



الهيئة الوطنية
للمؤهلات وضمان جودة التعليم والتدريب
National Authority for Qualifications &
Quality Assurance of Education & Training

Vocational Review Unit Review Report

**Genetech Training and Development
Saar
Kingdom of Bahrain**

Date Reviewed: 14-17 January 2013

Table of Contents

The Vocational Review Unit.....	1
Introduction	2
Description of the provision.....	2
Scope of the review	2
Table of review judgments awarded.....	3
Review judgements	4
Overall effectiveness.....	4
Learners' achievement.....	5
The quality of provision.....	6
Leadership and management.....	8
The provider's key strengths	10
Recommendations.....	11

The Vocational Review Unit

The Vocational Review Unit (VRU) is part of the National Authority for Qualifications and Quality Assurance of Education and Training (NAQQAET) that was officially set up in 2008 as an independent body governed and supervised by the Council of Ministers. Established to raise standards in vocational education and training, the VRU is responsible for monitoring and reporting on the quality of vocational provision, identifying strengths and areas for improvement, establishing success measures, spreading best practice and offering policy advice to key stakeholders, including the Ministry of Labour and the Ministry of Education.

Reviews are based on the VRU's *Review Framework*, and carried out on providers' premises by teams of carefully selected and highly trained reviewers. All providers are invited to nominate a senior member of their staff to participate in the planning of the review, and to represent them during review team meetings. Reviewers examine a range of evidence before arriving at a series of judgements and awarding grades for the quality of the provision.

Review grades are awarded on a four-point scale:

Grade description	Interpretation
1: Outstanding	This describes provision or outcomes that is/are at least good in all aspects and outstanding in the majority.
2: Good	This describes provision or outcomes that is/are at least satisfactory in all aspects and good in the majority. There may be some particularly successful approaches or outcomes.
3: Satisfactory	This describes a basic level of adequacy. There are no major areas of weakness which substantially affect what learners, or significant groups of learners, achieve. There may be some features which are good.
4: Inadequate	This describes situations where major weaknesses in some areas affect the outcomes for learners and outweigh any strengths in the provision.

Introduction

Description of the provision

Genetech Training and Development (Genetech) was established in 2009 and is licensed by the Ministry of Labour (MoL) to provide training in different areas of business, human resources, Information Technology (IT), occupational health and safety and general English. The majority of Genetech's provision is short multi-module programmes offered through the Career Progression Programme (CPP) which is sponsored by Tamkeen via BDO Jawad Habib. The institute is an approved centre with Edexcel and most courses are externally assured by them with learners receiving Edexcel assured certificates. Since the last review the centre has enrolled 490 learners, most of whom attended several courses as part of programmes sponsored by Tamkeen.

The institute is located in the Saar area. It employs, on a full-time basis, a chief executive who is also the owner, a marketing manager, a head of English department, two marketing staff and two administration staff. In addition, it also employs an internal quality officer, a course team leader, a general manager, an assistant moderator who is also a trainer and 30 trainers on a part-time basis. The centre also has contracts with a quality assurance consultant and a business development company.

Scope of the review

This review was conducted over four days, by a team of four reviewers. During the review, reviewers observed training sessions, analysed data about the courses and qualifications learners achieve, examined available learners' written and other work, examined documents and the materials provided by the provider and talked with staff, learners, employers and trainers.

In the previous review, the overall effectiveness was judged as good as were all other aspects except the effectiveness of training which was satisfactory. The capacity to improve was judged as good.

This report summarises reviewers' findings and their recommendations about what the provider should do to improve.

Table of review judgments awarded

Overall Effectiveness	
How effective is the provision in raising learners' achievement and meeting the full range of learners' and stakeholders' needs?	Grade: 1 Outstanding
Learners' Achievement	
How well do learners achieve?	Grade: 1 Outstanding
Quality of Provision	
How effective is teaching and/or training in promoting learning?	Grade: 2 Good
How well do courses meet the needs and interests of learners and stakeholders?	Grade: 1 Outstanding
How well are learners supported and guided to achieve better outcomes?	Grade: 1 Outstanding
Leadership and Management	
How effective are leadership and management in raising achievement and supporting all learners?	Grade: 1 Outstanding

Review judgements

Overall effectiveness

How effective is the provision in raising learners' achievement and meeting the range of learners' and stakeholders' needs?

