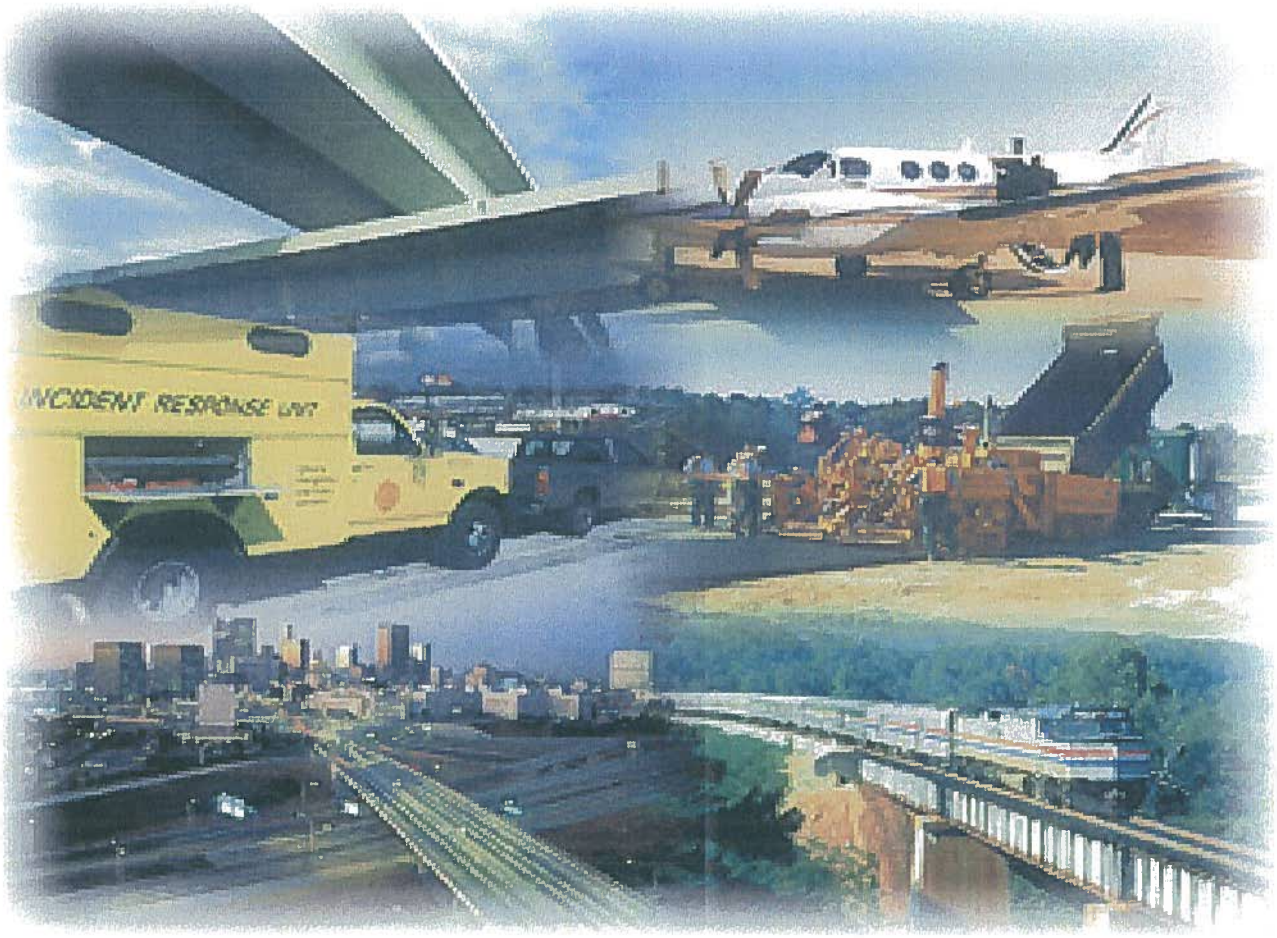
Georgia Department of Transportation

Equal Employment Opportunity Programs

2018

(Includes 2017 Updates)



Part 1 - Contractor Compliance Plan

Part 2 - Affirmative Action Plan (AAP)

In accordance with 23 CFR 230.307

Updated July 1, 2017

Georgia Department of Transportation

Acronyms

AAP	Affirmative Action Plan
AEEO/AAP	Assistant EEO Administrator/Affirmative Action Program
AEEO/DBE	Assistant EEO Administrator/DBE/External
AASHTO	American Association of State and Highway Officials
CAP	Corrective Action Plan
CCP	Contractor Compliance Program
CFR	Code of Federal Regulations
CR	Civil Rights
DBE	Disadvantage Business Enterprise
EEO	Equal Employment Opportunity
FHWA	Federal Highway Administration
GO	General Office
GDOT	Georgia Department of Transportation
GMS	Georgia Merit System
HR	Human Resources
MOG	Manual of Guidance
NHI	National Highway Institute
OFCCP	Office of Federal Contract Compliance Programs
OJT	On-the-Job Training
OSD	Office of Strategic Development
TOPPS	Transportation On-Line Policy & Procedures Systems
VCAP	Voluntary Corrective Action Plan

Georgia Department of Transportation

Part II:

2017 Equal Opportunity Program:

AFFIRMATIVE ACTION PLAN (AAP)

Kimberly A. King, EEO Division Director

Henry Johnson, Assistant EEO Administrator/Internal

Updated July 1, 2017

Georgia Department of Transportation

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Job Description: District EEO Review Officer Lead (16094)

Job Description: EEO, Assistant Administrator (16905)

DEPARTMENT OF TRANSPORTATION
STATE OF GEORGIA

INTERDEPARTMENT CORRESPONDENCE

OFFICE: **Equal Opportunity**

DATE: **January 30, 2017**

FROM: **Russell R. McMurry, P.E., Commissioner**

TO: **GDOT Employees**

SUBJECT: **EQUAL EMPLOYMENT OPPORTUNITIES POLICY STATEMENT**

The Georgia Department of Transportation will continue its policy of prohibiting sexual harassment and discrimination against employees and applicants for employment due to race, color, sex, religion, age, handicap, and national origin. Equal Employment Opportunities will be afforded to all employees and applicants for employment within the Department.

Implementation of the Equal Employment Opportunities Program is the responsibility of each manager and supervisor. Your positive actions and attitudes will result in a successful EEO Program.

All employment practices including recruiting, hiring, transferring, promotion, training, compensating and other benefits are to be administered in a non-discriminatory manner.

The Equal Opportunity Director, the Equal Opportunity Assistant Administrator and the Human Resources Director are available to assist you in discharging your responsibilities in implementing the Affirmative Action Program.

I am committed to and support the EEO Program and will expect your continued cooperation and assistance in its administration.

RRM:MHJ

ORDER OF THE COMMISSIONER

DELEGATION OF AUTHORITY FOR EQUAL EMPLOYMENT OPPORTUNITY DIRECTOR

Notice is hereby given that I have delegated to the Director, Equal Employment Opportunity Office (EEO), responsibility for administration and implementation of the Equal Employment Opportunity Program, including the total integration of the Equal Opportunity Program into all facets of the Georgia Department of Transportation, consistent with 23 Code of Federal Regulations, Subpart 200. Such authority includes, but is not limited, to the following:

- Overall administration of Internal and External Civil Rights Programs;
- Develop a budget sufficient to carry out duties and responsibilities of the Office;
- Develop policies and procedures that enhance equal opportunity and affirmative action that will ensure fair and equitable treatment;
- Acts as Liaison to Commissioner for governmental concerns and public policy, related to EEO Program matters;
- Counsels employees, managers, and administrators on equal opportunity matters.

