

1 Reviewing the use of written tests, standards and ranking devices to assure they are valid indicators of job success. As needed, developing and using valid standards and ranking devices that enhance opportunity for all employees by eliminating artificial barriers to job entrance and, where possible, permit placement at lower levels.

2 Surveying the utilization of all employees, including minority and other disadvantaged persons to identify skills and training which may qualify them for transfer to a new career field or advancement through inservice career development programs.

3 Evaluating related activities such as job analysis, employee development and noncompetitive actions (transfer, reassignment, details, etc.) to assure these are coordinated with and support equal opportunity through merit promotion actions.

4 Using effective management review, followup and controls to insure operations are maintained and where necessary, improved to provide equal opportunity for all persons.

(k) Establishment and maintenance of an effective EEO complaint system, including provisions for management review and analysis to assure that the system and procedures are fully responsive to regulatory and positive action program requirements. CSC inspectors should make a thorough review of the complaint system, related records and individual case files. In addition to coverage of regulatory requirements, the review should focus on the effectiveness of management's self-evaluation efforts in analyzing complaints and records to find and take action on problems in the total EEO program and related personnel management areas. Inspectors should evaluate management's actions in the following areas.

1 Full review of individual cases to assure that:

a Informal complaint procedures are understood and used.

b All formal complaints are investigated and resolved in a timely and objective manner, with full observance of the 60-90 day provisions of the regulations.

c Clear instructions on employee rights under the complaint system, including further appeal rights, are given to all complainants.

d There is complete compliance with all other regulatory requirements.

e All necessary corrective actions are taken promptly. (Immediate followup on any indications of retaliatory practices or harassment; disciplinary action where required; training for employees and supervisors on misunderstood policy, etc.)