

Quality Assurance Policy
ThinkTalent Limited



Responsible person:	Nadine Muscat Cini
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1. PREFACE

This Quality Assurance Policy has been designed for the purpose of acquiring national accreditation that is certified by the Malta Qualifications Framework. This Quality Assurance Policy for ThinkTalent Training Programmes describes planned QA activities, project strategy, responsibilities and management. The document also contains various resources required for the successful provision of this educational training project.

2. CONTACT PERSONS

Name	Role	E-mail	Phones	
			Office	Mobile
Nadine Muscat Cini	HR Manager	ncini@thinktalent.com.mt	27030133	79455280
Isabel Dimech	Office Manager	admin@thinktalent.com.mt	27030133	99841419

3. RELATED DOCUMENTATION

Document	Version	Description
Appendix A	1	Trainers CV's
Appendix B	1	Trainers Qualifications & Certifications
Appendix C	1	Train the Trainer Full Programme
Appendix D	1	Award Assessment – participants are assessed on these criteria
Appendix E	1	Training Evaluation Feedback Form
Appendix F	1	Executive Directors and Trainers Professional and Academic Profile
Appendix G	1	Budgeting and Financial Policy
Appendix H	1	Teaching Staff Policy
Appendix I	1	Students/ Delegates Admittance, Feedback and Course Design Policy
Appendix J	1	Teacher Observation Form
Appendix K	1	Delegates Reading List
Appendix L	1	Student Diversity and Equality Policy
Appendix M	1	Official Certificate of Accredited Award - Template
Appendix N	1	Administration Policy
Appendix O	1	Teacher's Warrant Dr Beverly Cutajar

CHANGE HISTORY

Date	Author	Description
15 January 2017	Preliminary Draft	Created document. First draft.
10 April 2017	Review 1 st Cycle	1 st Cycle Amendments.
15 June 2017	Review 2nd Cycle	2 nd Cycle Amendments for final approval.

MANAGEMENT

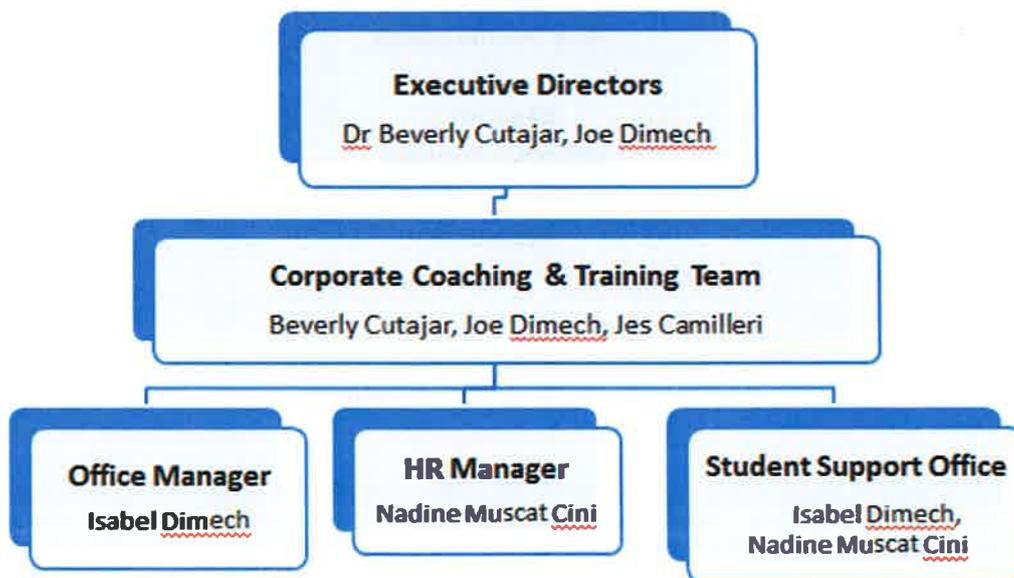
3.1. Organisation

As a Training Institution, ThinkTalent aims to bring excellence in organisations through people. ThinkTalent's unadulterated focus is to motivate, inspire and coach its esteemed students and delegates through time-tested and engaging practical and theoretical knowledge. ThinkTalent's purpose is one that personifies self-achievement and promises to resonate in that which leads innovative and people-centric organisations to triumph.