IT IS HEREBY ORDERED, effective upon my signature that the Director, EEO Office, is empowered to direct and execute the responsibilities of the EEO Office. This Delegation of Authority is effective concurrent with the effective date of the Regulations, 23 CFR, Subpart 200, and shall continue in effect until a rescission order has been issued.

Nothing in the above is intended, or shall be interpreted to; prohibit the Commissioner of the Department of Transportation from executing any action necessary to further Equal Employment Opportunity Programs.

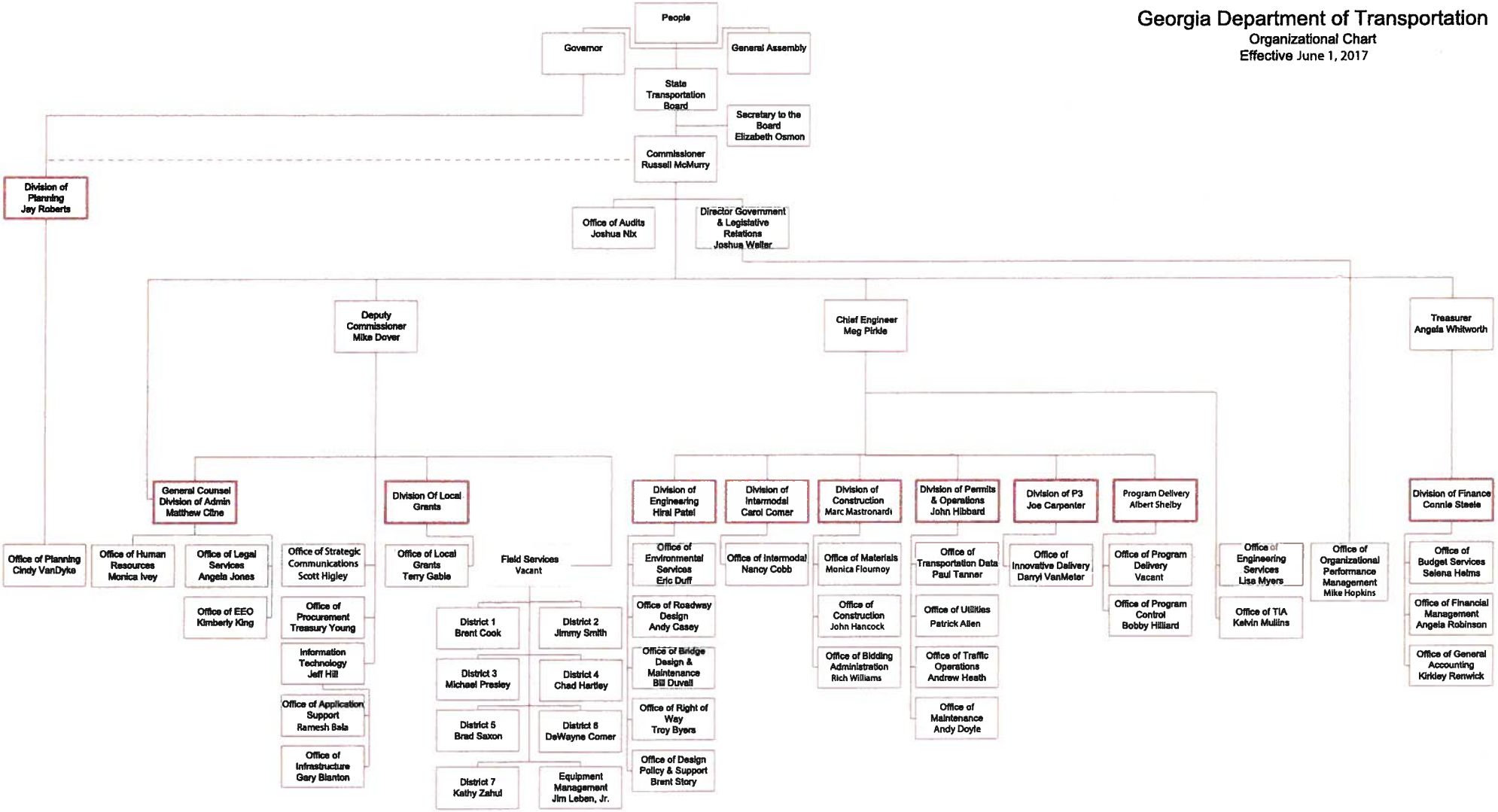
DONE AND ORDERED this 6 day of July, 2017.

Russell R. McMurry, P.E., Commissioner

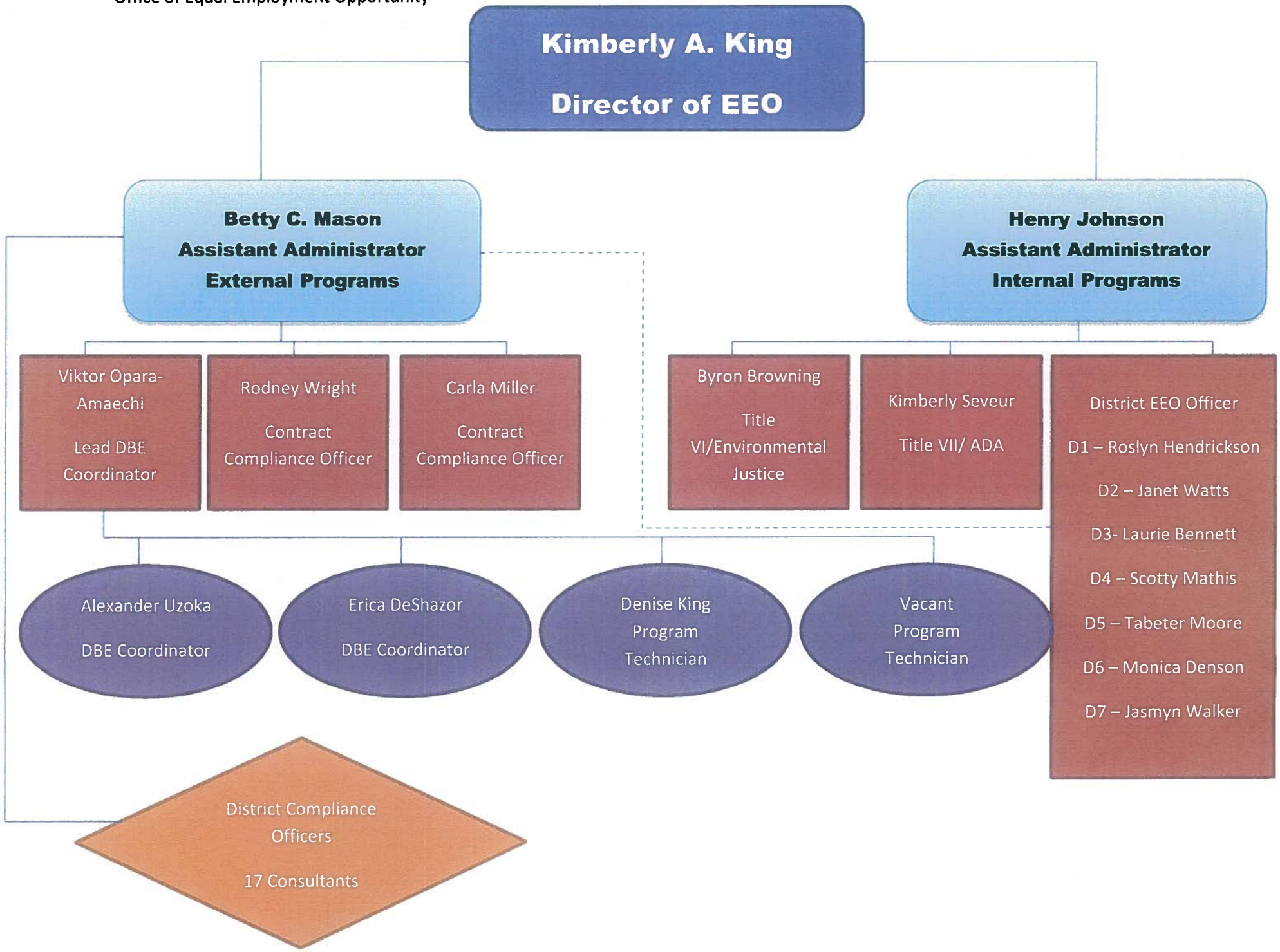
Georgia Department of Transportation

Organizational Chart

Effective June 1, 2017



Office of Equal Employment Opportunity



A. GENERAL INFORMATION:

- Equal Employment Opportunity Policy Statement
- Organizational Chart
- Statement of Commitment

B. AGENCY WORKFORCE

The current Commissioner's staff of GDOT includes a Commissioner, one Deputy Commissioner, one Chief Engineer, one Treasurer and nine Division Directors. They have responsibility for the Department's nine divisions and seven districts.

