.</p> <p>Please describe below. If you need additional space, please attach an additional sheet.</p>		

**PROCEDURES FOR FILLING VACANCIES
AND TRAINING OPPORTUNITIES**

PROCEDURES FOR FILLING JOB VACANCIES AND TRAINING OPPORTUNITIES

The following is a set of procedures that the Dallas/Fort Worth International Airport Board (Board) utilizes to ensure that qualified employees or applicants who are covered veterans or persons with a disability have been considered for job vacancies:

1. The Board's personnel records for each known applicant or known employee with a disability, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans, shall include:
 - a) The identification of each promotion or other vacancy for which the employee or applicant was considered, and
 - b) The identification of each training program for which the applicant or employee was considered.
2. In every case where a known applicant or known employee who is a person with a disability, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans, has been rejected for employment, promotion or training, a statement of the reasons for that rejection as well as a description of the accommodations considered (for a rejected person with a disability or disabled veteran) shall be appended to the employee's personnel file or the applicant's employment application. [Note: The statement of the reason for rejection (if the reason is medically related) and the description of the accommodations shall be considered confidential medical records in accordance with 41 C.F.R. 60-300.23(d). However, these records shall be available to the applicant or employee upon request.]
3. Where applicants or employees who are disabled persons or disabled veterans are selected for hire, promotion or training and the Board undertakes any accommodation which makes it possible for placement of that person in the job or training, the Board shall make a record containing a description of the accommodation. That record shall be treated as a confidential medical record in accordance with 41 C.F.R. 60-300.23(d).

EXHIBIT C

LETTER TO RECRUITING SOURCES

Dear Recruitment Source:

The Dallas/Fort Worth International Airport Board is committed to Equal Employment Opportunity and affirmative action in all its employment practices. Since the Airport Board sends its Employment Opportunity Notices to your organization, we want to ensure that you and all interested individuals you serve are aware of our policies and commitment in this regard. The attached Equal Employment Opportunity Policy Statement describes the Board's commitment to affirmative action in all areas of employment.

We appreciate being able to avail ourselves of your services and look forward to continuing our relationship. If you have questions regarding our affirmative action program, please contact Chinten Parikh, Manager of Workforce Diversity at 972-973-5764.

Sincerely,



Vice President, Human Resources

Attachment

cc: Linda V. Thompson
Executive Vice President of Administration and Diversity

**EQUAL EMPLOYMENT OPPORTUNITY
POLICY STATEMENT**

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

1. It is the policy of the Dallas/Fort Worth International Airport Board (Board) that no job applicant or employee shall be discriminated against on the basis of race, color, religion, sex, national origin, age, disability or veteran status.
2. Managers shall ensure that all personnel programs and actions including, but not limited to, hiring, promotion, discipline, compensation, benefits, layoffs, returns from layoffs, discharge, transfer, leaves of absence, Board-sponsored training, educational tuition assistance, and social and recreational programs shall be administered without regard to race, color, religion, sex, national origin, age, disability or veteran status.
3. Managers shall base employment decisions on the principles of equal employment opportunity and with the intent to further the Board's commitment to diversity and equal employment. At no time will any employee, or applicant for employment, who exercises his/her rights under the Board's Equal Employment Opportunity Policy be subject to discipline or have his/her opportunities for employment adversely affected for doing so.
4. Managers shall take affirmative action to ensure that qualified persons with disabilities, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans are introduced into the workforce, are encouraged to aspire for promotion, and that applicants from such groups are carefully and thoroughly considered as promotional opportunities arise.
5. The Board invites any employee or any applicant for employment to review the Board's written Affirmative Action Plan. This plan is available for inspection upon request between the hours of 8:30 a.m. to 5:00 p.m., Monday through Friday, in the Human Resources Department. Any questions should be directed to the Chief Executive Officer, the Vice President of Human Resources, the Equal Employment Opportunity Administrator, the employee's supervisor, or a Human Resources representative.
6. Applicants and employees are invited to self-identify as outlined in the invitation attached to the Board's written Affirmative Action Plan.
7. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (i) filing a complaint under the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), the Jobs for Veterans Act, or Board policy; (ii) assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of the Rehabilitation Act, VEVRAA, the Jobs for Veterans Act, their implementing regulations, and/or any other federal, state or local law requiring equal opportunity for persons with a disability, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans; (iii) opposing any act or practice made unlawful by the Rehabilitation Act, VEVRAA, the

Jobs for Veterans Act, their implementing regulations, and/or any other federal, state or local law requiring equal opportunity for disabled persons, disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans; or (iv) exercising any other right protected by the Rehabilitation Act, VEVRAA, the Jobs for Veterans Act, or their implementing regulations.

Should you have additional questions, please direct them to Jeffrey P. Fegan, Chief Executive Officer or Chinten Parikh, Manager of Workforce Diversity.

Approved by: 
Jeffrey P. Fegan
Chief Executive Officer