Human resources development and training departments require that staff and employees undergo training and seminars to tap into their full potential. In turn, synergy is developed and the whole organisation's thrust becomes greater than the sum of its parts. This can only be achieved through well-crafted training that reconciles and reaffirms strategic goals.

ThinkTalent Ltd. is an HR Outsourcing, Consulting and Development Company made up of seasoned and experienced practitioners with a proven track record in the industry. ThinkTalent brings together diverse and multi-skilled specialists that combine practical experience, time tested initiatives and projects as well as the credentials to back its services. With the advantage of having led both local as well as international HR projects, ThinkTalent are optimally positioned to understand the explicit needs of many businesses at different levels. At organisational level, ThinkTalent team's combined experience transcends diverse sectors as well as cultures, thus amplifying their expertise in creating and developing tailor-made business solutions.

ThinkTalent Organisation Chart



3.2. Tasks and Responsibilities

ThinkTalent Limited are responsible to provide tailor-made, as well as open training programmes to people within organisations to complement life-long learning and continued education.

Table 1. Tasks and responsibilities

QA task	Responsible
Training Programmes Creation and Review	Executive Director, Corporate Coach & Trainer
Budget control	Executive Director, Office Manager
Management of Quality Records and Bookings	Office Manager
Feedback and Review	HR Manager, Corporate Coach and Trainer

4. DOCUMENTATION

ThinkTalent Limited's **Train the Trainer** course covers the following 10 learning modules, lectures and practice-sessions based on the following areas:

Session 1
Identifying Learning Needs

Session 2
How People Learn

Session 3
Effective Trainers

Session 4
Planning Your Training Session

Session 5
Brain-Friendly Training

Session 6
Giving Feedback

Session 7
Visual Aids

Session 8
Evaluating Training

**Session 9
ABC Structure**

**Session 10
Practice**

5. RESEARCH, LEARNING AND TEACHING RESOURCE

ThinkTalent Limited brings together diverse and multi-skilled specialists that combine practical experience, time tested initiatives and projects as well as the credentials to back its services. We create training programmes that ensures performance gaps are addressed. ThinkTalent are not subcontracted to third parties nor are they involved with external stakeholders.

We nurture an achieving and confident mentality, empowering **ThinkTalent's students and delegates to implement their organisation's** vision, positively impact the bottom line, and achieve excellence through people.

ThinkTalent's course is performance and assessment based and thus, currently requires no examination at this level. At the end of the programme, all students are required to give a 20 minute presentation; the content and delivery is assessed against set criteria - reflective of quality and methodology - as indicated in Sections 7, 8 and 10 of this policy. This will be reviewed duly, should we offer courses that would require examination.

As per **Appendix H**, ThinkTalent's Teaching Staff Policy establishes the following minimum eligibility criteria to ensure that tutors are fit for the purpose of training.

For courses accredited by the NCFHE at MQF Level 4 teaching staff must meet the following criteria:

- **Minimum qualification of MQF Level 5**
- **3 years' management experience**
- **Train the Trainer Certificate or equivalent**

For courses accredited by the NCFHE at MQF Level 5 teaching staff must meet the following criteria:-

- **Minimum qualification of MQF Level 6**
- **5 years' management experience**
- **Train the Trainer Certificate or equivalent**

With over thirty years of local and international experience at the core of the HR sector, ThinkTalent is an HR Outsourcing, Consulting and Development Company made up of seasoned and experienced practitioners with a proven track record in the industry. ThinkTalent harnesses cross-industry expertise built on involvement within the Hospitality, Manufacturing, Education,

Tourism, Information Technology, Communications, Catering, Retail, I-Gaming, Shipping, Financial Services and the Public Sector. With the advantage of having led both local as well as international HR projects, we are optimally positioned to understand the explicit needs of many businesses at different levels. As our experience transcends diverse sectors as well as cultures, we can create tailor-made solutions aimed at our client's own specific needs.

ThinkTalent's own accomplishment is uniquely measured on the return on investment. Fundamentally, we treat our clients' businesses as our own, leaving no stone unturned to achieve the organisation's vision and corporate goals. This obligation is intrinsically bound to our promise to take businesses forward by maximising the potential of the organisations' most prized asset - its people.