The statewide employee workforce total as of **June 30, 2017** consisted of **4038 salaried** employees (full and part-time); females accounted for **22** percent and minorities accounted for **29** percent of the total salaried employees *(See Appendix Section for EEO-4 Report).*

C. GDOT's EEO STAFF ROLES AND RESPONSIBILITIES

The ultimate responsibility for the implementation of the Affirmative Action Program (AAP) rests with the Georgia Department of Transportation's Commissioner. The Commissioner is responsible for reviewing and approving the AAP. The Director of Administration, Legal Services directs the affirmative action programs for GDOT. This responsibility includes the supervision, reviewing, and monitoring of all activities assigned to the EEO/AA Division Director.

The success of GDOT's AAP is dependent upon the commitment of Division Directors, Administrators, District Engineers, managers, supervisors, and all employees. However, to ensure the successful implementation of the AAP, key individuals have responsibility for various aspects of the AAP. The time devoted to the implementation of the plan has been distributed as follows:

EEO DIVISION DIRECTOR

The Equal Opportunity Division is also responsible for the administration of both contractor and departmental EEO Compliance. The Equal Opportunity Division's primary duties consist of the coordination of departmental activities in the area of EEO and Civil Rights. The Director is a full-time employee and devotes 45% of her duties specifically to EEO matters. The current EEO Division Director has been in the position for 5 years and has worked in EEO, civil rights and affirmative action for 22 years.

The Equal Opportunity Division Director has the overall responsibility for monitoring and administering the Department's internal and external training program in conjunction with other personnel training for employees on matters of EEO, affirmative action and diversity for the Department. The Equal Opportunity Director manages a staff of ten (10) employees in the Equal Opportunity Office. The EEO Director also has oversight for the EEO activity conducted in the seven (7) Districts throughout Georgia. The seven districts are Gainesville (District 1), Tennille (District 2), Thomaston (District 3), Tifton (District 4), Jesup (District 5), Cartersville (District 6), and Chamblee (District 7). The Director serves on the American Association of State and Highway Officials (AASHTO) Civil Rights Subcommittee and the Southern Transportation Civil Rights Executive Council.

The Director has received training from the National Highway Institute, U.S.DOT Civil Rights Office, FHWA Resource Center, and Office of Federal Contract Compliance Programs.
The responsibilities include:

- Directs the administration of the internal and external equal opportunity programming for the department's Contract Compliance Program and Affirmative Action.
- Develops policies and procedures that will ensure non-discrimination practices in implementation of programming activities and construction projects supported with federal-aid.
- Monitors GDOT employment to ensures compliance and fairness throughout the GDOT employment, hiring and promotional process.
- Investigates, counsels and mediates internal and external EEO complaints.

- Provides technical assistance to Contractors, and ensures compliance with Title VI of the 1964 Civil Rights Act for the On the Job Training (OJT) programs and activities.
- Conducts training in the areas of EEO, affirmative action, cultural diversity, sexual harassment, and ADA.
- Serves as Liaison between FHWA Civil Rights Office, GDOT, Commissioner, and State Transportation Board.

RESTRUCTURING OF THE EEO DIVISION OFFICE:

The Assistant EEO Administrator (AA/Internal) is a full time position. Since 1976, the Georgia Department of Transportation Office has operated with the Equal Opportunity Administrators acting in a dual capacity for internal and external EEO matters; as well as Contract Compliance and Disadvantaged Business Enterprise issues. The recommendation to create a full time EEO Officer as per Federal regulations has been reviewed and implemented. In July 2006, the Assistant EEO Administrator (AA/Internal) was selected with the following duties and responsibilities.

Assistant EEO Administrator (AA/Internal)

The Assistant EEO Administrator (AA/Internal) is the Affirmative Action (AA) Officer for GDOT. Authority and responsibility have been delegated to the Assistant EEO Administrator (AA/Internal) by the Division Director; he is responsible for the development and monitoring of the AAP as follows:

- Insure implementation of Agency AAP.
- Insure implementation and oversight of Agency American With Disabilities Act (ADA) Transition Plan
- Supervise the EEO Office and ensure that it has sufficient staff and budgetary resources to carry out the EEO/AAP objectives.
- Recommend organizational EEO policy.
- In conjunction with the HR Administrator, District Engineers and Division Directors, he will direct the administration of the reporting requirement of the AAP.
- Review and recommend final disposition of all formal complaints of discrimination filed with GDOT, state and/or federal agencies by employees or applicants for employment.

- Design, implement and monitor internal audit and reporting systems to measure program effectiveness and determine where progress had been made and where further actions are needed.
- Advise and consult with hiring managers to ensure that GDOT's commitment to affirmative action guides decisions in the selection process.
- Provide the Deputy Commissioner and Division Director quarterly reports of the progress and deficiencies relative to agency goals. An annual update for GDOT will be submitted to the Commissioner by August 30th covering the preceding fiscal-year goals and accomplishments for approval prior to the October 15, FHWA submittal.

Staffing With AAP Responsibilities

The ***Title VI Environmental Justice Specialist*** has been delegated the day-to-day responsibilities of the AAP by the Assistant EEO Administrator (AA/Internal) as follows:

- Responsible for enforcement of National Environmental Protection Act of 1969 and Executive Order 12898.
- Responsible to investigate Title VI claims against contractors on federally-aided projects.
- Analyze District and Division statistical data for adverse impact resulting from employment, promotions, demotions, reallocations, etc. and prepare annual EEO reports. Prepare quarterly reports summarizing agency-wide EEO/AAP data.
- Develop and implement procedures for publicizing the AAP both internally and externally.
- Assist Human Resource Staff in conducting Sexual Harassment Training for Central Office employees.
- Investigate all formal complaints of discrimination filed in GDOT's Central Office.
- Provides guidance to GDOT's staff, contractors and consultants to ensure fair, reasonable and consistent implementation of Executive Order13166 "Improving Access to Services for Persons with Limited English Proficiency," Title VI of the Civil Rights Act of 1964 to protect people based on national origin, and the Title VI regulations regarding language access.
- Promotes a positive and cooperative understanding of the importance of language access to GDOT's federally assisted projects, programs and services by providing and linking staff,

contractors and consultants to information, tools , and technical assistance regarding limited English proficiency and language services.

The ***EEO Specialist / ADA Coordinator*** have been delegated the day-to-day responsibilities of the ADA Transition Plan by the Assistant EEO Administrator (AA/Internal) as follows:

- Coordinates GDOT programs and responsibilities to assure compliance with the Americans with Disabilities Act (ADA), Sections 503 and 504 of the Rehabilitation Act of 1973, and other federal laws and regulations pertaining to persons with disabilities.
- Ensures that appropriate processes are in place to provide for the prompt and equitable resolution of complaints and inquiries from GDOT employees, contractors and the public regarding discrimination on the basis of disability.
- Coordinates with the Office of Personnel on complaints alleging discrimination and non-compliance under the ADA and other applicable federal and state laws regarding discrimination on the basis of disability.

