



**External Quality Audit –  
Follow-up report**

**Foundation for Human Resources Development  
(FHRD)**

**STANDARD 1: STANDARDS FOR INTERNAL QUALITY ASSURANCE**

**JUDGEMENT: MEETS STANDARD**

**Recommendation  
(as per EQA Report)**

KR1 (i): FHRD board shall appoint a sub-committee to manage the operational side of running the current programmes, in case the CEO is not in a position to continue with his role. The training administrative post should be filled in as soon as possible.

KR2: FHRD shall ensure that a QA manual/guideline is made publicly available.

**Take-up and Implementation of Recommendation**

**FHRD Follow-up:** To guarantee the smooth running of its operations, FHRD has four subcommittees, namely:

1. Mission and Vision
2. Membership
3. FORA and Digital Reach
4. Programmes

These sub-committees ensure a detailed focus on the services offered by the Foundation. Sub-committees are set as the need arises as the FHRD Board deems fit.

The in-house training programmes are discussed within the Programmes Sub-committee which is currently composed of the President, an Executive Consultant, and the CEO.

The Secretary General is in charge of QA and HR. He is assisted by the rest of the FHRD team.

A Training/Projects Executive was engaged in November 2018.

**FHRD Follow-up:** The QA Manual was designed and is regularly updated to ensure that clauses are updated accordingly and are in line with the current operations.

The FHRD team updated the QA Manual four times since it was completed in early 2019.

The latest version of the QA Manual is uploaded on the FHRD website in the Professional Programmes section, next to each programme offered for example: <https://fhrd.org/professional-program/training-the-trainer-award/>

Moreover, this document is also given to students before the commencement of each programme to ensure full transparency.

KR3: FHRD shall have formalised policies and procedures in place in relation to strategic planning, data collection and plagiarism.

**FHRD Follow-up:**

The main priority for FHRD remains at being at the forefront in providing quality HR-related specialised courses.

The FHRD team constantly updates its Training Checklist to ensure quality is delivered throughout the training experience. This checklist is used throughout the implementation of the in-house training programmes, and ensures that programme delivery is in line with the objectives set.

Data is collected in line with MFHEA guidelines and secured on a secure cloud platform.

With regards to Plagiarism, FHRD started using Grammarly. Our Student Handbook and Quality Assurance Manual have been updated accordingly. Please refer to this link - <https://fhrd.org/professional-program/training-the-trainer-award/>

R4: A survey similar to the 'Pulse Survey' would be beneficial to formalise the indirect communications gathered from members during the events.

**FHRD Follow-up:** An evaluation survey is sent to all students following each Training Programme to acquire important comments and recommendations. FHRD improves services offered as necessary.

This feedback is essential to FHRD. All information gathered is analysed internally and any changes, if required, are put into place before the next intake. An example of the questionnaire can be accessed here - <https://forms.gle/BV3gVIEkvNxT5SRM6>

**STANDARD 2: INSTITUTIONAL PROBITY**

**JUDGEMENT: MEETS STANDARD**

**Recommendation  
(as per EQA Report)**

R5: Formal policies and procedures for the appointment of the CEO are to be developed and formalised.

**Take-up and Implementation of Recommendation**

**FHRD Follow-up:** The CEO position at FHRD is important since the CEO is at the heart of the operations of the organization and acts as the main leader of the entity. The small size of FHRD necessitates that actions for a replacement, should the current CEO resign, are taken swiftly and within a set structure to ensure that FHRD's operations are not impacted negatively.

In this regard, the FHRD board has come up with the below procedure for engaging a new CEO.

