

# BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

## INTERIM INSPECTION (Short Course Provider)

**PROVIDER:** Public Administration International

**ADDRESS:** 56 Russell Square  
London  
WC1B 4HP

**HEAD OF PROVIDER:** Ms Claire Cameron

**ACCREDITATION STATUS:** Accredited

**DATE OF INSPECTION:** 13 December 2019

**ACCREDITATION COMMITTEE DECISION AND DATE:** Continued accreditation 26 March 2020

## **PART A – INTRODUCTION**

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### **1. Background to the provider**

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Public Administration International (PAI/the Provider) is a private limited company which is based in Russell Square, central London. It was established in 1995 to provide management consultancy and development services for public sector organisations around the world. Its key aims are to promote good governance and practice in delivering public services and to provide advice and support for governments undergoing political, economic, structural and legislative change.

The management team comprises a Managing Director, who is one of five shareholders, and one other Director, along with two workshop programme managers, an international projects manager, and a head of business development. There is a support team, including financial managers and a researcher. A team of independent advisers provides guidance on all projects and on strategic direction.

The Provider's specialist United Kingdom (UK) based professional development workshops are aimed at senior public service policy makers, managers, parliamentarians, judges, media representatives and people from Non-Governmental Organisations (NGOs) worldwide. PAI also designs bespoke programmes, seminars and workshops, based either in the UK or participants' own countries, to meet the specific needs of organisations, groups or individuals.

Since the last inspection, the Provider has developed its customer relationship management system, added new international locations, and introduced new professional development workshop topics and study options.

### **2. Brief description of the current provision**

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PAI offers more than 40 different open workshops of one to two weeks' duration. These consist of briefing sessions, tutorials, case studies and visits to senior practitioners in central and local government, the media, NGOs and the public sector. Subjects covered by the programmes include corporate governance, human resource management, legal and judicial reform, policymaking, project management, and public finance and economic development.

Recent workshops include Gender Matters: Integrating gender into development policy and programming, the Changing Media Landscape: Key issues for dealing with social media and fake news and Emotional Intelligence. All participants are given a certificate of attendance.

Two hundred and ten participants enrolled last year on approximately 65 workshops. At the time of the inspection, one workshop was running with five participants, of whom the majority were male. They were from Botswana, Malaysia, Nigeria and Sierra Leone. All held senior positions in their own countries. No participants under the age of 18 are recruited to the programmes.

### **3. Inspection process**

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The inspection was carried out by one inspector over one day. Meetings took place with the Managing Director, the second Director, and a Workshop Programme Manager, and informal discussions were held with a workshop leader and the participants. The inspector observed a teaching session, had a tour of the premises, and reviewed documentation. The Provider cooperated well with the inspector throughout the inspection process.

### **4. Inspection History**

<b>Inspection Type</b>	<b>Date</b>
Full Accreditation	28-29 October 2009

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Interim	6 December 2010
Spot Check	1 March 2011
Supplementary	27 November 2012
Re-Accreditation	10 September & 31 October 2013
Interim	7 December 2015
Re-Accreditation	7-8 November 2017

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## **PART B – JUDGMENTS AND EVIDENCE**

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*The following judgments and comments are based upon evidence seen by the inspector during the inspection and from documentation provided by the institution.*

### **1. Significant changes since the last inspection**

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Since the last inspection, the Provider has further developed the customer relationship management system and introduced a new accounting software package. New international locations and new subjects for the professional development workshops have been developed.

The Provider has also introduced the option of studying workshops on a modular basis.

There have been no other significant changes regarding ownership, senior personnel, programmes or premises.

### **2. Response to actions points in last report**

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*3.1 References must be taken up for all new staff and filed together with evidence of qualifications and Curricular Vitae (CVs).*

Policies and procedures for the recruitment and continuing employment of suitably qualified and experienced staff are appropriate and effective. References are systematically obtained for all new staff, and these are filed together with evidence of qualifications and CVs, ensuring managers are well-informed about staff backgrounds.

### **3. Response to recommended areas for improvement in last report**

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*The process of dissemination of the new customer relationship management system should continue so that all staff are familiar with the ways in which they can utilise it in their work.*

Since the last inspection, the Director has overseen a significant programme of training and development on all aspects of the customer relationship management system, and all managers and support staff now make effective use of the system. Staff demonstrate a detailed knowledge and understanding of how it can be utilised to support their respective roles, and how its use contributes to the ongoing process of quality improvement.

*The standardising of workshop reports is recommended to enable easier comparisons to be made.*

Since the last inspection, the board of directors has reviewed the role of workshop reports as part of a wider review of internal systems for monitoring standards and performance. Reports provide a detailed assessment of completed workshops, enabling directors to conduct more systematic reviews of performance and to take appropriate action to improve workshop provision.