The ***District EEO/AAP Review Officers*** will advise and consult with the Assistant EEO Administrator (AA/Internal) and District Engineer regarding the implementation of the AAP. Fifty percent of the District EEO/AAP Review Officers time is devoted to EEO responsibilities as follows:

- Develop implementation strategies to assist managers and supervisors in achieving their plan objectives.
- Review the implementation strategies and modify them as necessary to account for pertinent legislation and judicial decisions, which mandate equal opportunity and affirmative action.
- Investigate and recommend final disposition of complaints of discrimination filed with the respective EO Office. Work collaboratively with the human resources manager to resolve issues discovered during the course of investigations.
- Assist the EEO Office and Assistant EEO Administrator (AA/Internal) and the GDOT legal counsel with the investigation of complaints of discrimination filed with the EEO Office, EEOC, state, and federal agencies by employees or applicants for employment. Assist with the preparation of documents for civil action in state or federal court.

The Human Resources Director / Deputy (HR) Director will maintain and provide personnel data to administration on required documentation for AAP and EEO. In addition, responsibilities will include maintaining an agency-wide reporting system(s), which will enable the Assistant EEO Administrator (AA/Internal) to obtain quarterly reports for applicant flow, new hires, promotions, agency initiated terminations, demotions and other disciplinary actions.

The Human Resources/Personnel Staff (Central Office and Districts) are responsible for administering the requirements of the AAP on a day-to-day basis as it relates to recruiting, hiring, promoting, compensation, benefits, disciplining, demotions, training programs, educational leave, layoffs and other terminations. Monthly reports are supplied to the Assistant EEO Administrator (AA/Internal) for review, consultation, and recommendations for corrective action, if necessary.

The HR/Personnel Staff's EEO responsibilities are as follows:

- Direct the agency's recruitment program and the implementation of targeted recruitment activities to obtain a representative applicant pool for vacant positions.
- Conduct pre- and post-audits of selections as appropriate to ensure that hiring managers have adhered to GDOT's selection procedures.
- Consult with managers to assist them in ensuring that all other human resources policies and programs are administered in a non- discriminatory manner and in accordance with the AAP.
- Maintain agency-wide reporting systems that will enable the EEO Office to develop implementation procedures by which managers and supervisors will be guided in achieving the plan objectives.

The ***Division Directors*** will ensure that all personnel actions are administered in a non-discriminatory manner and in accordance with the AAP. The Division Director's EEO responsibilities are as follows:

- Review and monitor the division's personnel actions and employment statistics, as provided by the Assistant EEO Administrator (AA/Internal), on an annual basis. When deficiencies are identified relative to agency goals, they will conduct a joint review and implement plan for corrective action.

- Ensure that all managers and supervisors have implemented strategies for achieving parity for minorities and females in EEO categories where there is underutilization in accordance with the AAP. This includes the hiring, promotion and disciplinary processes.
- Ensure that employee training and development opportunities are offered in a non-discriminatory manner.
- Assist with the final disposition of complaints by implementing necessary corrective action recommended by the Assistant EEO Administrator (AA/Internal) in conjunction with the Director of EEO.

The ***District Engineers*** oversee the implementation of the AAP within their respective districts. Their EEO responsibilities are as follows:

- Direct the development of implementation strategies for affirmative action. Submit an annual assessment report to Assistant EEO Administrator (AA/Internal) by August 1 covering the preceding fiscal year.
- Ensure that all managers and supervisors have implemented strategies for achieving parity for minorities and females in EEO categories where there is underutilization. This includes the hiring, promotion and disciplinary processes.
- Conduct quarterly discussions of equal opportunity and affirmative action during staff meetings. The District EEO/AAP Review Officer should maintain the minutes of these meetings.
- Ensure that all district managers and supervisors understand and are accountable for the implementation of the AAP.
- Assist with the final disposition of complaints by working with the District EEO/AAP Review Officers to implement necessary corrective action recommended by the Assistant EEO Administrator (AA/Internal).

D. Budget Equal Opportunity Division

The total budget for 2017-2018 is estimated to be **$3,509,121.00**. Salaries are estimated to account for **$971,229.00**. Benefits, supplies, travel, training and cell phones account for the remaining budget balance. The Georgia Department of Transportation budget office does not separate out the differential between the EEO and Contract Compliance in the Equal Employment Opportunity Division. The Federal Regulations expect adequate resources to carry out the responsibility of the EEO function.

Other Budgetary Resources

Each Division and District are responsible for ensuring that adequate budgetary resources are devoted to the affirmative action program implementation for their respective unit or district.

The Assistant EEO Administrator (AA/Internal) is responsible for development and control of the EEO Division budget. The EEO Division has an adequate approved budget for the purpose of AAP implementation.

The Human Resources/Personnel Administrator is responsible for development and control of the HR Division budget.

The District Engineers are responsible for development and control of the budget for their respective Districts EEO offices.

Training expenses are coordinated through GDOT's Office of Strategic Development - Training & Development section. All mandatory training programs are included under the Human Resources/Personnel section's general training budget. Therefore, no specific budgetary allocations currently exist for AA program implementation training.

II. PUBLICIZING THE AFFIRMATIVE ACTION PLAN

GDOT is committed to effectively communicating its Equal Employment Opportunity (EEO) policy statement and Affirmative Action Plan (AAP) internally and externally. To ensure that all administrators, managers, supervisors, employees, applicants for employment, and other interested parties are aware of the equal opportunity policy and AAP, the following steps will be taken:

A. Internal Dissemination

The EEO policy statement and AAP will be distributed to all administrators, managers, supervisors, with a memorandum from the Commissioner.

The EEO policy statement will be distributed to all employees. Employees may request a copy of the AAP.

The EEO policy statement and AAP is included in the Department's Transportation On-Line Policy and Procedures.

The EEO policy statement and AAP are distributed and discussed at new employee orientations. This information is presented as a means of informing new employees of GDOT's commitment to equal opportunity and affirmative action.

The EEO policy statement and AAP will be discussed in all agency sponsored training sessions, including the Preventing Sexual Harassment in the Workplace training.

The EEO policy statement, as well as the Federal and State EEO posters, will be posted on all GDOT general information bulletin boards throughout the Department. Additionally, a statement will be posted informing employees that copies of the AAP are available for review.

B. External Dissemination

The Equal Opportunity policy will be distributed to external recruitment sources such as the Georgia Department of Labor, various colleges and universities, minority and female organizations, as well as various community action groups and professional organizations. The Equal Opportunity and Human Resources offices will be responsible for dissemination of the policy as well as meeting with these organizations for recruitment purposes.

All advertisements for recruitment, job opportunity announcements, and recruitment literature will include the statement, "*An Equal Opportunity Employer*" or appropriate notation, such as EEO.

The EEO policy statement will be located on the GDOT Internet Site via the link to GDOT career opportunities. Copies of the EEO policy statement will be available at job fairs, various recruitment events and available to the general public upon request. Copies are made available to contractors, vendors and consultants upon request.

III. AFFIRMATIVE ACTION PLAN PROCEDURES

A. Equal Employment and Affirmative Action Program Implementation

Ensuring equal employment opportunities for all persons, regardless of race, color, religion, national origin, political affiliation, sex, age, or disability is the principal goal of the affirmative action program. This section addresses the specific programs and strategies that GDOT has developed to eliminate discriminatory barriers and to assist in the achievement of that goal.