- A subcommittee consisting of the President, Vice President and Board Secretary is formed immediately once a resignation notice is received/made official
- A job description by the newly formed subcommittee for the post is drafted/updated accordingly together with the contents for the job advert, related responsibilities and benefits
- FHRD's employees are informed, with the subcommittee taking a caretaker CEO role if needed
- The CEO vacancy advert is published in social media, and recruitment agencies contacted
- Applications are shortlisted by the subcommittee.
- Interviews for the short-listed candidates are carried out by the same subcommittee.
- The successful candidate is engaged, and a handover is given by the previous CEO
- The new CEO is formally presented to the FHRD board and the

	<p>subcommittee formally stops being operative</p> <p>FHRD appointed a new CEO on the 1<sup>st</sup> January 2022.</p>
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**STANDARD 3: DESIGN AND APPROVAL OF PROGRAMMES**

**JUDGEMENT: MEETS STANDARD**

<b>Recommendation (as per EQA Report)</b>	<b>Take-up and Implementation of Recommendation</b>
<p>KR6: FHRD shall have a formalised and documented procedure/guideline for the design and approval a programme of study.</p>	<p><b>FHRD Follow-up:</b> FHRD keeps a pulse of the market to be familiar with the most recent changes and/or improvements in the industry. Through research, key subject areas are uncovered and explored. In the eventuality that a new home-grown programme is proposed the following process will be followed.</p> <p>Various stakeholders, other institutions, HR professionals who are active FHRD members, past students as well as FHRD Board members are welcome to bring forward any recommendations regarding potential new home-grown courses to be offered by FHRD. If the program recommended is specific to the local HR training scenario and the CEO is in agreement with this proposal, the CEO or a delegated member of the FHRD team prepares the following points about the proposed course and the CEO presents them to the FHRD Board.</p> <ul style="list-style-type: none"> <li>• Name of the proposed programme</li> <li>• Level of the proposed programme</li> <li>• Academic case for the programme's requirement</li> <li>• A brief outline of the proposed program</li> <li>• The target audience for the proposed programme</li> <li>• Purpose and intended route of progression</li> <li>• Proposed MQF Level and number of ECTSs</li> <li>• General learning outcomes/objectives</li> </ul> <p>As a result of this, a decision on whether the home-grown programme is approved or not will be taken.</p> <p>FHRD understands the importance of providing accurate, relevant, and engaging courses for students to complete. It is vital to offer high-quality programmes available to students to ensure they are being given the best possible exposure through FHRD. As part</p>

<p>R7: FHRD may consider that communication/s with any external stakeholders be documented so that any key point/s that are directly relevant to the design and approval of programmes is integrated from the initial stages of the process.</p>	<p>of this, the FHRD team is responsible for regularly reviewing the range of programs offered, as well as the units and quality of teaching within a given programme.</p> <p>The courses designed and developed by FHRD, and accredited by the MFHEA, ensure that the expected student workload in terms of ECTS and learning outcomes is in line with the Malta Qualifications Framework.</p> <p>The procedures/guidelines have been developed and formalised as detailed above.</p> <p>The above information is included in the QA Manual. The latest version of the QA Manual is uploaded on the FHRD website in the Professional Programmes section, next to each programme offered for example: <a href="https://fhrd.org/professional-program/training-the-trainer-award/">https://fhrd.org/professional-program/training-the-trainer-award/</a></p> <p>Moreover, this document is also sent via email to students before the commencement of each programme to ensure full transparency. This document is reviewed and updated regularly.</p> <p>Following feedback received from students and lecturers, FHRD has made changes to two of its Accredited Level 5 Award Programmes namely –</p> <ol style="list-style-type: none"> <li>1. <u>High Impact Recruitment and Selection Techniques</u> – some minor changes were made to this programme. However the new layout will ensure more interaction and a better learning experience.</li> <li>2. <u>Employment Law and Industrial Relations</u> – this programme was revamped completely and the new version is entitled Practical Applications of Maltese Employment Law. FHRD welcomed the first intake in June 2022.</li> </ol> <p><b>FHRD Follow-up:</b> FHRD seeks to document communication received that is directly related to the design and approval of new training programmes from the initial stages of the process. This is done so that any suggestions that are beneficial to the course content are included in the programmes.</p>
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	<p>Most of the discussions are held during informal meetings. These meetings are not minuted.</p> <p>Following MFHEA recommendation, FHRD will ensure that records are kept of such meetings, especially when any changes are made, to ensure transparency and smooth running of the operations in case the CEO leaves the post.</p>
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**STANDARD 4: STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT**

**JUDGEMENT: MEETS STANDARD**

**Recommendation  
(as per EQA Report)**

R8: FHRD should monitor and set standards on pedagogical strategies used by trainers.

