

# **Planning inspection campaigns: key elements and experiences**

## Labour inspection campaigns and other labour inspection action

- Inspection campaigns are a tool along other to fulfill the labour inspectorate's mandate
- Aims may differ from bringing employers into compliance, informing on new legislation, piloting new methods (...)
- Scope may cover the national territory, regions or smaller areas
- It may target several or one sector, subsectors, specific economic groups or business models (ex: franchising, subcontracting)
- It may address the entire labour legislation or specific topics
- It may be a mix of enforcement, compliance assistance, education and awareness raising or more narrow

## Labour inspection and programming cycles

Inspection campaigns are to be integrated into regular programming cycles and be consistent with other labour inspection action

- Keeping respect for applicable labour inspection policies or driving new policies
- Incorporating regular labour inspectorate's annual plans and programmes
- Different duration (from weeks to years)
- Results should be reported for the sole purpose of assessing the campaign and always included in regular annual reports

## Elements to consider when designing the campaign

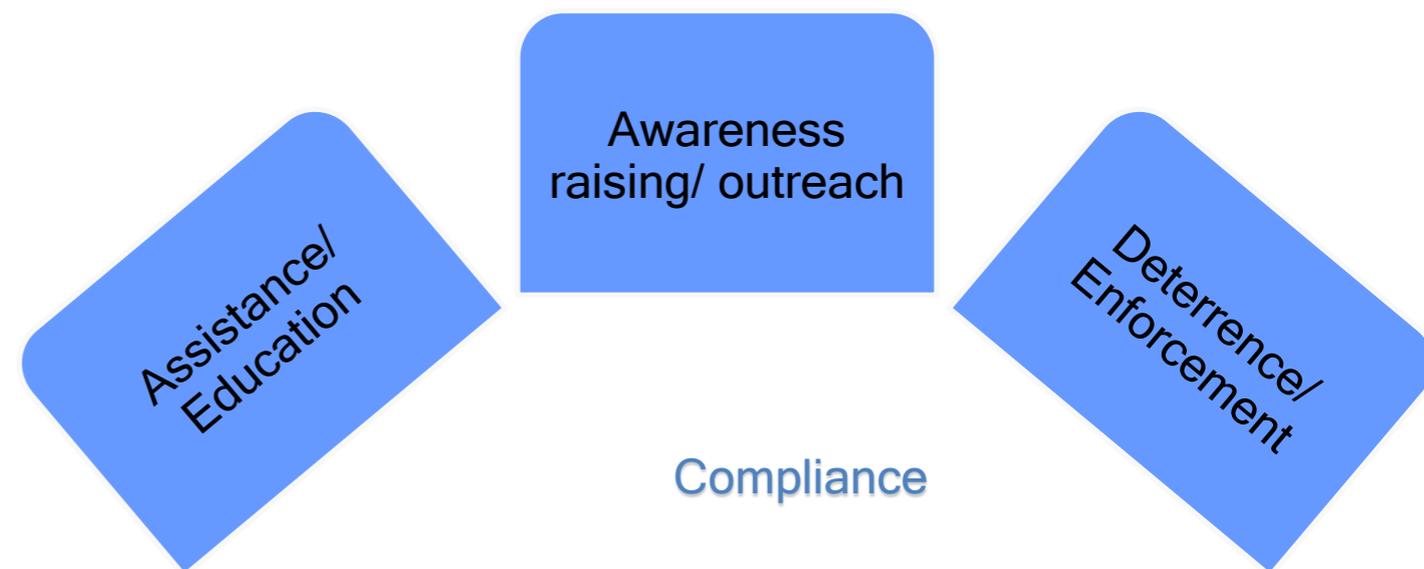
Use of combined approaches may assist to address different causes of problems we want to address

Short duration campaigns do not solve the problems (they will produce action results, not impact)

All campaigns should be preceded by a situation analysis so that all components within a problem (direct and indirect sources), relevant partners, and system-oriented responses may be selected

Campaigns should fulfil long term goals aiming at effective sustainable changes (impact)

Short duration campaigns can be used as pilots leading to larger initiatives



## Campaigns are a tool to achieve the final goal of labour inspectorates

“Obtain-Maintain-Sustain”.



They should be incorporated into institutional initiatives responding to the questions:

- How to obtain compliance
- How to maintain compliance
- How to sustain compliance

## Strategic Compliance Triangle

“**Obtain**” compliance by conducting effective investigations.

“**Maintain**” compliance by creating incentives for investigated employers to come in to compliance and remain in compliance.

“**Sustain**” compliance by leveraging resources outside of the inspectorate that create ongoing incentives for employers that were inspected to remain in compliance and for employers who have not been inspected to review their labour practices and make necessary adjustments if problems are found.