B. Recruitment

a. Recruitment of applicants for departmental positions is shared with the Department of Administrative Services' Human Resources Administration (HRA). HRA has prime responsibility for recruiting of applicants for specialized and or technical job classifications.

b. HRA's Team Georgia Careers (TGC) is an important statewide talent management solution for recruiting and retaining talented employees who will handle the business of State Government, and offers many benefits for both job seekers and State recruiters.

c. Contacts are maintained with organizations and schools representing minority groups and women. Representatives of the Department's Personnel Office have visited numerous colleges in the Southeast and historically black colleges and universities (HBCU), in an effort to recruit minorities and females for Civil Engineering and Civil Engineering Technology positions.

d. Recruitment literature is relevant to all employees, including minority groups and women.

e. Placement procedures are reviewed to insure that no discriminatory practices exist. Employees are placed in work units based on the employee's skill, ability and training without regard to race or sex.

f. The Department currently cooperates with the Human Resources Administration in test validation and other selection procedures by making available persons considered to be experts in their field to assist in structuring tests and other selection procedures.

The AAP plan is designed to prohibit discrimination against employees and applicants for employment based upon an individual's race, color, religion, citizenship, national origin, gender, age, disability or ethnic background and prohibit sexual harassment.

Postings of employment opportunities are maintained on GDOT's internal website and in Area Headquarters in each field district. However, all posting are available electronically.

Georgia Department of Transportation collects data on state and Districts offices on hiring, promotion and training through a diversity initiative, which includes management training for all. The monthly data collection is provided to the District Engineers for review to keep up with the employment data in their perspective locations. The data also shows the following;

- **Workforce Analysis** – a workforce analysis showing the composition of DOT's workforce by race and sex within job group categories (type of work) and organizational units.
- **Utilization Analysis and New Hires** – a utilization analysis which compares GDOT's current workforce with general workforce availability data to determine whether women or minorities are underutilized within job group categories at GDOT. When underutilization of minorities and women is identified, a placement goal is set to move towards adequate representation.
- **Underutilization and Corrective Action** – discusses the causes of problem areas and details current and potential corrective actions.
- **Monitoring and Reporting System** – provides a description of GDOT's monitoring and reporting systems to Administrators, Office Heads and Deputy Commissioner and Commissioner.

The EEO Office provides additional information such as job group descriptions, workforce data as needed for analysis of the department.

C. Selection

The Human Resources managers in conjunction with the Assistant EEO Administrator (AA/Internal) will be responsible for implementing the following strategies for the selection process:

Conduct post-audits of selections to ensure that procedures have been followed, that documentation is complete, and that the assignment of work and workplace are in a non-discriminatory manner.

Training in the Selection Process - Ensure that managers and supervisors participating in the selection process have received approved training in lawful selection practices, and practical application in the selection of employees. This is performed either through one-on-one training or actual course instruction.

D. Promotion

The Assistant EEO Administrator (AA/Internal) and HR Administrator conducts quarterly reviews of promotion actions to ensure that requirements, procedures and practices support EEO/AAP program objectives and do not have a discriminatory impact.

a. The Department attempts to fill vacancies when possible by promoting from within the department. Appointments from outside the department are only made when suitable interested current employees are not available. All promotions are made on a nondiscriminatory basis.
b. Promotions for pay grade O and above are monitored and must be approved by Human Resources and E.E. O. before they become effective, (however, all positions are subject to review by the Equal Employment Opportunity Division). This procedure supports the EEO Program objective and is carried out in a non-discriminatory manner.
c. The Department does not have a skills bank at this time. However, vacant positions are advertised and the educational, experience, training and other requirements are included in the advertisement. Employees who believe they are qualified and are interested are encouraged to apply. A determination can be made as to the applicant's ability to perform the job.

d. All job classifications are periodically reviewed by the Merit System to insure that qualification standards are uniform and are not utilized to eliminate from consideration any group of employees including minorities and women.
e. The Department currently posts vacancies conspicuously and any employee who feels he/she is qualified is encouraged to apply.
f. Promotions by employees including, minorities and women are publicized in the Commissioner's Monthly Board Report and in GDOT's newsletter.

E. Termination and Layoff

Terminations and layoffs include recalls, discharges, demotions, disciplinary actions and workforce reductions (layoffs) are governed by the Department of Administrative Services' Human Resources Administration's rules and regulations.

Merit System rule 12.600 states: "The appointing authority may lay off, furlough or reduce the time status of an employee whenever such action is necessary by reason of shortage of work or funds, abolition of a position, other material change in duties or organization, or otherwise. The order in which an employee is to be laid off, furloughed or demoted shall be determined by the appointing authority in accordance with the provisions of Rule 19. An employee being separated by reduction in force shall be notified of the action as provided in Par. 19.105, (06-26-97/06-30-97); *Authority O.C.G.A. 45-20-3; O.C.G.A. 45-20-3.1; O.C.G.A. 45-20)*".

Attached is a copy of the Merit System Rule 12 and Rule 19 in the Appendix.

1. Before any adverse personnel action, such as demotion or discharge becomes effective, proper documentation must be developed and forwarded to the Director of Human Resources for review and approval. The E. O. Division has the authority to review all adverse actions.
2. When complaints are filed the appropriate management and supervisory personnel are advised that any punitive action taken against the employee as a result of the complaint is illegal.
3. The GDOT Office of Human Resources and the Human Resources Administration (HRA) maintain employment records of all GDOT employees. This data includes information relative to terminations, demotions, appointments, reclassifications, transfers, promotions and suspensions. Personnel actions involving employee change of status is available.

The Assistant EEO Administrator (AA/Internal) conducts quarterly reviews of all terminations (including layoffs) to ensure that requirements, procedures and practices support EEO/AA program objectives and do not have a discriminatory impact for minorities or women.

F. Training and Career Development

a. The Skills Development training program offered by the Georgia Department of Human Services and attended by GDOT managers and supervisors includes a one-day segment on EEO, Affirmative Action, and Cultural Diversity.

b. Also included in the above-referred training program is a segment dealing with proper interviewing techniques. The Georgia Department of Human Services also offers a training program on proper interviewing techniques. The GDOT Human Resources Offices conduct workshops on proper interviewing techniques for GDOT personnel.

c. Training and education programs are designed to provide the employee with the background necessary to advance within his/her career field, perform at a higher level of efficiency within his/her current job or both. The career goals of employees are considered when selecting candidates to attend training programs.

d. The Department's Training Office advises Division Directors and Office Heads of available training and educational programs. Data relative to minority and female attendance is collected and reviewed by the Training Office to ensure that programs are made available to eligible employees in non-discriminatory manner.

GDOT sponsors internal and external employee development programs to enhance the personal and professional growth and development of our supervisory and non-supervisory employees. Employees are advised of available training programs via the Training and Development intranet site, emails and various postings on bulletin boards in conspicuous places.

GDOT will seek to train and offer development opportunities to all employees to enable them to better perform their current job and prepare for increased responsibility utilizing the following:

In-House training is designed to enhance the abilities of employees and managers to perform current job duties and develop additional skills as preparation for opportunities for career advancement. Courses that are currently available include National Highway Institute (NHI), FHWA and AASHTO sponsored training.

All managers and supervisors will be required to participate in EEO training which will cover the AAP, the overall EEO program, the administration of policies and procedures incorporated therein, individual responsibility, and Federal, State and local laws relating to EEO.

The Assistant EEO Administrator (AA/Internal) receives semi-annual reports of the total training hours utilized as well as the total participants receiving training, to ensure that all training opportunities are being offered to all employees on an equal basis. If it is determined that there is adverse impact, further analysis will be done to determine where the deficiencies are in terms of how information concerning available training is disseminated, what criteria is being utilized to determine who is eligible for training, and insure that the approving officials are being consistent in their approval process.

G. Disciplinary Actions

The procedures for disciplinary actions are described in the Merit Systems Rule 15 (see attachment). It is GDOT's objective to promote the well being of its employees in the workplace and to maintain high standards of professional conduct and work performance.