Grade: 1 Outstanding

The overall effectiveness of Genetech is outstanding, as are all other aspects of its provision except the effectiveness of training which is good, with most learners developing a good or outstanding standard of vocational skills across the highly relevant programmes and the vast majority of them gaining externally assured Edexcel qualifications. These carefully planned and structured programmes, that meet the stakeholders' needs extremely well, are facilitated by qualified trainers who use rigorous assessment methods on all courses and provide very useful feedback to learners. Most learners are very keen and highly self-motivated and do exceptionally well in these assessments. The institute performs systematic and continuous recording, updating and aggregating of learners' progress and produces very detailed and comprehensive trend analyses. The management team have detailed strategic and comprehensive operational plans that have a very clear focus on quality improvement and explicit key performance indicators (KPIs) which are periodically monitored through critical self-assessment. The institute's leadership and staff maintain highly effective communication and links with stakeholders prior, during and after courses and respond to their needs whenever necessary. Very effective support is provided to learners, particularly ensuring that they are always made aware of their progress through sharing outcomes of assessments and through an informative performance report.

Genetech has outstanding capacity to improve, with highly focused leadership and management supported by an effective internal quality team, an external consultant and a partnership with a business development company working together to enhance what they do further through regular self-assessment and continuous development. Also, the well-developed practices, the very well organised documentation and the highly effective record keeping based on a detailed quality assurance manual, that covers main processes including verification and moderation, ensure sustainable and continuous improvement. The institute continues its implementation of its development plans including expanding the range of the externally assured and accredited programmes, spreading quality assurance awareness among staff, improving record keeping and analysis of data, launching a full English department and renting new very pleasant premises in the Seef area. More recently, the institute has started developing e-resources through a *moodle* (Modular Object-Oriented Dynamic Learning Environment) platform to create a highly interactive virtual learning environment. The number of enrolments has increased considerably and good repeat

business is maintained with employers, especially through the Tamkeen sponsored programmes.

Learners' achievement

How well do learners achieve?

Grade: 1 Outstanding

Learners' achievement is outstanding overall. Learners acquire and develop very effective vocationally-related skills and knowledge which are highly applicable to their workplaces. Learners are attentive, highly self-motivated and show a very high level of enthusiasm towards their learning. This is reflected well in their achievement results and the progress they make from their starting points. The vast majority of learners make extremely good progress given their prior attainment and their entry level. This is clearly evident from the records of learners' marks and related assessed work across all courses. Almost all employers and learners were highly satisfied with the effective development of skills and knowledge and agreed that the effective development of skills impacted well in the work environment and also in their personal life. Learners achieve their qualifications and the planned course objectives and the standard of learners' work show a very high level of understanding. A small minority of learners do not fully reach their full potential and achieve relatively lower pass marks in their post-course assessments.

On all courses, learners' achievement is effectively measured through different types of summative and formative assessments that are closely linked with the course objectives. The progress made by learners is outstanding as indicated by the analysis of the pre- and post-course assessments with the vast majority of learners gaining Edexcel assured qualifications. The retention and success rates are sustained high with overall rates of almost 100 per cent. Furthermore, learners reflect appropriately on their learning, plan for themselves what they need to do to improve, often work collaboratively very effectively, participate in relevant discussions in class and question their trainers. Learners are made well aware of the attendance policy; the attendance and punctuality are regularly checked and accurate records are always maintained. Learners attend regularly and are usually on time; the attendance rate is high at 98 per cent.

The quality of provision

How effective is teaching and/or training in promoting learning?

