

- d officials of employee organizations; and
- e community leaders(as discussed in subchapter 3).

6 Review and evaluate the system in effect for

- a planning, work organization and position management;
- b obtaining needed manpower;
- c utilizing the workforce; and
- d processing personnel actions and maintaining records.

7 Resolution of issues and problems. As controversial matters appear, efforts should be made to resolve them prior to the closeout.

8 Synthesize findings (on a continuum throughout the inspection). The synthesis of findings should be a team effort under the leadership of the team leader.

9 Preparation for the closeout. This is discussed in detail in S3-8, Closing Conferences.

(b) Central Office

Onsite action by an inspection team in the agency headquarters is usually the same as in a field installation. The primary differences are that the inspection team in an agency headquarters usually has the advantage of information from field inspection reports and must negotiate matters which regions have reported. Further, relationships between the agency levels, i.e., departmental, bureau and subordinate installations, become paramount considerations.

(3) Phase 3 - Reporting

This phase includes the closing conferences (closeout); the writing of reports; and assessing the impact of the inspection. Section 8 of this subchapter contains a detailed discussion on closing conferences; writing of reports is discussed in subchapter 6; and discussion on assessing the impact of an inspection is contained in the appendices. The primary difference between reporting in regional offices and in the central office is in the consolidation of reports which takes place in the central office and presentation of this report to the top manager of the agency as a nationwide evaluation.

(a) Verbal report (closeout)

In closing conferences, the Commission team assumes the task of translating inspection findings into meaningful terms for agency