



Hiring Goals and Underutilization Letter

TO: Hiring Official

FROM: ____, Vice President
____, Director, Employment

SUBJECT: Hiring Goals and Underutilization

As you are probably aware, the University has affirmative action hiring goals for people of color and women in equal employment opportunity (EEO) job groups which are currently underutilizing these populations. However, the process for establishing these goals may not be clear to you. Briefly, current employee statistics in each EEO job group are compared to statistics of those available individuals in the recruiting area qualified to perform the specific type of work in question (called availability). This availability information includes the updated 1990 census information as well as other market information. *Underutilization* exists when there are fewer current employees than what is available in the population. Remember that these hiring goals are based on University-wide information rather than departmental statistics.

The federal government requires that comparison of Emory's current workforce and external availability information be conducted for any minority group that is two percent or more of the population in your immediate labor area. Therefore, in addition to any hiring goals which may be indicated on the attached *Applicant Referral Form*, we are now including information regarding specific minority groups which are currently *underutilized* in that job group at Emory.

If "minority" or "female" is circled in the top right-hand corner of the Applicant Referral Form (ARF) indicating a hiring goal, you are required to return the ARF with the accompanying documentation (see instructions on the form) to the Equal Opportunity Programs office for approval prior to an employment offer.

The additional information (in the upper right-hand corner of the ARF) on specific minority groups which are currently underutilized in that job group is meant to keep you informed of the University's progress as you make your hiring decision. However, you are not required to get Equal Opportunity Programs' approval unless "minority" or "female" is circled in the hiring goal space. Please keep in mind, hiring goals are established where there are identified underutilizations of a particular group and are but one aspect of the University's Affirmative Action Plan. Affirmative Action does not establish quotas or require employers to hire unqualified individuals.

If you have questions about recruitment/referral procedures, please call your employment department. Questions concerning hiring goals should be directed to the Office of Equal Opportunity Programs.