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# University of Kentucky Affirmative Action Plan



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<http://www.uky.edu/EVPFA/eo/>

**This Affirmative Action Plan, effective October 1, 2011, is issued as a revision of the University of Kentucky Affirmative Action Plan first issued in 1968. It supercedes all earlier plans.**

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*An Equal Opportunity University*

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# University of Kentucky

## Affirmative Action Plan

Effective October 1, 2011 through September 30, 2012



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Associate Vice President  
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*An Equal Opportunity University*

## POLICY OF THE UNIVERSITY OF KENTUCKY

The University of Kentucky Governing Regulations (Part I) states the University of Kentucky nondiscrimination policy:

Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training, and other employment and education practices without regard for economic or social status and will not discriminate on the basis of race, color, ethnic origin, national origin, creed, religion, political belief, sex, sexual orientation, marital status, or age. The University does not discriminate on the basis of uniform service, veteran status, or physical or mental disability when an individual otherwise meets the minimum qualifications for application or participation. All University members are expected to comply with the institution's nondiscrimination policy. The President is responsible for the development of an affirmative action plan by which full implementation of this policy shall be effected in the University.



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Eli Capilouto  
President  
University of Kentucky

**University of Kentucky  
Affirmative Action Plan**

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## INTRODUCTION

The University of Kentucky (UK), a land grant, Rank 1 research institution located in Lexington, Kentucky, is the flagship of the Commonwealth of Kentucky's public postsecondary education system. As such the University accepts a unique mission in education, research, and service to the people of the Commonwealth of Kentucky and the greater community. The Governing Regulations as set forth by the Board of Trustees of the University of Kentucky clearly establish a fundamental guiding commitment to equal opportunity. The University of Kentucky has developed policies and procedures that guide its employment processes in an effort to ensure objective and nondiscriminatory practices.

The University of Kentucky Strategic Plan, as adopted by the Board of Trustees on June 8, 2009, outlines specific objectives to be met by 2014. Goal 4 of the five major strategic plan goals states the University will Promote Diversity and Inclusion including:

- ❖ Promote inclusive excellence across the University;
- ❖ Promote curriculum and co-curricular transformation that recognizes the educational advantages of diversity;
- ❖ Enhance campus/community collaborations in areas where opportunities exist to build diversity and increase inclusion.

The 2009-2014 Strategic Plan also includes metrics that the University will use to demonstrate achievement of the goals and to show the commitments to equal opportunity. The Strategic Plan Metrics for Goal 4: *Promote Diversity and Inclusion* include:

- ❖ Ensure that all educational and administrative units implement strategies to achieve inclusive excellence.
- ❖ Increase the proportion of students from diverse ethnic groups and other underserved populations.
- ❖ Achieve the employment goals of UK's annual Affirmative Action Plan.
- ❖ Improve student, faculty and staff ratings on the extent to which UK is an inclusive community, according to results of a university-wide survey.
- ❖ Improve student ratings of curricular and co-curricular effectiveness in promoting diversity and inclusion, according to results of a university-wide survey.
- ❖ Increase the number of partnerships with community organizations whose purpose is to promote diversity and inclusion.

This document seeks to set forth the University of Kentucky's Affirmative Action Plan as required by Executive Order 11246, as amended, and detail the other ongoing efforts to fulfill the University's stated

equal opportunity commitments. The University of Kentucky annually commits itself to making good faith efforts to attain its affirmative action and equal opportunity goals.

## **AFFIRMATIVE ACTION FEDERAL EXECUTIVE ORDER 11246**

The Civil Rights Act of 1964, 42 U.S.C. 2000(e) prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin. The Act was amended in 1972 to apply to employment by state agencies, to education institutions, and to faculty employment. In order to carry out this national policy, the President of the United States directed by Executive Order 11246, and amended by Executive Order 11375, that all federal agencies should place an "affirmative action clause" in every contract in excess of \$50,000. Anyone entering a contract with the United States, even if not otherwise obligated by law, must agree to comply with the substance of the Civil Rights Act of 1964.

As a federal contractor receiving more than \$50,000 in federal contracts annually and employing greater than 50 employees, the University of Kentucky is mandated by federal Executive Order 11246, as amended, to have a written affirmative action plan for women and minorities. The University of Kentucky in good faith affirms the components of this affirmative action plan are as required in Executive Order 11246 and as detailed in the implementing regulations, 41 CFR Chapter 60 by the Department of Labor Office of Federal Contract Compliance Programs.

The included statistical and narrative analyses, the identification of problem areas, and the establishment of goals and timetables are required components as set out in the aforementioned regulations. Terms used in the context of the implementing regulations in no way should be read as an admission of violation of any statute, federal or state, or violation of any University of Kentucky regulations. Goals and timetables established in the context of the affirmative action program are not established as fixed quotas but rather as guidelines to support the underlying University of Kentucky commitment to equal opportunity for all persons, regardless of membership or lack of membership in a protected group. Nothing in the University of Kentucky affirmative action program is intended to sanction the discriminatory treatment of any person.

## **KENTUCKY PUBLIC POSTSECONDARY EDUCATION DIVERSITY POLICY AND FRAMEWORK FOR INSTITUTIONAL DIVERSITY PLAN DEVELOPMENT**

Adjunct to the AAP is the Kentucky Public Postsecondary Education Diversity Policy and Framework for Institutional Diversity Plan Development (Diversity Policy). The University of Kentucky commitment to provision of equal opportunity must include language related to student enrollment, retention and graduation rates, employment objectives, and campus climate as contained in this Kentucky Council on Postsecondary Education Diversity Policy.

In 1981 the U.S. Department of Education Office for Civil Rights (OCR) determined that the Kentucky public higher education system had failed to eliminate the vestiges of its former de jure racially dual system of public higher education. In 1982 the Kentucky Council on Higher Education developed the 1982-1987 Commonwealth of Kentucky Higher Education Desegregation Plan. The Kentucky Plan for Equal Opportunities in Higher was then created for 1990-1995.

In 1992 Kentucky Senate Bill 398 was passed, codified as KRS 164.020(9), that afforded public postsecondary education institutions limited waiver options for approval to submit requests for new academic programs when failing to meet established equal opportunity objectives or make continuous progress.

The third iteration of a state equal opportunity plan, 1997-2002 Kentucky Plan for Equal Opportunities in Postsecondary Education, continued the narrowly-tailored focus of previous plans to include Kentucky resident African American students, and African American faculty and staff employees in response to identified deficiencies.

The U.S. Department of Education Office for Civil Rights notified Kentucky Governor Steve Beshear on January 2, 2009 that the Commonwealth was ruled in compliance with Title VI of the Civil Rights Act of 1964 and its implementing regulations.

The Kentucky Council on Postsecondary Education (CPE) adopted an action plan for development of a new statewide diversity policy on January 16, 2009 through a collaborative process involving CPE staff, CPE Committee on Equal Opportunities, and postsecondary education institutions. At each phase of development the diversity policy was shared with institution presidents and others for comment. To facilitate development of the diversity policy, the CPE Committee on Equal Opportunities also formed three work groups: Legal Workgroup; Plan and Policy Workgroup; and, CPE Staff and Institutional Representative Workgroup.

On September 12, 2010 the Kentucky Council on Postsecondary Education adopted the Kentucky Public Postsecondary Education Diversity Policy and Framework for Institutional Diversity Plan Development. This new Diversity Policy set forth a Diversity Definition, and Vision and Guiding Principles as follows:

### **Diversity Definition**

Diversity, as a concept, describes an inclusive community of people with varied human characteristics, ideas, and world views related, but not limited, to race, ethnicity, sexual orientation, gender, religion, color, creed, national origin, age, disabilities, socio-economic status, life experiences, geographical region, or ancestry. Diversity in concept expects the creation by institutions of a safe, supportive, and nurturing environment that honors and respects those differences. The policy “focusing on a diverse student body and workforce” advocates the inclusion of students and employees from historically underserved populations, both historical and ongoing.

### **Vision and Guiding Principles**

The vision of the CPE is for all public postsecondary institutions to implement strategies, programs, and services that fulfill the educational objectives set forth in HB 1, and address the needs of and support the success of diverse populations, particularly those most affected by institutional and systemic inequity and exclusion. The following principles shape the priorities and will guide decisions for the Commonwealth’s vision of diversity.

- Recognize diversity as a vital component in the state’s educational and economic development.
- Affirm the long-standing commitment that Kentucky’s African American students are represented at the public colleges and universities.
- Challenge stereotypes and promote awareness and inclusion.
- Support community engagement, civic responsibility, and service that advance diverse and underserved populations/groups.
- Nurture, train, and produce students with the ability to interact effectively with people of different cultures, i.e., cross-cultural competence.
- Prepare for Kentucky’s businesses a workforce that is diverse, culturally competent, and highly educated to compete in a global economy.

To implement this Diversity Policy, CPE required each public institution to submit a campus diversity plan draft by March 31, 2011. The campus-based diversity plan draft must be five years in duration and address four areas:

- I. Student Body Diversity
  - a. Undergraduate student enrollment
  - b. Graduate student enrollment

## II. Student Success

- a. Student retention
- b. Graduation rates
- c. Degrees conferred

## III. Workforce Diversity

- a. Faculty
- b. Staff
- c. Executive/Administrative/Managerial

## IV. Campus Climate

- a. Campus Environment Team
- b. Comprehensive assessment of strategies and best practices implemented in support of the institutional diversity plan
- c. Employment retention and promotion

The employment section of the Diversity Policy is intended to accomplish the compelling governmental interest in the educational benefits that accrue from having a diverse faculty, staff and student body.

On June 9, 2011 the University of Kentucky 2011-2015 Diversity Plan (Diversity Plan) draft was reviewed and approved by the CPE Committee on Equal Opportunities. On June 14, 2011 the UK Board of Trustees unanimously adopted the new UK Diversity Plan. Institutional diversity plans were then scheduled for final approval by the Council on Postsecondary Education at their September 22, 2011 meeting.

The University of Kentucky 2011-2015 Diversity Plan establishes student objectives consistent with the 2009-2014 UK Strategic Plan, and employment objectives based on the annual UK Affirmative Action Plan. The Diversity Plan contains narrative describing many of the programs, services and initiatives that support attainment of institutional objectives. The UK Diversity Plan is available in its entirety at <http://www.uky.edu/DiversityPlan/>.

While similar in intent and overlapping in specific employment categories, the scope of Executive Order 11246 and the CPE Diversity Policy differ. Focused solely on equal employment opportunities Executive Order 11246 requires affirmative action for women and all minority groups by federal contractors. The goals related to the CPE Diversity Policy are based on an institution's mission, values, and compelling interest in the educational benefits of diversity. Embracing and nurturing diversity as an essential value is the responsibility of every member of the University community. The UK Diversity Plan's primary student focus includes Black or African American and Hispanic or Latino. For employment, the UK Diversity Plan

groups are consistent with UK Affirmative Action Plan groups – women, all minority groups, and Black or African American.

The University of Kentucky's unique role as the Commonwealth's land grant educational institution and its mission related to equal educational opportunity cannot be overlooked in this document. Success in providing equal opportunity in student enrollment, retention, and graduation opportunity is an essential corollary to equal employment opportunity at the University of Kentucky, the greater community, and state and national labor markets.

The University of Kentucky Affirmative Action Plan as outlined in this document is put forth as evidence of the institution's good faith effort to meet all the requirements of a federal contractor as prescribed in Executive Order 11246, as amended, and as detailed in the implementing federal regulations 41 CFR § 60. This document reaffirms the University of Kentucky's commitment to equal opportunity as defined by federal and state statutes. Further, the University of Kentucky Affirmative Action Plan is reaffirmation of the commitment to equal opportunity as defined by the Board of Trustees in the Governing Regulations and proffered as a supporting document to the 2009-2014 University of Kentucky Strategic Plan.

Strategy 3.4.3 of Strategic Plan Goal 3: **Develop the Human and Physical Resources of the University to Achieve the Institutions Top 20 Goals**, Objective 3.4 Continually enhance recruitment, selection, orientation, and retention of top talent states, "Sustain continuous progress in employment of women and all minorities at all levels of the University." Metric 4-3 of the Strategic Plan **Goal 4: Promote Diversity and Inclusion** states, "Achieve the employment goals of UK's annual Affirmative Action Plan."

## REAFFIRMATION OF EQUAL EMPLOYMENT OPPORTUNITY POLICY

The University of Kentucky hereby reaffirms its commitment to the principle of equal employment opportunity in its personnel policies and procedures. The University of Kentucky Governing Regulations Part I, governing both instructional and non-instructional personnel, states the University of Kentucky nondiscrimination policy:

Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training, and other employment and education practices without regard for economic or social status and will not discriminate on the basis of race, color, ethnic origin, national origin, creed, religion, political belief, sex, sexual orientation, marital status, or age. The University does not discriminate on the basis of uniform service, veteran status, or physical or mental disability when an individual otherwise meets the minimum qualifications for application or participation. All University members are expected to comply with the institution's nondiscrimination policy. The President is responsible for the development of an affirmative action plan by which full implementation of this policy shall be effected in the University.

The revised Governing Regulations Part I adopted by the Board of Trustees on June 14, 2005 added a statement on diversity:

The University is committed to diversity as a vital characteristic of an optimal education and workplace. The University maintains a firm conviction that it must strengthen the diversity of its communities, support free expression, reasoned discourse and diversity of ideas; and take into account a wide range of considerations, including but not limited to, ethnicity, race, disability, and sex, when making personnel and policy decisions. The University is committed to periodically evaluating progress made toward diversity and to communicating the results of such evaluations. Based upon these assessments, the University will give diversity factors consideration to ensure achievement of its mission of instruction, research and service and gain the broadest benefits for the University community.

Part X establishes merit as the only criteria for academic employment:

All appointments shall be made strictly on the basis of merit. An applicant for a position shall not be discriminated against because of sex, race, ethnic origin, national origin, sexual orientation, color, creed, religion, age, or political belief. Additionally, the University shall not discriminate against any applicant for employment because of Vietnam-era veteran status, disabled veteran status, or physical or mental handicap in regard to any position for which the applicant for employment is qualified.

Further delineation of this fundamental governing regulation is made in Human Resource Policy Number 2.0 entitled "Equal Opportunity" which states at 2.1.1:

All employment decisions shall be made uniformly on the basis of merit. Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training, and other employment practices without regard to sex, sexual orientation, race, ethnic origin, national origin, color, creed, religion, age, marital status, or political belief. Further, the University shall not discriminate against any employee or applicant for employment because of Vietnam era veteran status, disabled veteran status or physical or mental disability in regard to any position for which the staff employee or

applicant for employment is qualified. It is a violation of University policy to discriminate against an employee or prospective employee on the basis of application for or service in the Uniformed Services. Also, the University does not discriminate against any employee or applicant for employment because the individual is a smoker or nonsmoker, as long as the person complies with University policy concerning smoking.

The Strategic Plan of the University states:

“Embracing and nurturing diversity is the responsibility of every member of the University community. It must be clear and convincingly evident that diversity is an essential value that informs every area and aspect of the University community. A genuine commitment to diversity as a core value establishes and sustains an inclusive and celebratory view of diversity as a systematic influence on the conduct of students, faculty and staff and as members of society.”

This strategy extends beyond employment, to the matriculation of students at all levels of academic endeavor. Equal Opportunity for students at the University of Kentucky is delineated in the student handbook entitled Student Code of Conduct, which states:

Right of Admission and Access

#### Admission Policy

An applicant for admission to the University shall not be discriminated against because of race, color, religion, sex, marital status, sexual orientation, national origin, age or beliefs. Moreover, no otherwise qualified person with a disability will be denied admission solely because of the person's disability.

