

d Determining if there is a need for further program analysis. Does data show wide discrepancies in overall turnover rates and those for minority and nonminority employees? Do employment "gaps" still remain despite repeated attempts to insure minority and other disadvantaged persons as well as nonminority persons are fully informed and considered?

The above are only examples. Individual situations will determine what guidance should be given; however, each inspector should be alert to all opportunities for bringing about improvement in agency development and utilization of EEO statistical data.

4 Wording such as "only blank percent of the employees in this installation are minority group members" or "only one of the ten professionals in this unit is a minority group member" has an evaluation flavor indicating that a certain percentage or number would be considered acceptable. The use of such crass wording which tends to place value judgments on statistics should be avoided. As noted above, we are looking for the facts behind the statistics.

5 The above principles should be carefully observed at all times, particularly when using:

a Comparisons of the ratio of minority group employment in an installation to the ratio present in the surrounding population area.

b Comparisons of changes in total installation employment to changes in minority employment.

c Statistical data on minority representation in various grades, occupations or organizations.

Stated differently, we must emphasize the facts behind the statistics--what is the turnover rate, what kind of jobs were filled, where was recruiting done, what were the qualification standards used, who were in the area of consideration, have there been patterns of nonselection of minority persons, what positive or negative impact have employment interview techniques had, what positive action has management taken to remedy problems, what are the results of concrete action? etc.

(d) Program Evaluation Statements

Program evaluations should consider the broad range of activity contemplated by Executive Order 11246 and the Commission's regulations. Our reports must strike an accurate and objective balance which reflects the total program situation and circumstance as found in the individual agency or installation. Hard-hitting reports which point out program deficiencies and motivate progress are still needed;