Accordingly, this policy sets forth (1) standards for professional conduct (2) behavior that is unacceptable, and (3) corrective actions that agencies may impose to address behavior and employment problems.

Managers and supervisors will consult with human resources to ensure that they are in accordance with all disciplinary actions under the Standards of Conduct and Performance are applied in a non-discriminatory manner.

The Assistant EEO Administrator (AA/Internal) will conduct quarterly reviews of all disciplinary actions (including demotions) to ensure that requirements, procedures and practices support EEO/AAP program objectives and do not have a discriminatory impact.

Quarterly reports will be overseen by the Assistant EEO Administrator (AA/Internal). The reports will be generated and maintained by the EEO Specialist and District Review Officers including the total number of disciplinary actions, date, race, sex, job category, type of disciplinary action and reason for the disciplinary action.

H. Job Validation Process

Application Process Flow Chart:

- Vacant position is advertised (internally and/or externally)
- Applications are received by mail, interoffice mail, or hand-delivered
- Selection Rating Guide is obtained (list of interview questions/rating qualifications)
- Manager Pre-screens (optional)
- Interviews are scheduled and conducted
- Selections are made
- Selection packages for pay grade (PG) N and below are approved by the Office Head/District Engineer
- Selection packages for pay grade O and above are approved by the following:
    - Office Head/Deputy Commissioner
    - Human Resources Director
    - Equal Employment Opportunity Administrator
    - Commissioner
- Selected candidate is offered position

IV. AAP MONITORING AND EVALUATION PROCEDURES

As part of the annual AA program reporting, the Assistant EEO Administrator (AA/Internal) in conjunction with the HR Administrator will conduct periodic reviews of the performance evaluation process to determine its objectivity and effectiveness. This will include a statistical analysis annotated by race, gender, and whether the employee was given a performance rating of exceed, met, or did not meet. If deficiencies are discovered, further analysis of program policy and process will be conducted. This will include a review of what criteria are being utilized to determine performance rating and whether approving officials are being consistent in their approval process. Modifications will be made as needed.

As part of the affirmative action program implementation, a factor will be added in the performance appraisal system to rate managers and supervisors performance in discharging EEO program responsibilities. The factor will be added as a core responsibility and given a weighed percentage or his/her overall responsibilities. During the evaluation process the manager/supervisor will be given and individual rating for his/her performance with this responsibility. In accordance with the current evaluation procedures they will receive a rating of exceed, met, or did not meet, in GDOT's mission to ensure equality in its employment practices.

A. Accountability for Managers and Supervisory Personnel: Performance Appraisal System and EEO/AAP

The Georgia Department of Transportation Performance management evaluation short form (one page) was adopted 2002/03 cycle period. The adoption of this form eliminated reference to EEO and required one signed form to be utilized. The form makes no differential between supervisory and non-supervisory positions. The EEO responsibilities were not included in the management review unless it was written in the individual job description. However, GDOT has reviewed the appraisal, and has determined that an evaluation of each management employee's monitoring, enforcement and communication of Equal Employment Opportunity principles, laws and policies shall be conducted as a part of the annual performance review. This policy shall apply to employees holding positions at the level of Office Head, including District Engineer and above and is effective with the rating period that begins July 1, 2008 and all thereafter.

B. Monitoring and Reporting

Monthly EEO reporting Data is provided to each District EEO Review Officer for discussing with District Engineer and District Office Head of impacted area. To ensure that protected class individuals are given equal consideration when and where necessary.
All employment applications and recommendations for hiring and promotions are subject to review and sign-off by the Equal Employment Opportunity Division.

In this regard, all pay grades of O and above are approved by the EEO Division Director or Assistant EEO Administrator (AA/Internal) in the hiring process.
All records are maintained by race and sex.

1. Internal Reporting System

The Human Resources managers are responsible for maintaining an agency-wide reporting system that will enable the Assistant EEO Administrator (AA/Internal) to develop implementation procedures by which managers and supervisors will be guided in achieving the plan goals and objectives. Statistics are maintained using the five major racial/gender groups, categorized by EEO-4 occupational categories. Reports are transmitted to the Assistant EEO Administrator (AA/Internal). These reports contain agency-wide statistical data for new hires, promotions, terminations, training, and overall employment.

Quarterly status reports are then transmitted to the Assistant EEO Administrator (AA/Internal). The status reports will contain an analysis of the statistical data for the district, results achieved toward established objectives, the identification of particular problems encountered and recommendations for corrective actions needed. The Title VI Environmental Specialist will evaluate the reports received to insure that established goals and objectives have been met for the preceding quarter as well as establish goals for the ensuing quarter.
These reports are also used to alert reviewing officials of areas where underutilization exists.

2. Annual Evaluation

The major objectives of the EEO Program evaluation are:

1. Identification of potential problem areas by reviewing employment statistics and other indicators;
2. The evaluation will consider results accomplished and efforts made by divisions and districts;
3. The evaluation will identify problem areas and will include recommendations to solve identified problems;
4. Statistical data by district and general office is developed on a regular basis by the Personnel Office and forwarded to the EO Division.

   This information becomes the basis for reports to management and is sufficient to evaluate the effectiveness of the EEO Program.
5. The Equal Opportunity Director will make an annual report to the Commissioner and appropriate departmental personnel containing over all status identification of potential problems with recommendations for corrective actions.

The Equal Opportunity Division Director and /or the Assistant EEO Administrator (AA/Internal) presently reviews all promotion requested for managers and supervisors to determine equal opportunity compliance.

An internal reporting system will be developed to continually audit, monitor and evaluate programs, which are essential to the success of the AA program. This system provides for the establishment of AAP action items, EEO goals, timetables and periodic evaluations, which will be monitored by the EEO/AAP Administrator. The following procedures will serve as the framework and management tool to be used at all levels in the organization to actively implement, measure and evaluate program progress for specific action items that represent EEO program problems and deficiencies within the organization.

The Assistant EEO Administrator (AA/Internal) will ensure that the program and plan are reviewed, evaluated and updated to reflect changes in organizational structure and responsibilities, status of compliance activities and any new policies or procedures. The Assistant EEO Administrator (AA/Internal) will utilize the tools as outlined below, as means for guiding the review.

This will include a review of the goals and objectives that were established the previous year and the status or the extent to which they have been accomplished and if necessary, an anticipated completion date.

All statistics that were produced on a quarterly basis including EEO-4 data, new hires, promotions, training and terminations will be complied into one assessment report in order to conduct an annual assessment of the program and to establish goal and objectives for the ensuing year.

Following the various analyses stated above, if problem areas were identified, those areas would be prioritized for corrective action according to business need and fiscal feasibility. This will become an interactive process involving Division and District EEO/AA personnel, HR personnel, management as well as employees. This will also include a review of the affirmative action plan to determine if the plan is adequate to provide solutions or if additional monitoring procedures are to be implemented.

Once the annual evaluation has been completed, the information will be published for all employees via agency-wide email notification, employee newsletters, posting on the EEO Division intranet website. Employee feedback and suggestions will be solicited in a confidential manner.

The Assistant EEO Administrator (AA/Internal) will review and evaluate the affirmative action program annually as follows:

This review will include overall status for the districts, review and analysis of all personnel actions for the districts, results achieved toward established objectives, the identification of particular problems encountered and recommendations for corrective actions needed. The Assistant EEO Administrator (AA/Internal) will review the information submitted and if necessary, provide feedback for corrective action.

As a result of these reviews, numerical goals and objectives will be established by the Assistant EEO Administrator (AA/Internal) for the ensuing year, in conjunction other individuals identified as having significant AAP responsibilities.

