

Subchapter 4. CONDUCTING THE INSPECTION

S4-1. GENERAL GUIDES

a. Subchapter 4 - Conducting the Inspection - discusses objectives, areas of coverage, and instructions and guidelines for review and evaluation of parts I through IV of inspection reports. These parts are:

- (1) Planning, Work Organization and Position Management
- (2) Obtaining Needed Manpower
- (3) Utilizing the Workforce
- (4) Processing Personnel Actions and Maintaining Records

b. Instructions and guides for preparation of the Introduction and Summary parts of inspection reports are discussed in Subchapter 6, Preparation and Distribution of Inspection Reports and Related Correspondence, of this supplement.

c. While largely predetermined, coverage in inspections is not unalterable. Flexibility in conducting inspections is provided in many ways. To illustrate:

(1) Where part of a nationwide plan, general inspections are tailored to meet individual agency needs as well as CSC responsibilities.

(2) Officials (team leaders or others as appropriate) responsible for conducting general inspections determine the depth and intensity of coverage on the basis of (a) general knowledge of the agency to be inspected and/or (b) knowledge of specific problems, e.g., problems identified during the pre-onsite planning or onsite phases of the inspection.

(3) The scope of a general inspection is determined by the extent to which an establishment has delegated authority and responsibility for personnel management. Inspectors concern themselves primarily with what is actually taking place at the establishment they are inspecting. Where an establishment operates with a great deal of autonomy in personnel management matters, the inspection would include a review and evaluation of local management's leadership and planning activities and the impact of such activities. Where an establishment has less than full authority and responsibility for personnel management, inspectors would concentrate on what impact the planning and action or lack thereof at other echelons has on the establishment being inspected.

(4) Areas of special interest to the Administration or central office are periodically added to or deleted from coverage in general inspections by BI in accord with determined need.

d. The inspection report format is structured, yet flexible.

(1) An individual report may be very brief or voluminous, depending on the nature of findings at the establishment inspected.