



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

# **Directorate of Vocational Reviews**

## **Review Report**

**Train Me Training Centre**  
**Tubli**  
**Kingdom of Bahrain**

**Date Reviewed: 23-25 April 2018**

VO128-C3-R090

## Table of Contents

---

<b>Introduction .....</b>	<b>1</b>
<b>Grading scale .....</b>	<b>1</b>
<b>Table of review judgements awarded.....</b>	<b>1</b>
<b>Review judgements .....</b>	<b>2</b>
Overall effectiveness .....	2
Capacity to improve .....	3
Learners' achievement .....	3
The quality of provision.....	4
Leadership, management and governance .....	7
<b>The provider's key strengths .....</b>	<b>9</b>
<b>Recommendations.....</b>	<b>10</b>
<b>Appendix .....</b>	<b>11</b>
Description of the provision.....	11

## Introduction

---

The Directorate of Vocational Reviews (DVR), which is a part of the Education & Training Quality Authority (BQA), conducted this review over three days by a team of three reviewers. For this review, reviewers observed training sessions and other related activities, analysed data about the courses and qualifications learners achieve, examined learners' written and other work, examined documents and the materials provided by the provider and met with learners, stakeholders, management, trainers and support staff.

It is worth mentioning that this is the first review for this Centre. This Report summarises reviewers' findings and their recommendations about what the provider should do to improve.

## Grading scale

---

Outstanding	1	Good	2	Satisfactory	3	Inadequate	4
-------------	---	------	---	--------------	---	------------	---

## Table of review judgements awarded

---

Main Question	Judgement
Learners' achievement	Satisfactory (3)
Quality of teaching / training and assessment	Satisfactory (3)
Quality of programmes	Satisfactory (3)
Quality of support and guidance	Satisfactory (3)
Leadership, management and governance	Satisfactory (3)
<b>Capacity to improve</b>	<b>Satisfactory (3)</b>
<b>Overall effectiveness</b>	<b>Satisfactory (3)</b>

---

## Review judgements

---

### Overall effectiveness

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

**Grade: Satisfactory (3)**

The overall effectiveness of Train Me Training Centre (Train Me) is satisfactory, as are all aspects of its provision.

The majority of learners gain adequate knowledge, skills and attitudes. The learners and stakeholders interviewed expressed their satisfaction with the outcomes of the training provided, though for a few learners the added value in skills development was minimal. Retention and success rates are high at almost 93%, which is expected for these types of courses. Scrutiny of the available learners' work indicates an adequate level of performance and understanding. Trainers are qualified and have relevant subject knowledge and training experience. However, even though they manage their session objectives, these are not always shared with learners. During session observations the review team noticed that time management is an issue. Although trainers at times use a number of training methodologies training is mostly trainer-centred. Learners' understanding and achievement of session objectives is adequately checked through a range of formative and summative assessments. Trainers mark learners' work accurately using an appropriate marking scheme. However, the verification and moderation processes are inconsistent.

Train Me offers a range of short and very short internally designed courses, some of which are endorsed by Pearson. Courses on offer are based on appropriate sensing of local market needs. Train Me keeps a clear flow chart to define steps for internally designing and approving course material. Courses are suitably structured and planned, though a number of course outcomes are not measurable. The management and trainers are supportive and approachable and learners and stakeholders have access to basic information about the courses on offer. The management and staff are aware of the daily operation, and regular meetings are held to address current issues related to courses on offer and staff responsibilities. The Centre has a fit for purpose organisation structure. A number of relevant policies and procedures are either not in place or are not sufficiently detailed to include all current practices. The management monitors trainers' performance through regular class observations. The Train Me premises are relatively safe, though a number of health and safety aspects are missing and the premises and facilities are not equipped with essential arrangements to accommodate learners with special needs.

