

- (b) Is initiated, supported and contributed to by top management.
- (c) Involves the positive and continuing support of management, supervisors and staff officials at all levels as demonstrated by aggressive action in conceiving and pursuing constructive program activities.
- (d) Goes beyond mere nondiscrimination by identifying and overcoming any obstacles that impede or prevent equal opportunity, thereby resulting in fully effective recruitment, development, and utilization and advancement of all employees in all occupations, at all levels and in all areas.
- (e) Where applicable, goes beyond installation employment matters, taking into consideration community factors which relate to employability such as the availability of adequate housing, adequacy of transportation, responsiveness of school curricula to job demands, etc.
- (f) Is communicated effectively to all concerned and qualified parties or groups such as employees, community organizations, clientele, etc., in such a way as to foster full understanding, acceptance and appropriate cooperation and support.

b. Highlights of the Inspection Approach

(1) Important Notes:

The equal employment opportunity program is one of the most complex and sensitive program areas in which Commission inspectors have ever had to operate. These complexities and sensitivities require that our factfinding, evaluation and reporting be conducted with the highest level of technical skill and judgment. Beginning with the initial agency contact and continuing through the total inspection process, every effort must be made to insure that agency managers, staff and employees clearly understand the thrust of the EEO program, the purposes of our EEO inspections, and the program expectations in the Executive order and related issuances.

The level of program sophistication, knowledge and support varies widely among agency personnel. Because of this, our inspection approach, method and statements which are clear to those with more program experience may be subject to misinterpretation by others less knowledgeable. Unless we exercise care in all activities and discussions, agency management can be left with mistaken impressions that we advocate or that they are required to take actions which are not in accord with merit principles and with the concept of equality of opportunity for all citizens as provided by Executive Order 11246.

The point which must be made is that the purpose of the program and our efforts is to insure equality of opportunity, not to give preference in opportunity to any one group. Unless this point is made, agency managers may issue statements and take actions (such as setting numerical quotas and goals) which are contrary to public policy and which lay the program open to charges of preferential treatment.