

2 Review and analysis of individual cases, groups of complaints and related records to:

a Identify patterns or trends which point to possible or actual problems such as supervisory favoritism for one group, unequal work treatment or demands, lack of employee or supervisory knowledge or complaint procedures, etc.

b Identify a need for further study or corrective action in personnel management programs where policy or practices are adversely affecting equal employment opportunity. (For example: evidence of questionable practices followed in considering employees for promotion; indications that better surveillance and control of disciplinary actions are needed to assure that such actions, when required, are applied equally to all employees; or, a need for increased emphasis, instruction and control to assure that training details and reassignments are made on an equal basis and in conformance with the merit system).

c Identify a need for initial or refresher training for EEO complaint investigators and hearing officers.

NOTE: During the record review and also in conducting program interviews with supervisors, DEEOO's and employees, inspectors should be alert to the approach and attitude taken by management in responding to complaints of discrimination. This is a sensitive, but important subject since employee confidence in the complaint system is often predicated on the assurance that they will receive fair and timely review. How management responds to employee complaints is a vital consideration. On the one hand, management can appear to be defending its position, resulting in an atmosphere characterized as an "adversary proceeding" which inhibits a mutually satisfactory resolution of a complaint. On the other hand, management can demonstrate an attitude of wanting to get at the truth of the matter by an objective, impartial, and timely review which properly recognizes and considers all pertinent facts and the nuances attendant to complaints of discrimination.

It is recognized that factfinding and evaluations on this subject is difficult; however, inspectors can make a meaningful contribution to the effectiveness and credibility of the complaint system by calling to management attention those instances where the handling of complaints has not reflected an impartial and objective approach.

(1) Designation of Deputy Equal Employment Opportunity Officer (or similar official in agencies which do not have DEEOOs) along with a clear understanding of the active leadership role he should have in program implementation and in such activities as community relations and employee counseling, as well as complaint investigation.

(m) Presence of effective, periodic self-evaluation process which provides for changes and improvements in the program as necessary.