#### Scholarships, Grants-in-Aid, and Financial Aid

An applicant for, or a recipient of, University financial aid, a University grant in aid, or a University scholarship, shall not be discriminated against because of race, color, religion, sex, marital status, sexual orientation, national origin, age or beliefs. Moreover, no otherwise qualified person with a disability will be denied financial aid solely because of the person's disability.

#### Use of Facilities and Services

The University may delineate the purpose for which students may use certain facilities and shall make them available on a fair and equitable basis. However, the University may restrict its facilities and services when their use would interfere with normal University operations.

#### Discrimination in the Community

The University will use its influence to secure equal access for all students to public facilities in the local community.

The Associate Vice President for Institutional Equity and the Assistant Vice President for Equal Opportunity are the University officials responsible for the development of policy and monitoring of compliance with all of the University of Kentucky Equal Opportunity commitments. The Office of Institutional Equity and Equal Opportunity is responsible for the ongoing analysis and reporting under the

Affirmative Action Plan. Anyone having questions or comments regarding the University of Kentucky equal opportunity and affirmative action policies should contact the Office of Institutional Equity and Equal Opportunity.

## **DISSEMINATION OF THE EQUAL OPPORTUNITY POLICY**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.13(b)

### **Internal Dissemination**

- The Equal Opportunity Policy statement is posted in University employment offices, placement offices and other appropriate areas.
- The policy statement is included in all appropriate University publications including all employee handbooks and policy books, which are available to all employees on the web. New employees receive copies of the statement and other information about the University's policy of equal opportunity at orientation programs.
- Training sessions are conducted by the University's Office of Institutional Equity and Equal Opportunity with departments and colleges to highlight the University's commitment to diversity, equal opportunity and affirmative action. All new supervisors are required to attend discrimination and harassment training through SuperVision.
- The Office of Institutional Equity and Equal Opportunity conducts annual meetings with University officials to review their responsibility for effective implementation of the University's Equal Opportunity Policy.
- University brochures, newsletters, annual reports and other publications reiterate the university's commitment to equal opportunity.
- The equal opportunity policy is included in all purchase orders, requisitions, and contracts covered by Executive Order 11246 (as amended) and implementing regulations.

### **External Dissemination**

- The university communicates to prospective employees in all employment advertisements that it is an Equal Opportunity Employer.
- All contractors, subcontractors, vendors, and suppliers have been notified of the University's Equal Opportunity Policy and are required to comply with Executive Order 11246 (as amended) and its implementing regulations. The University has agreed to transact business only with firms adhering to these practices.
- All recruiting sources and other referral sources have been advised of the University's Equal Opportunity Policy.

## **DISSEMINATION OF THE AFFIRMATIVE ACTION PLAN**

The University of Kentucky Affirmative Action Plan as detailed in this document must be submitted upon request to the United States Department of Labor Office of Federal Contract Compliance Programs (OFCCP). The written University of Kentucky Affirmative Action Plan (AAP), in accordance with Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, and The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), may be viewed in the Office of Institutional Equity and Equal Opportunity. The AAP is available from 9:00am until noon and from 1:00pm until 4:00pm Monday through Friday when the University of Kentucky is officially in session. The AAP can also be viewed on the Office of Institutional Equity and Equal Opportunity website at [www.uky.edu/EVPFA/eeo](http://www.uky.edu/EVPFA/eeo). A hardcopy of the plan is also kept at the reference desk for checkout at the William T. Young Library.

## **UNIVERSITY ANALYSES**

### **ORGANIZATIONAL PROFILE**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.11

The University of Kentucky organizational profile is completed annually as a required component of the Affirmative Action Plan. This information is provided upon request to the OFCCP. The profile is a listing of all job titles, within each defined job group, ranked from the lowest to the highest salary within each department. Information is provided on the total number of incumbents in each title and number of incumbents by gender and each identified minority group. The University of Kentucky presents this information in the format most recently agreed upon with the OFCCP during an audit of University of Kentucky compliance.

The organizational profile for the University of Kentucky may be found as a separate document entitled "University of Kentucky Affirmative Action Plan Organizational Profile" and located in the Office of Institutional Equity and Equal Opportunity. The profile is available from 9:00am until noon and from 1:00pm until 4:00pm Monday through Friday when the University of Kentucky is officially in session. The AAP can also be viewed on the Office of Institutional Equity and Equal Opportunity website at [www.uky.edu/EVPFA/eeo](http://www.uky.edu/EVPFA/eeo).

### **JOB GROUP ANALYSIS**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.11(c).

Job groups have been defined using the major job groups reported on the federally required annual EEO-6 submissions for the University of Kentucky. The University of Kentucky reports seven major job groups from the University of Kentucky Office of Institutional Research, Planning and Effectiveness under the auspices of the Provost. For the purposes of availability, placement goals, and ratio impact analyses three of the major job groups have been further sub-divided into smaller job groups using primary occupational activity definitions corresponding with the specific job functions represented at the university.

This analysis of job functions and further sub-division of job groups was undertaken for the University by a taskforce comprised from the offices, then titled, the Affirmative Action / Equal Opportunity Office, the Human Resource Services Division, and the Office of Planning and Budget and agreed upon with the Department of Labor OFCCP in 1996.

Job group definitions and a list of all job titles in a job group for the University of Kentucky may be found as AAP Appendix A.

## **PLACEMENT OF INCUMBENTS IN JOB GROUPS**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.13

Executive Order 11246 requires an annual analysis of all major job groups at the university. The contractor must place all employees into a job group and state the percentage of minorities and women in each group. Placement goals must be established where availability is determined to be greater than the current percentage of women or minorities reported in each job group. In order to determine where placement goals are required it is first necessary to determine availability.

## **AVAILABILITY ANALYSIS**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.14

Availability is determined by estimating the number of qualified minorities and women available for employment in a given job group by completing a two factor analysis; 1) the percentage of minorities or women with requisite skills in geographic areas where the university can reasonably recruit, and 2) the percentage of minorities or women among those promotable, transferable, and trainable within the organization. The estimate is expressed as a percentage of all qualified persons available for employment in the job group and is described specifically in the pertinent regulation 41 CFR § 60-2.14. The contractor is given the responsibility of weighting each of these factors to determine the importance to employment in every job group. The job group being examined and the primary occupational activities of each group determine reputable sources of availability. The contractor is required to use the most current and reliable statistical information available. The availability of faculty personnel in higher education is unique; therefore an explanation and determination must be made separate from non-instructional personnel. This must be done for both minorities and women. Additionally, as previously discussed, the availability of African-American candidates has been determined.

In determining faculty availability in the university, careful consideration was given to the academic disciplines represented in the total faculty. Availability was considered by discipline and the numerical representation of each discipline weighed as part of the whole. University faculty are recruited nationally and currently represent universities conferring terminal degrees across the nation and from around the world. Availability, while determined by college, is used to establish a university goal for the inclusion of minorities and women as faculty.

The following sources were consulted for the determination of faculty and staff availability:

- ◆ Chronicle of Higher Education Report on Current Trends in Higher Education
- ◆ U.S. Department of Education, National Center for Educational Statistics
- ◆ U.S. Department of Labor, Bureau of Labor Statistics
- ◆ U.S. Official Census Data

With regard to faculty employment the factors have been evaluated in the following way:

**1. The availability of minorities or females having requisite skills in an area in which the contractor can reasonably recruit.**

This is the only relevant factor in determining the availability of women and minorities for faculty employment. The University of Kentucky recruits faculty on a national basis, making national employment and availability data the proper basis for comparison with university faculty employment. The University of Kentucky recruits faculty from a national pool of candidates with terminal degrees in the specific fields where there are available positions. **Weight: -100-**

**2. The availability of promotable, transferable, and trainable minorities/females within the contractor's organization.**

At the University of Kentucky employees holding staff positions do not normally fill faculty positions. The University of Kentucky does not normally hire its own graduates for faculty positions. As a matter of educational policy the preference is to foster diversity of background in university faculty. Terminal degrees awarded by the University of Kentucky are recognized in national degree statistics.

**Weight: -0-**

The University of Kentucky exerts its best efforts to obtain current and accurate data concerning the availability of women and minorities for faculty positions. The analysis required by the federal regulations contains certain assumptions inapposite to academic appointments, namely, that faculty are employed from other categories of employees. There is, therefore, only one factor, which has any bearing in determination of faculty availability. This is the number or proportion of women or minorities in the workforce having the requisite credentials in an area of reasonable recruitment. In the main, new faculty are hired as assistant professors from the ranks of those recently conferred terminal degrees. Although there are occasional exceptions, these are so infrequent and so few that no significant changes in availability determination should be planned.

The analyses of the factors relevant to non-instructional staff have been evaluated in the following way:

**1. The availability of minorities/females having requisite skills in an area in which the contractor can reasonably recruit.**

The University of Kentucky weighs this factor for the recruitment of women and minorities in all staff job categories. The University necessitates a broad employment spectrum for the executive/administrative/managerial and professional position categories, using national, regional and local searches. Recruitment for office and clerical, technical and paraprofessional, skilled crafts, and service and maintenance position categories has a more limited reasonable recruitment area, drawing primarily from the Lexington Metropolitan Service Area and the surrounding communities.

**Weight: - 0 to 75-** All staff positions

## **2. The availability of promotable, transferable, and trainable minorities/females within the contractor's organization.**

The University of Kentucky weighs this factor in all staff position categories. The promotion of employees in the executive job group is weighed less than those in administrative, managerial and professional exempt positions. Development of the University's human resources through affirmative actions is strategic to institutional success.

**Weight: - 0 to 75-**All staff positions

While the regulation assumption is somewhat more correct in staff than in faculty employment, the internal workforce is not generally the main pool for new employees for executive positions. It is accurate to say, as the individual weighing indicates, that there is more of an internal pool for other staff positions. The broad spectrum of positions and educational requirements even within a job group make any assumptions made with regard to a particular group subject to some exceptions. The outside availability of minorities and women is also tempered by the small number of positions filled in the executive/administrative/managerial categories in any annual plan year. In the main factors as discussed are the best indicators of availability for the job group, and the most reliable sources of staff employment data have been sought.

As previously detailed the analyses undertaken have been conducted for women, all minorities, and African-American faculty and staff to determine the availability where that information is available. In the job groups where the relevant recruitment area is local or regional, the all minority and African-American availability vary insignificantly. In faculty availability where recruitment is from a limited but national pool, the availability of African-Americans demonstrates a more significant variance from the assessed availability for all minorities. This dual availability and analysis is established to respond to the University of Kentucky's federal affirmative action commitments while being mindful of the commitments to the CPE Diversity Policy.

The availability analysis by job group for the University of Kentucky is included as AAP Appendix B.

### **COMPARING INCUMBANCY TO AVAILABILITY**

Regulations pertinent to this portion of the AAP are 41 CFR § 60-2.15

Having established availability using the factors as prescribed, placement goals are established in any job group where the percentage of women and minorities in the workforce falls below the expected availability. Utilization analysis is conducted and communicated to the President and his staff at least annually at the University of Kentucky. Areas with placement goals are communicated to these executive officers responsible for the organizational units of the university so affirmative action goals and efforts may be reevaluated in light of both federal and state commitments.

The University of Kentucky utilization is evaluated, as required, by organizational unit. The utilization of staff employees is provided by job groups and the organizational unit for faculty is by college.

Details of the University of Kentucky utilization analysis are included as AAP Appendix C.

## **ESTABLISHMENT OF PLACEMENT GOALS**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-2.16

Full utilization is defined, for the purposes of the University of Kentucky Affirmative Action Plan, as having the same representation in each job group as the calculated availability of women and all minorities, including African-Americans in the area where each facility can reasonably expect to recruit. The University of Kentucky has established as its placement goal full utilization as demonstrated in the utilization analyses presented.

University and college utilization analyses are used as guides for administrators, charged with affirmative action program implementation, in developing strategies that may most effectively contribute to the successful attainment of the University of Kentucky goals.

The Department of Labor Office of Federal Contract Compliance Programs (OFCCP) requires an annual Affirmative Action Plan. The University of Kentucky acknowledges that full utilization may not be a realistic one-year goal. Full utilization of job groups where there is low turnover or where there is no anticipated addition of positions may take an extended period of time to achieve even when women and minorities are selected at optimal rates. OFCCP guidance tells us that goals should not be strict numerical tenets but rather guidelines directing good faith affirmative action efforts. All employment decisions must be made in a non-discriminatory manner. Set-aside programs for certain groups are illegal. Affirmative action programs do not require employers to “hire a less qualified person in preference to a more qualified one.” 41 CFR § 60-2.16(4) The OFCCP also reminds us that quotas are illegal.

The University of Kentucky therefore establishes for itself the one-year goal of full utilization or continuous progress toward full utilization and maintaining utilization in those job groups where it has previously been achieved. The University of Kentucky Strategic Plan approved by the Board of Trustees established as strategic objectives, to be realized by 2014, Goal 4 of the five major strategic plan goals that states the University will *Promote Diversity and Inclusion* as follows:

- ❖ Promote inclusive excellence across the University;
- ❖ Promote curriculum and co-curricular transformation that recognizes the educational advantages of diversity;
- ❖ Enhance campus/community collaborations in areas where opportunities exist to build diversity and increase inclusion.

## **ESTABLISHMENT OF RESPONSIBILITIES FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PROGRAM**

Regulations pertinent to this portion of the AAP are 41 CFR§ 60-2.17(a)

The responsibility for directing the University policies in employment, as in many other areas, has been assigned to the President of the University by the Board of Trustees. The Associate Vice President for Institutional Equity has been designated, by the President, responsibility for the oversight and administration of all the University of Kentucky's equal opportunity commitments. The Associate Vice President for Institutional Equity and the Assistant Vice President for Equal Opportunity are the university officers responsible for the development of the University of Kentucky Affirmative Action Plan and the recommending of policies and procedures for implementation. This designation of responsibility includes all the equal opportunity commitments for the University of Kentucky. This charge addresses faculty, staff, and student concerns and necessarily transcends department and college boundaries.

The specific responsibilities of the Associate Vice President for Institutional Equity and/or the Assistant Vice President for Equal Opportunity may include, but are not limited to, the following:

- ❖ Develop and review policy with regard to equal opportunity compliance
- ❖ Develop and implement the Affirmative Action Plan
- ❖ Advise University personnel of the requirements of federal and state regulations
- ❖ Report to the President on the progress related to the University of Kentucky's commitments to equal opportunity including the Affirmative Action Plan and the Kentucky Public Postsecondary Education Diversity Policy.
- ❖ Facilitate a regular presentation and dialogue with the President's staff regarding affirmative action goals, goal-setting and equal opportunity issues
- ❖ Keep abreast of the legal decisions and legislative changes, both state and federal, affecting the University of Kentucky's affirmative action / equal opportunity responsibilities
- ❖ Keep abreast of regulatory changes and guidance statements from federal and state agencies
- ❖ Recommend changes in University of Kentucky policy and procedure in light of changing legal and regulatory compliance requirements
- ❖ Develop and offer training on the University of Kentucky's equal opportunity and nondiscrimination policy and related federal and state statutes
- ❖ Serve as University of Kentucky representatives to the Council on Postsecondary Education (CPE) and the CPE Committee on Equal Opportunities on affirmative action and equal opportunity matters.
- ❖ Serve as University of Kentucky representatives to the Committee on Equal Opportunities for implementation of the Kentucky Public Postsecondary Education Diversity Policy
- ❖ Serve as the University of Kentucky Americans with Disabilities Act Compliance Coordinator

- ❖ Help administrators identify qualified employees with disabilities and appropriate accommodations
- ❖ Convene ad hoc accommodation appeal committees as required
- ❖ Serve as chair of the Equal Opportunity Panel and Campus Environment Team
- ❖ Serve on University, college and departmental equal opportunity and diversity committees
- ❖ Work in conjunction with the Vice President for Institutional Diversity on University diversity objectives
- ❖ Serve as liaison and respondent between the University and federal and state enforcement agencies
- ❖ Develop internal and external communication techniques to disseminate University equal opportunity policy
- ❖ Assists administrators to identify potential problem areas, solutions and preventative techniques
- ❖ Respond to concerns from faculty, staff and students regarding alleged violations of university non-discrimination policy, and work closely with other university officials receiving such concerns to assure appropriate response, investigation and resolution
- ❖ Design and implement an audit and reporting system to measure the effectiveness of the University affirmative action / equal opportunity programs
- ❖ Serve as counselor to employees regarding work-related equal opportunity matters
- ❖ All other institutional appointments and assignments as requested.

