

(c) Allocation of sufficient manpower and resources to carry out imaginative recruitment, placement counseling, and development programs. This might include providing staff and resources for:

1 Special program emphases such as the MUST program and youth opportunity programs--YOC, work-study, stay-in-school, etc.

2 Special or recurring studies to identify program weakness resulting from manpower or resource problems and to provide possible solutions.

(d) Actual effect of the hiring system by which trainees and other entrance level employees are brought into the organization. For example:

1 Review qualification standards, written tests, ranking devices, etc., to assure that these reflect actual job requirements and that they do not block equal consideration and opportunity for minority or other disadvantaged persons.

2 Review recruitment patterns to identify any traditional hiring practices which hinder the employment of minority group members and other disadvantaged persons. (Review of total recruitment activity, use of minority group high school and college contacts, news media to publicize jobs employment interview techniques, etc.)

3 Review other employment patterns and practices to assure that they agree with the policy of equal opportunity for all persons, including minority and other disadvantaged persons. For example:

a Are preselection actions (reviewing job structure, setting standards, surveying applicant sources, defining area of consideration, publicizing opportunities, etc.) designed and carried out so that equal opportunity for all persons is assured?

b Are selection criteria valid and applied equally to all persons? Are there variations in the use and nonuse of selection panels and if so, are there valid reasons for the variation?

c Are concompetitive actions (reassignment, transfer, reinstatement, etc.) carried out in a way which gives equal opportunity and consideration for all persons?

d To what extent are training details used to equip employees with the skills and knowledges required to move into better jobs and careers and are the opportunities open to all employees?