Grade: 2 Good

Genetech trainers are very well qualified and have highly relevant experience of their vocational specialism and always use suitable real life examples in sessions. They give knowledgeable responses to learners' questions and relate the course topics to learners' own workplaces. In most of the sessions observed, trainers used a wide range of highly relevant teaching methods and activities to engage and motivate learners to participate. They use interactive learner-focused approaches with effective group work and discussions that most learners participate in. Learners are accurately and objectively assessed and very useful feedback provided to them. Thorough records are kept and updated on each learner's progress on all courses.

Sessions are effectively planned, timely managed and objectives are clearly shared in detail with the learners. Most sessions start on time and with effective recapitulation and ice-breakers. Trainers use well-structured lesson plans with appropriate details and clear objectives, divided into suitable timing slots for each activity. In a very few cases, activities took more time than planned but this had only a limited impact on the time for meeting other objectives. Although the lesson plans are not explicitly informed by the prior assessment of learners, trainers are able to accommodate the needs of learners by adjusting the style of delivery and examples and, where appropriate, by the use of Arabic language elaborations. Learners are effectively assessed by highly appropriate formative and summative assessment, including pre- and post-course assessments, observations, and marked work-based assignments and case studies. In class, trainers assess learners' understanding through different techniques of questioning, collective work and individual exercises. In the most effective sessions, trainers enable learners to further their understanding and solve problems by asking challenging questions and reflecting on what they have learnt and relate it to their workplace. Genetech use effective learning resources and materials that promote learning and add variety to the learning activities.

How well do programmes meet the needs and interests of learners and stakeholders?

Grade: 1 Outstanding

Genetech is highly responsive to market needs by offering courses which meet the needs of stakeholders extremely well. Most of the conducted courses are externally assured programmes by Edexcel with a few effectively customised courses, all of which are carefully planned, structured and appropriately resourced. The institute offers five externally assured

programmes by Edexcel that have multi-modules designed to meet the standard set by Tamkeen's Career Progression Programme (CPP) managed by BDO Jawad. These are supplemented with a good range of provider-accredited courses which are mainly in management and soft skills with a few in accounting, marketing, finance and banking, IT, and health and safety. The institute recently gained approval to offer Oracle accredited courses and preparation courses for ACCA. Furthermore, a well-structured multi-level English language provision is also on offer that covers general English, business English and English for special purposes. The English course material and levels are clearly mapped against the Common European Framework.

The institute uses Tamkeen's national skill gap study, industrial visits, direct contact with employers and the services of a local business development company to gauge precisely the market needs and offer detailed course proposals. Some of these are highly customised for specific needs. One such exemplary course is the 'Professional Diploma in Professional Management Consultancy' which was designed for a specific client and based on recognised international standards and quality assured by Edexcel. The course booklets and the PowerPoint presentations are very clearly presented, attractive and supported with relevant pictures and a range of activities. Moreover, the programmes are reviewed and updated on a regular basis. The institute also enriches some of the programmes with a range of relevant additional materials such as detailed course manuals, relevant software tools, related websites and articles, and a number of useful e-books.

How well are learners supported and guided to achieve better outcomes?

Grade: 1 Outstanding

Learners receive very useful induction and a learners' handbook on the first day of the course and this is followed by highly effective support and guidance including individual counselling where required. They are also always made aware of their progress and what they need to do to improve. Genetech maintains highly effective communication channels with stakeholders who receive very detailed course outlines in advance and are provided with clear guidance on course selection. They also receive a very informative performance report for each learner after every course. Close coordination is maintained with BDO Jawad and other stakeholders through visits and meetings before the course is conducted as well as continuous follow-up in between to ensure that the courses match the requirements of employers.

Despite the very short and short nature of the conducted courses, learners are effectively supported by the staff and trainers who are highly approachable and supportive inside and outside the class. Learners are given the option for more clarification or counselling by attending extra hours at a time which suits learners. In some cases, learners are advised on

their career progression and on how to continue their education further. Through the highly informative learners' handbook, learners have access to the detailed and clear attendance policy, assessment procedures, issuance of qualifications and general housekeeping issues including the contact details of the staff they need to approach for support and guidance. Learners are kept informed about their performance as they are given access to their pre- and post-course marked assessments and the highly informative end of course performance report.

