



KPMG Talent (P5+) Ltd. – Self-Assessment Report

March 2021

Standard 1 – Policy for Quality Assurance	
Judgement: Requires improvement to meet the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 1.1 - KPMG Talent (P5+) shall revise the IQA policy document to include all required structures and processes as stipulated in the NCFHE Standards for Internal Quality Assurance and made available to the public to ensure transparency and good practice.</p>	<p>KPMG Talent (P5+) Ltd. has taken this recommendation on board and re-written this document in line with the structure stipulated in the NCFHE Standards for Internal Quality Assurance, including all the necessary processes and procedures, as well as the recommendations laid out in the External Quality Assurance Audit report dated March 2020.</p> <p>This document is accessible to the public via the KPMG website, and may be accessed directly using the link below: https://home.kpmg/content/dam/kpmg/mt/pdf/2021/03/internal-quality-assurance-policy.pdf</p> <p>This recommendation has been addressed.</p>
<p>KRI 1.2 - KPMG Talent (P5+) shall involve all stakeholders in the review of the IQA of the institution including the management team, training staff and students who should contribute to quality assurance processes, procedures and monitoring in order to ensure that the institution maintains a robust, effective and sustainable quality assurance system.</p>	<p>Between the External Quality Assurance Audit in November 2018 and the review of the IQA document in January 2021, no accredited courses were offered, owing to the conclusion of the Work Programme Initiative and corporate clients' preference for bespoke, non-accredited courses. Input for this review of the IQA document was therefore limited to management and administrative staff involved in KPMG Talent (P5+) Ltd.</p> <p>Should any accredited courses be offered prior to the 2022 review of the IQA document, we will be able to action this recommendation as part of the review process.</p>

Standard 2 – Institutional Probity	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>RI 2.1 KPMG Talent (P5+) should prepare detailed written policies related to the engagement and selection for the headship positions.</p>	<p>The procedure for the advertising, selection and engagement of a new Head of Institution, should the need arise, has been specified and outlined briefly within the updated IQA document. A Standard Operating Procedure has also been developed, and is attached to this document as Appendix I.</p> <p>This recommendation has been addressed.</p>

Standard 3 – Design and Approval of Programmes	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>RI 3.1 - KPMG Talent (P5+) may consider formalising the way that they consult with both tutors and students in the design and review of programmes.</p>	<p>The previously informal consultation process for designing and reviewing programmes has been specified. This is outlined briefly within the updated IQA document, and the full Standard Operating Procedure is attached to this document as Appendix II.</p> <p>While KPMG Talent (P5+) Ltd. considers that the input of staff and prospective students would be most valuable at proposal and design stage of new courses, there have not been any new courses developed which would allow us to test this procedure. This recommendation has been addressed in our SOPs, but has yet to be put into in practice as an opportunity to develop a new programme has not arisen.</p>

Standard 4 – Student-centred Learning, Teaching and Assessment	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 4.1 - KPMG Talent (P5+) shall systematically test the students to establish the level of competency in order to streamline participants into the class which corresponds to the level of the student.</p>	<p>No courses have been offered since the External Quality Assurance Audit which would have provided the opportunity to roll out systematic testing prior to the beginning of a course, although the intention to do this where necessary (i.e. where multiple classes are offered, catering to different levels of competency) has been formalised within the updated IQA document.</p> <p>This recommendation has been addressed in our SOPs but has not been implemented in practice due to the funded programme which involved differing competency level reaching the end of its lifetime. It will be implemented when the situation arises in the future.</p>

<p>RI 4.2 KPMG Talent (P5+) may consider that the action plan which is provided to the students is more user-friendly so as to ensure that students truly and fully understand the information it intends to communicate.</p>	<p>The content of the action plan has been reviewed and the language simplified when necessary in order to ensure that the document provided to students is user-friendly and understandable even for students with lower comprehension of English.</p> <p>A sample revised action plan is provided in Appendix III.</p> <p>This recommendation has been addressed in our SOPs but no future action plans have been drafted due to a lack of courses/programmes which require this action plan. The template indicated above will be used if the need arises in future.</p>
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Standard 5 – Student Admission, Progressions, Recognition and Certification	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 5.1 - KPMG Talent (P5+) shall ensure that all students are informed of the action plan that they will be following and the courses they will be attending before commencement of the programme.</p>	<p>This recommendation has been included as part of the updated IQA. Please note that no courses/programmes where action plans are required have been offered since the audit in 2018.</p>
<p>RI 5.2 - KPMG P5+ may consider documenting details of communications with former students regarding their progress within employment in order to ensure an audit trail.</p>	<p>KPMG Talent (P5+) Ltd. has maintained all communications with Work Programme Initiative students but has not offered any other accredited courses intending to assist students into employment since 2018.</p>