The University has provided support for the implementation of University of Kentucky equal opportunity commitments. A professional position, established in March 1996, provides education, coordination and oversight of technical compliance for the affirmative action / equal opportunity programs at the University of Kentucky. This position responds to inquiries and trains University personnel in regulatory compliance issues.

### **The Equal Opportunity Panel**

The Equal Opportunity Panel is an administrative standing committee of the University of Kentucky, which is appointed to advise the President or other university officers regarding the provision of equal opportunity. The charge to the committee, which is found at Administrative Regulation 3:12, is:

The Equal Opportunity Panel shall provide advice on all University-wide matters of equal opportunity. The Panel is appointed by the President of the University of Kentucky and reports to the Executive Vice President for Finance and Administration. Panel membership shall be comprised of individuals from the faculty, staff, administration, and student body. The chair and ex officio members shall be designated by the President. The panel members other than those with student or ex officio status normally shall have staggered three-year appointments. Students may be reappointed to the panel.

The specific responsibilities of the Equal Opportunity Panel are to:

1. Monitor plans and programs that ensure equal opportunity throughout the University;
2. Facilitate the development and implementation of diversity perspective in all University affairs;  
and
3. Design processes that can assist University officials in exercising their responsibility to assure equal opportunity and a supportive campus environment.

The panel shall meet at regular intervals during the academic year or at the call of the chair. The Panel shall maintain written minutes of meetings and, on request, shall prepare reports to the Executive Vice President for Finance and Administration. The Panel also serves as the Campus Environment Team in accordance with the Kentucky Postsecondary Education Diversity Policy.

#### **Office of the Vice President for Institutional Diversity**

The Office of the Vice President for Institutional Diversity was founded in July 2008 as part of the University's endeavor to promote diversity and inclusion. The VPID is responsible for promoting collaboration among faculty, staff, administration and students in earnest pursuit of UK's diversity goals. The VPID also advises the President and Provost on all academics, fiscal and administrative policy decisions regarding the University's diversity goals; with developing, implementing and evaluating the university's diversity plan; and with active community involvement around diversity issues.

## **IDENTIFICATION OF PROBLEM AREAS**

Regulations pertinent to this portion of the AAP are 41 CFR§ 60-2.17(b)

As part of the University of Kentucky affirmative action program a thorough analysis is conducted for the reporting year preceding the effective date of this plan. Careful ongoing consideration is given to changing legislation and regulations, agency guidance, and legal precedent in determining the direction of the University's employment goals and action-oriented programs. Also, the University has experienced mandated state general fund budget reductions and still upheld primary focus on employment of women and minorities. Following are the issues identified and evaluated to foster provision of equal opportunity throughout the University of Kentucky:

- ❖ The composition of the workforce by sex and minority status is completed annually as detailed in the utilization analysis. A detailed discussion of this analysis may be found for the University of Kentucky at AAP Appendix D.
- ❖ The applicant flow and ratio analysis by sex and minority status is completed annually, in accordance with regulatory guidance, in an effort to determine if significantly different hiring rates occur for women or minorities in any job group. This analysis may be found for the University of Kentucky at AAP Appendix E.
- ❖ Regular review is conducted to determine if significantly higher numbers of women or minorities are being eliminated in the employment processes, including transfers and promotions. A detailed discussion of the applicant flow analysis may be found for the University of Kentucky at AAP Appendix F.
- ❖ Regular review is conducted to determine if significantly higher numbers of women or minorities terminate employment, both voluntary and involuntary.
- ❖ The selection process for faculty at the University of Kentucky is detailed in the Governing Regulations Part X and is procedurally distinct from staff employment. The Provost and deans have been delegated responsibility for faculty employment. The deans have been delegated authority to approve faculty appointments below the rank of associate professor. The approval authority is set out in the procedures for the appointment, promotion, granting of tenure, and termination and is contained in Administrative Regulation 2:1-8.
- ❖ The requirements for the retention of records, pertaining to the employment of faculty, are communicated to college administrators.
- ❖ The technical compliance officer is available to all colleges for consultation on the recommended hiring process and guidance on the affirmative action program before and during new faculty or staff searches.
- ❖ Human Resources policy and procedures at the University of Kentucky are continually evaluated. Examined are employment, performance evaluation, job classification, and compensation systems for regular staff positions. Included in this ongoing effort was the development of a job

analysis questionnaire to describe positions and the development of a university wide philosophy of performance management. All positions are reviewed for appropriate placement in the compensation structure. It is the intent of the University of Kentucky to attract and retain qualified employees by maintaining a compensation system that is both externally competitive and internally consistent.

- ❖ The Office of Institutional Equity and Equal Opportunity provides regular training for Human Resource's Employment personnel on the affirmative action program including the results of ongoing analyses.
- ❖ All facilities, as well as, all programs, services, and benefits at the University of Kentucky are made available without regard to protected group status consistent with stated policy.
- ❖ Training programs are made available to all employees for professional and skill development. These are advertised widely and utilized by significant numbers of women, minorities, and persons with disabilities.
- ❖ The University of Kentucky policies on equal opportunity are communicated in ways designed to reach all employees and others in the wider community.
- ❖ The EEO policy poster is displayed in a prominent and accessible location in the Human Resources office.
- ❖ The University of Kentucky's equal opportunity policy is displayed on bulletin boards, in various buildings, across campus.
- ❖ Notification of the location of an accessible copy of the University of Kentucky's Affirmative Action Plan is displayed on bulletin boards, in various buildings, across campus.
- ❖ Notification of the University of Kentucky's policy and obligations under Executive Order 11246 are included on all contracts and agreements entered into with subcontractors and suppliers.
- ❖ The University of Kentucky's affirmative action program is regularly evaluated and reports are made to the President and other administrators on its effectiveness and the progress toward established goals.
- ❖ The University of Kentucky is a recognized equal opportunity employer in the community.
- ❖ The University of Kentucky is located in an urban county area where the availability of accessible housing is not believed to be a detriment to the employment of either women or minorities.
- ❖ The University of Kentucky is readily accessible by public transportation from the Lexington/Fayette County area. This transportation is available regularly and is accessible to persons with disabilities.
- ❖ The University of Kentucky asserts in good faith that de facto segregation does not exist at the University of Kentucky.

## **DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAMS**

Regulations pertinent to this portion of the AAP are 41 CFR§ 60-2.17(c)

The University of Kentucky affirmatively supports its equal opportunity policies. To encourage action oriented programming:

- ❖ Details of the utilization analysis for staff in each organizational unit are distributed to the administrator responsible for the implementation of its affirmative action program with the objective that action-oriented programs are established that contribute to the University's goal of full utilization.
- ❖ Details of the applicant flow and ratio analysis are communicated to Human Resource's Employment personnel with the objective that they, with hiring officials, develop recruitment of representative pool action plans designed to impact applicant flow where a need has been identified.
- ❖ The Office of Institutional Equity and Equal Opportunity will examine any job group where either adverse ratio analysis and/or underutilization occur. Meetings may be scheduled with appropriate organizational units to discuss applicable affirmative action.
- ❖ The Office of Institutional Equity and Equal Opportunity will evaluate terminations to determine if adverse impact exists based on sex or minority status. Further analysis will be completed as necessary to ensure equal opportunity compliance.
- ❖ Each college is given the objective to evaluate its faculty utilization and action-oriented programs in order to contribute to the University's goal of full utilization and the diversification of its educational programs.
- ❖ Search committees are encouraged to consult with the technical compliance officer for guidance on the University's affirmative action program before initiating a search.
- ❖ The Office of Institutional Equity and Equal Opportunity monitors on an ongoing basis the employment and compensation processes and new policy developments to ensure equal opportunity compliance.
- ❖ The Associate Vice President for Institutional Equity and Assistant Vice President for Equal Opportunity are available to meet with search committees, search firms, hiring officials, and academic and administrative units requesting additional information on the University of Kentucky's goals and equal opportunity commitments.
- ❖ The Associate Vice President for Institutional Equity and Assistant Vice President for Equal Opportunity provide University representation and special reports to the CPE Committee on Equal Opportunities (CEO) that monitors the University's compliance with the CPE Diversity Policy student enrollment, student success, workforce and campus climate objectives.

- ❖ The Office of Institutional Equity and Equal Opportunity participates in new faculty and staff orientations at the beginning of each academic year to acquaint new employees to the benefits of our office and outreach.
- ❖ The Office of Institutional Equity and Equal Opportunity provides sexual harassment training to all new supervisor's through SuperVision.
- ❖ Training and outreach on all the University of Kentucky equal opportunity commitments are available by contacting the Institutional Equity and Equal Opportunity Office or visiting the website at [www.uky.edu/evpfa/eeo](http://www.uky.edu/evpfa/eeo) . This office is responsible for advising University officials and discussing ways to affirmatively impact UK's goals.
- ❖ UK Policy and Procedures are examined on a regular basis with regulatory guidance from the U.S. Department of Labor Office of Federal Contract Compliance Programs (OFCCP), the Uniform Employee Selection Guidelines, other enforcement agency guidance, and Human Resources to ensure the University of Kentucky in practice and spirit is an inclusive employer, without disparate impact of any protected group or affiliation.
- ❖ Human Resources Initiatives under the Director and HR Employment Office genuinely continue to seek more proactive resources and tools to assist hiring officials and departments in broadening the applicant pool representation of minority and female candidates.

- Education & Training

The *Hiring Enhancement Program*, developed by the HR Employment Office in January 2009, provides training, resources and tools for hiring officials throughout the University. The program is intended to educate hiring officials on effective, legally credible hiring practices. To accommodate the needs of the numerous hiring officials in the organization the HR Employment Office has three dedicated Employment Consultants that offer a variety of customizable resources including: behavior based interview guides (phone, in-person and/or reference checks); department consultations; and trainings. Additional tools created since the start of this program include a hiring fundamentals checklist, an application review checklist, a spreadsheet of inappropriate and appropriate interview questions, and a personnel file review guide. The Hiring Enhancement Program also offers several featured trainings across campus: Legal Considerations: The Dos & Don'ts of Interview Questions, How to Develop an Effective Job Posting, Behavior Based Interviewing series, and UK's Hiring Fundamentals and Interviewing Techniques. The HR Employment Office conducts the interviewing and selecting portion of the campus and HealthCare SuperVision courses offered to all new supervisors to ensure managers are started off on the right foot.

- Employment Advertising Improvements

*Bayard Advertising* services have been acquired through University procurement process (RFP) to improve UK employment branding and establish more effective advertising capabilities through improved exposure and visibility. This contract became effective January

1, 2005 and continues to be a UK advertising vendor. Bayard provides cost-effective options that target the specific needs of each position search, reaching a diverse candidate pool as well as ensuring the University maintains a consistent look and message with external media regarding recruitment for faculty, healthcare staff, and general positions. An unlimited posting partnership with *HigherEdJobs.com* has been established to ensure UK's employment opportunities are directed to qualified candidates within Higher Education while encouraging applications from all backgrounds. The HR Employment Office have also partnered with Link In as well as JobTarget.com to provide additional advertising options for UK's professional level positions. Additionally, the HR Employment staff routinely encourages hiring officials to participate in broader employment advertising for positions in a job category which are underrepresented in minorities and/or females. In fact, targeted advertising research overviews are customized for interested departments to provide a cost analysis as well as suggested niche site advertising options.

- Supportive Work Environment

The Human Resources *Office of Work-life* was established in July 2004 to lead efforts at the University to improve the workplace culture and sensitivity to the sometimes conflicting demands of work and personal issues. The Work-Life program provides resources on the following: flexible work schedules, dependent care, mental health services, disability care resources, financial counseling, pet care information, leadership development for staff and faculty, and much more. A few highlighted offerings include:

- Elder Care: This on-site resource center provides support and tools for employees faced with the need to provide care for parents or older family members. Visit <http://www.uky.edu/HR/ElderCare> for more information.
- Work+Life Connections: Free, voluntary counseling services and referral service for employees, their spouses, children and sponsored dependents who are seeking help with personal, couple, family, substance abuse and financial concerns. Work+Life Connections also provides community referrals for basic needs and manages the CRISIS program. Visit <http://www.uky.edu/HR/WLC/> for more information.
- Child Care: The University of Kentucky has partnered with Woodland Early Learning Center to bring quality early education to the UK campus with discounts for employees. The Office of Work Life also provides individuals consultations, workshops, and support groups to parents. Support groups include Parenting Tweens and Teens, Grandparents Raising Grandchildren, and the Working Women's Network. (delineate grandparent's group)
- Lactation Guidelines: The university provides guidelines to help employees returning back to work breastfeed/lactate in the workplace. For more information and support, visit [http://www.uky.edu/HR/WorkLife/Lactation\\_Breastfeeding.html](http://www.uky.edu/HR/WorkLife/Lactation_Breastfeeding.html)

- UK Employee Discount Program: University of Kentucky employees receive discounts and/or other incentives with a wide array of businesses throughout the Commonwealth. Businesses include: amusement/entertainment, apartments, home loans, retail & sales, travel and more. Visit <http://www.uky.edu/HR/edp> for a full listing of available discounts.

The University of Kentucky has established action-oriented programs to recruit, retain, and promote the best-qualified faculty, staff, and students, especially women and minorities. Colleges develop individual strategies specific to their disciplines while other initiatives are employed more widely across disciplines. For the purpose of the Affirmative Action Plan this detailing will be separated into faculty and staff initiatives but should not be considered an exhaustive list. The University of Kentucky provides individual colleges with direction and support in their recruiting efforts for qualified minority and women candidates, especially in disciplines where women or minorities have traditionally been underrepresented. Recruiting faculty is an important but limited first step. Developing and promoting excellent instructional and research faculty are integral parts of the programs developed for the successful research institution. Some of the action-oriented programs being employed by the University of Kentucky to recruit, retain, and promote the best qualified instructional and research faculty are:

- ❖ Postdoctoral diversity fellowship funds are available through the Office of the Vice President for Research that give consideration to minorities and women in under-represented professions.
- ❖ UK participates in the Southern Regional Education Board Doctoral Scholars Program to encourage minorities in doctoral programs.
- ❖ Faculty mentoring and collaboration by established researchers.
- ❖ Regular meetings with untenured faculty to discuss promotion and tenure issues.
- ❖ Taking advantage of special hiring opportunities when they appear, utilizing funds made available by the President and the Provost for such opportunities.
- ❖ Active participation in national professional organizations designed to recruit women and minorities to faculty positions in underrepresented professions.
- ❖ Making available when possible professional development and travel funds for junior faculty.
- ❖ Financially supporting when possible a professional meeting each year.
- ❖ The utilization of personal contacts, professional web sites, and national meetings for recruitment.
- ❖ The Center for the Enhancement of Learning and Teaching fosters excellence in education throughout the University of Kentucky by providing academic support services for faculty that enhance student learning, promote scholarship, and facilitate teaching innovations. Through workshops, conferences, lectures, and individual consultations the Center has become a support unit for both new and experienced faculty.

