

S4-3. OBTAINING NEEDED MANPOWER

a. Objectives

- (1) This section is concerned primarily with the means by which the organization attracts to itself the kind and quality of people it needs to do its job.
- (2) Our review under Obtaining Needed Manpower has the following objectives:
 - (a) To evaluate management's effectiveness in identifying and cultivating appropriate sources of quality manpower.
 - (b) To determine the extent to which managers use career patterns as an effective tool in obtaining and retaining manpower resources.
 - (c) To evaluate management's efforts to recruit quality personnel.
 - (d) To evaluate management's efforts to comply with public policy requirements - equal employment opportunity for minority groups, Federal women's program, employment of the handicapped, etc., - in obtaining needed manpower.
 - (e) To evaluate management's success in using the flexibilities of the Civil Service system to meet manpower needs and in adjusting as necessary to increase effectiveness.
 - (f) To coordinate and refine as necessary the respective roles of management and personnel office staff in the total recruitment planning and action process.
- (3) There is a close relationship between this section and the previous section on management's responsibility for planning, work organization, and position management. This relationship should be reflected in the inspection report either directly in narrative discussion or indirectly by cross-reference.

b. Areas of Coverage

Each of the following will generally be covered in written inspection reports under Obtaining Needed Manpower unless not applicable or relevant at the installation inspected. Instructions and guidelines which follow are keyed to these areas. (See S4-1, General Guides, and S6-1, Preparation of Written Reports, for information on flexibility in conducting and reporting inspections.)

- (1) Summary
- (2) Identification and Development of Recruitment Sources
- (3) Career Patterns
- (4) Recruitment
- (5) Interagency Board of U. S. Civil Service Examiners
- (6) Equal Employment Opportunity
- (7) Management Action to Maintain Program Effectiveness