SECTION III. RESPONSIBILITY FOR IMPLEMENTATION

A. THE EQUAL OPPORTUNITY ACTION

The University of Georgia Equal Opportunity/Affirmative Action Office was established on July 1, 1974. A full time Director of that office was appointed October 1, 1974 to assist the President in meeting institutional affirmative action obligations. It is the responsibility of the Equal Opportunity Office to work with other University officials, and with EEO/AA Unit Coordinators to ensure compliance with Executive Order 11246, Revised Order Number 4, Titles VI and VII of the Civil Rights Act, the Equal Pay Act, Age Discrimination in Employment Act, Title IX of the Education Amendments, the Rehabilitation Act, the Vietnam Era Veterans Readjustment Assistance Act, the Americans With Disabilities Act, and other applicable laws and regulations, as well as University System of Georgia policy and the University's own Affirmative Action Plan and policy.

The Equal Opportunity Office operates within the structure outlined in Organizational Chart I on page 1.3 as a unit of the Office of the President.

B. EQUAL EMPLOYMENT OPPORTUNITY OFFICER

While the primary workplace responsibility for implementation of the University of Georgia's Equal Employment Opportunity/Affirmative Action Program lies with the President and the vice presidents, and in turn, with the respective deans, department and division heads and directors, operational responsibility for implementation, monitoring, and updating the University's Affirmative Action Plan lies with the Director, UGA Equal Opportunity Office, in his capacity as University EEO/AA Officer, with the support of Unit Coordinators.

The Director of the Equal Opportunity Office is directly accountable to the President.

C. RESPONSIBILITIES OF THE DIRECTOR, UGA EQUAL OPPORTUNITY OFFICE

In the capacity of EEO/AA Officer, the Director of the UGA Equal Opportunity Office has such responsibilities as the following:

1. To monitor the current UGA Affirmative Action Plan and UGA implementation of Regents' regulations and policy as relates to protected rights in employment, enrollment, and provision of programs, services, and activities;

2. To ensure that any interested person has access to information concerning the availability of employment or advancement opportunities and that persons in
protected classes are recruited into the applicant pool in the selection process;

3. To design and implement review and reporting systems (monitoring) that will:
   a. assess the effectiveness of the institution's Affirmative Action Program;
   b. signal need for corrective or remedial action; and, as required,
   c. ascertain the degree to which institutional goals and objectives are attained;

4. To ensure that current non-faculty employees who are qualified for hire in more senior positions have access to information regarding such opportunities;

5. To ensure regular review to assure elemental fairness in job classifications and salaries;

6. To develop policy statements, programs, and communication techniques as required by the President;

7. To assist the President in identifying and implementing methods to eliminate any prohibited bias that might be determined to exist in the employment system;

8. To participate, as required, in studies regarding feasibility of special programs related to institutional employment goals;

9. To maintain a roster and coordinate activities of EEO/AA Unit Coordinators;

10. To serve as institutional contact with and UGA representative to outside agencies having investigation, review, or audit responsibilities in this area;

11. To monitor outside civil rights complaints;

12. To refer internal complaints into the University Dispute Resolution process as required;

13. To report to the President on Affirmative Action compliance status and to revise and update the Affirmative Action Plan as deemed appropriate;

14. To keep institutional administration informed of developments in the equal employment opportunity/affirmative action area.

In addition, the Director of the UGA Equal Opportunity Office will have institutional responsibility for all internal and external civil rights compliance matters by way of representing the University position before responsible state and federal agencies to the point where custom and usage as between the Director and the State Law Department requires that such matters be referred to the State Attorney General.
D. **HUMAN RESOURCES DIVISION**

The Human Resources Division (HR) is charged with responsibility for making known to members of minority groups and to women within the Athens Labor Market Area the availability of employment opportunities within classified job categories throughout the University. Further, HR has the responsibility of making known internal transfer and advancement opportunities in the classified services within the University to encourage paths of internal advancement for classified personnel within the institution. Because the responsibility for recruitment of classified personnel rests with the HR Division, the Equal Opportunity Office is heavily dependent upon that office for internal dissemination of policy information to and recordkeeping on current and potential members of the classified applicant and employee group.