- ❖ Faculty recruiting activities include: meeting with faculty being recruited to discuss both internal and external research opportunities at UK.
- ❖ Faculty orientation includes meeting with minority faculty to discuss research and creative activities and provide support when possible.
- ❖ Providing support to minority faculty through individual consultations and workshops.
- ❖ A university-wide committee coordinates programs in the university's efforts toward inclusive learning; promotes positive inter-campus relations across diverse groups; and offers mediation services during incidents of intolerance.
- ❖ Office of Multicultural Student Affairs administers the Governor's Minority Awareness Program that is comprised of several early intervention program components focused on preparing African American and other students for success in post-secondary education institutions.
- ❖ Sponsor the Freshman Summer Program that is an academically intensive diversity program designed to improve the retention of first generation, low income and other students admitted to the University of Kentucky.
- ❖ Colleges participate in the Medical Center Women's Health Initiative that, open to all applicants, provides role models for university and community women and opportunities for women faculty to conduct scholarly activities that enhance their professional development. There are several development activities for faculty: the American Association of Dental Schools summer faculty development program, the Executive Leadership in Academic Medicine (ELAM) program, and the American Association of Dental Schools annual program on recruitment and retention of faculty.
- ❖ Community-based faculty serve as mentors, role models and teachers for all health-professional students
- ❖ Active campaigns have been conducted to recruit individuals to the campus including advertisement in various publications, targeted mailings, numerous phone calls, and recruitment at national meetings.

The recruitment and professional development for staff employees is encouraged at the institutional level with opportunities offered for all staff employees and more specific opportunities offered within the specific departments of the University. Many staff development opportunities serve as recruitment tools for the University of Kentucky, offering educational and professional development opportunities in conjunction with employment and benefits. Other recruitment strategies are implemented by the hiring official and the Employment Specialists when the recruitment action plan is determined as outlined by the Employment Policy. Options may include advertising in specific publications, locally or to a broader audience. Recruitment action plans may be developed based on the type of position being filled and the expected qualified internal applicants. Employment Specialists are aware of areas of underutilization and are expected, as outlined by policy, to send hiring officials representative pools of applicants for consideration. All open staff positions are available to employees and the public on the online

employment system at [www.uky.edu](http://www.uky.edu). Employment opportunities at UK now may be accessed from computers at homes, state agencies, public libraries, and county extension offices across Kentucky. Applications may be completed and other documents electronically attached from computers around the world.

Staff development opportunities are available to all employees without regard for membership in any protected group consistent with University of Kentucky policy. While initially intended for staff development, it should be noted that the following programs are also open to faculty where beneficial. The programs available to all employees are as listed:

- ❖ The Humanity Academy is a week long program aimed at University of Kentucky members who are willing to become change agents within the campus community. These individuals will champion the University's diversity goals and will be responsible to establish a culture of respect, inclusion, and appreciation for all staff, faculty, and students.
- ❖ Training on Discrimination and Harassment, the Americans with Disabilities Act, the University of Kentucky Affirmative Action Plan, and other sessions on the provisions of equal opportunity at the University of Kentucky are available through the Office of Institutional Equity and Equal Opportunity for faculty, staff, and student audiences.
- ❖ SuperVISION, offered through Human Resource Development (HRD), is a five day workshop aimed at new supervisors and open to all existing supervisors at UK. The curriculum is designed to address supervisory issues such as workplace communication, performance evaluation, conflict resolution, interviewing and selecting employees, and documentation of discipline. University policies are reviewed and equal opportunity issues are addressed.
- ❖ The Essential Leader program consists of 88 hours over a two year period that is offered by HRD and created specifically for employees who want to become better leaders and learn key leadership skills.
- ❖ eTraining & Development is UK's online technology training system available to staff, faculty, and students at no charge at [www.uky.edu](http://www.uky.edu). The courses provide technology training to enhance individual technical skill development.
- ❖ General Equivalency Development (GED) is offered through Employee Learning Services to employees with individualized classroom instruction. The program offers an incentive of an one-time bonus of \$1,500 if the employee passes the GED.
- ❖ In the Adult Basic Education Classroom employees with a high school diploma or GED may develop basic skills for work related or personal goals. The program offers the employee the option to prepare for college or vocational training.
- ❖ English as a Second Language is offered for international staff and faculty with individual and classroom opportunities. Training can include language needed for personal, work, and academic

situations. ESL classes are also offered to spouses and family members of post- doctoral scholars to help build on conversational skills and provide information about navigating daily life in America.

- ❖ Basic Literacy is a program provided through HRD for those employees needing basic reading and writing instruction. Volunteers are also UK employees who have completed a fourteen-hour tutor-training workshop.
- ❖ Basic Computer Instruction is offered for employees seeking basic computer literacy training.
- ❖ Resume/Application assistance is offered through HRD for employees seeking to update or prepare resumes for UK's Employment Services.
- ❖ Assistance is offered onsite at the UK Employment Office Computer Lab for employees to review and apply for employment opportunities advertised on-line through UK's Online Employment System.
- ❖ Occupational Retraining, available through HRD, assists employees whose health conditions require them to seek and/or train for other employment opportunities at UK.
- ❖ The University of Kentucky offers the opportunity to continue in higher education through its Employee Educational Assistance program. The University of Kentucky will provide each employee up to eighteen credit hours of tuition assistance per year. This allows employees to complete desired degrees ranging from associate degrees at Bluegrass Community and Technical College to terminal doctoral degrees at the University of Kentucky. Employees may take up to eighteen credit hours tuition free at the University of Kentucky or any other public postsecondary education institution in Kentucky.
- ❖ The University of Kentucky with the Southern Association of College and University Business Officers (SACUBO) offers the College Business Management Institute at the UK campus each summer. This three-year institute attracts hundreds of business staff from colleges and universities nationally and abroad. UK employees are eligible to participate and some scholarship opportunities are available.

Opportunities for staff are also made available through individual departments. Various contributions are made by auxiliary departments making opportunities accessible to staff. Some of those include, but are by no means limited to, the following:

- ❖ Teleconferences and other one-time speakers and programs are made available for faculty, staff, and students by different organizations and on a variety of topics as part of the ongoing educational environment at a major research university. Many of these events are offered at no charge, others with very nominal admission charges. Staff employees may be sent from departments or may be invited to attend events specific to their areas of expertise or

responsibility. All staff employees are encouraged to take advantage of as many offerings as possible for professional and personal enrichment.

- ❖ Job families, where applicable, have been developed with a specific process and criteria for promotion.
- ❖ Areas identify flex-time, altered schedules, telecommuting and other options allowing employees to meet personal and professional development needs while still assuring that the work of the unit is completed.
- ❖ Parking and Transportation Services makes available accessible parking and bus transportation for faculty, staff, and students. This allows access to the many professional development activities available on campus that may otherwise be unavailable to individuals with disabilities.
- ❖ Staff employees were surveyed to determine their interests in various professional development courses.
- ❖ Participation in regular campus offerings, campus seminars, and teleconferences is encouraged. A regular series of staff development programs are offered to both professional and support staff.
- ❖ International Affairs has developed international programs encouraging staff participation and enhancing staff knowledge of the world.
- ❖ Decisions are made in each department and approved by the Dean for travel and professional development opportunities beyond UK.
- ❖ The Physical Plant Division, both in healthcare and on main campus, encourages employee development and promotion by offering on-site training and supporting employees' off-site training.
- ❖ The Dining Services Division encourages employee development and promotion by providing on-site training and offering employees the opportunity to enroll in training off-site to obtain a Food Services Manager Certificate from the Kentucky Department for Public Health.
- ❖ The Disability Resource Center offers in-service training and consultation as requested regarding disability and accessibility issues so that quality educational and occupational opportunities are available for everyone.

The University of Kentucky's affirmative action program as described, under the regulatory guidance of the Department of Labor Office of Federal Contract Compliance Programs (OFCCP), includes all regular full-time employees including the employees of the College of Agriculture Cooperative Extension Service (CES). These employees also are included in the affirmative action program required and monitored under the auspices of the U.S. Department of Agriculture.

The Cooperative Extension Service serves as a link between the counties of the Commonwealth and the University of Kentucky. An off-campus branch of the College of Agriculture, the CES conducts educational programs in each of Kentucky's 120 counties. The CES is committed to building a more

diverse workforce and to ensuring its programs are available to all citizens. Action steps by the CES in this area include:

- ❖ A Diversity Advisory Committee meets quarterly to review progress made in achieving a more diverse applicant pool and the hiring of a more diverse staff. The committee also reviews training materials for staff and contributed to the writing of the State Affirmative Action Plan.
- ❖ An intern program provides college students with a twelve-week placement in a County Extension Office during the summer. Interns learn about Extension as a career through this experience.
- ❖ An Agent-at-Large program that retains minorities and others that finish academic programs until an extension position becomes available for them to apply.
- ❖ Diversity in programming is recognized each year by the Cooperative Extension Diversity Award. Award recipients receive cash awards to put into future programming (\$1000.00 team, \$500.00 individual).
- ❖ Each county annually updates an Affirmative Action Plan in conjunction with the development of the plan of work. The plans include an evaluation of present audiences reached and goals to reach underserved audiences. How well staff meet affirmative action goals is a factor considered in performance appraisals.
- ❖ UK Extension professionals host an annual Tri-state Diversity Conference with Extension Professionals from Kentucky State University, Purdue University and Ohio State University. Nearly 100 UK Extension agents attend annually along with professionals from other states and increase their knowledge of how to reach diverse audiences.

## **DESIGN AND IMPLEMENTATION OF INTERNAL AUDIT AND REPORTING SYSTEM**

Regulations pertinent to this portion of the AAP are 41 CFR§ 60-2.17(d).

The Office of Institutional Equity and Equal Opportunity at the University of Kentucky has the responsibility of auditing and reporting on the effectiveness of the affirmative action program. The following procedures are in place for the University of Kentucky to monitor the program, measure its effectiveness, and report to the University:

- ❖ Responsibility for the maintenance of employment records on non-instructional staff positions is assigned to the Associate Vice President for Human Resources. Accurate records of all employment actions must be maintained. This information includes sex and minority status when voluntarily self-disclosed by the applicant for employment. Reports detailing employment activity by sex and minority status; including applicants, hires, promotions, lateral transfers, and demotions are reviewed and provided to the Office of Institutional Equity and Equal Opportunity for analysis. 41 CFR § 60-2.17(d)(1)
- ❖ Ad hoc reports may be requested from the University of Kentucky Human Resource System through SAP administrative system as needed for analysis. 41 CFR § 60-2.17(d)(2)
- ❖ The academic departments within each college maintain faculty employment records. Those colleges that have not transitioned to the online employment of its faculty provide the Office of Institutional Equity and Equal Opportunity with an Affirmative Action Form for each faculty member hired detailing the results of each employment action, including the applicant flow by sex and minority status, where available. 41 CFR § 60-2.17(d)(2)
- ❖ The University of Kentucky Office of Institutional Research, Planning and Effectiveness is responsible for providing formal reports on a regular schedule. These reports include, but are not limited to, the official EEO-6, IPEDS, and Vets-100 reports and detail the utilization of both staff and faculty personnel by sex and minority status. 41 CFR § 60-2.17(d)(2)
- ❖ All appointments to tenured positions and other positions as designated by regulation must receive the approval of the Board of Trustees of the University of Kentucky and are officially reported by that body. 41 CFR § 60-2.17(d)(2)
- ❖ Presentations detailing progress toward the goals of the Affirmative Action Plan and the CPE Diversity Policy are made for the executive officers and administrators at the University of Kentucky, the Equal Opportunity Panel, Human Resources, and the Kentucky Cooperative Extension Service. In addition, any unit may schedule a presentation or request information by contacting the Office of Institutional Equity and Equal Opportunity. 41 CFR § 60-2.17(d)(3)
- ❖ Regular updates are presented to the President's executive staff on the progress of the affirmative action program. Recommendations are made for goal setting and overcoming deficiencies where identified. 41 CFR § 60-2.17(d)(4)

- ❖ When problems are alleged or identified, the appropriate university official is advised and recommendations are made to ensure full compliance with the University of Kentucky's affirmative action / equal opportunity commitments. 41 CFR § 60-2.17(d)(4)
- ❖ The official disposition of an enforcement agency investigation is forwarded to appropriate university officials. As necessary, recommendations are made to ensure full compliance with the University of Kentucky's affirmative action / equal opportunity commitments, including the terms of any conciliation agreement reached in the disposition of an agency matter. 41 CFR § 60-2.17(d)(4)
- ❖ Statistics are provided to University of Kentucky executive staff on the volume and type of activity by department or college being monitored by the Office of Institutional Equity and Equal Opportunity. Comparisons with statistics from the same period of the previous year may also be available. 41 CFR § 60-2.17(d)(4)

## **COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES**

Regulations pertinent to this portion of the AAP are 41 CFR § 60-2.20.

