

3 Providing team leaders with a tool for effective supervision. With a good work plan, less supervision is needed to achieve results; initiative of team members can be unleashed while still maintaining a coordinated and directed effort.

(b) The degree to which a work plan should be formalized depends upon the complexities of an inspection. For example, a work plan for an inspection of a small sized organization may be very informal; however, a plan for a large, complex organization involving numerous inspectors may require a detailed outline of proposed inspection activities for each day. Irrespective of the degree to which a work plan is formalized, an inspection team should give attention to such matters as:

- 1 The background of the agency to be inspected, i.e.,
 - a the history, purpose, and activities of the agency;
 - b laws, regulations, and court decisions which relate to the functions of the agency;
 - c the size and geographical and occupational distribution of the workforce;
 - d the formal organization, including delegations of authority and responsibility and names of key officials;
 - e recent surveys, operations reports, and congressional hearings; and
 - f policies and procedures which relate to the utilization of manpower resources.

2 An analysis of the agency to be inspected - characteristics of the agency climate which appear to have an impact on the utilization of manpower resources, etc., - based on a synthesis and review of all pre-onsite inspection activities and including questionnaire results if available. This analysis should give inspectors some insight into problem areas and serve as a basis for determining specific inspection objectives (where and what to inspect in depth) and onsite approaches.

3 The objectives of the inspection program, including both the general objectives of the CSC inspection program and specific objectives of the pending inspection. Specific objectives are usually based on problems which are identified during the planning phase as needing special depth study. Teams should not hesitate to change inspection emphasis if certain problems are found after some study to be superficial or unreal or new problems are identified.