

- creating channels of communication and feedback that permit the manager's decisions and policy to become known to the levels where they are important, that give him information about what is going on in his own organization, and employee attitudes and opinions that he should consider in making policy decisions, and most important, that give the manager information on how well his subordinate managers are living up to their personnel management responsibilities.

The significance of this three-way breakdown of the total personnel management concept is that both our onsite review and the report that results from it are aimed at looking only at those aspects of the total that exist where the review is being made. For example, a small field office with extremely limited delegation of authority and with no personnel specialist or technician on the staff may well call only for a review of the second locus of responsibility. Both the review and the report, however, should cover in depth any problems that exist, or any failure to make the most efficient and economical use of resources that is caused by action, or lack of action, at other locations or because of failure on the part of other levels of management to keep in touch with what is taking place at the installation.

The basic purpose of the entire inspection program, and of inspection reporting in particular, is to present an evaluation of personnel management. It is not simply to describe, but to motivate action at whatever level action is needed by coming to specific judgments on how well all three loci of personnel management responsibility are meeting their obligations.

These instructions approach this subject in terms of personnel management as a function of total management rather than in a personnel "program" context. We are concerned with how personnel management contributes to mission accomplishment and to carrying out public and Presidential policies and how managers are carrying out the President's directive to make the most economical and frugal use of resources, particularly people, in accomplishing these objectives.