The Assistant EEO Administrator (AA/Internal) will also conduct a review of the agencies policies and procedures that guide employment decisions, to ensure that no disparate impact exist, whether intentional or not. Goals and objectives will be developed for the agency as whole, as well as for each District and Division, as needed, as a result of the needs assessment that will be conducted.

V. COMPLAINT PROCEDURES

Employees and applicants for employment who have cause to believe that they have been treated unfairly due to race, color, religion, national origin, political affiliation, sex, age, or disability may file an employment discrimination complaint at the Central Office EEO Division or at any District EEO Review Officer. In addition, they are notified that in accordance with Title VII, Section 704(a) of the Civil Rights Act of 1964, as amended, GDOT prohibits retaliation against anyone who files a complaint or who participates in an investigation.

Discrimination complaint procedures are included in notices that are posted on bulletin boards in common areas and posted on the EEO Division website. The procedures include the names, addresses, and telephone numbers of the Assistant EEO Administrator (AA/Internal) and District EEO/AA Review Officer. Also, state and federal EEO posters are displayed on bulletin boards at all locations.

All complainants are encouraged to first discuss their allegations with their immediate supervisor and attempt informal resolution. However, if the complainant does not feel that it would be in his or her best interest, they may contact the District EEO Review Officer, Assistant EEO Administrator (AA/Internal), or the Title VI Environmental Specialist in the Central Office. The District EEO Review Officer, Assistant EEO Administrator (AA/Internal), or the Title VI Environmental Specialist will then meet with the complainant to discuss the allegations and to determine if there is a legitimate discrimination complaint.

Other Personnel Actions

1. The Georgia Department of Transportation provides information on EEO counseling and complaint procedures to all employees via the Employee Handbook, bulletin board notices, and orientation programs. The Department utilizes a formalized complaint procedure for processing employee complaints based on race, color, creed, religion, sex, national origin, age, or handicap. The Department also provides an impartial hearing panel, for those complainants who wish to appeal a decision.

2. A procedure to process complaints alleging discrimination based on race, color, religion, sex, national origin, age, or handicap has been developed. The procedure provides for an impartial body to process the complaint.
3. The system utilized in processing grievances and appeals is outlined in the Department's complaint procedure. Appeals can also be processed in accordance with Merit System Rules and Regulations.
4. Manager's and supervisor's performances are rated on their total performance, which include the execution of EEO related responsibilities. A procedure for evaluating managers and supervisors on their EEO responsibility has been developed.
5. The performance appraisal program is reviewed regularly by the E. O. Division to insure the objectively and effectiveness of the program.
6. All employee benefits: sick leave, annual, leave, compensation, retirement, etc. are provided to employees in a non-discriminatory manner.

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2017 EEO/AAP ACCOMPLISHMENTS

A. Training: ADA Webinars and Sessions; Title VI and ADA Transition Plan Training; Interview and Selection Process Revision (ISP); Title VI Training: NEO; Monthly EEO Conference Calls; A joint training with EEO, HR and Legal had been developed to addresses managers/employee's needs.

B. Statewide ADA Transition Plan Submitted / Implementation: Conducted three **(3)** implementation sessions for new and existing EEO Staff.

C. Statewide Annual Sexual Harassment Training: Sexual Harassment training was provided during New Employee Orientation and as recommended or requested by management. Web-based Sexual Harassment Training was finalized winter 2016.

D. Statewide Cultural Diversity Training: Two Training sessions were conducted this fiscal year. Additional training will be implemented during the joint roll-out sessions.

E. Job Validation Process: Effective **June 1, 2015 thru July 1, 2016 (90) ninety** job selection packages for pay grades 16 and above were reviewed and approved.

F. Filled Vacant EEO Positions: Hired – Title VI / Environmental Justice Coordinator, EEO Specialist and two EEO Review Officers.

Georgia Department of Transportation

APPENDICES

APPENDICES

A. Employment Data:
   - EEO-4 Report
   - Statistics for Promotions & Terminations 2015-2016
   - Career Ladders (Career Progressions)
   - Present Workforce for Districts 1 through 7

B. GDOT Complaint Procedures & Complaints Filed:
   - 2015 – 2016 Complaints Filed with GDOT
   - Personnel Policies 2240-1, Employees Complaint Procedure
   - Personnel Policies 2840-3, Employee Complaint Policy
   - Personnel Policies 2255-1, Standard of Conduct Policy

C. GDOT's Performance Planning and Evaluation Policy
   - Personnel Policies 2840-4, Management EEO Responsibilities
   - Performance Management Form (PMF)

D. GDOT Recruitment
   - Georgia DOT Mission Statement
   - Employment Opportunities
   - Career Opportunities with GDOT
   - Civil Engineering with GDOT
   - Salary & Benefits for Civil Engineers (Recruitment)
   - Civil Engineering Internship & Co-Op Education
   - Personnel Policies 2215-26, Advanced Educational Attainment

E. GDOT's Employee Training and Development
   - 2015-2016 Equal Employment & Management Training
   - 2015-2016 Statistical Information on Training Conducted
   - Office of Strategic Development – Training Development Unit
   - Human Resources Administration Training Courses

Georgia Department of Transportation

2018 GOALS

I. To provide Affirmative Action Plan Training to "new" managers and employees throughout the Georgia Department of Transportation during calendar year 2017.

II. To provide cross-training for all "new" EEO Division staff, in order to maximize resources.

III. To hold monthly and quarterly meetings with the District EEO Review Officers and General Office Staff in order to provide training on Equal Employment Opportunity and Affirmative Action.

IV. To decrease the number of EEO related complaints filed by employees through area informational training sessions, EEO literature, counseling and guidance. Develop and Circulate EEO News Letter (Best Practices)

V. To provide Affirmative Action Training to all Executive level staff to ensure that they are aware of their responsibilities as it relates to the Affirmative Action Plan.

V11. To provide ongoing ADA training to District EEO Review Officers and District Area Staff in order to implement and monitor our GDOT's ADA Transition Plan.