KR9: FHRD shall be supported by a second or external reviewer, in particular when a student fails an assignment.

**Take-up and Implementation of Recommendation**

**FHRD Follow-up:** FHRD employees sit during classes adhoc to monitor pedagogical strategies used by trainers.

When sessions are held live, FHRD employees attend at least three sessions. Whenever sessions are held online, one FHRD employee is always present.

FHRD did not use to keep records of when the employees attended the live lectures. However, as suggested by MFHEA, FHRD is keeping records of these adhoc sessions.

Based MFHEA suggestions, FHRD CEO has updated the Internal procedures and following each course, a report including the below is being prepared –

- if all lectures started on time
- if lecturers delivered the material as discussed prior to the commencement of the course
- if students were engaged and participated with questions, comments, etc.
- if there were off silences

Students' feedback will be taken into consideration while preparing this report so that FHRD can better its service for the next intakes.

Our Student Handbook and Quality Assurance Manual have been updated accordingly - <https://fhrd.org/professional-program/training-the-trainer-award/>

**FHRD Follow-up:** Students who fail assignments are immediately assigned two reviewers instead of one. This is featured in the Students Handbook.

The latest version of the Student Handbook is uploaded on the FHRD website in the

	<p>Professional Programmes section, next to each programme offered for example: <a href="https://fhrd.org/professional-program/training-the-trainer-award/">https://fhrd.org/professional-program/training-the-trainer-award/</a></p> <p>This document is also given to students before the commencement of the programme to ensure full transparency. This document is reviewed and updated regularly.</p>
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**STANDARD 5: STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION**

**JUDGEMENT: MEETS STANDARD**

<b>Recommendation (as per EQA Report)</b>	<b>Take-up and Implementation of Recommendation</b>
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KR10:FHRD shall ensure that the student handbook is made available to all its students. The student handbook shall be available on the website.

KR11:FHRD shall ensure that formal procedures for the admission of a student to a programme is made available.

**FHRD Follow-up:** The Student Handbook is uploaded on the FHRD website in the Professional Programmes section, next to each programme offered for example: <https://fhrd.org/professional-program/training-the-trainer-award/>

This document is also given to students before the commencement of the programme to ensure full transparency.

This document is reviewed and updated regularly.

**FHRD Follow-up:** Once an individual decides to join one of FHRD’s accredited programmes, formal admission related procedures come into play such as –

- Individuals are asked to fill in a form (please refer to Annex A),
- All data is inputted at FHRD’s database (stored on a secure cloudbased location) and the related Invoice is sent, and
- One week before the commencement of the programme, all individuals who applied for the course receive a recap of information including dates and times of all lectures, the Student Handbook and the Quality Manual.

The above-mentioned procedures are detailed in the Students Handbook and QA Manual. Both documents are reviewed and updated regularly and the latest versions are uploaded to the website.

Based on MFHEA suggestions FHRD has amended the Application Form (refer to Annex A) to include minimum entry requirements.

	The application form can be found online - <a href="https://fhrd.org/resources/fhrd-accredited-courses-application-form/">https://fhrd.org/resources/fhrd-accredited-courses-application-form/</a>
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**STANDARD 6: TEACHING STAFF**

**JUDGEMENT: MEETS STANDARD**

**Recommendation  
(as per EQA Report)**

KR12: FHRD shall have procedures and mechanisms to formally and efficiently monitor and standardise pedagogical strategies and to adopt procedures to monitor the effectiveness of the teaching staff and how these lecturers are keeping in line with new developments in the field through the CPD they follow and the work they are engaged in, beyond the lecture room.

