



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

Directorate of Vocational Reviews

Review Report

Berlitz Training Center
Manama
Kingdom of Bahrain

Date Reviewed: 10-14 December 2023
VO058-C4-R041

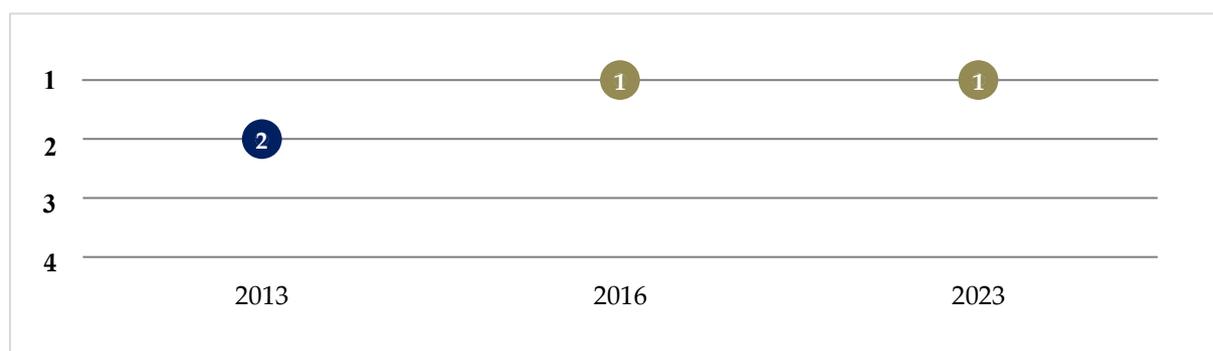
Introduction

The Directorate of Vocational Reviews (DVR) of the Education & Training Quality Authority (BQA), conducted this review over five days by a team of six reviewers. For this review, reviewers observed training sessions and other related activities, analysed data about the courses/programmes and qualifications learners achieve, examined learners' written and other work, examined documents and materials provided by Berlitz Training Center (Berlitz) and collected feedback from learners, employers, trainers, management, and support staff.

This Report summarises the review team's findings and their recommendations about what the provider should do to improve.

Summary of review judgements		
	Aspect	Judgement
Outcomes	Learners' achievement	1
Programmes and processes	Effectiveness of teaching/training and assessment	2
	Quality of courses/programmes	1
	Learners' support and guidance	1
Management and governance	Effectiveness of leadership, management and governance	1
Capacity to improve		1
Overall effectiveness		1

Provider's overall effectiveness throughout the last three reviews



Outstanding	1	Good	2	Satisfactory	3	Inadequate	4
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Overall Effectiveness: 'Outstanding'

Judgement justifications

- The overall effectiveness of all Aspects of Berlitz Training Center (Berlitz) provision is judged as 'Outstanding', while the 'Effectiveness of Teaching/Training and Assessment' is judged as 'Good'.
 - Berlitz management is guided by highly developed strategic planning, which is based on rigorous analysis of the Center's performance, an extensive understanding of the stakeholders' and learners' needs, and an inclusive self-evaluation process directed towards enhancing learners' achievement and continuous improvement.
 - Based on a holistic review of market trends, Berlitz offers a wide range of externally accredited business and social English language courses/programmes along with a combination of professional skills specialisations and a number of other foreign language courses/programmes. These courses/programmes are well-structured and planned with assessment activities, which are highly relevant to the specific needs of learners and stakeholders.
 - Berlitz trainers are qualified, certified, and have extensive professional experience in their fields of training. They deploy a range of effective training and learning strategies with purposeful utilisation of the various learning resources to enrich learning. However, in a few cases, the training methodologies restrict the productive engagement of learners throughout the session.
- The vast majority of learners successfully achieve the stated course/programme Intended Learning Outcomes (ILOs) with high retention rates in the vast majority of courses/programmes and where most of them achieve the proficiency levels, they aim for in a timely manner. Berlitz adopts a comprehensive mechanism to support and guide learners throughout their learning journey to achieve better outcomes and overcome their difficulties.
 - Trainers' performance is regularly and rigorously monitored during sessions through a well-designed internal session observation, and the outcomes are critical, informative, and used to continuously improve trainers' performance.
 - Quality assurance is comprehensive and supported by a range of detailed policies and procedures including those related to moderation and verification processes. The system is consistently implemented across the provision to review and closely monitor the quality of training. Although the Center has arrangements to accommodate learners with special needs that suit the nature of the courses/programmes on offer, there is no explicit policy in place to deal with emerging situations.