<http://www.thinktalent.com.mt/index.php/about-us/the-company>

6. INSTITUTIONAL PROBITY

ThinkTalent Ltd. ascribes to yearly audited accounts with regular budget plans stipulated by its main shareholders and Executive Directors. Our members of the body corporate and the persons occupying a headship position have all the credentials and expertise in developing, creating and delivering further or higher education programmes. A wealth of academic and management experience is shared by ThinkTalent's Directors that ensures that they, as the persons occupying headship positions, are fit to oversee the delivery of further and higher education courses.

ThinkTalent has seen a steady, yearly growth for the last consecutive 7 years in the running of its successful Training and Consultancy business. This is in itself a testimony that the company is thriving. ThinkTalent Ltd. ascribes to yearly audited accounts with regular budget plans stipulated by its main shareholders and Executive Directors. Members of the body corporate and the persons occupying a headship position have all the credentials and expertise in developing, creating and delivering further or higher education programmes. A wealth of academic and management experience is shared by ThinkTalent's Directors that ensures that they, as the persons occupying headship positions, are fit to are fit to oversee the delivery of further and higher education courses, as well as to ensure long term financial stability of the organisation.

Dr Beverly Cutajar holds a doctorate in Human Resources Management as well as 10 years management experience, while Mr Joe Dimech holds a wealth of management experience spanning over 20 years, in both local and international HR initiatives and projects. As Group Director Human Resources for an international hotel group with various other interests, together with his role as Head of Human Resources and Training for a leading international chain of English Language schools, he has built up a vast background to design and deliver extensive training topics in any environment.

As per ThinkTalent's Budget and Financial Policy [**Appendix G**], long term financial stability is ensured by the Executive Directors following a thorough budgeting process, as described below, to warrant year on year growth. ThinkTalent's yearly budget grants 30 days per year for its tutors to conduct course research; this includes but is not limited to the following processes:

- Identification of the number of courses per year being offered to students;
- Estimated revenue per year;
- Identifying trainers to deliver the courses and their cost;
- Running costs of the courses including premises, coffee and lunch breaks, course materials;
- General administration costs.

ThinkTalent is also indicating the minimum eligibility criteria of the persons occupying the headship positions and other members representing the team, and how it ensures they are fit for purpose. Please refer to **Appendix F – ThinkTalent Team Profiles & Minimum Eligibility Criteria Policy** for an outline of the Academic and Professional profiles of ThinkTalent's Executive Directors, and other members respectively.

Please also refer to **Appendices A and B** for respective **qualifications** and **CVs** of ThinkTalent's Directors and Trainers.

7. DESIGN AND APPROVAL OF PROGRAMME

This section specifies the duration, resources, proposed MQF level, methods, characteristics and procedures to be used in our Training Programme.

ThinkTalent does not involve external examiners or stakeholders in its programme design, delivery or final assessment. Furthermore, students are involved in the design and review of the programme via the **Training Evaluation Feedback Form – Appendix E** which is distributed electronically or by hand at the end of the course.

The **Full Programme** and clear **Learning Outcomes** are published and marketed electronically through ThinkTalent's website and social media channels, in various compatible formats (in keeping with the full programme) as shown in **Appendix C**.

ThinkTalent applies an Annual Review Methodology to its programme based on research and Student Feedback as outlined in this Policy and its Appendices.

Programme Duration	3 Full Days' Learning Workshop			
Resources	<ul style="list-style-type: none"> ▪ Training material developed and designed by ThinkTalent Limited's qualified trainers. [APPENDIX H] ▪ Every student is provided with: a pack of resources and a guided reading list. [APPENDIX K] 			
Title of the Qualification / Award	Train the Trainer – Award or Certificate			
Proposed MQF Level	MQF Level 4			
Train the Trainer will provide a workload of 28 Hours of Total Learning, awarding – 1 ECTS/ Credit.	Contact hours	16	Supervised practice hours	4
	Self-Study hours	4	Assessment Hours	4
Target Audience & Mimimum Elegibility	<ul style="list-style-type: none"> ▪ Team Leaders, Supervisors, Junior Management, Middle Management. ▪ Students are required to have a minimum qualification of one level lower than the course being applied for, OR 3 years of job-related and practical experience. [APPENDIX I] 			

