

b Generally, the most valid use of statistics in reports is as an indicator of need for further analysis or specific support of inspection findings and conclusions. In every use, the report must clearly show how the data used relate to the inspection findings or conclusions drawn.

c Under no circumstances can we leave the impression we are evaluating in terms of numerical standards. Reports must clearly show that success or lack of it is judged on the basis of total program effort and not on the statistics used as inspection tools. (In this regard, inspectors should carefully consider how much data is needed to substantiate findings or conclusions.)

Excessive use of data can give erroneous impressions of emphasis on numbers. Statistics should be used to the degree that they are pertinent to and lend meaning to the report findings. When in the inspector's judgment a purpose is served by using extensive statistics, these may be placed in an appendix to the report with summary data used in the report proper to support findings and conclusions.

d Data use must avoid any inference that we require, advocate or permit the establishment of numerical goals, quotas or similar program actions which are not in full accord with the concept of equal opportunity for all persons as set forth in Executive Order 11246. If considered necessary (based on inspection interviews, etc.) this should be spelled out in the written report.

3 To the fullest extent possible, data use should be accompanied by advice and assistance on how such data may be properly used as program tools. For example:

a Probing the program surface and completing the analysis picture. Identifying possible or actual bias patterns, pinpointing employee underutilization, identifying personnel management program deficiencies such as inequality in promotion, details, or training opportunities.

b Providing information leading to actions for improvement such as data for use in developing more effective career ladders, or locating additional recruiting sources.

c Evaluating the effectiveness of actions taken. Have recruitment actions resulted in a broader range of applications from all persons, including, but not limited to minority and other disadvantaged persons? Does response from minority group organizations, state employment offices, colleges, etc., verify they have received, understand, and accept agency statements on equal consideration and opportunity?