Capacity to Improve: 'Outstanding'

Judgement justifications

- Berlitz maintained its key strengths, and previous overall effectiveness judgement as 'Outstanding' including its 'Capacity to Improve'. Additionally, the Center has taken a range of focused initiatives to address the previous review's key recommendations, such as enhancing the learners' achievements across the provision.
- Berlitz has the necessary physical and human resources to carry out improvement initiatives, with qualified and experienced staff who are effectively inducted and deployed to support the Centre in achieving its objectives.
- The Center continues to maintain a well-established long-term partnership with Berlitz International for the latest courses/programmes and receives sustained support and directions.
- As per the provided Learners' Performance Data (LPD) and performance records, Berlitz achievement rates have been maintained high for the vast majority of courses/programmes well over 90% for the last three years.
- Learners' enrolments have improved during 2020, and slightly dropped in 2021 and years after with a reasonable re-enrolment rate of over 40%.
- In 2020, Berlitz has expanded the range of courses/programmes by introducing new ranges such as Business English levels 1 and 2, and English 5, 6, 7 and 8 both core and expert versions, and communication across Culture 5-8. In addition to the development of specialized courses/programmes in Business English level 1 and 2.
- In response to the national initiatives, Berlitz has successfully aligned English Levels 1 to 4, Business English levels 5 to 8 and Berlitz Customer Service and Berlitz Email and Business Writing skills courses/programmes to the National Qualifications Framework (NQF).
- The Self-Evaluation Form (SEF) provided for the purpose of this review is sufficiently detailed, and all aspects have been widely supported with a range of relevant evidence. The SEF grades match with those of the review team except for the 'Effectiveness of Teaching/Training and Assessment'.

The Provider's Key Strengths

- the high achievement rates for the vast majority of learners and progress across most courses/programmes with the majority of learners achieving high Proficiency rates.
- well-structured and planned courses/programmes, including the assessment methods, which are rigorously implemented to meet the specific needs and requirements of learners and stakeholders.
- the comprehensive support and guidance provided to learners throughout their learning journey to achieve better outcomes.
- the highly developed strategic planning that is informed by a comprehensive analysis of the Centre's performance and is systemically monitored and revised.
- effective performance monitoring of learners and staff including trainers.

Recommendations

In order to sustain the high-quality provision, Berlitz should:

- further enrich the training strategies and ensure the less able learners are sufficiently engaged.
- develop explicit policy and mechanism to effectively address learners with Special Educational Needs and /or Disabilities (SEND).

Learners' Achievement: 'Outstanding'

Judgement justifications

- The vast majority of learners gain knowledge that is relevant to the courses/programmes and develop exceptional oral communicational skills and language competencies where most of them achieve the proficiency levels they aim for in a timely manner. The skills and competencies developed are well-reflected in learners' performance in training sessions, the standard of their written produced work, and the high achievement rates in the end-of-course/program curriculum tests.
- According to the analysis of LPD and submitted performance records, the majority of learners are enrolled in English language courses/programmes (81%), whereas other languages such as Arabic, German, French and Spanish represent 5%, 6%, 1%, and 7% respectively. All courses/programmes are accredited by Berlitz International.
- Berlitz assessment methods are rigorously and systematically implemented across levels through continuous formative and summative assessments which are effectively verified and closely linked to the course courses/programme ILOs.
- Almost all learners at Berlitz achieve course courses/programme ILOs successfully with high retention rates in the vast majority of courses/programmes.
- Berlitz has a comprehensive assessment policy and a clear mechanism to evaluate learners' achievement of skills and track their progress on a weekly basis, which is well suited for the conducted courses/programmes.
- The Centre has a clear grading system with well-defined rubrics for all different skills that are consistently implemented across all courses/programmes. Learners progress significantly during their courses/programmes, when compared to their starting levels, which is evident in the progress reports issued twice during the courses/programmes. There is a clear progression path for courses/programmes where a number of learners progressed successfully to a more advanced level such as from functional level to upper intermediate levels.
- In the observed sessions, most learners are attentive and demonstrate positive attitudes towards their learning. Their high commitment to learning is evident from their active participation during activities and assigned tasks.