Course Characteristics	This course will take place in a classroom style setting, delivered traditionally in a lecture-style setting involving 1 Trainer and approximately 8 participants. It will use a mixed-methodologies approach including tutor contact, continued reasearch & self-study, ongoing assessment and feedback, as well as supervised practice hours on the final day of the 3-day programme. [APPENDIX I]
Learning Outcomes	Competences: – at the end of the module/unit the learner will have acquired the responsibility and autonomy to:
Competences	a) Identify learning needs and bridge performance gaps. b) Design an effective training plan equipped with knowledge from a multi-faceted perspective. c) Deliver training with positive impact on the following measurables: trainee reaction, engagement, learning, behaviour and results
Learning Outcomes	Knowledge – at the end of the module/unit the learner will have been exposed to the following: (This can be a list of knowledge/content items)
Knowledge	a) Understand the differences between Learning, Training and Development. b) Decipher between the various learning styles and their effect on adaptation. c) Apply the right learning approach to suit participants universally.
Learning Outcomes	Skills – at the end of the module/unit the learner will have mastered the following skills:
Skills	Applying knowledge and understanding, the learner will be able to: a) Make in-depth content analysis to ensure training addresses specific needs targeting major business areas to ensure successful impact/ reach desired outcomes. b) Disseminate training by applying various methodologies learnt during course. c) Address sustainability in devising training solutions that will impact revenue, control cost, improving quality and the customer experience.
Judgment Skills & Critical Abilities	Applying judgment skills and critical abilities, the learner will be able to: a) Understand which methodologies work best; make judgements on the most fitting teaching approach according to the audience, the subject and the setting. b) Raise the interest factor by implementing new planning and assessmet tools. c) Apply 'Checking Training' techniques that ensures learners are learning.
Resources & Forms of Assessment	ThinkTalent's Tutors are also the Examiners. Train the Trainer is an assessment based programme and requires no final examination. Students are to prepare for a 20 minute practice presentation. Furthermore, students are supported by the following: <ul style="list-style-type: none">▪ 16 Contact Hours with Tutor▪ Train the Trainer Notes by ThinkTalent▪ Practice Session Assessment Sheet▪ Award Assessment Areas [APPENDIX D]▪ Delegates Reading List [APPENDIX K]▪ Guided Reading List▪ ThinkTalent's assigned Library Section

Minimum Requirement to teach Train the Trainer	MQF Level 5
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8. STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT

ThinkTalent's Training Programmes are delivered in a way that encourages students to take an active role in creating the learning process. ThinkTalent's tutors ensure that assessment reflects the same approach.

The measures that ThinkTalent take to encourage students to take an active role in the learning process are the following:

- ✓ ThinkTalent's courses are full of activities ensuring student's thorough engagement with the subject
- ✓ ThinkTalent promotes different pedagogical methods by adapting the learning styles developed by Professors Peter Honey and Alan Mumford, which identify four distinct learning styles or preferences: Activist, Theorist; Pragmatist and Reflector [**Appendix I**]
- ✓ ThinkTalent supports Student Diversity and Equality by implementing the appropriate guidelines as mentioned in Policy [**Appendix L**]
- ✓ Students are supported by their tutors through ongoing intrinsic and extrinsic feedback and formal assessments as per our Admittance, Feedback and Course Design Policy [**APPENDIX I**]
- ✓ ThinkTalent ensures fairness in assessment by establishing set criteria which leave less room for subjectivity [**APPENDIX I**]
- ✓ ThinkTalent's tutors are familiar with different assessment and examination methods because ThinkTalent's Tutors are delivering the training and are therefore familiar with all content, assessment methods
- ✓ ThinkTalent conducts Teaching Observation to ensure all trainers are delivering training to required standards [**Appendix J**]

As described in section 9, ThinkTalent has developed a mixed-methodologies teaching approach, which includes tutor contact, self-study and research, supervised practice hours and assessment hours, culminating on the final day of the 3-day workshop with a full presentation as the final examination. Our delegates are thus assessed on the following criteria:

- 1) **Structure** -: Demonstration Explanation | Mental Involvement | Practical Involvement | Verbal Check | Practical Check
- 2) **Technique** -: Question Wording | Staging | Session Structure | Logic
- 3) **Interaction** -: Pace/Level | Trainer's Response | Enthusiasm/Commitment
- 4) **Preparation** -: Room | Equipment | Materials
- 5) **The ABC Phases** -: Attention Phase | Breakdown Phase | Check Phase

9. FEEDBACK AND COMPLAINTS PROCEDURE

ThinkTalent Limited's Feedback and Complaints Procedure is represented by the Training Evaluation Feedback Form which is distributed to our delegates following the completion of the

training programme (**APPENDIX E**). ThinkTalent supports all formal procedures for student complaint and appeals as per the Student Diversity and Equality Policy [**Appendix L**].