The OFCCP requires that a contractor include a special section dealing with sex discrimination problems in an affirmative action program. The University of Kentucky has undertaken initiatives to address concerns of women employees as part of its overall evaluation and development of an affirmative action program. In doing so, it has taken action that is consistent with those steps described in 41 CFR § 60-20, which are:

- ❖ All advertisements for positions at the University of Kentucky contain an equal opportunity employer statement. 41 CFR § 60-20.2
- ❖ Personnel policies contained in the Governing Regulations of the University of Kentucky expressly prohibit discrimination on the basis of sex. 41 CFR § 60-20.3
- ❖ The University of Kentucky wage and salary administration program for staff employees undertakes to evaluate positions according to specific criteria and does not evaluate positions on the basis of the sex of the incumbent or applicant. 41 CFR § 60-20.3(c)
- ❖ University of Kentucky benefit programs are administered in accordance with federal and state law. Contributions to pension programs are equal for men and women receiving equal income. 41 CFR § 60-20.3(c)
- ❖ The University of Kentucky employment policy does not permit discrimination based on marital status. The University of Kentucky administers its policies and procedures without regard for marital or familial status regardless of sex. 41 CFR § 60-20.3(d)
- ❖ The University of Kentucky provides appropriate physical facilities to both sexes. 41 CFR § 60-20.3(e)
- ❖ The Commonwealth of Kentucky has revised its law to extend "protective" legislation to men or to abolish such "protection". Applicants for employment are therefore to be evaluated on the basis of individual capabilities. 41 CFR § 60-20.3(f)
- ❖ Retirement age for employees, including early retirement, is the same for men and women. 41 CFR § 60-20.3(h)
- ❖ The University of Kentucky maternity leave policy permits women to take accumulated sick leave for delivery and recovery. Any additional time, which is requested, for childcare is available either as vacation leave or leave without pay. The best interest of the University is a consideration in any leave without pay, including childcare leave. 41 CFR §60-20.3(g)(1)
- ❖ Any employee, whether or not she has accrued leave, may take leave without pay for six weeks following delivery without loss of her job, as detailed in the Temporary Disability Leave and Family Medical Leave Act (FMLA) policies. 41 CFR § 60-20.3(g)(2)
- ❖ Any employee, meeting the eligibility criteria in the FMLA, may take leave without pay following the delivery or adoption of a child without loss of their job, as detailed in the FMLA policy.
- ❖ The University of Kentucky does not base employment decisions on any "seniority system". Therefore, sex-based seniority systems do not exist and action is not necessary. 41 CFR § 60-20.4

- ❖ The University of Kentucky prohibits discrimination in salary administration on the basis of sex. 41CFR § 60-20.5
- ❖ Affirmative action is and has been underway since 1972 to locate and to employ women as described in the University's AAP. 41 CFR § 60-20.6(a)
- ❖ All staff development and training programs are open to employees regardless of sex as stated in University policy. 41 CFR § 60-20.6(b)
- ❖ University of Kentucky officials review all policies and procedures for handling complaints of sexual harassment in light of changing legal and enforcement agency guidance.
- ❖ Educational programming is offered by the Office of Institutional Equity and Equal Opportunity to provide faculty, students and staff more information regarding sexual harassment. The material included in training sessions is updated, as legal and enforcement agency guidance becomes available.
- ❖ Training sessions about discrimination, including sexual harassment, are offered by Human Resource Development, as a part of their regularly scheduled class offerings for supervisors.
- ❖ From 1992 until 2008 the Affirmative Action office has distributed over 150,000 brochures, entitled Sexual Harassment Is Prohibited and Illegal, for University employees and students.
- ❖ As of July 1, 2008 a new brochure was developed and distributed entitled *Discrimination and Harassment: A Guide for Members of the University Community*, over 15,000 have been distributed.
- ❖ The sexual harassment brochure has been updated and reprinted nine times since its original printing. Currently the policy has been updated into a cohesive discrimination and harassment policy. The current brochure is entitled, *Discrimination and Harassment: A Guide for Members of the University Community*.
- ❖ The Discrimination and Harassment brochure is disseminated internally and externally on the internet at [www.uky.edu/evpfa/eoo/](http://www.uky.edu/evpfa/eoo/)
- ❖ The University of Kentucky's policy prohibiting discrimination and harassment, including sexual harassment, is disseminated internally and externally on the internet at [www.uky.edu/evpfa/eoo/](http://www.uky.edu/evpfa/eoo/)
- ❖ The Office of Institutional Equity and Equal Opportunity has developed a comprehensive web-based training entitled *Preventing Discrimination and Harassment* that delivers a basic understanding of university policy regarding what constitutes discrimination and harassment. It is an interactive course, available online to faculty, staff, students, and the public. It is required of all new employees before the end of their 90 day new employee orientation.

## **COMPLIANCE WITH RELIGIOUS AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES**

Regulation pertinent to this portion of the AAP is 41 CFR § 60-50.

The University of Kentucky has long employed persons on the basis of merit, regardless of religion or national origin. As a state institution, it does not and will not require or collect information concerning the religious preference (if any) of its faculty or staff. The University has taken the following actions: 41 CFR § 60-50.2

- ❖ Enunciated a policy prohibiting employment discrimination on the basis of religion or national origin.
- ❖ Disseminated to each employee the policy prohibiting employment discrimination on the basis of religion or national origin.
- ❖ Developed and circulated a brochure regarding harassment on the basis of race, religion, or national origin.
- ❖ Evaluates salary administration to assure that discrimination on the basis of national origin is not practiced.
- ❖ Developed procedures to investigate and resolve complaints of violation of these policies.
- ❖ Advertised, and will continue to advertise, vacant positions in public media to which persons of any religious group or national origin should have access.
- ❖ Disseminates internally and externally the University of Kentucky policies prohibiting religious and national origin discrimination on the internet at [www.uky.edu/evpfa/eoo/](http://www.uky.edu/evpfa/eoo/)

The University of Kentucky is conscious of its obligations to make reasonable accommodation to an employee's religious beliefs. In most instances shifts in work schedules for religious reasons can be accomplished without undue hardship; in the event this cannot be achieved in a particular position, efforts are made to locate the employee in a different position. In the case of religious holidays, e.g., Yom Kippur, Good Friday, etc., classes may be rescheduled or vacation or other leave may be taken without jeopardy to employment. 41 CFR § 60-50.3.

## **INDIVIDUALS WITH DISABILITIES AFFIRMATIVE ACTION PLAN**

41 CFR§ 60-741

The University of Kentucky has developed this Affirmative Action Plan for any “qualified individual with a disability” holding or desiring employment and the benefits thereof and/or previously admitted or desiring admission to any University of Kentucky program, activity, or service. For the purposes of this Affirmative Action Plan the definition of a “qualified individual with a disability” is any individual who:

- i. has a physical or mental impairment substantially limiting one or more major life activity,
- ii. has a record of such an impairment, or
- iii. is regarded as having such an impairment; and who can, with or without accommodation, otherwise perform the essential functions of the position, held or desired, or meet the technical standards of the program to which admission is granted or desired.

A qualified individual with a disability must satisfy all the requisite skills, education, experience and/or admission criteria that the desired position or program requires. All definitions and exclusions in § 503 and § 504 of the Rehabilitation Act of 1973, as amended, and the more expansive Americans with Disabilities Act of 1990 (ADA) shall apply. No person may be denied any benefit of the University of Kentucky based solely on disability.

The written University of Kentucky Affirmative Action Plan (AAP), including the AAP for Individuals with Disabilities, in accordance with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, and The Vietnam Era Veterans’ Readjustment Assistance Act of 1974 (VEVRAA), may be viewed in the Office of Institutional Equity and Equal Opportunity. The AAP is available from 9:00am until noon and from 1:00pm until 4:00pm Monday through Friday when the University of Kentucky is officially in session. The AAP can also be viewed on the Office of Institutional Equity and Equal Opportunity website at [www.uky.edu/EVPFA/EEQ](http://www.uky.edu/EVPFA/EEQ).

## **EQUAL EMPLOYMENT OPPORTUNITY POLICY**

The University of Kentucky hereby reaffirms its commitment to the principle of equal employment opportunity in its personnel policies and procedures. The University of Kentucky Governing Regulations Part I, governing both instructional and non-instructional personnel, states the University of Kentucky nondiscrimination policy:

Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training, and other employment and education practices without regard for economic or social status and will not discriminate on the basis of race, color, ethnic origin, national origin, creed, religion, political belief, sex, sexual orientation, marital status, or age. The University does not discriminate on the basis of uniform service, veteran status, or

physical or mental disability when an individual otherwise meets the minimum qualifications for application or participation. All University members are expected to comply with the institution's nondiscrimination policy. The President is responsible for the development of an affirmative action plan by which full implementation of this policy shall be effected in the University.

The revised Governing Regulations Part I adopted by the Board of Trustees on June 14, 2005 added a statement on diversity:

The University is committed to diversity as a vital characteristic of an optimal education and workplace. The University maintains a firm conviction that it must strengthen the diversity of its communities, support free expression, reasoned discourse and diversity of ideas; and take into account a wide range of considerations, including but not limited to, ethnicity, race, disability, and sex, when making personnel and policy decisions. The University is committed to periodically evaluating progress made toward diversity and to communicating the results of such evaluations. Based upon these assessments, the University will give diversity factors consideration to ensure achievement of its mission of instruction, research and service and gain the broadest benefits for the University community.

Part X establishes merit as the only criteria for academic employment:

All appointments shall be made strictly on the basis of merit. An applicant for a position shall not be discriminated against because of sex, race, ethnic origin, national origin, sexual orientation, color, creed, religion, age, or political belief. Additionally, the University shall not discriminate against any applicant for employment because of Vietnam-era veteran status, disabled veteran status, or physical or mental handicap in regard to any position for which the applicant for employment is qualified.

Further delineation of this fundamental governing regulation is made in Human Resource Policy Number 2.0 entitled "Equal Opportunity" which states at 2.1.1:

All employment decisions shall be made uniformly on the basis of merit. Equal opportunities shall be provided for all persons throughout the University in recruitment, appointment, promotion, payment, training, and other employment practices without regard to sex, sexual orientation, race, ethnic origin, national origin, color, creed, religion, age (40 and above), or political belief. Further, the University shall not discriminate against any employee or applicant for employment because of Vietnam era veteran status, disabled veteran status or physical or mental handicap in regard to any position for which the staff employee or applicant for employment is qualified. It is a violation of University policy to discriminate against an employee or prospective employee on the basis of application for or service in the Uniformed Services. Also, the University does not discriminate against any employee or applicant for employment because the individual is a smoker or nonsmoker, as long as the person complies with University policy concerning smoking.

The Strategic Plan of the University states:

"Embracing and nurturing diversity is the responsibility of every member of the University community. It must be clear and convincingly evident that diversity is an essential value that informs every area and aspect of the University community. A genuine commitment to diversity

as a core value establishes and sustains an inclusive and celebratory view of diversity as a systematic influence on the conduct of students, faculty and staff and as members of society.”

This strategy extends beyond employment, to the matriculation of students at all levels of academic endeavor. Equal Opportunity for students at the University of Kentucky is delineated in the student handbook entitled Students Code of Conduct, which states in part:

#### Right of Admission and Access

##### Admission Policy

An applicant for admission to the University shall not be discriminated against because of race, color, religion, sex, marital status, sexual orientation, national origin, age or beliefs. Moreover, no otherwise qualified person with a disability will be denied admission solely because of the person's disability.

##### Scholarships, Grants-in-Aid, and Financial Aid

An applicant for, or a recipient of, University financial aid, a University grant in aid, or a University scholarship, shall not be discriminated against because of race, color, religion, sex, marital status, sexual orientation, national origin, age or beliefs. Moreover, no otherwise qualified person with a disability will be denied financial aid solely because of the person's disability.

##### Use of Facilities and Services

The University may delineate the purpose for which students may use certain facilities and shall make them available on a fair and equitable basis. However, the University may restrict its facilities and services when their use would interfere with normal University operations.

##### Discrimination in the Community

The University will use its influence to secure equal access for all students to public facilities in the local community.

### **REVIEW OF PERSONNEL PROCESS**

All persons applying for employment, faculty or staff, at the University of Kentucky, are considered based on their qualifications to perform the functions of the position for which their documentation is completed. Likewise students are considered on their academic and related credentials with respect to the program for which they make application.

Staff positions at the University of Kentucky are filled from applicant pools made up of those individuals who have met the definition of an applicant as detailed in the employment policy. Individuals sending applications and/or resumes for consideration for employment are not asked to identify themselves as an

individual with a disability at any time during the pre-employment process. Applicant pools are determined based on submitted documentation of qualifications and forwarded to the hiring official for consideration. Hiring officials are instructed in the proper consideration of qualifications and interviewing techniques.

The University of Kentucky has a policy of considering persons for faculty appointment on the basis of merit. Individual contribution to the academic programs of the University is the primary consideration in all faculty appointments. No attempt is made to identify prospective faculty candidates with disabilities during the consideration process. Faculty promotion decisions are made on established academic performance criteria.

Qualified persons with disabilities may request reasonable accommodations at any time in their employment process. The University of Kentucky request for reasonable accommodation form may be requested through the Office of Institutional Equity and Equal Opportunity or located online at [www.uky.edu/eForms](http://www.uky.edu/eForms) under ADA Accommodation Request Form. Medical documentation may be required. This information is filed in a location separate from the employee's employment record and is maintained in a confidential manner.

The University of Kentucky benefits program is available to employees, without regard to disability. Health, life, and other insurance options are available to all employees meeting certain length-of service requirements. An offering of basic single health insurance options is provided for employees, without regard for pre-existing conditions. Likewise, the University's compensation policy is administered for all employees without regard to disability.

### **PHYSICAL AND MENTAL QUALIFICATIONS**

Staff positions are evaluated to determine the physical and mental requirements of each using a job analysis questionnaire. The University of Kentucky regularly reevaluates staff positions requiring, in part, the analysis of physical and mental qualifications and the essential functions of all positions.

Faculty positions defy this same manner of evaluation by their focus on academic contribution. Every faculty opening must be evaluated based on the needs of the academic program and may widely vary among, and even within, academic disciplines. While mental qualifications are influenced by strict educational credential requirements, reasonable accommodations can and are made for faculty with both mental and physical limitations when requested.

The technical standards of individual academic programs are evaluated to determine the qualifications for participation. All programs, like employment positions, are encouraged to reevaluate on a periodic basis or whenever there has been a change in technical standards.

### **ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS OF EMPLOYEES**

The University of Kentucky is committed to reasonable accommodations for qualified faculty, staff, and students with disabilities. Accommodations take many forms at the University of Kentucky for known disabilities, both physical and mental. Experts in accommodations, adaptive technology, special education, mental and physical health, vocational rehabilitation counseling, and rehabilitation engineering are available on campus and are utilized as needs are identified. Outside agencies and contacts are maintained as additional expert resources.

Employees, both faculty and staff, may request accommodations in their respective departments or may make requests in the Office of Institutional Equity and Equal Opportunity. Employee Relations Specialists refer employees and supervisors to the office when assistance in determining appropriate accommodations may be needed, especially when work performance problems may be related to a disability.

The University of Kentucky Disability Resource Center provides essential services for the accommodation of students with disabilities. As a direct result of a marked increase in the number of students requiring accommodations, two (2) additional professional positions were established to evaluate documentation, determine eligibility, and provide coordination and oversight of services to students requesting academic accommodations. The Disability Resource Center also continues to provide exam accommodations for students with a myriad of disabilities. As the number of these students has increased so has the demand for accommodated tests. As a result, to assist faculty and provide students consistent quality testing accommodations, a new Disability Resource Center position, Accommodation Exam Coordinator, was created.

### **HARASSMENT**

The Office of Institutional Equity and Equal Opportunity is available to the University to answer questions and concerns regarding the provisions of the ADA and reasonable accommodations. Training is developed and updated to respond to concerns and questions regarding equal opportunity for faculty, staff, and students with disabilities. Special effort is expended to address those stereotypes that may limit access to equal opportunity in employment or education.

Complaints alleging harassment or denial of reasonable accommodations are investigated and remedies, where appropriate, are recommended.

## **OUTREACH AND POSITIVE RECRUITMENT**

The University of Kentucky has established a reputation as an educational institution accessible to people with disabilities. Meaningful contacts are maintained with service organizations and groups of disabled persons. Students and potential employees have been identified and referred to the University as a result of these contacts.

The University of Kentucky encourages enrollment of students with disabilities by making available accessible housing options and student support services. The University of Kentucky by its commitment to equal educational opportunity for persons with disabilities returns to the greater community well-educated potential employees. While no statistics are available, anecdotal evidence of this return is apparent in the employment of UK graduates with disabilities on campus and in the community.

The University of Kentucky has established design guidelines for the campus that meet the accessibility requirements of the ADA and accommodate individuals with disabilities but avoid awkward, isolating elements intended only for people with disabilities. It is the University of Kentucky's intention, as outlined by the University architect, to "make the campus accessible by considering necessary site and building elements early in the design process and finding graceful and natural solutions that are appropriately integrated with the rest of the campus setting."

The University of Kentucky considers program accessibility for students, faculty, staff and visitors using campus facilities. To cite just one example, several facilities have been equipped with assistive listening devices to provide accessible programs for hearing impaired individuals. Memorial Coliseum, Memorial Hall, Student Center, Singletary Center for the Arts, and the Fine Arts Building are equipped as described. Constituent needs and the burgeoning developments in adaptive technology are continually assessed to improve both physical and programmatic access.

