

management. It is during this closing conference that all significant findings are presented to the top manager.

Most closeouts are attended by all inspection team members, however, there will be times when only the team leader will represent the Commission and will present the inspection findings. At times, for training purposes or specialized knowledge in a particular area, team members will make presentations during the closeout. Quite often the regional director or other high level regional officials will attend closeouts. As pointed out under the discussion on closing conferences, this type of participation is desirable and shows top level Commission interest in the agency's personnel management.

There are two major viewpoints from which each closeout can be viewed. From the viewpoint of the Commission, considerable time and resources have been invested in factfinding, analyzing, evaluating and synthesizing aspects of the agency's personnel management; therefore, the findings to be presented and the recommendations which the Commission have to offer are not lightly made nor does the Commission expect them to be lightly received. The closeout is no time to short-cut nor is it something to approach with the attitude of "let's get this over with." This is the time when the biggest payoff of the whole survey process may be realized. Accordingly, the closeout must be well planned; there must be a meaningful translation of findings; a realistic audience analysis; coherent organization of findings; and use of appropriate presentation techniques.

From the viewpoint of the agency, it also has invested considerable time and resources in the inspection and it may fully expect a valid and objective evaluation of its personnel management as well as helpful and forward looking advice and assistance. Leaving a written closeout statement with the management is optional, but highly desirable in most inspections since such a statement can serve as a basis for agency action; confirm the findings; and negate the need for notetaking during the closeout presentation.

(b) Written Report

After the closeout, the written report is the next major order of business. To the extent possible the written report will follow the standardized report format provided for the particular type of inspection. However, there will be times when the format provided is inappropriate for the inspection and a different procedure or arrangement can be more meaningful. Our standard system of reporting consists of four separate communications which are:

1 A basic interrelated report which contains all essential findings and evaluations appropriate for communication for the manager of the inspected installation.

2 A communication to the manager of the inspected installation which transmits copies of the basic report and highlights matters of significance.