**Take-up and Implementation of Recommendation**

**FHRD Follow-up:** Recruitment of Trainers (detailed in Quality Manual)

A call for Trainers is advertised in the local newspapers as well as through FHRD's social media platform. Headhunting options or recommendations by the FHRD Board members are also used to source the required talent to fill the trainer role. Since FHRD offers Level 5 Award Courses the following requirements are mandatory:

- An expert in the field of study
- Possess a Level 7 Qualification in the field of study
- Possess a substantial amount of work experience (to be able to demonstrate practical experience during the training session)

The CEO shortlists the applicants and those who satisfy the required criteria are invited to attend an interview. If the interview is successful a standard indefinite contract abiding by the general laws of Malta is drafted and signed.

Meetings / Training with Trainers

Before the commencement of every programme, FHRD CEO has meetings with lecturers to discuss the programme and conduct mock lectures. When FHRD first had online sessions – due to Covid-19 – special attention was given during these mock lectures to bandwidth, sound, tackling of questions, avoiding unnecessary pauses, etc. FHRD ensures that trainers contracted to deliver the courses adopt pedagogical training strategies in their sessions by making use of a variety of methods during the delivery. This is specified in the trainers' contractual agreement. This is also discussed in detail during the meetings held prior to commencement of programme.

R13: FHRD shall establish and adopt a formalised procedure in the recruitment process of trainers.

Based on MFHEA suggestions, FHRD is keeping records of the above-mentioned meetings.

Furthermore, the variety of training methods used is one of the evaluation points listed in the trainers' evaluation sheet. This is completed by every student upon completion of the programme. This clause is included in QA Manual.

The QA Manual is uploaded on our website in the Professional Programmes section – <https://fhrd.org/professional-program/training-the-trainer-award/>

This document is also given to students before the commencement of the programme to ensure full transparency.

**FHRD Follow-up:** Details regarding the procedure of the recruitment process of Trainers are found in the QA Manual; section - Recruitment of Trainers.

A call for Trainers is advertised in the local newspapers as well as through FHRD's social media platform. Headhunting options or recommendations by the FHRD Board members are also used to source the required talent to fill the trainer role. Since FHRD offers Level 5 Award Courses the following requirements are mandatory:

- An expert in the field of study
- Possess a Level 7 Qualification in the field of study
- Possess a substantial amount of work experience (to be able to demonstrate practical experience during the training session).

The QA manual is uploaded on our website in the Professional Programmes section – <https://fhrd.org/professional-program/training-the-trainer-award/>

This document is also given to students before the commencement of the programme to ensure full transparency.

R14: Meeting/s with trainers before the start of a programme should be minuted and a checklist devised on how the process of programme review is managed

**FHRD Follow-up:** FHRD's CEO meets up with all the trainers before the commencement of each programme. The management of the programme is discussed accordingly.

These meetings are not minuted however following MFHEA suggestions, FHRD shall keep records of when these meetings were held and make note of any changes, if any.

**STANDARD 7: LEARNING RESOURCES AND STUDENT SUPPORT****JUDGEMENT: MEETS STANDARD****Recommendation  
(as per EQA Report)**

R15: FHRD should ensure that all the lecturers provide additional material and resources beyond what is given during the lectures and encourage that they are accessible outside course hours. FHRD should include this as part of the contractual agreement with their lecturers.

**Take-up and Implementation of  
Recommendation**

**FHRD Follow-up:** All contractual agreements with lecturers have been amended in 2019 to include that lecturers are to provide additional material and resources beyond what is given during the lectures, and encourage that they are accessible outside course official hours.



