

however, this approach should not be taken at the expense of a less than complete picture of the overall program, including agency efforts to improve the program. The emphasis must be on effective reporting which is truly reflective of the EEO situation in the activity--an accurate portrayal of problems faced, actions taken, results, what has not been done, and what is needed to achieve further progress.

1 Reports must give due credit to installations for positive efforts, actions taken and results achieved, but they must also point up problems, when found, and require whatever action is necessary for program improvement.

2 We must resist any inclination to criticize the lack of measurable progress if management has, in fact, made honest and extensive program efforts, but progress has been blocked by obstacles beyond their immediate control (staff reduction, absence of qualified applicants despite intensive recruitment, etc). On the other hand, we must avoid overly solicitous treatment of program problems which are subject to management control, but which have been used as an excuse for not taking positive action. (Some reports talk about program needs, but present the findings in terms that are too solicitous of management's problems; they fail to underscore management's responsibility for taking all possible action to resolve problems and effect improvement.)

3 We should give proper recognition for vigorous and imaginative action which has brought actual and significant progress, but we should be sure that recognition is warranted and will not serve to impede further progress. (Some reports have praised a manager who has merely acted within a nondiscrimination policy and complied with regulatory requirements or who has made only limited progress when much remains to be done before a truly positive EEO program is achieved. Improper use of laudatory remarks, which for all practical purposes places the Commission's stamp of approval upon either individual parts or the whole of an installation's EEO program, can lead to complacency rather than motivate management to increased efforts.

Reports must make crystal clear that efforts to reach minority group members, in order to improve their employment and career opportunities, must be made within the context of Federal efforts to reach the total community, including minority group members. Any time we talk about recruiting programs, training programs, etc., in connection with EEO, we should take special pains to point out that such programs are undertaken to provide improved opportunity for all segments of the population. We should never say that special efforts were made to reach minority groups unless we also point out the efforts made to reach others. The point is a sensitive one and imprecise reporting on it can lead to charges of reverse discrimination. In their reviews of reports, regional directors and members of their staffs should place great stress on this matter so that no false impressions are created by the reports.