## **Capacity to improve**

### **How strong is the provider's capacity to improve the quality of learning?**

#### **Grade: Satisfactory (3)**

Train Me's capacity to improve is satisfactory. The Centre has been established since 2014 and enjoys the support of its mother company, AMG. The current organisation structure is appropriate and the staff are aware of their role and the overall aims of Train Me. The management is in the process of recruiting sales executives, managers, trainers and administration staff. Courses on offer are based on appropriate understanding of the local need and a business plan. The Centre has a number of short courses that are endorsed by Pearson, and other new internally designed courses for call centers and job seekers. There are new courses and affiliations that are in the process of being approved, such as the Chartered Institute of Procurement and Supply CIPS, Autodesk and a real estate programme. The physical premises have been slightly improved, as the management is building a new IT laboratory, an additional classroom and a prayer room. Enrolment of learners is improving, with their prior attainment being assessed appropriately and achievements being monitored to an adequate level. The quality assurance processes are generally adequate.

## **Learners' achievement**

### **How well do learners achieve?**

#### **Grade: Satisfactory (3)**

Learners' achievement at Train Me is satisfactory overall. The majority of learners gain adequate knowledge, skills and attitudes relevant to their current vocational experience. The learners and stakeholders interviewed expressed their satisfaction with the outcomes of the training provided, as they have gain personal insights into professional aspects such as time management skills and acquire knowledge and attitudes that generally enhance their job performance. Still, for a few learners the added value in skill development is minimal. Learners are enrolled on short local attendance courses that do not exceed 21 training hours. Retention and success rates are high at almost 93%, which is to be expected for such courses. Learners' acquisition of knowledge and development of skills is appropriately measured using a range of formative and summative assessments that suit the nature of the courses and cover most of the course objectives.

The performance records maintained by Train Me show that most learners complete the course requirements and receive attendance certificates. Scrutiny of available learners' work

confirms learners learning and progression within a course and shows an adequate level of performance and understanding. This is evident in the learners' assessment results and the standard of their work. Class observations show that learners' contributions to their learning show satisfactory progress. Comparison between the pre- and post-course assessment results reveals that the majority of learners make sufficient progress relative to their starting points. However, a few learners show limited skills development upon course completion.

The vast majority of learners are attentive and have positive attitudes towards their learning, and although they are not always self-motivated to participate during sessions they are generally attentive. However, only a minority are able to reflect critically and make judgments about their level of understanding and what they need to do to improve further. This was evident during the review when learners challenged their trainers by asking questions, shared relevant examples from their vocational experiences during discussions and provided alternative solutions for different questions. The majority of learners are able to work independently and collaboratively within teams during in-class activities. However, in a few cases learners require trainers' directions and dedicated support to progress and complete given tasks. Although the attendance policy is shared with learners and followed up by the Centre, written policies on attendance and punctuality have only recently been developed. Learners attend regularly and attendance is always recorded. Punctuality on the other hand is inconsistently documented and the review team noticed a few cases of late attendance during session observations.

## **The quality of provision**

### **How effective are teaching/training and assessment in promoting learning?**

#### **Grade: Satisfactory (3)**

The effectiveness of training and assessment at Train Me is satisfactory overall. Trainers are qualified and have relevant subject knowledge and training experience. They provide accurate explanations, respond to learners' questions and provide real-life cases to link theory with practice. Set session plans are used to deliver the courses they teach, though these plans are basic and specify only briefly the topics that the trainer will cover each day, the resources to be used and the training delivery method. Moreover, in some cases these plans do not state the specific assessment criteria which will be used to address explicit outcomes. Trainers then often inform these plans with formative assessment outcomes to address learners' needs to an adequate level, but this practice is not consistent. Even though trainers manage their sessions, objectives are not always shared with learners. During session observations the review team noticed that time management is an issue. For example, activities will take longer than

planned, transition from one activity to another is not smooth, and discussions can be over-extended.