The University of Kentucky makes some services and programs available on the web site at [www.uky.edu](http://www.uky.edu). These web pages and other online access to the programs at the University of Kentucky are meant to be accessible under § 508 of the Rehabilitation Act and the implementing guidance.

The University of Kentucky's Parking and Transportation Services strongly support the concept of fair and equitable facilities for persons with disabilities. They provide students and employees with disabilities an equitable and uniform system of administrative, enforcement, and design standards. This helps to ensure

the lawful use of parking spaces and the availability of a dependable transit service with lift-equipped buses. When designing new parking spaces and bus stops on campus for everyone, especially people with disabilities, the distance to final destinations along accessible routes is a priority. Applications for parking from persons with disabilities are given full consideration by administrative and medical personnel to assure compliance with all applicable equal opportunity regulations.

The University of Kentucky is accessible by public transportation from Lexington/Fayette County. This transportation is available regularly and is accessible to persons with disabilities. Lextran operates a paratransit system, WHEELS, for people with disabilities unable to access other forms of transportation in the community. This service is regularly on campus with both student and employee users.

### **AUDITING AND REPORTING SYSTEM**

This program is administered with and as part of the total affirmative action program of the University of Kentucky as described. The University of Kentucky, as an educational institution, has been educating, employing, and providing accommodations for individuals with disabilities for longer than there has been a meaningful body of clarifying case law. The implementation of the more comprehensive ADA has contributed significantly since its passage, as has guidance from federal and state agencies.

In view of this now more significant, though still evolving understanding, the University of Kentucky has an ongoing commitment to reevaluate its processes related to the provision of equal opportunity for individuals with disabilities.

### **RESPONSIBILITY FOR IMPLEMENTATION**

The Assistant Vice President for Equal Opportunity has been designated the University official to direct this and other affirmative action programs and has been designated the Americans with Disabilities Act (ADA) Compliance Coordinator for the University of Kentucky.

The Associate Vice President for Institutional Equity and the Assistant Vice President for Equal Opportunity are the University of Kentucky officials responsible for the development of recommendations on policy and compliance with all of the University of Kentucky affirmative action / equal opportunity commitments, including the ADA and § 503, § 504 and §508 of the Rehabilitation Act of 1973, as amended.

**AFFIRMATIVE ACTION PROGRAM FOR VETERANS EMPLOYMENT OF DISABLED VETERANS,  
VETERANS OF THE VIETNAM-ERA, ARMED FORCES SERVICE MEDAL VETERAN, RECENTLY  
SEPERATED VETERAN AND OTHER PROTECTED VETERAN**

41 CFR §60-250

The Vietnam-Era Veterans Readjustment Act of 1974 and the Jobs for Veterans Act requires certain federal contractors to take affirmative action for the employment of disabled, Vietnam-era veterans, Armed Forces Service Medal Veterans, recently separated veterans and other protected veterans. The procedures described in this Plan are designed to achieve the objectives of these Acts. The procedures described in this Plan apply to regular, full-time staff positions of the University of Kentucky. Student employment is not included, because by its terms such employment is designed to further the educational objective of the student. For this purpose student employment includes all work-study positions, medical house staff, graduate teaching and research assistants. All staff positions are posted on the University of Kentucky online employment system with the qualification needed for each. The online employment system is available to all state employment services, vocational rehabilitation services, and veteran's affairs offices. The University of Kentucky intends to continue to provide employment opportunities for Vietnam-era veterans, disabled veterans, and all veterans otherwise qualified for the positions they seek at the University of Kentucky.

**Affirmative Action Clause** 41 CFR §60-250.5

The University of Kentucky agrees not to discriminate against Vietnam-era veterans, disabled veterans, Armed Forces Service Medal Veterans, Recently Separated Veterans and other protected veterans and shall take affirmative action to employ and advance in employment qualified disabled veterans, recently separated veterans, other protected veterans, and Armed Forces service medal veterans at all levels of employment, including the executive level.

**Self Identification** 41 CFR §60-250.42

The Human Resources office invites voluntary self-disclosure of an applicant's status as a veteran. Disabled veterans may disclose a disability at any time during the employment process and request reasonable accommodation.

**Job Qualifications** 41 CFR §60-250.44 (b)

Human Resources personnel study position descriptions to assure that job requirements are related to essential job functions. The purpose of this assessment is to assure that job requirements are related to business necessity and the safe performance of the job. The University of Kentucky is prepared to make reasonable accommodations to disabled applicants consistent with legitimate position requirements.

**Outreach** 41 CFR §60-250.44 (f)

The Human Resources Employment office participates in community activities to inform people and support employment opportunities at the University. Human Resource Employment office staff participate in job fairs specifically designed to encourage the employment of veterans. Federal and state benefit programs for veterans and eligible dependents are coordinated through the Office of the Registrar which provides staffing to assist with Veterans Administration benefits. Information is also communicated and solicited to eligible veterans on a University listserv managed by the Veterans Affairs office.

**Dissemination of Policy** 41 CFR §60-250.44 (f)

The Governing Regulations include a prohibition of discrimination against Vietnam-era veteran, disabled veterans, Armed Forces Service Medal Veterans, Recently Separated Veterans and other protected veterans, who are otherwise covered by the policy against discrimination on the basis of disability. Vendors and subcontractors are regularly notified of University contract requirements, including the requirements of the Vietnam-Era Readjustment Act of 1974 and the Jobs for Veterans Act. Persons referred under the veterans program will be invited to identify themselves. Reasonable accommodation will be made, in accordance with the terms of the § 503 program and ADA to the disabilities of qualified disabled veterans.

**Designation of Responsible Official**

The Associate Vice President for Institutional Equity has been designated the University official to direct this and other affirmative action programs of the University of Kentucky.

**Complaint Procedure**

Any employee or applicant for employment who believes that the University of Kentucky has discriminated against her or him because she or he is a Vietnam-era veteran, disabled veteran, Armed Forces Service Medal Veteran, recently separated veteran and other protected veteran or any veteran of uniformed military status may contact the University of Kentucky Office of Institutional Equity and Equal Opportunity. A representative of this office will investigate the complaint and recommend appropriate administrative action.

## **Available for Inspection**

The written University of Kentucky Affirmative Action Plan (AAP), including the AAP for Veterans, in accordance with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA) and the Jobs for Veterans Act, may be viewed in the Office of Institutional Equity and Equal Opportunity office. The AAP is available from 9:00am until noon and from 1:00pm until 4:00pm Monday through Friday when the University of Kentucky is officially in session. The AAP can also be viewed on the Office of Institutional Equity and Equal Opportunity website at [www.uky.edu/EVPFA/eeo](http://www.uky.edu/EVPFA/eeo). A hard copy of the plan is also kept at the reference desk for checkout at the William T. Young Library.

## **CONCLUSION**

The University of Kentucky Affirmative Action Plan as outlined in this document is put forth as evidence of the University of Kentucky's good faith efforts to meet all the requirements of a federal contractor as prescribed in Executive Order 11246, as amended, and as detailed in the implementing federal regulations 41 CFR § 60. This document reaffirms the University of Kentucky's commitment to equal opportunity as defined by federal and state statutes.

Further the University of Kentucky Affirmative Action Plan is reaffirmation of the University of Kentucky's commitment to equal opportunity for faculty, staff, students, and the greater community as defined by the Board of Trustees in the Governing Regulations and proffered as a supporting document to the University of Kentucky Strategic Plan.

This document was authored with information submissions from across the University of Kentucky, further demonstrating an institutional commitment to the value of equal opportunity in a major research and educational institution. The Office of Institutional Equity and Equal Opportunity, under the direction of the Associate Vice President for Institutional Equity and the Assistant Vice President for Equal Opportunity, expresses appreciation to all individuals assisting in the preparation of the University of Kentucky Affirmative Action Plan.



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**University of Kentucky  
Affirmative Action Plan  
Appendices**

**Effective October 1, 2011 through September 30, 2012**



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**An Equal Opportunity University**

**University of Kentucky  
Affirmative Action Plan  
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University of Kentucky

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University of Kentucky  
Major Job Groups  
Primary Occupational Activity

I. **Executive/Administrative/Managerial**

A. **Executive**

1. Primary responsibility for management of the institution or major subdivision
2. Perform work directly related to management policies or general business of the institution
3. Significant role in policy development
4. Regularly exercise discretion and independent judgment
5. Major impact on institution across many lines

B. **Administrative**

1. Regularly assists employee in executive capacity
2. Perform work directly related to management policies or general business of the institution
3. Perform work under only general supervision
4. Affect, execute and administer policy
5. Affects operations to a substantial degree
6. Consistently exercise discretion and independent judgment

C. **Managerial**

1. Primary responsibility for management of subdivision or department
2. Interprets and administers policies and procedures for daily business operation
3. Routinely direct the work of others
4. Supervise professional employees (or report manager in category of staff supervised)
5. Exercise discretion and independent judgment

II. **Professional**

- A. Assignments require prolonged education, college graduation, advanced knowledge or comparable background experience
- B. Exercise discretion and independent judgment
- C. Work is predominantly intellectual and varied in character
- D. Output or result accomplished cannot be standardized
- E. Coordination assignments require combination of advanced skills
- F. **Health**  
Primarily performs health care or health-related activities
- G. **Administrative Support**  
Primarily performs administrative support activities
- H. **Student Support**  
Primarily performs student service activities
- I. **Technical Support**  
Primarily performs technical or technically-related support activities

III. **Office & Clerical**

- A. Assignments typically associated with clerical activities
- B. Assignments specifically secretarial in nature
- C. Examples: bookkeeper, stenographer, office machine operator, clerks (sales, payroll, statistical, library, etc.)
- D. Position Level I  
Primarily staff support positions without supervision or administrative responsibilities
- E. Position Level II  
Primarily Administrative Assistants or staff support with supervisory responsibilities

IV. **Technical/Paraprofessional**

- A. Knowledge or skill acquired through technical institute, community college or equivalent on-the-job training
- B. Perform some duties of professional or technician in supportive role
- C. Examples: computer programmer, drafter, dietitian, photographer, technician, aides (mathematical, engineering, etc.)

V. **Skilled Craft**

- A. Assignments typically require special manual skills and knowledge of processes
- B. Knowledge acquired on-the-job training, experience or apprenticeship
- C. Examples: mechanic, repairer, electrician, machinist, carpenter

VI. **Service/Maintenance**

- A. Assignments require limited degree of previous skills and knowledge
- B. Duties contribute to comfort, convenience and hygiene of people or upkeep of facilities
- C. Examples: cafeteria workers, drivers, laborers, custodial, grounds, construction, security

VII. **Faculty**

- A. Conduct instruction, research or public service as principal activity(ies), and hold academic rank
- B. Executive officers of academic departments if principal activity is instruction
- C. Examples: professor, lecturer, chair

\*\* **Bolded** text indicates major job groups and sub-categories of major job groups as detailed.

## UK FEMALE STAFF

<b>Availability Factor Analysis</b>				
<b>Job Group</b>		<b>I</b>	<b>II</b>	<b>Availability</b>
<b>E/A/M</b>				
<b>Executive</b>				<b>30.5%</b>
	Data	23.0%	52.8%	
	Weight	0.75	0.25	
	Population	17.3%	13.2%	
<b>Administrative</b>				<b>47.5%</b>
	Data	50.0%	44.9%	
	Weight	0.5	0.5	
	Population	25.0%	22.5%	
<b>Managerial</b>				<b>57.2%</b>
	Data	50.0%	64.3%	
	Weight	0.5	0.5	
	Population	25.0%	32.2%	
<b>Professional</b>				
<b>Health</b>				<b>78.1%</b>
	Data	74.2%	82.0%	
	Weight	0.5	0.5	
	Population	37.1%	41.0%	
<b>Administrative</b>				<b>64.0%</b>
	Data	62.6%	65.4%	
	Weight	0.5	0.5	
	Population	31.3%	32.7%	
<b>Student</b>				<b>63.1%</b>
	Data	62.6%	63.3%	
	Weight	0.3	0.7	
	Population	18.8%	44.3%	
<b>Technical</b>				<b>31.6%</b>
	Data	30.0%	35.3%	
	Weight	0.7	0.3	
	Population	21.0%	10.6%	
<b>Office &amp; Clerical</b>				
<b>Level I</b>				<b>77.8%</b>
	Data	68.0%	87.6%	
	Weight	0.5	0.5	
	Population	34.0%	43.8%	
<b>Level II</b>				<b>82.8%</b>
	Data	68.0%	89.1%	
	Weight	0.3	0.7	
	Population	20.4%	62.4%	
<b>Technical &amp; Scientific</b>				<b>58.8%</b>
	Data	58.2%	60.2%	
	Weight	0.7	0.3	
	Population	40.7%	18.1%	
<b>Skilled Crafts</b>				<b>5.0%</b>
	Data	8.4%	1.5%	
	Weight	0.5	0.5	
	Population	4.2%	0.8%	
<b>Service &amp; Maintenance</b>				<b>41.2%</b>
	Data	42.5%	38.1%	
	Weight	0.7	0.3	
	Population	29.8%	11.4%	

## UK MINORITY STAFF

<b>Availability Factor Analysis</b>				
<b>Job Group</b>		<b>I</b>	<b>II</b>	<b>Availability</b>
<b>E/A/M</b>				
<b>Executive</b>				<b>12.3%</b>
	Data	13.6%	8.3%	
	Weight	0.75	0.25	
	Population	10.2%	2.1%	
<b>Administrative</b>				<b>11.7%</b>
	Data	17.1%	6.2%	
	Weight	0.5	0.5	
	Population	8.6%	3.1%	
<b>Managerial</b>				<b>13.6%</b>
	Data	17.1%	10.0%	
	Weight	0.5	0.5	
	Population	8.6%	5.0%	
<b>Professional</b>				
<b>Health</b>				<b>6.7%</b>
	Data	7.2%	6.1%	
	Weight	0.5	0.5	
	Population	3.6%	3.1%	
<b>Administrative</b>				<b>7.8%</b>
	Data	8.3%	7.3%	
	Weight	0.5	0.5	
	Population	4.2%	3.7%	
<b>Student</b>				<b>12.8%</b>
	Data	8.3%	14.7%	
	Weight	0.3	0.7	
	Population	2.5%	10.3%	
<b>Technical</b>				<b>13.0%</b>
	Data	10.5%	18.7%	
	Weight	0.7	0.3	
	Population	7.4%	5.6%	
<b>Office &amp; Clerical</b>				
<b>Level I</b>				<b>14.5%</b>
	Data	11.5%	17.4%	
	Weight	0.5	0.5	
	Population	5.8%	8.7%	
<b>Level II</b>				<b>10.9%</b>
	Data	11.5%	10.7%	
	Weight	0.3	0.7	
	Population	3.5%	7.5%	
<b>Technical &amp; Scientific</b>				<b>11.6%</b>
	Data	10.0%	15.4%	
	Weight	0.7	0.3	
	Population	7.0%	4.6%	
<b>Skilled Crafts</b>				<b>11.7%</b>
	Data	10.5%	12.9%	
	Weight	0.5	0.5	
	Population	5.3%	6.5%	
<b>Service &amp; Maintenance</b>				<b>24.4%</b>
	Data	19.9%	34.8%	
	Weight	0.7	0.3	
	Population	13.9%	10.4%	

