
Overview

This unit is about conducting an inspection in order to make judgements against defined criteria or hypotheses. This could apply to inspections of organisations, groups of organisations or parts of organisations.

(Note; in this context the term “inspections” may also apply to reviews or investigations).

There is one element:
Conduct an inspection or review

Target Group

The unit is recommended for those who conduct inspections, reviews or investigations.

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Conduct an inspection or review

Performance criteria

You must be able to:

- P1 provide a clear and precise briefing about the purpose of the inspection, and the proposed methodology to key individuals within the organisation
- P2 confirm the criteria against which the organisation will be assessed
- P3 plan and conduct interviews with staff and/or service users, keeping notes of interviews which can be preserved as evidence
- P4 utilise a variety of other evidence gathering methods which may include:
 - P4.1 observation
 - P4.2 examination of records and documentation
 - P4.3 review of statistical data
 - P4.4 self assessments
- P5 ensure that the evidence includes the views of key individuals (e.g. staff, service users and key stakeholders)
- P6 verify the validity and reliability of the evidence (e.g. triangulation of evidence)
- P7 adopt an iterative approach (e.g. look for trends and continually check and review the evidence obtained)
- P8 use the evidence gathered to test hypotheses and make judgements against defined criteria (including grading decisions if applicable)
- P9 record and organise all relevant evidence
- P10 initiate further action where individuals could be at risk or for other breaches of regulations or legislation (suspending the inspection if required)
- P11 formulate and inform others of emerging findings and recommendations which may include:
 - P11.1 recognition of noteworthy and/or innovative practice
 - P11.2 compliance
 - P11.3 recommendations and/or requirements for improvement

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Knowledge and understanding

You need to know and understand:

- K1 current and relevant legal, regulatory and ethical requirements in your sector
- K2 equal opportunities legislation and how to promote and monitor equal opportunities and diversity in the workplace
- K3 how to recognise potential breaches of regulations or legislation and how to respond
- K4 how to work with, and lead teams
- K5 when and how to share information with other individuals or organisations, recognising the boundaries of confidentiality
- K6 how to present information clearly and concisely
- K7 the criteria against which organisations are assessed
- K8 how to develop and test hypotheses
- K9 how to plan and conduct interviews and observations
- K10 the range of evidence gathering methods which are available and how these can be used
- K11 the importance of involving staff, service users and other key stakeholders in inspections
- K12 how to verify the validity and reliability of evidence (including triangulation)
- K13 the reasons for an iterative approach to collating and analysing evidence
- K14 how to make judgements against defined standards (including grading if applicable)
- K15 how to record and organise relevant evidence
- K16 what constitutes noteworthy practice and the implications of unsatisfactory performance
- K17 how to identify situations where individuals may be at risk and how to respond
- K18 how to formulate findings and recommendations
- K19 how to convey potentially difficult or unwelcome information
- K20 how to engage in professional dialogue and provide clear feedback which could contribute to the development of an organisation

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Additional Information

Behaviours

1. explain your role in the inspection process to individuals within the organisation
2. clarify the boundaries of confidentiality e.g. how information provided will be used and to whom it may be made available
3. communicate (verbally or in writing) clearly, concisely, accurately and in ways that promote understanding
4. ensure your judgements of evidence are as transparent as possible (i.e. the reasons for your judgements are clear to everyone involved)
5. aim to be efficient and effective in the marshalling and analysis of evidence
6. engage in professional dialogue with representatives of the organisation, relating to the available evidence and aiming to contribute to the further development of the organisation
7. are vigilant for any signs of risk to service users, staff, inspectors or the public

Skills

Listed below are the main generic 'skills' which need to be applied in conducting an inspection or review. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

1. Analysing
2. Communicating
3. Consulting
4. Decision making
5. Evaluating
6. Influencing and persuading
7. Information management
8. Investigating
9. Involving others
10. Iteration
11. Leading
12. Making judgements
13. Providing feedback
14. Risk management
15. Synthesising
16. Team building
17. Writing accurately and clearly

Glossary

Frequently used terms and how they should be interpreted in the context of the Inspection of Public Services NOS

Criteria

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Conduct an inspection or review

The principles or standards by which judgements are made

Hypothesis

Proposition to be tested by further examination or investigation

Organisation

Any public, private or voluntary sector body (including part of a larger body which is acting autonomously).

Stakeholders

External stakeholders have a legitimate interest in and involvement with organisations, but are not part of the line management or governance structure. Each organisation will have its own set of external stakeholders including:

1. Funders
2. Commissioners
3. Members of the public
4. Partner organisations
5. Local and national government.

Internal stakeholders are those within the management and governance structure of the organisation, and those who work in formal relationships with the organisation including:

6. Other departments/colleagues
7. Management teams
8. Trustees
9. Volunteers.

Links to other NOS

This unit is linked to Skills for Justice units:

SfJ AB1. Communicate effectively with people

SfJ AC1. Contribute to the quality of team working

SfJ HD11. Chair and participate in meetings (MCI)

SfJ HF14. Plan, implement and manage systems for the exchange of sensitive information, data and intelligence

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Conduct an inspection or review

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