



هيئة جودة التعليم والتدريب
Education & Training Quality Authority
مملكة البحرين - Kingdom of Bahrain

Directorate of Vocational Reviews

Monitoring Visit Report

Future Institute for Training & Development (FITD)
Isa Town
Kingdom of Bahrain

Date of last review: 29-31 October 2013

Date of the 1st monitoring visit: 16 June 2016

Date of the 2nd monitoring visit: 25 May

VO013-C2-Mb12

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Monitoring visit

The purpose of monitoring visits is to evaluate the progress made by an Institute in addressing the key issues for action identified by the review report.

Information about the provider

Future Institute for Training & Development (FITD) is part of the Al Meer Group companies, FITD was established in 2007 and it is licensed by the Ministry of Labour and Social Development (MoLSD) to offers non-accredited training courses of short duration in soft skills. Since the last monitoring visit conducted in June 2016, the Institute has conducted two courses with total enrolment of 23 learners. Most learners are employed by the Al Meer Group companies and a few learners from the private sector. FITD managed by general director and recently the Institute employed a training coordinators who is also the full-time trainer. The Institute operates from one location in Isa Town.

Last review/first monitoring visit outcomes

The overall effectiveness of FITD was judged as inadequate in the last review and therefore the Institute was subjected to a first monitoring visit on 16 June 2016 to assess the progress it is making in addressing the recommendations detailed in the review report. In the first monitoring visit, the progress made by FITD was not sufficient. Although the Institute properly select their trainers to deliver the training courses, monitoring of their performance is insufficient, as well as, insufficient measures were taken to monitor learners' achievement of course objectives and progress they make from their starting point. Additionally, it was indicated that the Institute still does not have a clear mechanism for developing course materials, supporting learners to achieve better outcomes, and sought employers' feedback about its provision.

Any significant changes to the provider since the last monitoring visit:

- The appointment of a full-time trainer who also coordinate courses.
- The development of basic policies and forms.

Criteria for judging progress on an issue / recommendation and the provider's overall progress:

Table 1: Judgement per recommendation

Judgement	Standard
Fully Addressed	The provider has demonstrated marked progress in addressing the recommendation. The actions taken by the provider have led to significant improvements in the identified aspect and, as a consequence, in the overall effectiveness of the provider, particularly in the outcomes for learners.
Partially Addressed	The provider has taken positive action to address the recommendation. There is evidence that these actions have produced improvements and that these improvements are sustainable. The actions taken are having a positive, but as yet incomplete, impact on the quality of provision and outcomes for learners.
Not Addressed	The provider has not taken appropriate actions to address the recommendation and/or what actions have been taken have had little or no impact on the quality of provision and outcomes for learners. Weaknesses still persist within this aspect of provision.

Table 2: Overall Grading

Grade	Grade Description	Standard
A	Sufficient progress	The provider has fully addressed the majority of the recommendations contained in the review report, and/or previous monitoring report, and includes those which have most impact on learners' achievement, and the rest have been partially addressed. No further monitoring is required.
B	In progress	The provider has at least partially addressed all of the recommendations contained in the review report and/or previous monitoring report.
C	Insufficient progress	The provider has made little or no progress in addressing the majority of the recommendations contained in the review report and/or previous monitoring report.

Progress on recommendations

Recommendation 1:

Device a system to assess learners' development and progress and ensure that all learners make the expected progress on all courses

Judgment: Not addressed

Comment:

Although FITD measures learners' progress and assess their achievement of course objectives by using summative and formative assessment, the Institute does not ensure that learners make the expected progress on all courses. The summative assessment used is mainly pre- and post-course assessment, which are relevant to the course objectives. However, the correction of the assessment is not accurate nor rigorous and marking scheme is still not standardised. Comparing learners' marks in the pre- and post-course assessment revealed that the majority of learners do not make sufficient progress in line with the course level and the added value is minimal. Furthermore, learners' marks and grades on the post-course assessment and activities do not reflect the actual standards of knowledge and skills reached. In addition, the verification and moderation process is not implemented well.