- Campaigns are most a component of larger strategies or they can define and lead the strategy if comprehensive enough
- Should be linked to the outcomes the organization is trying to achieve
- Should define specific outputs that should be measurable.
- Should be set after a problem analysis exercise
- Have to be realistic in terms of objectives vs resources that the organization can allocate or leverage

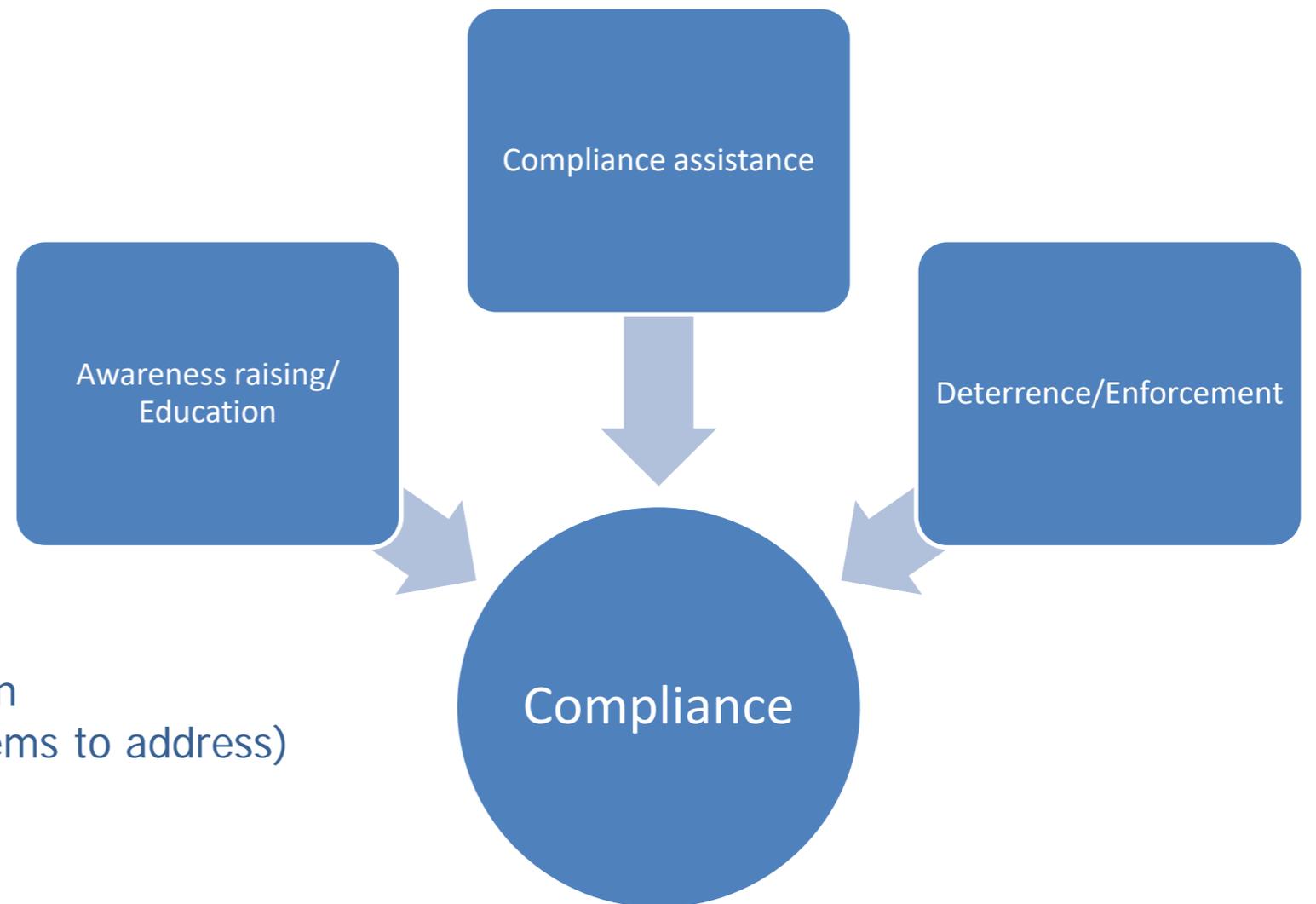
Problem identification

Project cycle logic

Problem assessment

Stakeholders mapping

# DESIGN



Strategy selection  
(causal relationship with problems to address)

## Compliance Assistance and Education Strategies: Helping to comply

- What type of education and outreach should be conducted?
- What materials should be developed for distribution to the targeted industry sector?
- When should information be provided to businesses, to employers, to other stakeholders?
- Which stakeholders can provide avenues for disseminating information?
- How can the regulated community help design and implement compliance assistance strategies?
- Whom to engage and when?