*It is recommended that the Director should continue with the process of observing new speakers and trainers involved in the workshops and extend observations to all workshop contributors from time to time. Observations could also be carried out by other members of the management team. Feedback should also be obtained as to the quality of the external visits made during workshops.*

The Managing Director has extended the process of observing new speakers and trainers involved in the delivery of workshops to include the observation of long-standing contributors. Observations are also shared between the two directors. The Managing Director periodically attends external visits to evaluate their value. Feedback is also obtained from participants on the quality of the external visits made during workshops.

### **4. Compliance with BAC accreditation requirements**

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#### **4.1 Management, Staffing and Administration (spot check)**

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**The standards are judged to be:**

Met  Partially Met  Not Met

**Comments**

The senior management team provides clear direction and support to all members of staff. The team of independent advisers provides effective guidance on all aspects of the business, including the management and review of the workshops, and general strategic direction.

Directors and office staff work well together, and communication with workshop leaders is effective.

Administration is effective, with well-documented and up-to-date policies, procedures and systems.

The Provider employs appropriate managerial and administrative staff, and there is an effective system for reviewing the performance of all staff, including part-time tutors.

Information on professional development workshops is comprehensive, accurate and up to date.

Accurate and secure records of attendance and punctuality are kept for all workshops.

The customer relationship management system is used effectively by staff to collect and analyse market data, ensure effective recruitment and enrolment of workshop participants, and prepare management reports.

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4.2 Teaching, Learning and Assessment (spot check)

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**The standards are judged to be:**

Met  Partially Met  Not Met

**Comments**

A well-qualified and experienced management team, which includes two workshop programme managers, is responsible for teaching, learning and assessment and the management of a panel of workshop leaders.

The workshops, which are aimed at senior professional managers from across the world, use trainers who are highly qualified and experienced, have worked in senior positions, and have an excellent knowledge of the topics they are covering.

The workshops make good use of scenarios, case studies and external visits to help participants to develop practical skills and knowledge which they can use back in their home countries.

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4.3 Participant Welfare (spot check)

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**The standards are judged to be:**

Met  Partially Met  Not Met

**Comments**

Participants hold senior management positions in their own countries and undertake extensive travel. As a result, they require little pastoral support.

Participants receive appropriate information and advice prior to and on arrival in the UK, and they receive contact numbers and other guidance as part of their induction.

Appropriate policies are in place to address discrimination, abusive behavior, and participant safety.

There are currently no arrangements or policies or risk assessments in place to protect participants and staff from the risks associated with radicalisation and extremism, and no staff training has been carried out.

The fair treatment of participants is ensured through fair and transparent enrolment procedures and a clear complaints procedure.

Participants are provided with information on local events and cultural attractions of interest to the participants. There is no demand from participants for a formal social programme.

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#### 4.4 Premises and Facilities (spot check)

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**The standards are judged to be:**

Met     Partially Met     Not Met

**Comments**

The Provider has ongoing tenure on its UK premises, and continues to maintain them to a high standard. General guidance on health and safety is made available to all staff and visitors, and to all participants at the start of each workshop.

There is adequate circulation space for the number of participants and staff, and a suitable area to receive visitors. Training rooms in the Provider's office premises are well equipped and provide an appropriate learning environment.

Participants and staff use the training rooms for rest and relaxation between training sessions. There is a clean kitchen for the preparation of light refreshments.

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#### 4.5 Compliance Declaration

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**Declaration of compliance has been signed and dated.**

Yes     No

**PART C – SUMMARY OF STRENGTHS AND ACTION POINTS**

**STRENGTHS**

Senior managers provide clear strategic direction and effective support to all members of staff, ensuring very good communication with workshop leaders and an effective overview of the workshop programme.

Administrative support is excellent, and staff make effective use of the customer relationship management system for the enrolment of participants, analysis of market data, and production of management reports.

The planning, management and delivery of the workshops is well-coordinated by the workshop programme managers, and course content is highly relevant to senior professional managers across the world.

Workshop trainers are highly qualified and experienced, have an excellent knowledge of the topics they are teaching, and make good use of case studies and external visits to develop participants' practical skills.

**ACTIONS REQUIRED**

The Provider must establish effective arrangements to protect participants from the risks associated with radicalisation and extremism.

High     Medium     Low

**RECOMMENDED AREAS FOR IMPROVEMENT *(to be reviewed at the next inspection)***

None

**COMPLIANCE WITH STATUTORY REQUIREMENTS - FURTHER COMMENTS, IF APPLICABLE**