Standard 6 – Teaching Staff	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 6.1 - KPMG Talent (P5+) shall develop its own policy on the recruitment of teaching staff which includes a job description, selection criteria, interviewing methods and induction for new employees.</p>	<p>KPMG Talent (P5+) has not had to recruit any new teaching staff since this recommendation was forwarded. Should new teaching staff be required at any point in the immediate future, the requirements stipulated in the accreditation documents will be used as a guideline.</p> <p>Should a large-scale recruitment process be required (e.g. multiple streams or courses that current staff or college of associates members are unable to service), a detailed policy will be developed as recommended by EQA panel members.</p>
<p>RI 6.2 - KPMG Talent (P5+) may consider holding formal meeting where tutors meet in order to discuss and share issues related to the delivery of courses and other relevant academic issues.</p>	<p>Since only one brief course has been offered since 2018, this threshold has not been met, although discussions between course staff were held prior to commencement of the course to discuss the course delivery, content and any potential concerns.</p> <p>In light of the above, no course has yet met this threshold for the holding of a formal meeting, although the intention to hold such meetings when the need arises has been formalised in the IQA document.</p>

Standard 7 – Learning Resources and Student Support	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>RI 7.1 - KPMG Talent (P5+) may consider holding regular formal meetings, involving management, tutors and students, addressing ways of improving student support so as to ensure that any issues are recorded and addressed appropriately, hence strengthening the institution's delivery of teaching and learning and ensuring that students are supported in all their needs.</p>	<p>KPMG Talent (P5+) Ltd. acknowledges the value of this recommendation, however given that the institution has delivered only one course¹ since the November 2018 audit, the opportunity has not yet arisen to put this recommendation into practice, but will do so when appropriate.</p>

¹ The course, offered in February 2021, was held over one week and sponsored by a corporate client. Student support was not considered to be a concern for this cohort, although they were made aware that the course tutor and staff were contactable if the need arose.

Standard 8 – Information Management	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>RI 8.1 – The institution may consider synthesising and collating the results of data collected through student feedback in a report. This can be instrumental in the enhancement and improvement of the institution’s existing QA mechanisms and training provision.</p>	<p>KPMG Talent (P5+) Ltd. acknowledges the potential value of student feedback and will put this into practice moving forward once sufficient courses are delivered and feedback collected.</p> <p>Given that only one brief course has been delivered since the External Quality Assurance Audit, this was not considered sufficient data upon which to base a report, although data from these students will be collected and will be used as part of the eventual report.</p>

Standard 9 – Public Information	
Judgement: Requires improvement to meet the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 9.1 - KPMG Talent (P5+) shall make published material on its website more easily accessible to the public.</p>	<p>Plans for a new, more user-friendly web page for KPMG Talent (P5+) Ltd.’s courses have been shifted from the February 2021 deadline originally stipulated in the action plan, particularly given that the provision of accredited training courses has been dormant since the conclusion of the Work Programme Initiative. KPMG Talent (P5+) Ltd. staff will be working on the content and design of the new web page and liaising with the team responsible for implementing any changes throughout 2021-2022.</p>
<p>KRI 9.2 - KPMG Talent (P5+) shall ensure that the website is more user friendly so that essential information pertaining to the lifecycle of students, the IQA document of the institution and information on the accredited programmes offered by KPMG Talent (P5+) are readily available to the public.</p>	<p>A section dedicated to training has been added to the KPMG People and Change Advisory website, including the updated IQA document indicated in Standard 1. Other elements still need to be added/amended. While the deadline set out in the Action Plan is April 2021, this may be extended, particularly given that the website is not updated directly by KPMG Talent (P5+) staff but requires liaison with other KPMG Malta business units who may not have the availability to service this request within the time allotted.</p>

<p>KRI 9.3 - The Talent Development Programmes Brochure published by KPMG Talent (P5+) and made available to the public should also contain learning outcomes of the accredited courses listed.</p>	<p>The Talent Development Programmes Brochure available online at present includes course descriptions, modules and target audiences for all accredited courses. This brochure will be updated during 2021 to include also the learning outcomes as indicated in the respective accreditation documents. KPMG Talent (P5+) will be working on this simultaneously with KRI 9.2 above.</p>
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Standard 10 – On-going Monitoring and Periodic Review of Programmes	
Judgement: Meets the standard	
Recommendations (as per EQA report)	Take-up and Implementation of Recommendation
<p>KRI 10.1 - KPMG Talent (P5+) shall establish a formalised process by which the institution periodically reviews its QA policy.</p>	<p>KPMG Talent (P5+) Ltd. senior management understands the need highlighted by the EQA audit report to review and revise the IQA policy. A Board, consisting of the Head of Institution and other professional staff from KPMG People and Change, has been established in order to oversee the IQA review process.</p> <p>This process will now include consultation with staff involved in the administration of KPMG Talent (P5+) Ltd. and the delivery of courses and, going forward, with students and teaching staff wherever possible – although this was not possible for the 2021 revision since no accredited courses were offered between the External Quality Assurance Audit and the IQA review process.</p> <p>We are therefore putting this recommendation into place during the 2021 revision within reason and will be able to include staff and students once sufficient courses are delivered to make this possible.</p>
<p>KRI 10.2 - KPMG Talent (P5+) shall monitor and review accredited programmes offered to corporate clients yearly and not as the need arises.</p>	<p>KPMG Talent (P5+) Ltd. confirms that this recommendation has been taken on board. During 2020-2021, the Train the Trainer course content was reviewed and amended to reflect changes and best practices in the field.</p> <p>While the Coaching and Mentoring course has not yet been made available, the content for this course is presently under review to ensure that the course is relevant and up to date.</p>