Although trainers at times use a number of training methodologies such as direct questioning, open discussion and group-work, training is mostly trainer-centred, placing the trainer in the primarily active role while learners take a more passive role and even in few cases limit interactions between learners and the trainer. In the more active sessions, trainers stimulate self-learning by asking challenging questions and discussing case studies. Learners understanding and achievement of session objectives is adequately checked by the trainer through a range of formative and summative assessment. They include the few class activities and the pre/post assessments. However, in some cases learners are not encouraged to reflect on their understanding critically. Train Me trainers use the available resources and materials to ensure smooth delivery of the training sessions and promote learning, such as videos, PowerPoint presentations, flip charts, course material and extra reading.

Trainers mark learners' work accurately, using appropriate marking scheme. However, the verification and moderation processes are inconsistent. Trainers provide learners with immediate oral feedback about their performance, though written feedback is inconsistent. During the observed sessions trainers addressed individual learners' needs adequately through providing further clarification, relevant examples and explaining concepts using Arabic and English.

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

### **Grade: Satisfactory (3)**

The effectiveness of the courses in meeting the needs of learners and stakeholders is satisfactory overall. Train Me offers a range of short and very short internally designed courses, some of which are endorsed by Pearson, in the field of sales and marketing, basic soft skills, retail, English communication, and social media. Courses are based on understanding of local market needs and identifying opportunities in market trends, obtained through different networks and a recent market survey. However, information on how the outcomes will be fed into the market strategy or how they will help the Centre in developing its marketing plan is not clear. Learners and stakeholders' express satisfaction with Train Me courses and believe that they address their training needs to a satisfactory level. Moreover, the Centre customises courses to suit the needs of stakeholders, such as developing the latest retail professionals course.

Even though the Centre does not have a well written, comprehensive policy and procedures to guide course development, update and review, Train Me keeps a clear flow chart to define the steps to internally design course materials and approvals. Trainers and staff implement these steps appropriately. Courses are suitably structured and planned, with clear outlines which indicate the topics to be covered and state the appropriate methods for assessment. However, a number of course outcomes are not specific or measurable, thus cannot be effectively assessed within the short duration of courses.

Courses on offer are appropriately resourced with relevant text books and learning aids such as PowerPoint presentations, flip charts, videos and training games. A number of extracurricular activities are used to enrich the learning experience, including outdoor activities and extra readings. Course outlines identify the targeted audience and, when needed, state the prerequisites required for a course. However, in a few cases this process is not completely effective, for example a trainer had to support a learner extensively because of language difficulties.

## **How well are learners supported and guided?**

### **Grade: Satisfactory (3)**

The support and guidance provided to learners to help them achieve better outcomes is satisfactory overall. Management and trainers are supportive and approachable. Learners and stakeholders have access to basic information about the courses on offer and receive guidance on course selection through various channels, including telephone calls, printed brochures, the Centre's website and social media. Prior to commencement of a training course learners are inducted on the various aspects relevant to their course, such as the topics they will cover and the time table. When needed, Train Me management offer complementary courses and one to coaching sessions to learners in order to provide further clarification on course subject matter.

The Centre does not have a comprehensive support and guidance policy to ensure consistency of practices and to fully support all learners, enabling them to reach their full potential. The Centre does not have its own dedicated policy on providing an accessible and inclusive environment to special needs learners. However, guidance on reasonable adjustment and special consideration to support learners with special needs has been developed to comply with CIPS (one of the awarding bodies) requirements. Although the Centre's registration forms have recently been updated to include a section where learners with long-standing illness, disability or infirmity can state their condition, the premise's facilities are not equipped to accommodate learners with special needs effectively.

The arrangements for delivery and scheduling of courses are appropriately flexible to suit learners and stakeholders. The choices of date, timing and venues are discussed with stakeholders and agreed on. Trainers provide bi-lingual (Arabic/English) instruction and translation when required. The Centre maintains adequate communication with its stakeholders to inform them about course outcomes and detailed written reports on learners' progress are provided upon request. The learning environment is fit-for-purpose and learners have access to adequate facilities. The Centre has two training rooms and a computer laboratory which are adequately equipped with essential learning aids and resources to deliver the courses. However, learners interviewed highlighted the need for improving some facilities such as the prayer area and restrooms. Almost all courses are conducted at the Centre's premises.