Georgia Department of Transportation

APPENDICES

FEDERAL HIGHWAY ADMINISTRATION STATE AND LOCAL GOVERNMENT INTERNAL EMPLOYMENT DATA

Processed Date: 7/6/2017

Georgia Department of Transportation

JOB CATEGORIES	ANNUAL SALARY (in thousands 000)	TOTAL (COLUMNS B-M)	MALE						FEMALE					
			NON-HISPANIC ORIGIN (WHITE)	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	MULTI RACIAL	NON-HISPANIC ORIGIN (WHITE)	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	MULTI RACIAL
		A	B	C	D	E	F	G	H	I	J	K	L	M
Officials and Administrators	1. 50.1-15.9	0.00												
	2. 16.0-19.9	0.00												
	3. 20.0-24.9	0.00												
	4. 25.0-32.9	0.00												
	5. 33.0-42.9	0.00												
	6. 43.0-54.9	0.00												
	7. 55.0-69.9	4.00	4.00											
	8. 70.0 PLUS	38.00	17.00	5.00	1.00				11.00	3.00		1.00		
Officials and Administrators Total		**42.00**	**21.00**	**5.00**	**1.00**				**11.00**	**3.00**		**1.00**		
Professionals	9. 50.1-15.9	0.00												
	10. 16.0-19.9	0.00												
	11. 20.0-24.9	0.00												
	12. 25.0-32.9	9.00	2.00						5.00	2.00				
	13. 33.0-42.9	301.00	137.00	46.00		3.00			49.00	63.00	2.00			1.00
	14. 43.0-54.9	649.00	333.00	114.00	5.00	9.00		5.00	84.00	80.00	4.00	8.00		5.00
	15. 55.0-69.9	476.00	227.00	105.00	6.00	6.00			64.00	57.00	5.00	4.00		2.00
	16. 70.0 PLUS	260.00	153.00	33.00	3.00	8.00		1.00	39.00	19.00	1.00	2.00		1.00
Professionals Total		**1695.00**	**852.00**	**298.00**	**14.00**	**26.00**	**1.00**	**7.00**	**241.00**	**221.00**	**12.00**	**14.00**		**9.00**
Technicians	17. 50.1-15.9	0.00												
	18. 16.0-19.9	0.00												
	19. 20.0-24.9	18.00	12.00	4.00					1.00	1.00				
	20. 25.0-32.9	146.00	75.00	45.00	2.00			1.00	10.00	13.00				
	21. 33.0-42.9	196.00	103.00	61.00	1.00	5.00			16.00	9.00				
	22. 43.0-54.9	20.00	12.00	7.00	1.00									
	23. 55.0-69.9	0.00												
	24. 70.0 PLUS	0.00												
Technicians Total		**380.00**	**202.00**	**117.00**	**4.00**	**5.00**	**1.00**	**1.00**	**27.00**	**23.00**				
Protective Service	25. 50.1-15.9	0.00												
	26. 16.0-19.9	0.00												
	27. 20.0-24.9	0.00												
	28. 25.0-32.9	0.00												
	29. 33.0-42.9	0.00												
	30. 43.0-54.9	1.00	1.00											
	31. 55.0-69.9	2.00	2.00											
	32. 70.0 PLUS	0.00												
Protective Service Total		**3.00**	**3.00**											
Paraprofessionals	33. 50.1-15.9	0.00												
	34. 16.0-19.9	0.00												
	35. 20.0-24.9	0.00												
	36. 25.0-32.9	120.00	4.00	5.00	1.00	1.00			57.00	48.00	2.00	1.00		1.00
	37. 33.0-42.9	55.00	1.00	3.00					23.00	27.00				1.00
	38. 43.0-54.9	0.00												
	39. 55.0-69.9	0.00												
	40. 70.0 PLUS	0.00												
Paraprofessionals Total		**175.00**	**5.00**	**8.00**	**1.00**	**1.00**			**80.00**	**75.00**	**2.00**	**1.00**		**2.00**
Office/Clerical	41. 50.1-15.9	0.00												
	42. 16.0-19.9	2.00	1.00	1.00										
	43. 20.0-24.9	5.00		2.00					1.00	2.00				
	44. 25.0-32.9	48.00	6.00	6.00					21.00	15.00				
	45. 33.0-42.9	44.00	7.00	2.00	1.00				14.00	20.00				
	46. 43.0-54.9	4.00							1.00	1.00		1.00		1.00
	47. 55.0-69.9	0.00												
	48. 70.0 PLUS	0.00												
Office/Clerical Total		**103.00**	**14.00**	**11.00**	**1.00**				**37.00**	**38.00**		**1.00**		**1.00**
Skilled Craft	49. 50.1-15.9	0.00												
	50. 16.0-19.9	0.00												
	51. 20.0-24.9	11.00	9.00	2.00										
	52. 25.0-32.9	396.00	230.00	139.00	4.00			2.00	11.00	9.00				
	53. 33.0-42.9	359.00	235.00	112.00	2.00				4.00	6.00				
	54. 43.0-54.9	39.00	22.00	15.00					1.00	1.00				
	55. 55.0-69.9	1.00		1.00										
	56. 70.0 PLUS	0.00												
Skilled Craft Total		**806.00**	**496.00**	**269.00**	**6.00**		**1.00**	**2.00**	**16.00**	**16.00**				
Service Maintenance	57. 50.1-15.9	0.00												
	58. 16.0-19.9	7.00	1.00	4.00					1.00	1.00				
	59. 20.0-24.9	321.00	161.00	124.00	3.00			2.00	6.00	25.00				1.00
	60. 25.0-32.9	264.00	120.00	129.00	1.00				3.00	11.00				
	61. 33.0-42.9	6.00	2.00	4.00										
	62. 43.0-54.9	0.00												
	63. 55.0-69.9	0.00												
	64. 70.0 PLUS	0.00												
Service Maintenance Total		**598.00**	**284.00**	**261.00**	**4.00**		**1.00**	**2.00**	**10.00**	**38.00**				**1.00**
Total Full Time		**3902.00**	**1877.00**	**969.00**	**31.00**	**32.00**	[illegible]	**12.00**	**422.00**	**411.00**	**14.00**	**17.00**		**13.00**

STATISTICS FOR PROMOTIONS AND TERMINATIONS

Promotions – Districts 1 thru 7

Promotions for July 1, 2016 thru June 30, 2017:

- Minorities constitute 29% of the GDOT workforce. 35% of district employee promotions were minorities in the most recent fiscal year.
- Females constitute 23% of the GDOT workforce. 10% of district employee promotions were female in the most recent fiscal year.

Promotions – General Office

Promotions for July 1, 2016 thru June 30, 2017:

- Minorities constitute 29% of the GDOT workforce. 27% of General Office promotions were minorities in the most recent fiscal year.
- Females constitute 23% of the GDOT workforce. 36% of females in the General Office were promoted.

Terminations – Districts 1 thru 7

Terminations for July 1, 2016 thru June 30, 2017:

- 41% of terminations in the Districts were minorities.
- 11% of terminations in the Districts were female.

Terminations – General Office

Terminations for July 1, 2016 thru June 30, 2017:

- 27% of terminations in the General Office were minorities.
- 40% of terminations in the General Office were females.

No data on disciplinary actions due to the nature of the action being taken by managers and supervisors that could vary in degree from district to district as simple as a letter of reprimand to a suspension without pay. These actions would only come to the EEO Division if it related to race, sex, or gender.

Please see chart on following page for Promotions and Terminations by race and sex.

EEO4 Data
FY 17

Total Workforce as of 6/30/2017		
Females	909	23%
Minorities	1158	29%
Total Workforce	**4038**	**51%**

District Promotions (7/1/2016-6/30/2017)		
Females	56	10%
Minorities	138	25%
Total District Promotions	**547**	**35%**

District Terminations (7/1/2016-6/30/2017)		
Females	70	11%
Minorities	256	41%
Total District Promotions	**624**	**52%**

General Office Promotions (7/1/2016-6/30/2017)		
Females	101	36%
Minorities	75	27%
Total GO Promotions	282	62%

General OfficeTerminations (7/1/2016-6/30/2017)		
Females	103	40%
Minorities	68	27%
Total GO Promotions	**255**	**67%**

Total Promotions	**829**	**21%**

Total Termination	**879**	**22%**

Workforce for GDOT Districts

as of 6/30/2017

District	Total Employees	Females	Female %	Minorities	Minority %
1	384	45	12%	53	14%
2	404	80	20%	177	44%
3	442	57	13%	180	41%
4	427	50	12%	144	34%
5	388	65	17%	98	25%
6	319	47	15%	13	4%
7	232	56	24%	138	59%
Totals	**2596**	**400**	**15%**	**803**	**31%**

Georgia Department of Transportation - EEO & Applicable Training

Course Name	Participants Completed Course
Sexual Harassment	228
New Employee Orientation (NEO)	314
Legal Issues for GDOT Supervisors	29
Standards of Conduct	192
Supervisory Roles and Responsibilities	29
Title VI / ADA Training	68
Ethics	13

GEORGIA DEPARTMENT OF TRANSPORTATION

EMPLOYMENT COMPLAINT PROCEDURE

Status of Complaints:

During the period of July 1, 2016 to June 30, 2017, the Equal Employment Opportunity Office received Ten (11) Title VII complaints filed internally, Seven (7) of which have been resolved and closed and three (3) of which was rejected for investigation.

During the same period, one (1) claim was filed with GCEO, it is (1) pending; Nine (9) claims were filed with EEOC Two (2) dismissed and Seven (7) pending.