<p>RI 10.3 - KPMG Talent (P5+) may consider revising the evaluation forms to include course content and assessment methods. This would equip the institution with more useful information to continue providing courses which are student centred.</p>	<p>The evaluation form template has been revised accordingly, attached in Appendix IV.</p>
<p>RI 10.4 - KPMG Talent (P5+) may consider compiling a comprehensive report of the findings of all the feedback collected. This report should be disseminated and the action plan of implementation of changes communicated by scheduling formal, documented meetings with all senior management staff, training staff and possibly stakeholders, such as Jobsplus. This would further strengthen the programme monitoring and review process.</p>	<p>KPMG Talent (P5+) Ltd. acknowledges that this report would be very useful, although given that the Work Programme Initiative programme has been closed, JobsPlus is no longer considered a relevant stakeholder.</p> <p>This report will be put together once a minimum of ten courses have been delivered, with the information analysed by KPMG Malta' in-house data analysts in order to draw up the required action plan.</p>

<p>Standard 11 – Cyclical External Quality Assurance</p>
<p>Judgement: Meets standard</p>
<p>KPMG Talent (P5+) Ltd. reiterates its commitment to quality assurance of all accredited programmes and its willingness to cooperate with any requirements indicated by the National Commission for Further and Higher Education.</p>



Appendix I

Procedure for Selection of a Head of Institution



STANDARD OPERATING PROCEDURE

RECRUITMENT FOR THE POST OF HEAD OF INSTITUTION, KPMG TALENT (P5+) Ltd.

A call for applications for the post of Head, KPMG Talent (P5+) Ltd. is to be issued within three months of notification that the post is to become vacant.

A Board is to be appointed, composed of KPMG Talent (P5+) Ltd. and KPMG Malta leadership, to oversee the recruitment process.

The Call is to be circulated via LinkedIn and sent to recruitment agencies currently deemed appropriate by KPMG Malta (advice is to be sought from KPMG Malta's People, Performance and Culture team to ensure all permitted avenues are utilised). The Eligibility Criteria presented below are to be made clear on all content, as is the job description.

Job Description:

- Strategic planning and direction for the institution, including the development of resource and financial planning
- Responsibility for recruitment of administrative and teaching staff
- Ensuring effective delivery of high-quality learning
- Ensuring regular review and revision of all courses offered by the institution
- Oversight of the development process for new courses of study
- Liaison with all relevant authorities and/or institutions regarding the operations of KPMG Talent (P5+) and the delivery of its courses, as applicable

Eligibility Criteria:

Education:

A minimum of a Level 7 qualification relevant to KPMG Talent's (P5+) operations
And

Experience:

A minimum of 15 years of leadership experience

While not necessary, candidates with managerial experience within an educational institution would be given priority as these would be able to manage both the technical and educational elements of the institution.

Shortlisting of all applications received is to be carried out by the Board, and all eligible candidates are to be invited to a competency-based interview.



The development of interview questions is to be left at the Board's discretion but is to be based on the job description provided, and the same questions are to be posed to all candidates, and points awarded to each.

Following the conclusion of interviews, the Board is to rank all candidates who obtained at least 50% of available points. In the case of a tie for first place, a second interview may be required. Presentations of a business and personal case at a second round will be adopted for the short-listed candidates.



Appendix II
Design and Review of Programmes



STANDARD OPERATING PROCEDURE CONSULTATION WITH STUDENTS AND TUTORS

New accredited courses may be considered under (but not limited to) one of the below criteria:

- Specific request from JobsPlus or another partner entity
- Specific request from a corporate client
- Tender requirements
- Internal KPMG Malta request
- Repeated requests from the general public for a course relating to a particular topic

An Academic Board is to be set up to oversee the design of the course, chaired by the Head of Institution and including members with academic and practical expertise in the subject area. This Board should ensure that formal consultations are carried out with potential students, course tutors and employers, as well as any other stakeholders who may be identified, and recognised experts in the field who are not part of the Academic Board itself.

