

evaluation. Consideration should be given to such factors as:

- 1 Previous status of the installation's equal employment opportunity program.
- 2 The total community employment situation.
- 3 Agency size, occupational workforce and public contact functions.
- 4 Recent changes in mission or programs.
- 5 Effectiveness of personnel management programs (EEO is closely related to all personnel management programs and all available preinspection information on these areas should be considered in designing the inquiry.).
- 6 Current employment statistics

NOTE: Statistical data has an important role in EEO evaluations, but experience has shown that unless they are handled effectively, their use can lead to serious problems of agency misunderstanding of CSC purpose and intent. For this reason, careful thought and attention should be directed to this subject well in advance of the onsite visit. The team leader should assure that each team member reviews and clearly understands the instructions given in section d(2)(c) of this subchapter. In addition, advance review should be made of all available agency data and information on how and to what extent statistics have been utilized by the agency in the EEO program.

(c) Inspectors should remember that management will expect positive suggestions and assistance on program implementation and improvement. As a bare minimum, each team member should be thoroughly familiar with the Executive order, pertinent CSC regulations, the application of specific inspection procedures to the EEO program, and the contents of the Commission's EEO information kit for inspectors. Also, each inspection should be preceded by thorough review of the agency and community situation and factors which affect the program. In addition, team members should have good knowledge of other materials such as the CSC's internal action plan, issuances on Operation MUST, or any other publications which give new or imaginative approaches and solutions to problem areas. The need for complete, advance preparation for positive assistance cannot be overemphasized.

(2) Factfinding Techniques and Sources

(a) Any and all aspects of management activity, or inactivity, which influence equal employment opportunity are subject to complete review, and should be discussed openly with the head of the installation and other management officials.