

Arrangements for interviews and questionnaires, i.e., with whom, where, and time, should be firmed up on the first day. Office space must be arranged for; if possible, an office or conference room in which the inspectors can work and meet in private should be obtained.

It is generally a good practice for the team leader to hold a meeting with all team members shortly after the opening conferences. This meeting could be used to round out the work plan, insure full understanding of assignments and to discuss any matters developed during the opening conferences. After this meeting, each member of the inspection team should begin individual assignments indicated by the work plan.

The team must review agency issuances not previously available, conduct interviews, administer questionnaires, consult and review agency records, post-audit positions and personnel actions, hold conferences with personnel representatives responsible for aspects of personnel administration, resolve issues and problems, evaluate and synthesize findings -- these things constitute onsite inspection activity.

Throughout the onsite inspection activity the team should be careful not to impose unduly on the agency's resources. All interviews must be conducted in an expeditious manner. The inspection team should insure that disruption in the agency's routine is held to a minimum. At no time should an inspector hold himself out to employees and management as having a personal channel of communication to higher headquarters. Also, inspectors should avoid any involvement in disagreements between employees and management.

The major steps involved in the onsite action phase of an inspection are given in brief below.

(a) Regional Offices

1 Conduct of initial conferences with management primarily to insure a mutual understanding on the purpose and procedure of the inspection.

2 Review of agency policies, procedures, and instructions not previously available.

3 Review personnel records and files.

4 Post-audit classification actions.

5 Conduct interviews (and administer questionnaires as appropriate) with

a top management;

b supervisors;

c employees;