

e Is there full coordination of all placement actions with the merit promotion program and employee development program to assure all advancement avenues are publicized and open to all employees?

f Does management monitor selections to verify full compliance with EEO policy and determine what actions are needed to correct or improve practices so that equal opportunity is assured?

g Are underutilized employees in other agencies given consideration for jobs which offer better career opportunities?

(e) Assimilation of minority group members into the workforce; i.e., various organization, occupation, and geographic areas, with special emphasis on placements of a significant breakthrough nature. Inquiry should be made on what management has done to:

1 Utilize all available recruitment sources to reach all segments of the population, including minority groups and other disadvantaged persons.

2 Facilitate reassignment of qualified minority employees to offices or areas where difficulties in hiring them are being experienced.

3 Use qualified minority employees in personnel and public contact work to openly demonstrate endorsement of the EEO program and facilitate communication with minority groups.

4 Review the assignment of working facilities, personnel and duties to identify and eliminate situations where in dealing with agency clientele, there may be actual (or the appearance of) segregated service facilities or service staff.

(f) Development and implementation of training and counseling program to provide equal advancement opportunity. For example:

1 Arrangements for adult education courses on the basis of potential employee participation and agency-employee needs.

2 Training programs to upgrade employee skills with full information to all employees on the opportunities available.

(g) Examination of organization structures to determine jobs susceptible to redesign to provide more opportunities for minority and other employees and applicants. For example:

1 Organization reviews and indepth surveys of existing jobs to identify more efficient structures with lower grade levels which will improve manpower utilization and at the same time, give better employment opportunities for minority group members or other disadvantaged persons with lower level skills and training.