- Learners and employers surveyed find the courses/programmes very beneficial as the gained communication skills help them to develop their self-confidence and interact effectively in real-life situations.
- Berlitz systematically records learners' attendance and punctuality. Most learners attend training sessions regularly, which is well promoted through bonus

points of 1 to 5 added to the final grade based on learners' efforts and attendance. However, a few learners arrived late in the observed sessions.

- Almost all learners exhibit confidence to organise and complete the assigned tasks competently and timely and most of them are able to work independently and collaboratively during the class activities.

Area for improvement:

- learners' punctuality in a few sessions.

Effectiveness of Teaching/Training and Assessment: 'Good'

Judgement justifications

- Berlitz trainers employ their highly relevant qualifications and diverse experiences and effectively utilise the available learning resources and the platform's various features to enable purposeful learning and smooth training delivery.
- Trainers provide accurate and clear explanations, and knowledgeable responses to learners' questions by using a wide range of training strategies, and focused activities that succeed in engaging learners throughout the learning process. However, in a few training sessions, the employed training methodologies limit the productive engagement of the less able learners in the session's activities.
- During sessions, trainers measure learners' understanding and the achievement of ILOs effectively, through a range of standardised and rigorous formative and summative assessment methods. Furthermore, clear pre-defined rubrics, model answers and grading criteria are mostly utilised to evaluate learners' work.
- The used assessment tools and methods include, for instance, diverse and relevant verbal questioning techniques, purposeful role plays, and individual, pair and group activities that vary in level of complexity and are mostly customised to the nature of the courses/programme and sharing learners' work experience; to evaluate learners' acquisition of key language skills.
- In addition, highly relevant and well-structured summative Mid-Level, and final curriculum tests, assessing listening, reading, and writing are effectively utilised where applicable. These assessments are accurately corrected based on clear answer keys, and comprehensive and relevant grading rubrics.
- Sessions are mostly well managed, following Berlitz instructor's manual lesson plans, starting by sharing the ILOs, and useful recapitulation of learners' previous knowledge and skills.
- Trainers consistently utilise learners' continuous assessments through implementing well-planned differentiated activities, leading to smooth and progressive transition of sessions. However, in a few cases, class management in terms of effective instructions and time allocation prior to the activity, is an issue.
- Trainers mostly address individual learners' needs and capabilities to progress well, by modifying their training methodologies and assigning differentiated activities. The more able learners are assigned additional, more challenging extended activities, and the less able learners are provided with further clarification, extended time, and opportunities to repeat their practice until they reach the acceptable

level of performance customised to learners' context at work.

- Trainers stimulate learners' higher order and critical thinking by asking leading extended questions and linking the lessons' activities with real-life scenarios customised to learners' work context. Moreover, trainers promote learners' self-learning consistently through the online unit's homework - on the Berlitz learners' portal- including a set of diversified activities covering the key language skills, specifically, grammar, vocabulary, reading and listening.
- Records of learners' attendance and performance are systematically maintained and updated, using the Attendance and Test result form, Mid-

level check, the Weekly Progress Report and two Client Progress Reports that accurately monitor and document individual learners' progress within a specific period of the course/programme cycle.

- During the course/programme, trainers provide constructive and focused verbal feedback on learners' performance to help them improve. In addition to the accurate correction and remarks on learners' written work, learners also receive useful written feedback related to their commitment, course/programme participation and language skills through the two progress reports.

Areas for improvement

- the training methodologies to better engage and support the less able learners.

