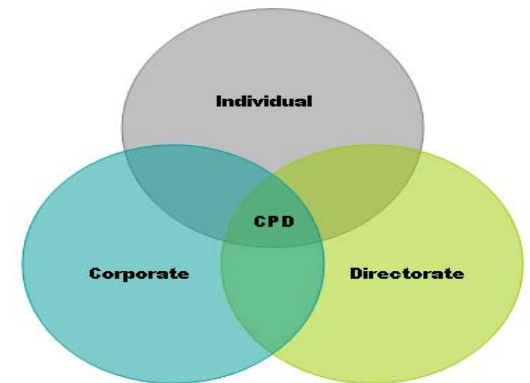


# **PROFESSIONAL DEVELOPMENT OF INSPECTORS IN SCOTLAND**

**Kenneth Muir**  
**HM Chief Inspector**

# Professional Development and Training of Scottish Inspectors

- Probationary period and Induction programmes
- National HMIE Seminar (Feb) and conference (Aug)
- Focused conferences
- Corporate Staff Development
- Training for Associate Assessors, Lay Members, Assistant Inspectors







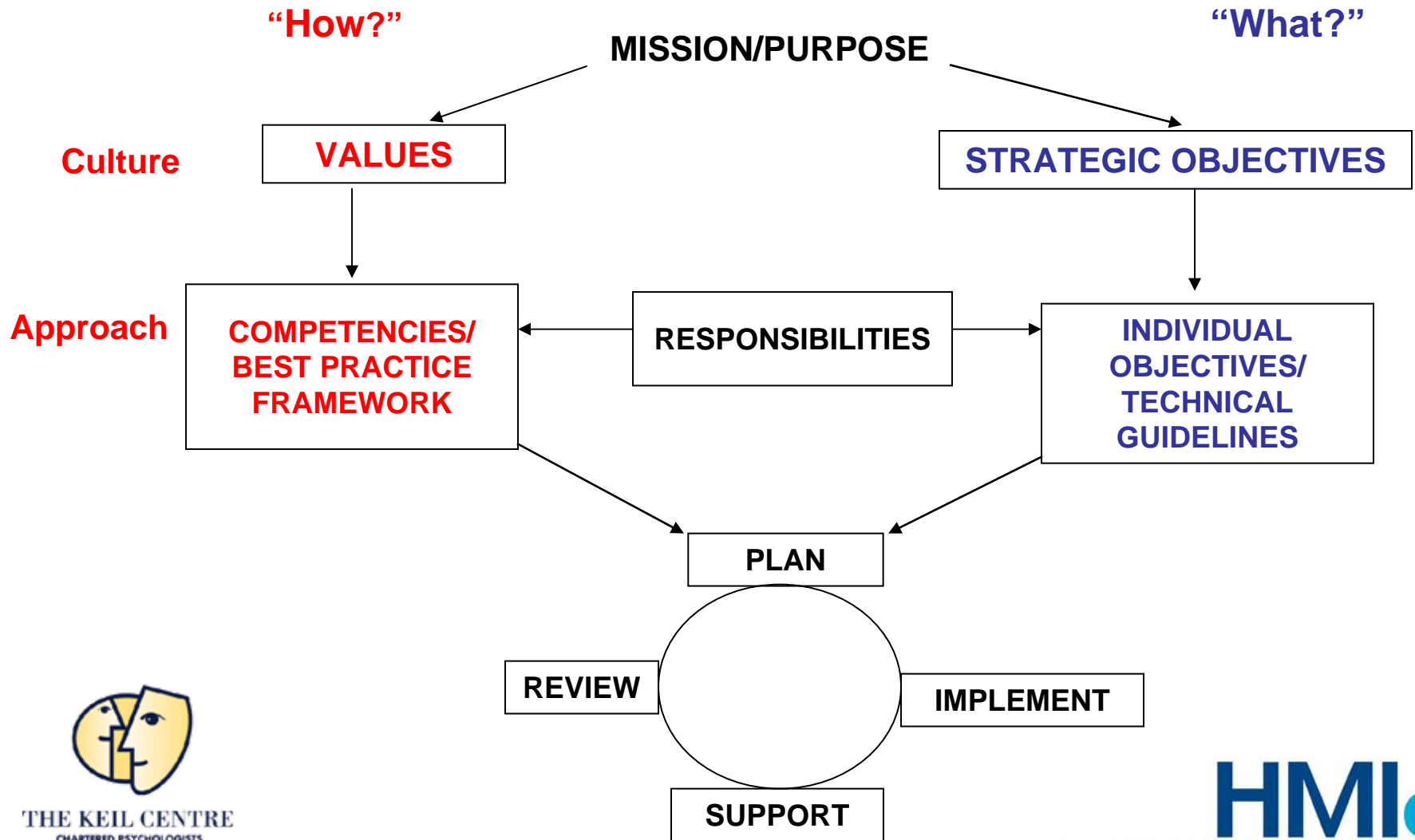
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# Factors hindering effective inspections

- Relationships and status
- Defensiveness / fear of exposing weaknesses
- Past experiences / perceptions about inspections and Inspectors
- Differences in expectations about inspections
- Time constraints and operational pressures
- Stress and anxiety, esp pre-inspection

# HMIE



# Best Practice Framework Principles

**Purpose** – retaining clarity and shared purpose

**Relationships** – building constructive relationships

**Awareness** – context, feelings and reactions

**Information gathering** – objective inquiry, analysis and evaluation

**Sharing information** – transparent two-way communications

**Enabling** – professional dialogue to encourage ownership





# Self-evaluation: Best Practice Framework for HMIE Inspectors

- Creating a supportive environment, free of criticism for all
- Minimising conflict, reducing misunderstanding
- Maximising effectiveness of inspection
- ‘Buying in’ to continuous improvement through mentoring and coaching



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# Uses of Framework and Coaching

- Self-evaluation by individual Inspectors
- Tool to give feedback to new Inspectors
- Building teamwork and positive relationships





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# Uses of Framework and Coaching

- Tool to give feedback to Associate Assessors
- To provide developmental feedback
- To develop a productive dialogue





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# Uses of Framework and Coaching

- Post-inspection discussion
- Peer evaluation by “buddy” Inspector or trusted colleague





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# Uses of Framework and Coaching

- Post-inspection discussion
- Peer evaluation by “buddy” Inspector or trusted colleague
- Discussion of professional and personal issues







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# Uses of Framework and Coaching

- Self-evaluation by individual Inspectors
- Tool to give feedback to new Inspectors and AAs
- Building teamwork and positive relationships
- Peer evaluation by “buddy” Inspector or trusted colleague
- Discussion of professional and personal issues
- Evaluation using Framework by Headteacher/staff  
and to promote professional dialogue

# Best Practice Framework Outcomes for HMIE

- More skilled, confident and reflective workforce
- Even more successful, high quality inspections
- Increased professional pride and job satisfaction
- Improved corporate health and wellbeing
- Increased positive feedback from stakeholders
- HMIE – a learning organisation with a strong focus on continuous improvement

# WORKSHOP

*In your groups, become familiar with the content of the 2 papers*

- To what extent is the Scottish context similar/different to your own?
- What do you see are the advantages/disadvantages of the ‘Scottish approach’?
- Would the ‘Scottish approach’ be useful in addressing the recent developments and new challenges in your own context?