Recommendation 2:

Enhance the teaching and learning experience through:

- improving sessions plans and ensuring that plans are informed by prior assessments for better accommodation of learners' varying needs
- ensuring that all learners and employers are updated systematically
- ensuring that learners are provided with suitable support and guidance that help them to reach their potential

Judgement: Not addressed

Comment:

Trainers use a proper lesson plans with clear structure that contains time allocation, course objectives, assessment methods, activities, and training outcomes. However, the planned activities are still not detailed enough and the outcomes of the pre-course and continuous assessment of learners' performance are not formally utilised to inform lesson planning and cater for individual varying needs.

Learners and employers are updated on learners' performance; FITD training coordinator prepares a useful report on learners' performance and their satisfaction on the attended courses. This report is shared with employers upon course completion. Learners' course evaluation indicates that, FITD trainers are able to answer learners' questions during the delivery of training sessions and provide useful instant verbal feedback. However, the written feedback on learners produced work is insufficiently constructive. On the other hand, FITD has a useful self-evaluation form for learners to evaluate themselves against a set of criteria; the filled forms are evaluated by trainers. However, links and relationship between the learners' criteria and overall score are irrelevant.

Although FITD management has taken steps towards improving the quality of support and guidance provided to learners such as introducing new forms related to learners' support and following-up on their achievement, the execution of these are not yet fully implemented and no written support and guidance policy. Moreover, the management has started a mechanism to follow-up on learners at their workplace after course completion, but this practice is not documented and the objectives of these visits are not clear yet.

Recommendation 3:

Establish a system to ensure that courses are regularly reviewed and updated

Judgment: Not addressed

The management has not taken effective measures to address this recommendation, whereas, the development of FITD course materials completed on an *ad hoc* basis. In addition, the Institute does not establish a clear mechanism to review and update courses. Hence, the courses design and structure are underdeveloped and most of these are left to trainers' own styles.

Recommendation 4:

Strengthen the management role in monitoring the quality of provision through:

- ensuring that achievement data are aggregated and trends are monitored over time
- improving the current internal lesson observation scheme to be more critical and informative
- ensuring that employers' and learners' feedback about the provision are regularly collected and utilised for further improvement.

Judgment: Not addressed

Comment:

FITD conducts pre- and post-course assessment and some activities throughout the course to measure learners' understanding and achieving of course objectives, however, the Institute arrangement to closely monitor learners' performance is still not thoroughly implemented to inform improvement decision making. Although training coordinator provides the management with useful report upon course completion, this report does not highlight key issues or trends to inform decision making.

While the Institute regularly monitors trainers' performance using fit for purpose form with critical performance rating to quality assure teaching and training, actions or subsequent follow-up on these visits are still not addressed. In some cases, lower performance ratings are not sufficiently explained and the written feedback is not always shared with trainers.

Upon course completion, learners' feedback is regularly collected by using useful form, yet the collected feedback is not analysed further to inform decision making. Critical issues highlighted are still not followed-up or acted upon. For instance, comments highlighted about the quality of the course materials and the range of activities provided did not trigger any action by the management. Moreover, the Institute does not have a formal mechanism to gather employers' views about its provision

Overall Judgement and Further Recommendations

Overall Judgement: Insufficient progress

Comment:

It is evident that FITD has not addressed recommendations identified by the previous review report, which include ensuring and assessing learners' skills development and progress made throughout the course, and to establish a system to regularly review and update course materials. As well as, considering recommendations related to enhancing teaching and learning experience, such as those related to the lesson plans which are not well informed by learners' prior and continuous assessment, likewise learners and employers are not updated systematically. Furthermore, FITD yet to have a clear mechanism to support and guide learners to achieve better outcomes. In addition, areas identified to strengthen leadership and management role in monitoring the quality of the provision such as monitoring of learners' performance, internal lesson observation, and utilisation of learners' and employers' feedback are still not considered.

Summary of progress grades

Overall progress grade	Grade: C	Description: Insufficient progress
Recommendations	Description	
Recommendation 1	Not addressed	
Recommendation 2	Not addressed	
Recommendation 3	Not addressed	
Recommendation 4	Not addressed	

The Institute has not addressed all the recommendations included in the review report. Hence, it is graded as 'Insufficient progress'. As per the Education & Training Quality Authority (BQA) regulations, the Institute will be subjected to a full review. More serious efforts are needed to improve the provision.