## Public Awareness and Outreach Strategies: Multiplier effect

- How can the communication and press strategies be used to enhance transparency, openness and buy-in?
- How do you reach workers and employers?
- Can worker and community-based organizations help educate workers and others about the legal requirements?
- How will inspections findings and results be provided to the public and to stakeholders?

## Enforcement Strategies

- What is scope of inspection?
- What is the profile of targeted establishments?
- How many inspections within the sector are necessary for minimum impact?
- How frequently should inspections be conducted?
- Should repeat inspections be conducted on sample establishments?
- When will inspections be conducted?
- What stakeholder coordination is appropriate, if any?
- How will you define success?
- Criteria for enforcement action (consistency)

## BEFORE STARTING A CAMPAIGN ASK YOURSELF:

- ▶ What do I really want to achieve with the campaign?
- ▶ What methods of inspection best fit the strategy?
- ▶ With whom and following which protocols?
- ▶ Are there specific investigation methods to address the sector, the issues or different enterprises?
- ▶ Are there tools associated with these methods?
- ▶ Do inspectors know how to inform and conduct investigation?
- ▶ Is there a need to develop new investigation methods, techniques, tools or to train inspectors?

- Step by step: DESIGNING THE CAMPAIGN

**WHAT? (EVIDENCE BASED)**

**WHY?**

**WHERE?**

**WHEN?**

**TO WHOM?**

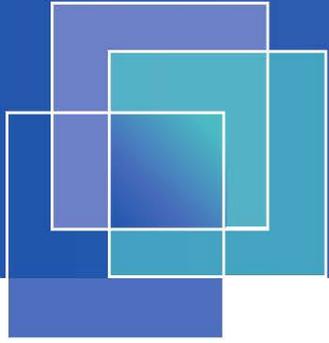
**FOR WHAT?**

**BY WHOM?**

**HOW?**

**WITH WHOM?**

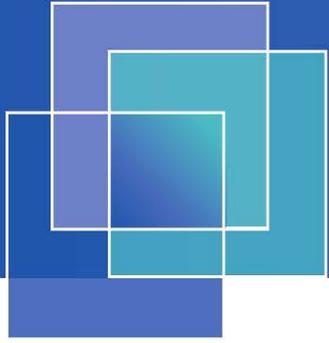
**WITH WHAT?**



# Step by step: OPERATIONAL PLANNING

- Breakdown the planning of inspections
- Sources of information
- Methods of inspection
- Criteria for selecting establishments
- Tools to be used
- Indicators of achievement
- Internal and external resources
- Expertise (existing/ new)





## WHEN TO INVOLVE EXTERNAL STAKEHOLDERS? How? For what?

- Pre-planning stage
- Planning stage
- Communication stage
- Enforcement stage
- Evaluation stage

Different stakeholders for different moments?

What inter-relationship?

Joint? Collaboration? Coordination?

Do we all share the same objectives? Values?

# Step by step: planning

Communication stage? What? Channels?

Inspection stage? Integrated visits? Blitz visits? Joint visits? Different visits according to the stage of the campaign?

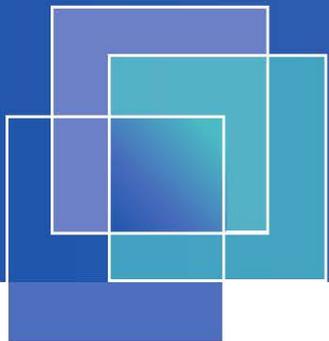
Both?

Simultaneous?

Monitoring (How? When? By whom? Whith whom?)

Resources (staff, vehicles, tools)



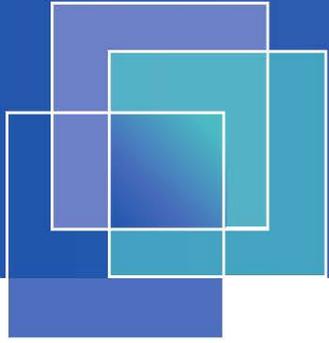


## Example of communication activities

- Dissemination of information materials
- workshops, seminars, conferences, open days, radio and tv programmes.  
press releases
- visits
- capacity building for social partners, enterprises, other
- competitions, awards, best practice days...)

(...)