The Board is to proactively reach out to such parties and set up formal meetings to discuss both the content and the proposed learning outcomes of the course. These meetings are to be held separately for each group or institution involved, unless a joint meeting is specifically requested. Anyone approached for consultation may also request an individual meeting if preferred, or may choose to provide verbal or written feedback for the Board's review in lieu of a meeting. Consultation may also take the form of one or more focus groups, particularly for prospective student feedback.

Following the end of consultation meetings, the Board is to prepare a draft course description and course programme which may, if considered necessary, be forwarded to any of the individuals or groups consulted to ensure that their feedback has been accurately expressed in course documentation.

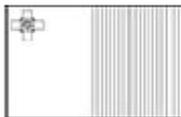
All documentation is then reviewed internally to ensure that the institution has, or can access, the expertise required to deliver and review the course, prior to submission to the NCFHE for accreditation.



Appendix III
Revised Action Plan Template

WPI Action Plan [REDACTED]

Where are you now?	Development Plan	Where you can be
<p><u>Strengths:</u></p> <ol style="list-style-type: none"> 1. Able to work in a team 2. Communication skills 3. Social skills 4. Flexible attitude 5. Enterprising skills 6. Able to handle work demands 	<p><u>Courses:</u></p> <ol style="list-style-type: none"> 1. Work Ethics & Employability Skills 2. Award in Working on the Self: You at the Workplace 3. Award in Customer Care 4. Award in Applied Basic IT 5. Award in Sales and Marketing 	<p><u>My work interests include...</u></p> <ol style="list-style-type: none"> 1. Sales Assistant 2. Receptionist 3. Cashier
<p><u>Areas for Development:</u></p> <ol style="list-style-type: none"> 1. Specific work related skills 2. Self-awareness & confidence building 3. Customer care skills 4. Computer skills 5. Retail skills 	<p><u>Mentoring Plan:</u></p> <ol style="list-style-type: none"> 1. Discuss action plan 2. Discuss and set goals (short-term and long-term) 3. Set time-frames and deadlines 	<p><u>Advantages:</u></p> <ol style="list-style-type: none"> 1. Financial independence and stability 2. Productive use of my time 3. Putting my skills and knowledge to good use 4. Social interaction with customers and colleagues



Operational Programme II – European Structural and Investment Funds 2014-2020

“Investing in human capital to create more opportunities and promote the well-being of society”

The profiling and training components of this project are part financed by the European Social Fund (ESF)

Co-financing rate: 80% European Union; 20% National Funds





Appendix IV
Revised Evaluation Form Template

Evalwazzjoni tat-Tahriġ

Data: _____

Kors: _____

'Trainer': _____

Jekk joghðbok indika kemm taqbel bid-dikjarazzjonijiet imniżżlin hawn taht:

	Naqbel	Newtrali	Ma Naqbilx
L-għan ta' dan it-tahriġ kien ċar.			
Parteċipazzjoni bejn il-membri tal-grupp kienet mħeġġa.			
Is-suġġetti li ġew diskussi kienu rilevanti għalija.			
Il-kontenut tal-kors kien organizzat u faċli biex issewv.			
Il-kontenut tal-kors, materjali u l-attivitajiet li użajna u għamilna kienu ta' benefiċċju.			
L-evalwazzjoni finali kien ġust u rappreżentattiv tal-kontenut tal-kors			
Din l-esperjenza ha tgħini fit-tfittxija tax-xogħol tiegħi.			
It-'trainer' kien/et ippreparata sew.			
It-'trainer' kellu/ha għarfien fuq il-kontenut tal-kors.			
L-għanijiet tal-kors intlaħqu.			
Il-bini, l-kmamar u l-faċilitajiet kienu tajbin u komdi.			

Jekk tridu wieċbu l-mistoqsijiet li jinstabu hawn taht:

X'għoġbok l-iktar f'dan il-kors?

X'taħseb li nistaw intejbu fit-tahriġ tagħna?

Xi hsibijiet ohra:

Grazzil



Training Evaluation

Date: _____

Course: _____

Trainer: _____

Kindly indicate your level of agreement with the below items:

	I agree	Neutral	I don't agree
The aim of the training was clear			
Participation between the group members was encouraged			
The subjects which were discussed were relevant to my needs			
I found it easy to follow the material provided			
I found the course content, activities and material useful to my needs			
I found the end of course assessment to be a fair representation of the course content covered			
This experience proved to be useful for my job seeking			
The trainer was well-prepared			
The trainer was knowledgeable about the subjects discussed			
The goals of the training course were achieved			
The facilities were comfortable and up to standard			

If you can, please answer the following questions:

What did you enjoy most during this course?

What do you think can be improved from our end?

Any other thoughts...

Thank you!