## **Leadership, management and governance**

### **How effective are leadership, management and governance in raising achievement and improving the quality of the provision?**

#### **Grade: Satisfactory (3)**

Train Me leadership and management are satisfactory in raising achievement and improving the quality of the provision. The management has a mission, vision and set of values that focus on providing quality training for individuals and organisations. The management and staff supervise daily jobs, deal with challenges and are aware of the daily operational functions. Regular meetings are held to address current issues related to courses on offer and staff responsibilities. The Self-Evaluation Form (SEF) submitted for this review highlighted some areas for improvement, but the stated grades are overestimated. The management follows up on its planning to an adequate level and discusses updates during staff meetings. For 2018 the Centre has a newly introduced business plan which is based on an adequate SWOT analysis. The SWOT outcomes are also used in planning the organisation's future functions such as marketing, finance and introducing new courses for job seekers and obtaining new international awarding body affiliations. Though staff are held accountable for some planning goals, tracking of the success of some of these and their progress is done to a satisfactory level only.

Considering the enrolment and the size of the operation, the Centre has a fit for purpose organisation structure and is in the process of hiring more staff. Current employees have appropriate job descriptions and specific responsibilities. The governance is adequate in holding the leadership accountable for Train Me's performance in terms of decisions and operational matters. Even though the Centre has some measures to quality assure the provision, a number of relevant policies and procedures are either not in place or are not

sufficiently detailed to include all current practices such as moderation, verification, course design and update, certification and lesson observation. Learners' prior attainment is sufficiently assessed and their individual achievement is aggregated and suitably monitored.

Learners' feedback about the courses is regularly gathered and analysed, and in some cases action plans are produced to improve the provision. However, concerns about how to make sessions more engaging and improve the facilities further are not yet addressed fully. Adequate links are maintained with stakeholders to obtain information about their training needs. Staff performance is adequately monitored and qualified trainers are adequately inducted and deployed. The management monitors trainers' performance through regular class session observations and feedback is shared. When needed related training is provided. However, the forms used don't detail inadequate practices clearly.

The Train Me premises are relatively safe and there is a health and safety policy in place. However, a number of health and safety aspects are missing, such as posting the fire emergency evacuation plan and risk assessment. Facilities like the bathrooms, lighting and staircase need improvements.

## The provider's key strengths

---

- Trainers are qualified, and during sessions they use Arabic and English to accommodate learners' needs.
- Train Me offers a range of internally designed courses, some of which are endorsed by Pearson. The courses offered are based on appropriate understanding of local market needs.

## Recommendations

---

### **In order to improve, Train Me Training Centre should:**

- ensure that learners achieve all course objectives and enhance their progress compared to their starting points
- ensure that trainers share session objectives, use engaging training methods to engage learners productively throughout the sessions, and that time is effectively managed to improve learning
- improve leadership and management by:
  - improving the overall facility to accommodate easy access for all learners and ensure that all aspects related to health and safety are in place
  - improving the quality assurance arrangements by ensuring that all relevant policies and procedures are detailed and are consistently implemented and that learners' prior attainment is utilised effectively.

## Appendix

---

### Description of the provision

Train Me Training Centre (Train Me) started operations in Bahrain in 2014. It is licensed by the Ministry of Labour and Social Development MLSD. Courses on offer are short and very short internally designed courses, some of which are endorsed by Pearson, in the fields of sales and marketing, basic soft skills, retail, English communication, and social media.

Train Me operates under its mother company (AMG) and has one set of premises in Tubli and a branch in KSA. It is managed by a director, a general manager, two administration staff, a coordinator and four full time trainers. The Centre has enrolled a total of 42 learners in 2018 to the date of this review.