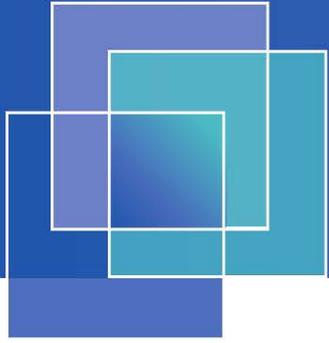


## SELECTION OF INSPECTORS (Skills required)

- Knowledge of construction cycle
- Hazard recognition
- Awareness of risk control measures
- Soft skills
- Organizational skills (teams)
- Correct use on PPE
- Enforcement policies
- Campaign guidelines and tools

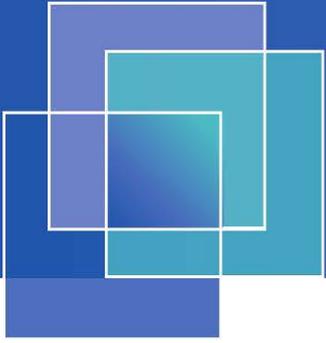
## SELECT TYPE OF VISITS

- PROACTIVE VS REACTIVE
- FIRST AND FOLLOW UP
- BLITZ
- JOINTLY WITH OTHER AUTHORITIES
- (...)



## PLANNING INSPECTION VISITS

- Identification of type of sites to be covered and precise sites to visit
  - large/ small sites
  - Demolition
  - New build/ renovation
  - Building/ other infrastructures
  - Sites with specific characteristics
- timing of inspections
- collaboration arrangements
- reporting arrangements
- topics to be covered (same for all sites?)



## TIMING OF THE INSPECTION

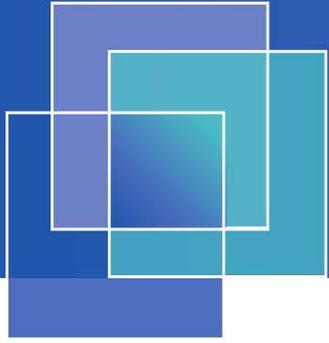
Topics to be covered influence the timing of the inspection and selection of premises

- Falls from height: sites when structural or finishing work is happening
- Osh management systems: more effective before site work starts
- Undeclared work: work peaks or when subcontracting is prevalent

Timing may also be seasonal/ weather related

It may be affected by national or local holidays

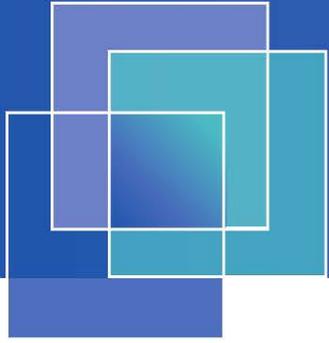
Night work or work during weekends may need to be addressed



## Determine criteria for identification of work sites, such as:

- accident history
- complaints
- previous worksite visits
- size
- nature of works
- lack of registration with authorities
- number of enterprises likely to be present
- number of workers likely to be present
- Referrals from other agencies
- Anchor sites

(...)



## Determine criteria for preparation of individual visits

- Use of official identification card or warrant
- inspection tools
- PPE
- police protection if needed
- Camera with still and video capability
- legal paperwork (stop notices, improvement notices, questionnaires to determine the employment relationship, means to record and tag evidence
- measuring equipment
- torch/ flashlight
- mobile phone
- (...)

# Step by step: Monitoring

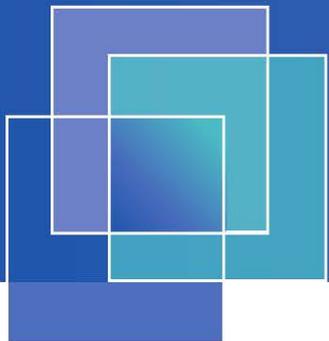
## Who to involve?

- Labour inspectors?
- Managers?
- National coordination team?
- Participatory council or committee?

## What role for the monitoring staff/ bodies?

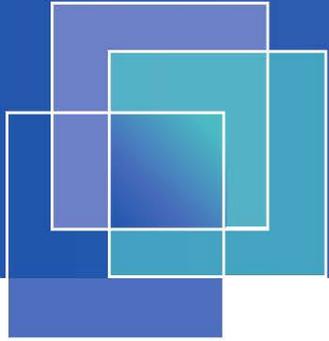
- assistance in solving problems
- monitor implementation against objectives, goals?
- prepare evaluation?





## Monitoring (ex. of tool for enforcement phase)

SECTORS	FIRST VISIT	NUMBER OF FOLLOW-UP VISITS	NUMBER OF ENTERPRISES VISITED	NUMBER OF WORKPLACES VISITED	NUMBER OF WORKERS (by gender)		NUMBER OF INFRACTIONS	TYPE OF INFRACTION <sup>1</sup>	ADVICE		NOTICE FOR IMPROVEMENT	STOPPAGE OF WORK	FINES OR COURT SANCTIONS
					FEMALE	MEN			Verbal	Written			



# Step by step: Evaluation

## What? When? How?

- based on a checklist?
- number of distributed materials?
- number of visits?
- number of procedures?

- final evaluation report?
- partial assessments?
- internal/ external assessment?
- to whom?
- with which purposes?

## How to measure?

- quantitative results
- quality
- cost effectiveness balance
- impacts

## HOW TO MEASURE SUCCESS?