E. **UNIT COORDINATORS**

Also supporting the Equal Opportunity Office mission under this decentralized approach to equal employment opportunity administration, are the “EEO/AA Unit Coordinators”. A Unit Coordinator has been identified in each major administrative unit of the University to assist in the data collection/reporting requirements which must be met by the instituion.

F. **SUPERVISORS**

Under Revised Order Number 4 part 60-22.22, item 8, responsibility for implementation of affirmative action efforts is extended to supervisors in the following way: "Supervisors should be made to understand that their work performance is being evaluated on the basis of their equal employment opportunity efforts and results, as well as other criteria." Revised Order #4 is further implemented in the President's policy statement which appears in Section I page I.3.
SECTION IV. WORKFORCE ANALYSIS

The UGA workforce analysis is an organizational profile by unit by position in descending salary order. The institutional workforce analysis is maintained by the Equal Opportunity Office. Each major unit will be given electronic access to the workforce analyses of its subordinate units as these files are revised/updated.

The date for workforce analysis will be determined by the Director, UGA Equal Opportunity Office, and Human Resources, generally, as based upon the “as of” date for preparation of IPAWS reporting data.

The institutional workforce analysis is catalogued as Appendix A. Most current copy is maintained in the Equal Opportunity Office.
The UGA job groupings and job group analyses were originally established by outside consultants, Economic Research Service Incorporated, of Tallahassee, Florida. These groupings and analyses were approved by Donald G. Webster, then-Assistant Regional Director, OFCCP, in December, 1980, and have typically been modified only by the addition of job titles added since that time or deletion of titles no longer in use within guidance provided by OFCCP.

Job groupings were further modified during 2003 to incorporate changes advised by OFCCP. An ongoing classification and pay study that was to go into effect in October 2003, however, was not finally adopted until the end of CY 2006, with the result that new job groups could not begin to be reconstructed until then. As of this revision, the resulting job grouping incorporates some 1514 job titles into some 155 job groups.

These job groups are formed using the seven EEO-6 categories which are further subdivided by occupational, professional, or disciplinary subcategories arranged so as to suggest lines of progression within a given job group. The job groups are catalogued as Appendix B and are maintained in the Equal Opportunity Office.

Note: Job groups are an attempt, within the confines of the University System of Georgia Board of Regents classification and pay categories, to group jobs together which have similar statistical availability and patterns of advancement. Any division of the classification system into pay ranges for the purposes of payroll administration is neither intended nor to be construed as making the jobs in that pay range “comparable” for purposes of any “systemic analysis”, most particularly the so-called “DuBray analysis”, which purports to identify pay discrimination statistically.
SECTION VI. AVAILABILITY DETERMINATION

A. GENERAL

The most specific estimates of availability found are used. In some cases, however, figures for persons with specific skills and/or educational levels are not available and more general categories which would tend to overestimate availability are used as proxies. In most cases a general minority figure is used.

Availability statistics used as a basis for utilization analysis originally derived from application of the eight factor weighting of availability as directed in 41 CFR §60-2.11. Further study showed that a two factor analysis weighting the percentage of minorities or females in the recruitment area (Factor 1) and the percentage of promotable, transferrable, or trainable females and minorities within the institution (Factor 2) actually takes into account the other six factors and better depicts actual availability. The two factor weighted availability analyses have been completed for all job groups and are under further review by EOO and HR.

A general distinction must be drawn between the classified labor market area and the administrative/faculty/professional labor market area in recognition of the fact that classified hiring is typically from the immediate geographic vicinity while regular faculty status hires and administrative hires are generally the product of national (or international) recruitment.

B. CLASSIFIED AVAILABILITY

Classified availability studies generally used as their geographic base Clarke County and the contiguous counties of Jackson, Madison, and Oconee. US Census Civilian Labor Force data, as supplemented by Georgia Department of Labor information, provide the primary external statistical base for classified availability data. Oglethorpe County has now been added to the Athens Metropolitan Area and is routinely included in the local recruiting base as appropriate.