Quality of Courses/Programmes: 'Outstanding'

Judgement justifications

- Berlitz offers a progressive and comprehensive range of business and social English language courses/programmes along with a combination of professional skills specializations, which are closely mapped to the Common European Framework Reference for Languages (CEFR) as well as the NQF, in addition to Arabic for non-native speakers and a number of other foreign language courses/programmes.
 - Courses/programmes are offered based on an dynamic and precise mechanism to gauge market trends, which are carefully customised to meet their stakeholders' and learners' needs. All courses/programmes are accredited by Berlitz International.
 - The outlines of courses/programmes are highly developed and clearly inform the relevant components. All courses/programmes are systematically planned and well-structured with sufficient training hours to support and enhance theoretical and practical learning.
 - Highly relevant summative assessments and formative activities that are closely mapped to the ILOs are scheduled in a systematic and balanced manner to ensure learners' progression throughout their learning period and the acquisition of at-level knowledge and key language skills, wherein the outcomes are also consistently analysed to inform training strategies and support for learners.
- Courses/programmes are designed, updated, and approved by Berlitz International, where recent new levels of Business English, and skills-based programmes have been introduced. A number of Berlitz English Language and Customer Service courses/programmes have been aligned to the NQF levels 2 to 6. The Center has also recently updated and approved the pre-level English course/programme as an explicit response to the needs of their learners.
 - Courses/programmes are well-resourced with authentic and up-to-date learning and training materials from Berlitz international, which are made accessible to learners and trainers through their individualised portals on the Center's learning management system or in print version, if needed.
 - Berlitz has a clear comprehensive access and entry policy and mechanism which are rigorously and consistently implemented for placing learners in the appropriate course/programme and level. Accordingly, after an initial consultation to establish learners' prior learning and needs, extremely useful written test and a one-to-one interview are utilised to ascertain their language level, wherein relevant rubrics are rigorously applied to ensure that learners are placed appropriately, and systematic actions are taken to adjust any discrepancy in placement.

Areas for improvement

- none of significance.

Learners' Support and Guidance: 'Outstanding'

Judgement justifications

- Berlitz implements a highly effective and formal mechanism to support, guide and help learners throughout the learning process to overcome their learning difficulties and achieve better outcomes. The support begins before the start of the courses/programmes, and it continues during the sessions and in a few cases after the course/programme completion. They provide flexible arrangements, effective technical support, and follow-up with learners regularly through different channels.
- Prior to the commencement of courses/programmes, a vastly effective induction programme is provided to learners which enables them to settle in quickly and confidently. This includes essential information about the courses/programmes, learners' rights and obligations, how to use the available learning resources, and information on the available facilities at the training venue including health and safety instructions.
- The Center precisely identifies at-risk learners, initiating support during registration with a first impression evaluation. Learners are provided with focused and personalised academic support to overcome their learning difficulties and enhance their confidence, performance and understanding of the course ILOs through makeup sessions. In addition to accommodating attendance issues, and mock tests on the Berlitz portal to aid examination preparation. Trainers vigilantly monitor knowledge development and provide assistance, ensuring comprehensive support. A detailed fourth session progress report offers personalised insights, ensuring a holistic approach to learners' success.
- To further enrich the learning experience and development of skills, learners are provided with relevant extra-curricular activities, such as free webinars, external learning resources, recommended links, access to Berlitz e-learning platforms and wide-ranging personalised mentorship.
- Learners and stakeholders have access to a well-informed advice about the courses/programmes through different means of communication including effective utilisation of Learners Pack, a friendly website and active social media accounts which are updated regularly.

- Systematic and purposeful communication is maintained with relevant stakeholders in informing them regularly on learners' performance including their attendance. Upon course/programme completion, a comprehensive "Client Progress Report" is shared with stakeholders which includes details about attendance, homework, participation, punctuality, and the

overall performance rate. Furthermore, the highlighted comment in this report is critical to help learners focus on how to improve further.

- Berlitz has arrangements to accommodate learners with special needs that suit the nature of the courses/programmes on offer. However, there is no explicit policy in place to address this.

Area of improvement:

- explicit policy and mechanism for SEND learners.