This form highlights general expectation areas and indicates overall fulfilment of participants, or otherwise. Feedback is then considered for future training development and course design. ThinkTalent's policy on Student Admittance, Feedback and Course Design highlights procedures accordingly [**Appendix I**].

10. STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION

ThinkTalent ensures that the admission processes and criteria are implemented consistently and in a transparent manner as per our policies on Student Admittance, Feedback and Course Design [**Appendix I**], Student Diversity and Equality [**Appendix L**], and with its Official Certification of the final Accredited Award [**Appendix M**].

ThinkTalent Limited establishes the following minimum admittance criteria to ensure that students and delegates meet the entry level requirements for the purpose of successful Further and Higher Education, as per NCFHE guidelines.

For courses accredited by the NCFHE the minimum eligibility criteria for students to apply for a course are the following:-

- Minimum qualification of one level lower than the course being applied for courses at MQF Level 4, students must have attained qualifications equivalent of MQF Level 3.

OR

- 3 years of job-related and practical experience
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- ✓ These policies cover the selection criteria ThinkTalent adopts for all student applications.
 - ✓ Processing time for the consideration of relevant qualifications, relevant study periods of study, prior learning and non-formal and informal learning, is generally up to two (2) weeks. Although we would like to clarify that most of our students are middle management employees seeking to broaden their knowledge in specific areas – in respect of the courses ThinkTalent provides such as Train the Trainer.
 - ✓ Mechanisms for taking into account prior learning as defined in the above mentioned policies.
 - ✓ The induction to the institution and the programme is conducted during a welcome briefing on the first day of the programme.
 - ✓ ThinkTalent provides documentation to the students explaining the context, MQF level, amount of learning credit, content and status of qualification gained upon course completion, with the certification of attendance or (*once approved*) the Official Accredited Award, which will specify the details of the qualification as ascribed and accredited by the NCFHE.
 - ✓ Attached to the official NCFHE certification, ThinkTalent will also provide the transcription of results in the form of set learning outcomes attained by the Student as follows:

- **Successfully identifies the characteristics of an exceptional trainer**
- **Competency in conducting a training needs analysis effectively**
- **Competency in delivering company training plans with successful outcomes**
- **Recognises different behavioural styles to adapt training as necessary**
- **Capable of providing tactics for handling surprise situations or difficult participants**
- **Knowledgeable in the application of various training methodologies**
- **Understands underlying factors that lead to the fulfillment of company and individual training expectations**

11. THINKTALENT TUTORS

ThinkTalent's tutors are fully qualified practitioners in the field of business training provision. ThinkTalent Limited applies clear, fair and transparent processes for the recruitment conditions of employment, with professional development practices being regularly applied. ThinkTalent ensures that its tutors are au courant with the latest teaching and learning developments in their respective fields and with the methodological requirements of their programmes - as per the **Teaching Staff Policy [Appendix H]**.

12. LEARNING RESOURCES AND STUDENT SUPPORT

ThinkTalent provides delegates with training material specific to the programme, as well as on-going coaching and support during the 3-Day Workshop. The spacious and private meeting room, on the 2nd floor of its new independent, bright offices, as well as the limited intake of delegates makes for a most conducive learning environment. For the time being, ThinkTalent will hold courses in a licenced premises due to the offices being limited to cater for wheelchair access, until necessary changes are made – these changes are addressed in the 'License as a Training Institution' Application.

ThinkTalent also provides external coaching and group training at client's offices to facilitate training according to business requirements and the size of organisation which may at times permit more flexibility and learning continuity.

ThinkTalent currently has one teaching department for one accredited course. We have thus not developed into a departmentalised institution at this stage. As the opportunity arises for further growth, we shall confirm with resource allocation requirements as deemed fit by the authorisation body.

