

5 Achieving the progress and objectives stated in the action plan.

(b) To determine the reasons for success or failure in achieving program effectiveness.

(c) To assist management in further program effectiveness by:

1 Identifying and bringing to management's attention, in a positive manner, required actions and suggestions for improvement where appropriate.

2 Assuring management is aware of and, as appropriate, uses CSC and other available resources to assist with the program (CSC region and central office staff, minority group organization contacts, etc.).

(d) To assure management makes full use of CSC report potential (distribution of appropriate excerpts to supervisors, etc.).

(e) To followup in all cases where the need for improvement has been identified and where corrective action has been ordered or suggestions for improvement have been made.

c. Review and Evaluation of Management Activities and Program Progress

The possibilities for positive management actions designed to further equality of opportunity are virtually unlimited. They should be tailored to the needs and resources of the activity being inspected; however, they must reflect management planning and development of a realistic program of action, including a well defined action plan with specific objectives, means of accomplishing objectives and effective review of progress.

In reviewing agency action programs, the inspector should differentiate between short and long-range objectives and judge progress accordingly.

(1) Planning and Designing the Inspection

(a) In order to provide the widest possible latitude to the inspector, a detailed inspection agenda has not been developed according to program areas (e.g., recruitment, training, promotion, etc.). The inspector will be responsible for exercising considerable judgment and imagination in conducting the inspection so that maximum benefit is accrued.

(b) The scope and direction of equal employment opportunity program coverage must be determined by the inspector in accordance with the circumstances involved. The inspector should feel free to design the coverage in the manner which, in his judgment, will result in the most impact and assure an accurate and balanced picture of the total agency program. Inspectors should view each facet of agency personnel management and all related areas as subjects for searching inquiry and