Effectiveness of Leadership, Management and Governance: 'Outstanding'

Judgement justifications

- Berlitz management implements highly developed strategic planning that is guided by focused vision and mission statements which govern all operational activities. Strategic planning is well informed by a comprehensive analysis of the Centre's performance, and a thorough understanding of the stakeholder's needs and feedback. Detailed annual plans are developed focusing on raising learners' achievement and improving the quality of the provision, particularly the quality of training solutions, and continuous product improvement. These plans set clear accountabilities and targets for the main indicators of the Centre's performance and are regularly monitored and revised.
- The contingency planning- in response to challenges imposed by the emerging circumstances - reflects the Centre's preparedness and the management's rapid response to the emergent exceptional circumstances. Berlitz management has taken a number of actions and adapted its operations to ensure training continuity and long-term business sustainability.
- Learners' performance is closely monitored and analysed, and the outcomes are systematically utilised to promote improvement and decision-making. Accurate and reliable data are kept on learners' attainment and progress. Annual success and attendance rates are monitored and utilised effectively to inform strategic planning.
- Staff performance is regularly monitored and improved; trainers' performance in the classroom is rigorously monitored through internal session observations carried out by the Learning Centre Instructional Supervisor (LIS). The conducted observations are critical, and informative, and identify positive aspects of trainers' performance and recommendations for improvement. Accordingly, plans are developed to follow up on the identified areas to ensure continuous quality improvement.
- Staff performance appraisal is in place and both staff and trainers are provided with focused professional development opportunities to improve their performance which include in-house and international training workshops.
- Berlitz's organisational structure is suitable, it is supported by qualified and experienced staff members who are successfully deployed to meet the Centre's aims and objectives. Trainers are qualified and experienced in their fields and hold the Qualification Programme Certificate (IQP). Roles and responsibilities are clearly defined, and trainers are well-trained and inducted on the Berlitz training method.

- The Center quality assurance arrangements are thorough; with comprehensive policies and procedures which are consistently implemented. Berlitz implements a sustained system to review the quality of training and learning which drives continuous quality improvement. In addition, course/programme components, particularly assessments and control of their administration, are consistently delivered across different learner groups.
- Berlitz has a clear and sufficiently detailed 'Information Security Requirements', to ensure the security and protection of documents, learners and staff records, and security of the online systems and platforms from unauthorised use.
- Berlitz's learning environment is conducive and safe, and the premises

and facilities are healthy and free from hazards. Constructive policies, procedures and practices are in place to ensure the health, safety and well-being of learners and staff. The health and safety policies and procedures are detailed and adhere to the health and safety regulations stipulated by the official bodies, including new measures to address emerging circumstances.

- A formal mechanism is in place for collecting and analysing stakeholders' feedback where the outcomes are effectively utilised to inform decision-making and guide improvement actions. Berlitz has well-established links with local community organisations as well as effective partnerships with international partners and awarding bodies.

Areas for improvement

- none of significance.

Appendix: Provider Information

Provider Name (English)	Berlitz Training Center					
Provider Name (Arabic)	معهد بيرلتز للتدريب					
Licensing Body	Ministry of Labour					
Year of Establishment	30.07.2009					
Age Range of Learners	17 and above					
Number of Learners	Male	1077	Female	969	Total	2046
Learning Areas	Externally Accredited		<p>All courses/programmes are accredited by Berlitz International:</p> <ul style="list-style-type: none"> • English Levels 1 to 4 • Business English levels 1 to 2 • Core and expert versions of English Levels 5 to 7 • Communications Across Culture Levels 5 to 8. • The basis of Arabic for nonnative speaker • German Level 1 to 6 • Spanish Level 1 to 6 • French Level 1 to 6 • Berlitz Customer Service • Berlitz Email and Business Writing skills 			
	Local Achievement		N/A			
	Local Attendance		N/A			
Available Learning Platform(s)	Zoom					
Institution's Listing Status	Not listed yet					

List of Qualifications placed on/aligned to the NQF	<ul style="list-style-type: none">• English Levels 1 to 4• Business English Levels 1 to 8• Berlitz Customer Service Levels 5 to 8• Berlitz Email and Business Writing skills courses/programmes Levels 5 to 8
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