

(b) It will be necessary in most instances for the inspector to make contacts outside the installation itself in order to develop fully meaningful findings. These contacts will normally be with minority group and community leaders to discuss general problem areas relating to the equal opportunity program in the installation being inspected.

(c) Specific factfinding techniques will include the following areas, with appropriate inquiry and attention to the program as it exists in subordinate activities located elsewhere (district offices in a region, etc.).

- 1 Review of agency plans, policies, and procedures.
- 2 Review of all available surveys, studies, and inventories of employment by grade level, occupation, and organization distribution of minority group members.
- 3 Review of program records, particularly those which can be used to compare the employment, training, and promotion of minority group members.
- 4 Review of EEO complaint records--individual cases and program system, practices and procedures.
- 5 Conduct of indepth interviews with top management, supervisors, employees, officials of employee organizations, and community leaders.

(3) Management Activities for Review

The following are examples of management actions and activities relating to equal employment opportunity which are open to full inquiry by the inspector. These "idea starters" are not all-inclusive and should not be used as a checklist. They are provided only as an illustrative device for the assistance of the inspector in making comprehensive coverage of equal employment opportunity programs.

- (a) Development of a plan of action, based on Commission guides and agency directives, which are responsive to agency goals and to local conditions, situations, and needs,
- (b) Implementation of the program in terms of policy and communication, to assure full understanding, acceptance, and support by managers and employees and by community and minority group leaders. For example;

- 1 Unequivocal statements of policy to all personnel.
- 2 Discussions and program presentations involving supervisors, employees, employee organization representatives, community and minority group leaders, etc., with provisions for adequate interchange of views and suggestions,