

MAKING JUDGEMENTS

Wherever individual opinions are sought during interviews and discussions, it is inevitable that conflicting views and issues will be raised. This is especially so within the NHS where the complexity of the organisation and wide variation in perspectives is a part of every day service delivery. Moreover, one individual's judgement of the importance and relevance of a piece of information can change once the experience and opinion of others is considered.

When making a judgement about a situation, you should consider:

- **The quality of the judgement:** was the appropriate information necessary for a quality judgement available and were the appropriate skills available to bring to bear on this judgement? If not, can the judgement be reviewed once further information or expertise has been secured;
- **The acceptance of the judgement by the relevant parties involved:** will the judgement be accepted by the relevant parties involved including NHS staff, stakeholders, the general public? If not, is the reason for the judgement, and the information used to make it, robust?
- **The speed of the judgement:** how much time is available before a judgement must be made? Is there time to seek further information or advice? Is a follow-up interview required? If the speed of the judgement is speeded up or slowed down, what impact will this have on the quality of the judgement?
- **Values used in the decision process:** what value judgements or assumptions did the review team members use in making a final judgement. All judgements are value decisions, i.e. they involve the determination of what is good or bad, important or unimportant. For this reason the team must be fully conversant with CHI's values before any judgements are made.
- **Influences on the judgement:** How objective was the judgement? Was it based on the objective collection of facts or on the subjective opinions of individuals. If the latter, are these appropriately documented? Is supporting data robust and up to date?