**UK AFRICAN-AMERICAN STAFF**

<b>Availability Factor Analysis</b>				
<b>Job Group</b>		<b>I</b>	<b>II</b>	<b>Availability</b>
<b>E/A/M</b>				
<b>Executive</b>				<b>6.0%</b>
	Data	5.9%	6.4%	
	Weight	0.75	0.25	
	Population	4.4%	1.6%	
<b>Administrative</b>				<b>5.3%</b>
	Data	9.4%	1.1%	
	Weight	0.5	0.5	
	Population	4.7%	0.6%	
<b>Managerial</b>				<b>6.8%</b>
	Data	9.4%	4.1%	
	Weight	0.5	0.5	
	Population	4.7%	2.1%	
<b>Professional</b>				
<b>Health</b>				<b>3.2%</b>
	Data	3.2%	3.2%	
	Weight	0.5	0.5	
	Population	1.6%	1.6%	
<b>Administrative</b>				<b>4.6%</b>
	Data	5.5%	3.7%	
	Weight	0.5	0.5	
	Population	2.8%	1.9%	
<b>Student</b>				<b>10.3%</b>
	Data	5.5%	12.4%	
	Weight	0.3	0.7	
	Population	1.7%	8.7%	
<b>Technical</b>				<b>2.9%</b>
	Data	3.3%	1.9%	
	Weight	0.7	0.3	
	Population	2.3%	0.6%	
<b>Office &amp; Clerical</b>				
<b>Level I</b>				<b>11.9%</b>
	Data	8.2%	15.5%	
	Weight	0.5	0.5	
	Population	4.1%	7.8%	
<b>Level II</b>				<b>9.0%</b>
	Data	8.2%	9.4%	
	Weight	0.3	0.7	
	Population	2.5%	6.6%	
<b>Technical &amp; Scientific</b>				<b>7.1%</b>
	Data	6.3%	9.1%	
	Weight	0.7	0.3	
	Population	4.4%	2.7%	
<b>Skilled Crafts</b>				<b>8.9%</b>
	Data	6.4%	11.3%	
	Weight	0.5	0.5	
	Population	3.2%	5.7%	
<b>Service &amp; Maintenance</b>				<b>18.2%</b>
	Data	12.1%	32.3%	
	Weight	0.7	0.3	
	Population	8.5%	9.7%	

## University of Kentucky

Utilization Analysis - University of Kentucky 2010-2011														
.D1010.		Females					All Minorities					African-American		
Job Category	Total		%	Goal %	Under		%	Goal %	Under		%	Goal %	Under	
<b>E/A/M</b>	<b>513</b>	<b>237</b>	<b>46.2%</b>	<b>47.2%</b>	<b>Y</b>	<b>46</b>	<b>9.0%</b>	<b>12.1%</b>	<b>Y</b>	<b>27</b>	<b>5.3%</b>	<b>6.0%</b>	<b>Y</b>	
Executive	70	17	24.3%	29.6%	Y	13	18.6%	12.1%	N	8	11.4%	6.1%	N	
Administrative	265	140	52.8%	50.0%	N	22	8.3%	11.0%	Y	17	6.4%	5.6%	N	
Managerial	178	80	44.9%	50.0%	Y	11	6.2%	13.8%	Y	2	1.1%	6.8%	Y	
Faculty	2,157	774	35.9%	34.0%	N	383	17.8%	15.8%	N	90	4.2%	4.0%	N	
Professional	4,053	2,605	64.3%	50.0%	N	407	10.0%	9.1%	N	167	4.1%	4.4%	Y	
Health	1,298	1,064	82.0%	50.0%	N	79	6.1%	6.7%	Y	42	3.2%	3.5%	Y	
Administrative Support	1,485	971	65.4%	50.0%	N	108	7.3%	7.9%	Y	55	3.7%	4.5%	Y	
Student Support	436	276	63.3%	50.0%	N	64	14.7%	12.2%	N	54	12.4%	10.2%	N	
Technical Support	834	294	35.3%	30.6%	N	156	18.7%	13.3%	N	16	1.9%	2.8%	Y	
Office & Clerical	2,496	2,206	88.4%	50.0%	N	348	13.9%	13.3%	N	309	12.4%	11.0%	N	
Grades 0031 - 0040	1,204	1,055	87.6%	50.0%	N	210	17.4%	13.8%	N	187	15.5%	11.5%	N	
Grades 0041 and above	1,292	1,151	89.1%	50.0%	N	138	10.7%	12.5%	Y	122	9.4%	10.2%	Y	
Technical/Paraprofessional	1,568	944	60.2%	50.0%	N	242	15.4%	11.2%	N	143	9.1%	7.0%	N	
Skilled Crafts	194	3	1.5%	5.4%	Y	25	12.9%	13.5%	Y	22	11.3%	10.5%	N	
Service and Maintenance	1,244	474	38.1%	50.0%	Y	433	34.8%	24.3%	N	402	32.3%	18.2%	N	
<b>Total</b>	<b>12,225</b>	<b>7,243</b>	<b>59.2%</b>			<b>1,884</b>	<b>15.4%</b>			<b>1,160</b>	<b>9.5%</b>			

Office of Institutional Equity and Equal Opportunity

### Appendix C

**University of Kentucky**

University Faculty Utilization Analysis													
2010-2011													
.D1009													
College	Total	Females	%	Goal %	Under	All Minorities	%	Goal %	Under	African-Americans	%	Goal %	Under
Agriculture	254	68	26.8%	24.0%	N	23	9.1%	10.8%	Y	7	2.8%	3.0%	N
Arts & Sciences	406	143	35.2%	36.0%	Y	77	19.0%	14.7%	N	22	5.4%	4.4%	N
Business & Economics	81	21	25.9%	24.0%	N	14	17.3%	16.7%	N	2	2.5%	3.0%	N
Communication	59	25	42.4%	50.0%	Y	10	16.9%	15.0%	N	3	5.1%	4.8%	N
Dentistry	67	24	35.8%	31.6%	N	8	11.9%	20.0%	Y	3	4.5%	3.9%	N
Design	28	7	25.0%	37.0%	Y	2	7.1%	12.6%	Y	0	0.0%	3.0%	N
Education	99	57	57.6%	50.0%	N	19	19.2%	15.2%	N	17	17.2%	12.0%	N
Engineering	136	16	11.8%	11.5%	N	38	27.9%	18.6%	N	3	2.2%	3.0%	Y
Fine Art	87	29	33.3%	43.0%	Y	15	17.2%	12.0%	N	9	10.3%	5.8%	N
Health Sciences	54	28	51.9%	50.0%	N	6	11.1%	9.0%	N	2	3.7%	3.0%	N
Law	22	8	36.4%	40.0%	N	3	13.6%	12.1%	N	3	13.6%	7.3%	N
Medicine	664	232	34.9%	34.1%	N	140	21.1%	19.3%	N	8	1.2%	3.4%	Y
Nursing	54	53	98.1%	50.0%	N	5	9.3%	11.0%	Y	2	3.7%	3.5%	N
Pharmacy	55	20	36.4%	40.4%	Y	10	18.2%	19.2%	N	2	3.6%	3.0%	N
Public Health	46	21	45.7%	50.0%	Y	8	17.4%	15.5%	N	4	8.7%	4.5%	N
Social Work	26	20	76.9%	50.0%	N	2	7.7%	14.3%	Y	2	7.7%	3.0%	N
Graduate School	14	2	14.3%	31.0%	Y	1	7.1%	14.0%	Y	1	7.1%	4.0%	N
<b>Total</b>	<b>2,152</b>	<b>774</b>	<b>36.0%</b>	<b>34.0%</b>	<b>N</b>	<b>381</b>	<b>17.7%</b>	<b>15.8%</b>	<b>N</b>	<b>90</b>	<b>4.2%</b>	<b>4.0%</b>	<b>N</b>

Office of Institutional Equity and Equal Opportunity

**Appendix C**

## **UNIVERSITY OF KENTUCKY WORKFORCE COMPOSITION BY SEX AND MINORITY STATUS**

The University of Kentucky offers this analysis of the composition of the workforce expanding on the numerical utilization analysis by job groups for women and minorities. Details in areas of numerical underutilization are included. As indicated this analysis includes all minority groups as required by Executive Order 11246 and an additional comparison for African-Americans.

Administrators and Employment Services personnel are made aware where there are areas of underutilization. Suggestions are made to both groups for affirmative recruiting in particular job groups. In areas where expected progress toward a goal is not being made and where there are no clear indicators for further affirmative action, closer inspection of the hiring decisions may be undertaken.

### **Women at the University of Kentucky:**

- Currently represent 59.2% of the total workforce.
- Hold 46.2% of the positions in the executive/administrative/managerial (EAM) employment category. As a whole 44.0% of the applicants were women and 30.0% of the appointments. The EAM job groups will be considered separately at the suggestion of the OFCCP.
- Hold 24.3.% of executive positions.
- Hold 52.8% of administrative positions.
- Hold 44.9% of managerial positions.
- Hold 35.9% of all faculty positions.
- Hold 64.3% of all professional positions, 88.4% of all office and clerical positions, and 60.2% of all technical/paraprofessional positions.
- Continue to be underutilized in the very small (194 positions) skilled crafts category.
- Hold 38.1% of positions but continue to be statistically underutilized in the service and maintenance positions.

Some additional facts of interest:

- 49.9% of all women at the University of Kentucky hold exempt including faculty positions.
- Women at the University of Kentucky hold 53.8% of all exempt and faculty positions.

### **All minorities at the University of Kentucky:**

- Hold 15.4% of all positions.
- Hold 9.0% of the positions in the executive/administrative/managerial (EAM) employment category as a whole. The subdivided job groups will be considered separately at the suggestion of the OFCCP.

- Hold 18.6% of executive positions.
- Hold 8.3% of administrative positions.
- Hold 6.2% of managerial positions.
- Hold 17.8% of faculty positions, exceeding the 15.8% goal.
- Hold 10.0% of professional positions, exceeding the 9.1% goal. Hold 7.3% of administrative support positions just short of the 7.9% availability goal. Reached 6.1% in health support just short of the 6.7% goal. This job group is a large number of positions requiring more than the normal attrition rate to significantly impact this goal in a plan year, even where good faith effort is evident.
- Hold positions at rates exceeding estimated availability in all but one non-exempt job group. Office and Clerical Grades 0041 and above, fell short of the 12.5% goal with 10.7%.

**African-Americans at the University of Kentucky:**

- Hold 9.5% of all positions.
- Hold 5.3% of the positions in the executive/administrative/managerial (EAM) employment category as a whole. Significant emphasis has been put on EAM job groups and is monitored to ensure continued good faith efforts toward full utilization.
- Hold 11.4% of executive positions.
- Hold 6.4% of administrative positions.
- Hold only 1.1% of managerial positions well short of the 6.8% estimated availability.
- Hold 4.2% of faculty positions exceeding the 4.0% availability goal.
- Hold 4.1% of all professional positions, short of the 4.4% goal. There is underutilization in health support, administrative support and technical support job groups. Special attention is given to the recruitment of African-Americans to ensure continued good faith efforts in professional employment positions.
- Hold 12.4% of positions in the office and clerical job group, where the estimated availability is 11.0%.

## Applicant Flow and Adverse Impact Analysis

AAP 2010	10/01/2009-09/30/2010									
	Applications Received					Applicants Appointed				
Totals	Total	Females	F%	Minorities	M%	Total	Females	F%	Minorities	M%
E/A/M	1,172	517	44%	143	12%	43	13	30%	4	9%
Executive	3	0	0%	0	0%	1	0	0%	0	0%
Administrative	560	259	46%	71	13%	21	5	24%	3	14%
Managerial	609	258	42%	72	12%	21	8	38%	1	5%
Faculty	4,979	1,220	25%	925	19%	189	95	50%	27	14%
Professional	25,966	18,861	73%	1882	7%	1,467	1,228	84%	93	6%
Health Support	13,953	12,216	88%	566	4%	1,081	990	92%	37	3%
Administrative Support	7,319	4,451	61%	619	8%	195	140	72%	15	8%
Student Support	2,577	1,552	60%	382	15%	65	42	65%	11	17%
Technical Support	2,117	642	30%	315	15%	126	56	44%	30	24%
Office & Clerical	40,015	31,875	80%	3688	9%	537	451	84%	64	12%
Level I	24,108	19,493	81%	2215	9%	313	262	84%	43	14%
Level II	15,907	12,382	78%	1473	9%	224	189	84%	21	9%
Technical	10,982	6,121	56%	1302	12%	390	251	64%	52	13%
Skilled Crafts	358	2	1%	32	9%	28	0	0%	2	7%
M&Service	15,529	8,580	55%	1844	12%	325	190	58%	79	24%
<b>Totals</b>	<b>99,001</b>	<b>67,176</b>	<b>68%</b>	<b>9,816</b>	<b>10%</b>	<b>2,979</b>	<b>2,228</b>	<b>75%</b>	<b>321</b>	<b>11%</b>

### Appendix E

## Applicant Flow and Adverse Impact

	Adverse Impact - Women							Adverse Impact - Minorities						
	F Applicants	F Appoints	%	M Applicants	M Appoints	%	Ratio	M Applicants	M Appoints	%	W Applicants	W Appoints	%	Ratio
E/A/M	517	13	3%	655	30	5%	55%	143	4	3%	1,029	39	4%	74%
Executive	0	0	#DIV/0!	3	1	33%	#DIV/0!	0	0	#DIV/0!	3	1	33%	#DIV/0!
Administrative	259	5	2%	301	16	5%	36%	71	3	4%	489	18	4%	115%
Managerial	258	8	3%	351	13	4%	84%	72	1	1%	537	20	4%	37%
Faculty	1,220	95	8%	3,759	94	3%	311%	925	27	3%	4,054	162	4%	73%
Professional	18,861	1,228	7%	7,105	239	3%	194%	1,882	93	5%	24,084	1,374	6%	87%
Health Support	12,216	990	8%	1,737	91	5%	155%	566	37	7%	13,387	1,044	8%	84%
Administrative Support	4,451	140	3%	2,868	55	2%	164%	619	15	2%	6,700	180	3%	90%
Student Support	1,552	42	3%	1,025	23	2%	121%	382	11	3%	2,195	54	2%	117%
Technical Support	642	56	9%	1,475	70	5%	184%	315	30	10%	1,802	96	5%	179%
Office & Clerical	31,875	451	1%	8,140	86	1%	134%	3,688	64	2%	36,327	473	1%	133%
Level I	19,493	262	1%	4,615	51	1%	122%	2,215	43	2%	21,893	270	1%	157%
Level II	12,382	189	2%	3,525	35	1%	154%	1,473	21	1%	14,434	203	1%	101%
Technical	6,121	251	4%	4,861	139	3%	143%	1,302	52	4%	9,680	338	3%	114%
Skilled Crafts	2	0	0%	356	28	8%	0%	32	2	6%	326	26	8%	78%
M&Service	8,580	190	2%	6,949	135	2%	114%	1,844	79	4%	13,685	246	2%	238%
Totals	67,176	2,228	3%	31,825	751	2%	141%	9,816	321	3%	89,185	2,658	3%	110%

