

S1-4. LEVELS OF REVIEW

Civil Service Commission evaluations occur at various management and administrative levels and carry out different purposes at each level.

a. Installation Level

At the individual installation, both in the field and in Washington, inspectors are concerned with:

- (1) helping the responsible manager to solve his personnel problems through actions he can take locally;
- (2) discovering and reporting to higher levels in the organization problems that are beyond the ability of the individual installation to solve; and
- (3) providing a service to higher echelons by reporting to them the results of an outside, objective review of how delegated personnel authority is being exercised.

b. Bureau Level

At the bureau level, inspectors evaluate the effectiveness of personnel management in the bureau as a whole. This evaluation is designed to:

- (1) help the bureau director to improve his personnel management; and
- (2) provide a service to the head of the department or agency by giving him our summation of the way in which the authority he has delegated to the bureau is being exercised.

c. Department or Agency Level

In the case of a department or agency as a whole, inspectors assess the overall state of personnel management, with specific emphasis on management's effectiveness in:

- (1) delegating authority and assigning responsibility;
- (2) setting down guidelines for the exercise of this authority;
- (3) giving day-to-day leadership, guidance, and assistance on how best to meet the problems that continually arise;
- (4) getting prompt and accurate feedback on how delegated authority is being carried out; and
- (5) taking prompt action when problems are identified.

While performing a service to management at each level of review, inspectors simultaneously determine how the Civil Service laws, rules and regulations are being applied; and they develop information for the President and other high officials in the Administration.