

S2-2. PLANNING THE INSPECTION

a. General

Careful planning, both in the development of nationwide plans and in preparation for individual inspections, is essential, if the inspections are to attain fully the objectives established for the Commission's evaluations of personnel management. It is also essential for efficient and effective use of Commission resources. This applies equally to agency resources which we involve in the inspection process and makes doubly important comprehensive plans for each inspection. The planning discussed in this section relates primarily to inspection team planning. Discussion of the procedures followed in developing plans for nationwide evaluations is contained in Appendix C of this supplement.

The inspection resource (time and staff) required for an inspection can be initially estimated based on the kind, size, and level of the organization to be inspected and the type of evaluation to be conducted. However, the basic consideration in making the final estimate has to be based on the total inspection resource needed to produce a meaningful and impact-oriented report which is responsive to the inspection plan. Inspections should not be distorted by forcing them into arbitrary or artificial time frames. The time and staff required should be derived from the factors noted above rather than the reverse of this process taking place.

The coverage areas and the emphases of an inspection are in most inspections predetermined or established by prevailing handbook instructions and nationwide evaluation plans. The maximum use of existing sources of information, clearly understood team assignments, and close coordination of team efforts throughout the inspection insure that the inspection is conducted with the utmost efficiency. Not only does a well planned inspection make for efficient and effective onsite action but it enhances the image of both the inspection team and the Commission. Further, as a consequence of well laid plans, agency officials can be well informed on what to expect during the course of the inspection and can better cooperate with the team effort.

With a firm plan to follow, the relevancy and importance of leads and management expressed concerns are easily kept in perspective. In this respect, while the emphasis on particular aspects of an inspection may change because of leads developed onsite, the basic course followed by the team should always lead to the prime objective of the inspection.

b. Instructions and Guidelines

Planning efforts should include the following:

- (1) Study of applicable inspection guides, special coverage instructions, nationwide evaluation plans, etc.
- (2) Use of scheduling letters and contacts of Commission representatives to
 - (a) obtain current information on the agency, e.g., position listings,