## Appendix E

## Applicant Flow and Adverse Impact

AAP 2010	10/01/2009-09/30/10									
Job Category	Applications Received					Applicants Appointed				
New Hires	Total	Females	F%	Minorities	M%	Total	Females	F%	Minorities	M%
E/A/M	292	119	41%	36	12%	9	1	11%	2	22%
Executive	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Administrative	221	77	35%	25	11%	7	1	14%	2	29%
Managerial	71	42	59%	11	15%	2	0	0%	0	0%
Faculty	4,918	1,198	24%	909	18%	175	86	49%	24	14%
Professional	16,021	11,939	75%	1046	7%	1,011	872	86%	65	6%
Health Support	9,507	8,330	88%	301	3%	809	755	93%	23	3%
Administrative Support	3,933	2,390	61%	324	8%	95	68	72%	11	12%
Student Support	1,664	931	56%	251	15%	43	24	56%	9	21%
Technical Support	917	288	31%	170	19%	64	25	39%	22	34%
Office & Clerical	24,161	19,164	79%	1991	8%	310	257	83%	36	12%
Level I	17,708	14,254	80%	1381	8%	225	186	83%	31	14%
Level II	6,453	4,910	76%	610	9%	85	71	84%	5	6%
Technical	7,848	4,342	55%	859	11%	272	172	63%	38	14%
Skilled Crafts	176	1	1%	16	9%	11	0	0%	0	0%
M&Service	12,703	6,986	55%	1396	11%	250	159	64%	73	29%
<b>Totals</b>	66,119	43,749	66%	6,253	9%	2,038	1,547	76%	238	12%

### Appendix E

## Applicant Flow and Adverse Impact

	Adverse Impact - Women							Adverse Impact - Minorities						
	F Applicants	F Appoints	%	M Applicants	M Appoints	%	Ratio	M Applicants	M Appoints	%	W Applicants	W Appoints	%	Ratio
E/A/M	119	1	1%	173	8	5%	18%	36	2	6%	256	7	3%	203%
Executive	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Administrative	77	1	1%	144	6	4%	31%	25	2	8%	196	5	3%	314%
Managerial	42	0	0%	29	2	7%	0%	11	0	0%	60	2	3%	0%
Faculty	1,198	86	7%	3,720	89	2%	300%	909	24	3%	4,009	151	4%	70%
Professional	11,939	872	7%	4,082	139	3%	214%	1,046	65	6%	14,975	946	6%	98%
Health Support	8,330	755	9%	1,177	54	5%	198%	301	23	8%	9,206	786	9%	89%
Administrative Support	2,390	68	3%	1,543	27	2%	163%	324	11	3%	3,609	84	2%	146%
Student Support	931	24	3%	733	19	3%	99%	251	9	4%	1,413	34	2%	149%
Technical Support	288	25	9%	629	39	6%	140%	170	22	13%	747	42	6%	230%
Office & Clerical	19,164	257	1%	4,997	53	1%	126%	1,991	36	2%	22,170	274	1%	146%
Level I	14,254	186	1%	3,454	39	1%	116%	1,381	31	2%	16,327	194	1%	189%
Level II	4,910	71	1%	1,543	14	1%	159%	610	5	1%	5,843	80	1%	60%
Technical	4,342	172	4%	3,506	100	3%	139%	859	38	4%	6,989	234	3%	132%
Skilled Crafts	1	0	0%	175	11	6%	0%	16	0	0%	160	11	7%	0%
M&Service	6,986	159	2%	5,717	91	2%	143%	1,396	73	5%	11,307	177	2%	334%
Totals	43,749	1,547	4%	22,370	491	2%	161%	6,253	238	4%	59,866	1,800	3%	127%

## Appendix E

## Applicant Flow and Adverse Impact

<b>Promotions</b>	Total	Females	F%	Minorities	M%		Total	Females	F%	Minorities	M%
E/A/M	768	348	45%	87	11%		28	10	36%	2	7%
Executive	3	0	0%	0	0%		1	0	0%	0	0%
Administrative	309	165	53%	38	12%		12	4	33%	1	8%
Managerial	456	183	40%	49	11%		15	6	40%	1	7%
Faculty	34	13	38%	11	32%		8	6	75%	3	38%
Professional	4,639	2,741	59%	460	10%		195	141	72%	11	6%
Health Support	762	617	81%	69	9%		61	52	85%	3	5%
Administrative Support	2,564	1,575	61%	220	9%		76	57	75%	3	4%
Student Support	424	289	68%	62	15%		14	11	79%	1	7%
Technical Support	889	260	29%	109	12%		44	21	48%	4	9%
Office & Clerical	8,847	7,034	80%	827	9%		130	107	82%	14	11%
Level I	2,196	1,792	82%	261	12%		33	26	79%	5	15%
Level II	6,651	5,242	79%	566	9%		97	81	84%	9	9%
Technical	1,536	743	48%	188	12%		69	38	55%	8	12%
Skilled Crafts	182	1	1%	16	9%		17	0	0%	2	12%
M&Service	955	262	27%	168	18%		39	6	15%	2	5%
<b>Totals</b>	16,961	11,142	66%	1,757	10%		486	308	63%	42	9%

## Appendix E

## Applicant Flow and Adverse Impact

	F Applicants	F Appoints	%	M Applicants	M Appoints	%	Ratio	M Applicants	M Appoints	%	W Applicants	W Appoints	%	Ratio
E/A/M	348	10	3%	420	18	4%	67%	87	2	2%	681	26	4%	60%
Executive	0	0	#DIV/0!	3	1	33%	#DIV/0!	0	0	#DIV/0!	3	1	33%	#DIV/0!
Administrative	165	4	2%	144	8	6%	44%	38	1	3%	271	11	4%	65%
Managerial	183	6	3%	273	9	3%	99%	49	1	2%	407	14	3%	59%
Faculty	13	6	46%	21	2	10%	485%	11	3	27%	23	5	22%	125%
Professional	2741	141	5%	1898	54	3%	181%	460	11	2%	4179	184	4%	54%
Health Support	617	52	8%	145	9	6%	136%	69	3	4%	693	58	8%	52%
Administrative Support	1575	57	4%	989	19	2%	188%	220	3	1%	2344	73	3%	44%
Student Support	289	11	4%	135	3	2%	171%	62	1	2%	362	13	4%	45%
Technical Support	260	21	8%	629	23	4%	221%	109	4	4%	780	40	5%	72%
Office & Clerical	7034	107	2%	1813	23	1%	120%	827	14	2%	8020	116	1%	117%
Level 1	1792	26	1%	404	7	2%	84%	261	5	2%	1935	28	1%	132%
Level 11	5242	81	2%	1409	16	1%	136%	566	9	2%	6085	88	1%	110%
Technical	743	38	5%	793	31	4%	131%	188	8	4%	1348	61	5%	94%
Skilled Crafts	1	0	0%	181	17	9%	0%	16	2	13%	166	15	9%	138%
M&Service	262	6	2%	693	33	5%	48%	168	2	1%	787	37	5%	25%
Totals	11,142	308	3%	5,819	178	3%	90%	1,757	42	2%	15,204	444	3%	82%

## Appendix E

## Applicant Flow and Adverse Impact

	Applications Received					Applicants Appointed				
	Total	Females	F%	Minorities	M%	Total	Females	F%	Minorities	M%
<b>Lateral Transfers</b>	84	31	37%	16	19%	5	1	20%	0	0%
E/A/M	84	31	37%	16	19%	5	1	20%	0	0%
Executive	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Administrative	30	17	57%	8	27%	2	0	0%	0	0%
Managerial	54	14	26%	8	15%	3	1	33%	0	0%
Faculty	23	8	35%	4	17%	4	3	75%	0	0%
Professional	4849	3840	79%	331	7%	236	195	83%	16	7%
Health Support	3445	3058	89%	177	5%	191	167	87%	11	6%
Administrative Support	671	397	59%	60	9%	21	13	62%	1	5%
Student Support	489	332	68%	69	14%	8	7	88%	1	13%
Technical Support	244	53	22%	25	10%	16	8	50%	3	19%
Office & Clerical	5818	4700	81%	684	12%	82	74	90%	12	15%
Level I	3104	2545	82%	408	13%	41	38	93%	5	12%
Level II	2714	2155	79%	276	10%	41	36	88%	7	17%
Technical	1049	698	67%	160	15%	37	30	81%	6	16%
Skilled Crafts	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
M&Service	1623	1212	75%	227	14%	31	24	77%	4	13%
<b>Totals</b>	<b>13,446</b>	<b>10,489</b>	<b>78%</b>	<b>1,422</b>	<b>11%</b>	<b>395</b>	<b>327</b>	<b>83%</b>	<b>38</b>	<b>10%</b>

## Appendix E

## Applicant Flow and Adverse Impact

	Adverse Impact - Women							Adverse Impact - Minorities						
	F Applicants	F Appoints	%	M Applicants	M Appoints	%	Ratio	M Applicants	M Appoints	%	W Applicants	W Appoints	%	Ratio
E/A/M	31	1	3%	53	4	8%	43%	16	0	0%	68	5	7%	0%
Executive	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Administrative	17	0	0%	13	2	15%	0%	8	0	0%	22	2	9%	0%
Managerial	14	1	7%	40	2	5%	143%	8	0	0%	46	3	7%	0%
Faculty	8	3	38%	15	1	7%	563%	4	0	0%	19	4	21%	0%
Professional	3840	195	5%	1009	41	4%	125%	331	16	5%	4518	220	5%	99%
Health Support	3058	167	5%	387	24	6%	88%	177	11	6%	3268	180	6%	113%
Administrative Support	397	13	3%	274	8	3%	112%	60	1	2%	611	20	3%	51%
Student Support	332	7	2%	157	1	1%	331%	69	1	1%	420	7	2%	87%
Technical Support	53	8	15%	191	8	4%	360%	25	3	12%	219	13	6%	202%
Office & Clerical	4700	74	2%	1118	8	1%	220%	684	12	2%	5134	70	1%	129%
Level I	2545	38	1%	559	3	1%	278%	408	5	1%	2696	36	1%	92%
Level II	2155	36	2%	559	5	1%	187%	276	7	3%	2438	34	1%	182%
Technical	698	30	4%	351	7	2%	216%	160	6	4%	889	31	3%	108%
Skilled Crafts	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
M&Service	1212	24	2%	411	7	2%	116%	227	4	2%	1396	27	2%	91%
Totals	10,489	327	3%	2,957	68	2%	136%	1,422	38	3%	12,024	357	3%	90%

## Appendix E

## Applicant Flow and Adverse Impact

Demotions	Applications Received					Applicants Appointed				
	Total	Females	F%	Minorities	M%	Total	Females	F%	Minorities	M%
E/A/M	28	19	68%	4	14%	1	1	100%	0	0%
Executive	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Administrative	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Managerial	28	19	68%	4	14%	1	1	100%	0	0%
Faculty	4	1	25%	1	25%	2	0	0%	0	0%
Professional	457	341	75%	45	10%	25	20	80%	1	4%
Health Support	239	211	88%	19	8%	20	16	80%	0	0%
Administrative Support	151	89	59%	15	10%	3	2	67%	0	0%
Student Support	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
Technical Support	67	41	61%	11	16%	2	2	100%	1	50%
Office & Clerical	1189	977	82%	186	16%	15	13	87%	2	13%
Level I	1100	902	82%	165	15%	14	12	86%	2	14%
Level II	89	75	84%	21	24%	1	1	100%	0	0%
Technical	549	338	62%	95	17%	12	11	92%	0	0%
Skilled Crafts	0	0	#DIV/0!	0	#DIV/0!	0	0	#DIV/0!	0	#DIV/0!
M&Service	248	120	48%	53	21%	5	1	20%	0	0%
<b>Totals</b>	<b>2,475</b>	<b>1,796</b>	<b>73%</b>	<b>384</b>	<b>16%</b>	<b>60</b>	<b>46</b>	<b>77%</b>	<b>3</b>	<b>5%</b>

### Appendix E

## Applicant Flow and Adverse Impact

	Adverse Impact - Women							Adverse Impact - Minorities						
	F Applicants	F Appoints	%	M Applicants	M Appoints	%	Ratio	M Applicants	M Appoints	%	W Applicants	W Appoints	%	Ratio
E/A/M	19	1	5%	9	0	0%	#DIV/0!	4	0	0%	24	1	4%	0%
Executive	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Administrative	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Managerial	19	1	5%	9	0	0%	#DIV/0!	4	0	0%	24	1	4%	0%
Faculty	1	0	0%	3	2	67%	0%	1	0	0%	3	2	67%	0%
Professional	341	20	6%	116	5	4%	136%	45	1	2%	412	24	6%	38%
Health Support	211	16	8%	28	4	14%	53%	19	0	0%	220	20	9%	0%
Administrative Support	89	2	2%	62	1	2%	139%	15	0	0%	136	3	2%	0%
Student Support	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Technical Support	41	2	5%	26	0	0%	#DIV/0!	11	1	9%	56	1	2%	509%
Office & Clerical	977	13	1%	212	2	1%	141%	186	2	1%	1003	13	1%	83%
Level I	902	12	1%	198	2	1%	132%	165	2	1%	935	12	1%	94%
Level II	75	1	1%	14	0	0%	#DIV/0!	21	0	0%	68	1	1%	0%
Technical	338	11	3%	211	1	0%	687%	95	0	0%	454	12	3%	0%
Skilled Crafts	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	#DIV/0!
M&Service	120	1	1%	128	4	3%	27%	53	0	0%	195	5	3%	0%
Totals	1,796	46	3%	679	14	2%	124%	384	3	1%	2,091	57	3%	29%

## Appendix E

## **UNIVERSITY OF KENTUCKY EMPLOYMENT DECISION ANALYSIS BY SEX AND MINORITY STATUS**

The University of Kentucky offers this analysis of employment decisions expanding on the numerical applicant flow and ratio analysis by job group for women and minorities. Details in areas of numerical adverse ratio analysis are included. This analysis includes women and all minority groups as required by Executive Order 11246.

The University of Kentucky considered over 99,001 applications for 2,979 appointments. The University of Kentucky has a stable workforce with many long-term employees and low attrition rates. Positions at the University of Kentucky are in demand with only 3.0% of the applications considered being appointed. 3.3% of female applicants were appointed and 3.2% of all minority applicants were appointed.

An analysis of staff terminations at the University of Kentucky was also completed as part of the employment decision analysis. Incidences of both voluntary and involuntary terminations were evaluated for termination ratios adversely impacting women and minorities. Women voluntarily terminated their employment at a rate of 52.1%. They were involuntarily terminated from their employment at a rate of 1.4%. Men voluntarily terminated their employment at a rate of 31.6% and terminated employment involuntarily at a rate of 7.9%. Of the total 1,279 voluntary and involuntary terminations, only 305 were minorities. Of the 305 minorities only 59 were involuntary. HR Employee Relations and/or the Office of Institutional Equity and Equal Opportunity review all terminations for adherence to University of Kentucky policy.

The staff termination process at the University of Kentucky is guided by the Separation from Employment policy without regard to protected group status and reviewed by Human Resource Services Division Employee Relations Specialist. An appeal process as outlined in the Grievance policy is available for employees who feel employment actions, including terminations, are unjustified. Employees may also seek an internal review of the employment decision, by the Office of Institutional Equity and Equal Opportunity, if they allege that discrimination is the cause of the disputed decision.

Details of the analysis by job group and employment actions during this plan year are as follows:

### **Women at the University of Kentucky:**

- Were 67,176 or 68% of the applications considered for appointment.
- Received 2,228 or 75% of all appointments.
- Were 76% of new hires and 63% of staff promotions.

### **All minorities at the University of Kentucky:**

- Were 9,816 or 10% of the applications considered for appointment.
- Received 321 or 11% of all appointments.
- Were 12% of new hires and 9% of staff promotions.