Genetech is extremely flexible in delivering programmes that match employer's needs. Almost all the courses are conducted in suitable hospitality venues or at employers' work premises. The provider's staff ensure that these venues are well-equipped and resourced prior to the start of the training. Although Genetech's own current premises and facilities are fit for purpose, the provider has already started shifting to more inspiring and pleasant premises in the Seef area.

Leadership and management

How effective are leadership and management in raising achievement and supporting all learners?

Grade: 1 Outstanding

Genetech's leadership, management, staff and trainers share a common vision which is clearly focused on offering quality provision and raising learners' achievement. This is translated effectively into their comprehensive strategic and action plans which contain realistic objectives and tasks with explicit key performance indicators (KPIs). These are continuously monitored and reported on by the internal quality auditor and the external consultant. Roles and responsibilities are well defined and the organisational structure covers the various processes of the provision very well. Very useful self-assessment and internal auditing processes are conducted on a regular basis to support continuous development. The SEF is informative, identified relevant areas for development and the grades are accurate.

Data on learners' achievement and attendance is systematically aggregated after each course and very detailed and comprehensive trend analysis is produced based on course, batch and trainer. Courses that show lower achievement rates are highlighted and these cases are shared with the internal quality team to follow-up. Learners' feedback is also regularly collected and aggregated and presented in very clear charts after each course. At the first day of the course, the management usually talk to the learners and seek their feedback about their trainers. Very effective links with local and international stakeholders are well established. Although the institute deals mainly with BDO Jawad, good links are maintained

with employers where trainers and marketing staff visit their workplaces to check their specific needs and to tailor and design the required courses and collect their feedback.

Well qualified and experienced trainers are recruited and relevant training opportunities are provided for them including internal workshops on quality assurance and training methodologies. The trainers are regularly observed by the department heads and their performance is discussed with them and their comments recorded; the external consultant discusses the observations with the department heads and provides useful and critical comments. The institute has an internal quality assurance system in place which is supervised by the external consultant and the internal quality auditor. Beside their role on monitoring the operational plans and training staff they ensure that records and documentation are well maintained and kept updated. The assessments and learners' marked work are internally verified and moderated and the moderator's comments and points for action are followed up by trainers. Clear procedures are in place and followed to assess learners' pre-attainment levels which include appropriate written pre-course tests for all courses and psychometric personality assessments and interviews for certain programmes. A small minority of learners attend courses with limited knowledge of the English language but are accommodated in the use of the English course materials by the trainer using a mixture of Arabic and English translation. The premises are free from hazards and have appropriate health and safety measures in place with suitable risk assessment arrangements.

The provider's key strengths

- The effective development of highly relevant vocational skills and knowledge and the achievement of the intended qualifications by most learners
- The good or outstanding progress the vast majority of learners make given their prior attainment and level
- The rigorous assessment used on all courses and the very useful feedback provided to learners
- A well-balanced range of externally assured programmes by Edexcel and customised courses, which are carefully planned and structured and closely match stakeholders' needs
- Highly effective communication and links with stakeholders prior, during and after courses and responding to their needs
- Very effective support, particularly ensuring that learners are always made aware of their progress through sharing outcomes of assessments and an informative end of course performance report
- Detailed strategic and comprehensive operational plans that have very clear focus on quality improvement and have explicit key performance indicators (KPIs)
- The systematic and continuous recording and updating of learners' progress and aggregation of this data in very detailed and comprehensive trend analysis
- Very useful and critical self-assessment and internal auditing processes conducted on a regular basis that inform improvement plans.

Recommendations

In order to improve, Genetech should:

- ensure that groups of learners reach their full potential by utilising the outcome of prior assessment to cater for all learners' individual needs
- enhance the performance monitoring measures further particularly:
 - the assessment verification process
 - the follow-up on the periodic trend analysis
 - the agreed follow-up actions on lesson observations.