**STANDARD 8: INFORMATION MANAGEMENT**

**JUDGEMENT: MEETS STANDARD**

**Recommendation  
(as per EQA Report)**

KR16: FHRD shall ensure that data collection is accompanied by data analyses, as this would help the institution improve quality standards.

**Take-up and Implementation of  
Recommendation**

**FHRD Follow-up:** Since FHRD only offers a few locally accredited courses over twelve months and these are administered by a relatively small team, the data collected is generally by word of mouth, email and through evaluation forms making it a manual process, however since the data quantities are considerably small, the current system works within the parameters of the current course quantities delivered.

In the eventuality that more courses are offered by FHRD, the data collection and analyses methods will need to be re-visited and upgraded to cater for the added data needed to be collected and analysed.

**STANDARD 9: PUBLIC INFORMATION****JUDGEMENT: MEETS STANDARD****Recommendation  
(as per EQA Report)**

R17: A short online questionnaire should be devised to collect feedback from students or alumni on the usefulness of the information provided on the website.

**Take-up and Implementation of  
Recommendation**

**FHRD Follow-up:** A questionnaire is sent to all students via email following the completion of each programme. Replies are anonymous.

This feedback is essential to FHRD. All information gathered is analysed internally and any changes, if required, are put into place before the next intake. An example of the questionnaire can be accessed here – <https://forms.gle/BV3gVIEkvNxT5SRM6>

This questionnaire was recently updated to ensure a more detailed feedback regarding course content.

FHRD has updated its the website in June 2022. The section Professional Programmes now includes more details on each course including but not limited to the Overview of the course, Who is it aimed for, Mode of delivery, Duration, etc. This is in line with the MFHEA communication dated September 2021.

**STANDARD 10: ON-GOING MONITORING AND PERIODIC REVIEW OF PROGRAMMES**

**JUDGEMENT: REQUIRES IMPROVEMENT TO MEET STANDARD**

<b>Recommendation (as per EQA Report)</b>	<b>Take-up and Implementation of Recommendation</b>
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KR18: FHRD shall develop procedures on ongoing review of programmes that includes systematic feedback from students, alumni, employers and other stakeholders.

**FHRD Follow-up:** FHRD understands the importance of providing accurate, relevant and engaging courses for students to complete. It is vital to offer high-quality programs available to students to ensure they are being given the best possible exposure through FHRD. As part of this, the FHRD team is responsible for regularly reviewing the range of programs offered, as well as the units and quality of teaching within a given program.

Since the FHRD team is relatively small, internal meetings are very informal and not minuted. Nonetheless, following MFHEA suggested FHRD is keeping records of when these meetings were held and make note of any changes if any.

FHRD has started compiling a report following the completion of each programme including the below –

- if all lectures started on time
- if lecturers delivered the material as discussed prior to the commencement of the course
- if students were engaged and participated with questions, comments, etc.
- if there were off silences

Students’ feedback will be taken into consideration while preparing this report so that FHRD can better its service for the next intakes.

Following MFHEA feedback, FHRD has updated the anonymous questionnaire sent to students when the programme is completed. Please find link here - <https://forms.gle/BV3gVIEkvNxT5SRM6>

Questions related to the actual content were added. This will help FHRD identify problems and amend, as necessary.



<b>STANDARD 11: Cyclical External Quality Assurance</b>	
<b>JUDGEMENT: MEETS STANDARD</b>	
<b>Recommendation (as per EQA Report)</b>	<b>Take-up and Implementation of Recommendation</b>



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## Application Form

### Personal Details

Mr/Mrs/Miss/Ms/Dr

First Name  Surname

ID / Passport No.  Date of Birth

Postal Address

Post Code  Locality  Nationality

Telephone Number  Mobile Number

Email (personal)  Email (work)

Qualifications

### Minimum Requirements - Level 3 Education

### Company Details

Company Name

Job Title

Course

Date  Signature of Applicant



FHRD programmes are accredited by MFHEA at Level 5. Higher Education Institution Licence Number 2011-TC-007.