- ✓ Our courses are designed for a specified 3-day workshops as Accredited by the NCFHE.
- ✓ Student Support is available - please refer to the Student Diversity and Equality Policy **[Appendix L]**.
- ✓ ThinkTalent's Teaching Staff Policy covers the 'Fit for Purpose' criteria – **[Appendix H]**.
- ✓ Our student population consists of mature, middle-management individuals who are already in employment and as such it is not typically diverse.
- ✓ The course is a part-time 3 day course catered for students of this level of experience.
- ✓ Students are informed of the available resources during the 1st day induction briefing prior to course commencement, where by a Delegates Information Pack is distributed featuring relevant study policies and study notes.

13. INFORMATION MANAGEMENT

ThinkTalent's Client Database records training delegates' personal information such as name, surname, email, contact number, and employer details where applicable. ThinkTalent keeps track of the profile of its students enrolled in its courses by handling confidential records appropriately, as per our Administration Policy **[Appendix N]**.

Records are collected via online forms which students fill out directly from our website www.thinktalent.com.mt. These forms feature the course for which Students which to enroll in, as well as personal contact details.

Regarding the participation rate of vulnerable groups, we following guidelines as per our Diversity and Equality Policy **[Appendix L]**. Courses are aimed at all types of student groups in general however ThinkTalent's target markets are employees in middle-management for the purposes of mutually agreeable success rating.

All the details of delegates attending our open training programmes will be kept confidentially, in accordance with the Data Protection Act. ThinkTalent is conformant with the Data Protection Act, whereby ThinkTalent applies the following regulations and abides by the nine principles of good information handling. Article 7 of the Act lists the requirements for processing, where the main purpose of these principles is to protect the interest of the individuals about whom personal data is processed. To ensure compliance with the Act, the ThinkTalent ensures that:

1. Personal data is processed fairly and lawfully;
2. Personal data is always processed in accordance with good practice;
3. Personal data is only collected for specific, explicitly stated and legitimate purposes;
4. Personal data is not processed for any purpose that is incompatible with that for which the information is collected;
5. Personal data that is processed is adequate and relevant in relation to the purposes of the processing;
6. No more personal data is processed than is necessary having regard to the purposes of the processing;
7. Personal data that is processed is correct and, if necessary, up to date;
8. All reasonable measures are taken to complete, correct, block or erase data to the extent that such data is incomplete or incorrect, having regard to the purposes for which they are processed;
9. Personal data is not kept for a period longer than is necessary, having regard to the purposes for which they are processed.

ThinkTalent's student participation, retention and success rates are kept as confidential information as per our Administration Policy and in accordance with the Data Protection Act.

14. PUBLIC INFORMATION

As illustrated in **APPENDIX C**, ThinkTalent's full training programme is Public Information which is featured on our Website and through various social media channels and company social pages. The programme is described in befitting detail, the intended learning outcomes, the qualifications awarded, including MQF level and ECTS learning credits, as well as the teaching, learning and assessment procedures used through the Delegates Information Pack distributed during the Induction Briefing.

This information will be sufficient by prospective applicants to make an informed choice in terms of the knowledge, skills and competences they are likely to acquire on successful completion of the programme.

- ✓ The selection criteria for ThinkTalent courses are specified in the Admittance, Feedback and Course Design Policy [**Appendix I**].
- ✓ Public information is periodically reviewed as per the Teaching Staff Policy which specifies that staff dedicate 5 hours a week for research, this includes review of public information [**Appendix H**].

15. REVIEW

ThinkTalent Limited ensures that learning programmes undergo periodic review to ensure training provision achieves intended objectives set for the company, and responds to the needs of the delegates and their respective organisations.

- ✓ ThinkTalent tutors are to dedicate 5 (five) hours per week for research on current trends and innovation in training.
- ✓ Students fill in a Training Evaluation Form at the end of each course and all feedback is taken on board for the mutual, continuous improvement and learning outcomes of ThinkTalent's programme and ThinkTalent's future students.

16. EXTERNAL QUALITY ASSURANCE

ThinkTalent Limited will undergo external quality assurance by, or with the approval of the NCFHE on a cyclical basis according to NCFHE guidelines, once every five years.

SIGNATURES OF RESPONSIBLE PERSONS

EXECUTIVE DIRECTOR Dr Beverly Cutajar

