

(2) Special Instructions

It is essential that reports reflect accurately and in depth major problems found to exist in the installation. Effective implementation of the Commission's responsibility for providing leadership to the program and feedback to top officials in Government requires incisive factfinding and comprehensive reporting. Inspectors should be particularly alert to the need for corrective action, the best manner in which corrective action can be accomplished, and at what level corrective action should be taken.

(a) Reporting to Local Management

Program deficiencies falling within the purview of local management should be reported to the installation head along with appropriate recommendations for action and improvement. It should be indicated, in the report or in the transmittal letter, that the Commission will take followup action to assure that such deficiencies are corrected.

(b) Use of Internal Memorandum

1 Matters requiring corrective action by a higher headquarters should be pointed out in a letter transmitting the report to the higher headquarters or reported to the Director of the Bureau of Inspections, depending on the nature of the findings and the corrective action required.

2 Comments of inspectors, expressed opinions of management officials, or other items not appropriate for inclusion in the report to the installation should be reported to the Director of the Bureau of Inspections.

(c) Use of Statistical Data

1 Statistics are valuable indicators of program characteristics, problems and/or progress. They should be used to the extent they are meaningful and serve to clarify or support findings and conclusions. It is anticipated that some statistical measures of status and progress will be necessary in reports to present a clear overall picture of an installation program. These might include employment figures reflecting the employment, utilization, training and advancement of minority group members in various grades and series and in particular occupations, organizational units, and localities. As appropriate and to the extent selective figures are available, such data should direct attention to the status of EEO within various programs and activities (including dispersed locations) as well as the overall view in the principal installation inspected.

2 The extent and manner in which statistics are used will vary depending on the individual inspection results, but there are basic principles which must be carefully observed in all reports.

a Data use must be preceded by thorough analysis not only of the data, but all related circumstances and factors.