

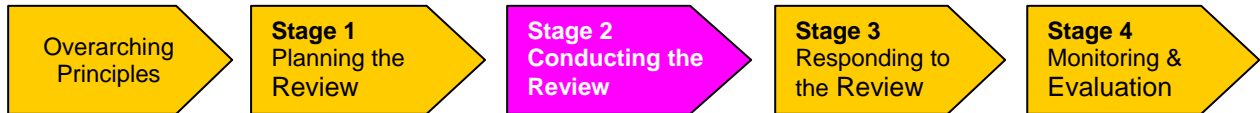
Skills and Processes for PRD – Conducting the Review

31/07/08



SKILLS AND PROCESSES FOR PEER REVIEW AND DEVELOPMENT

Guidance for PRD Groups



Conducting the Review

This stage involves members of the group working together to conduct a fair, open and honest review of one organisation. The reviewers are likely to undertake an in-depth scrutiny of one or more aspects of the reviewed organisation's work in order to assess the accuracy of the SAR. This should be based on areas that cut across and impact the whole organisation.

Members of the PRD group support each other in promoting continuous improvement by systematically reviewing and evaluating their effectiveness, sharing good practice and learning from each others experiences through professional dialogue

In order to do this effectively, the reviewers will aim to:

- Establish productive relationships with reviewees, enabling them to maximise benefit from the review by, for example, facilitating their active engagement and ease with the review process.
- Prepare for the review by:
 - carrying out detailed analysis of data presented and identifying any additional information required
 - scheduling appropriate opportunities for meetings, interviews, observations or other activities to be undertaken
- Examine evidence gathered in the review in order to validate assertions made in the SAR, including capacity to improve and identify any inconsistencies.
- Test the organisation's commitment to promoting equality of opportunity and engaging with diversity.
- Continuously share and explore with reviewees the findings of the review and their implications for the SAR and quality improvement.
- Summarise and present findings, supported by appropriate examples, about the validity of the reviewed organisation's self-assessment and the extent of their capacity for self improvement.
- Identify the key strengths and learning points for:
 - leadership and management of the area(s) under scrutiny
 - the organisation's policies and practices in relation to self-assessment and their capacity for self improvement

[Sample role specifications and skill sets for Host and Review Team Leaders and for Review Team Members are available for you to download and adapt for your group's use](#)

- Engage in professional dialogue with the reviewed organisation, articulating the strengths and areas for development in relation to their self-assessment processes and general quality improvement initiatives.
- Actively and constructively manage expectations and disappointments.
- Use effective skills and knowledge of:
 - relationship building
 - data analysis
 - critical analysis
 - communication/interpersonal skills
 - equality and diversity
 - constructive feedback
 - empathy

At the same time, reviewees will aim to:

- Welcome reviewers and develop relationships conducive to open and constructive review.
- Prepare and enable an appropriate range and number of managers, practitioners and others to be engaged in the review.
- Identify and present an evidence base that is sufficiently comprehensive and transparent to enable an accurate and in-depth scrutiny of the area(s) to be reviewed.
- Encourage all participants to engage in the spirit of reflective practice and collective responsibility for learning and improvement.
- Invite feedback and engage in constructive professional dialogue on strengths and areas for improvement in a way that promotes continuous improvement.
- Actively and constructively manage own expectations and disappointments.
- Use effective skills and knowledge of:
 - data handling and presentation
 - relationship building
 - openness
 - engaging with feedback
 - individual and organisational learning and change
 - promoting a non-judgemental/"no-blame" culture
 - action research and reflective practice
 - teamwork
 - benchmarking
 - wider sector practice

Useful Links:

[Whole organisational review](#)
[Skills and Processes for Peer Review and Development](#)
Peer Review & Development: [guidance for PRD groups](#)
Roles and [responsibilities for PRD](#)
[Skills and attributes for PRD](#)