In the case of jobs recruited within the Metropolitan Area or the state, total availability for minorities usually appears as a single figure since blacks still constitute the bulk of the minority workforce in the recruiting area. It is useful to note that the general population of Georgia is some 28 percent black. Earlier estimates suggested that persons of other minority race/ethnicity comprised some 4.5 percent of the general population, for a total “minority” component exceeding 32 percent. (Note that, as an ethnic group, persons of Hispanic origin may be of any race and are a rapidly growing component of the population.)
C. FACULTY/ADMINISTRATOR AVAILABILITY

Administrative and Faculty availability studies rely upon US Department of Education, American Council on Education, and professional association studies or commercial data resources for external faculty availability determinations.

UGA, as a Research I, Land Grant, Sea Grant institution, is one of the top fifty research institutions in the United States and, as such, typically competes in a national/international recruiting market for the top ten percent of Ph.D. or equivalent terminal degrees. In addition, there is only limited internal recruiting for an institution's own terminal degrees (at least until that graduate has broadened his/her disciplinary exposure through postdoctoral study or teaching at another institution). This is not a bias factor, but rather an avoidance of the "academic inbreeding" which can result from the absence of a diversity of theories and approaches to a given discipline within an institution.

Weighting of internal availability of faculty reflects the best estimate of internal placements, at the same time acknowledging two key facts:

a. that faculty are routinely expected to be fully qualified when hired, but

b. that additional training in the promotion process and preparation of dossiers and curricula vitae can enhance both position and rank advancement of junior faculty.

It is critical that auditors and investigators understand that academic rank is not coterminous with position. Accordingly, academic rank advancement has little bearing on position advancement (except as advanced rank tends to reflect longer faculty experience) as faculty positions are not routinely designated as Assistant, Associate, or Professor positions.

It should be noted that the late 1970's marked the peak availability of black Ph.D.'s. For this reason, data reflecting this peak availability are sometimes used to elevate availability estimates for nationally recruited positions above entry level. At the same time it is realized that any availability estimate for recruitment of blacks in higher education must be tempered by the facts that less than 25 percent of blacks receiving Ph.D.'s in "underutilized" areas enter employment in higher education; and that, of those black Ph.D.'s who do accept employment in higher education, almost half accept employment at a traditionally black institution.

This means that actual availability to the University of blacks currently employed in higher education is, at most, typically only 25 percent of the total number of black Ph.D.'s in a given discipline. Further, it means that actual availability of emerging black Ph.D.'s for employment in a traditionally white institution is probably less than 12 percent of the number of Ph.D.'s awarded to blacks in a given year.

D. REVIEW/REVISION

It is anticipated that various national professional associations or disciplinary groups will
undertake determinations of current availability from their membership. These data will be incorporated into update studies for those groups as the EEO Officer becomes aware of their availability.

Likewise, major shifts of any industry or occupational group into the Athens Metropolitan Area will be viewed as a basis for update of availability data on that group as information becomes available.

Naturally, release of new decennial census data forms a basis for update and revision as well.

E. **AVAILABILITY ANALYSIS** is catalogued as Appendix C.
SECTION VII. UTILIZATION ANALYSIS

The workforce utilization analysis is a comparison of actual female and minority representation in the workforce with the estimated availability of minorities and females in each job group. “Underutilization” is the number of additional “less-utilized” employees needed to match availability estimates for the current size of a job group.

Utilization analysis is required by regulations governing federal contractors to be based upon statistical comparisons. The statistical comparisons in this Plan involve the identification of geographic areas of recruitment and the use of various statistical sources to estimate the availability of potential applicants in the respective job groups. Geographic areas and statistical resources used herein are utilized in compliance with federal regulations as interpreted by representatives of the US Department of Labor. The use of these geographical areas and statistical resources does not necessarily indicate the University’s agreement that the geographical area or statistical resource is relevant and use of these geographical areas and statistical resources is intended to have no significance outside the context of this Affirmative Action Plan. Such statistical resources and geographic areas will, however, be used in total good faith with respect to this Affirmative Action Plan.