

order in which they occur; however, unless modified by special instructions, each is usually performed and readily identifiable during the course of a survey. Instructions in detail relating to each phase of an inspection appear in other subchapters of this manual supplement.

(1) Phase 1 -- Planning

Planning as used in this manual supplement is synonymous with preparation. It means the process of establishing, on the basis of study and research, the objectives of an inspection or survey and devising the means calculated to achieve them. For each phase and step of an inspection, meaningful objectives should be apparent. This means that the desired results have been established for each significant inspection effort and they are understood by the team.

The importance of planning is pointed out in several subchapters of this supplement. Unless time is taken to plan the various aspects of an inspection, the overall result may simply be a reaction to events rather than an influence upon them. Some generalizations which may be made on the importance of planning are: Planning directs attention to objectives; prepares for the future; minimizes unnecessary costs; and provides operational control.

(a) Central Office

Planning for an inspection is usually in two closely related phases in both the central office and the regional offices. In the central office initial planning includes the contacts and discussions involved in issuing the nationwide plan. Steps 1 through 7 below describes this first phase.

The second planning phase draws upon the regional office reports and the comments contained in Bureau of Inspections transmittal memoranda. While the same general planning pattern is followed in the central office as in regional offices, inspections by the central office are scheduled to take advantage of information from regional office reports and contacts with agency officials which result from regional office inspection activity. It has been found that a number of field installations, during the onsite inspection, report frequently to their agency headquarters on matters stemming from the inspection. These matters occasionally are brought up for discussion with Commission officials and at times are the basis for agency requests for advice and assistance. These contacts are taken into consideration in formulating final plans.

In regard to regional office reports received during this phase, they are reviewed closely and as warranted, the nationwide plan is revised to shift emphases and actionable matters are taken up with agency headquarters officials.