



Think Talent Institute

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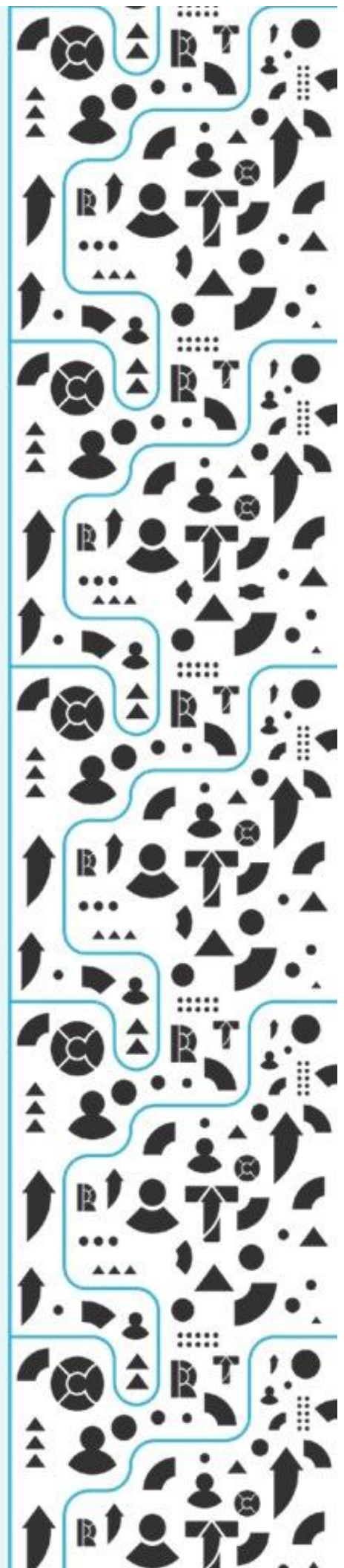
## Submission Package for MFHEA Review

Revised QA and Compliance Documentation – 2025

Date: August 2025

Submitted by: Compliance & Quality Team,

Think Talent Institute



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**Formal Note from the Head of Institute**

As Head of Institute, appointed in May 2025, I have taken direct responsibility to revise, oversee, and strengthen the Quality Assurance (QA) framework of Think Talent Institute. Since assuming this position, I have ensured that all policies, procedures, and governance structures have been carefully reviewed, updated, and aligned with MFHEA requirements, OTHM standards, and international best practice.

This submission reflects not only the work of the wider team, but also my personal commitment to embedding a culture of transparency, accountability, and continuous improvement at the Institute. I confirm that QA is now fully integrated across executive, operational, and academic levels, and that Think Talent is well-positioned for sustained compliance and excellence.

Mario Cordina  
Head of Think Talent Institute  
Date: August 2025

## Part 1 – Revised Comprehensive Follow-Up Report

Detailed implementation matrix of all EQA recommendations.

### Implementation Matrix of Recommendations

This revised follow-up report is submitted to the Malta Further and Higher Education Authority (MFHEA) in response to the Authority's request for further clarification and evidence of the implementation of recommendations issued in the External Quality Assurance (EQA) Report.

In this revised version, Think Talent clearly identifies the responsible persons/teams, the timeline of actions initiated and completed, direct references to the evidence pack, and cross-references to updated institutional documents and website links.

The report is structured according to the MFHEA Standards 1–11 and provides a matrix for each recommendation.

### Standard 1: Internal Quality Assurance

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>MR1: Formalise admissions, assessment, complaints, QA procedures.</b>	Compliance & Quality Coordinator; QA Director / Head of Institute (Admissions Oversight)	Initiated Nov 2024 → Completed Jan 2025	Evidence Pack pp. 8–14, 22–27; Student Manual v3 (pp.32–40)	Admissions Policy (Dec 2024); Complaints Policy; Assessment Policies
<b>KR1: Review Assessment &amp; Staff Eligibility policies.</b>	QA Manager; CEO (recruitment oversight) & QA Director / Head of Institute	Initiated Dec 2024 → Completed Jan 2025	Evidence Pack pp. 24–27	Assessment Framework; Staff Minimum Eligibility Criteria
<b>R1: Subdivision of roles for IQA processes.</b>	QA Director / Head of Institute; Compliance Coordinator	Initiated Dec 2024 → Completed Jan 2025	Annex A QA Organogram. Annex B Raci Matrix.	Organisational Chart, QA Register

### Standard 2: Institutional Probity

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR2: Implement budgetary system for monitoring financial performance.</b>	Executive Director; COO (Financial Oversight)	Initiated Jan 2025 → Completion due Dec 2025	Evidence Pack p.19 Student Manual v3 (pp.32-40)	Budgetary & CRM Integration Policy (ongoing)

### Standard 3: Design and Approval of Programmes

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>R2: Template &amp; SOP for programme changes to MFHEA.</b>	QA Director / Head of Institute	Initiated Dec 2024 → Completed Jan 2025	Evidence QA Appendix R	Programme Approval SOP

### Standard 4: Student-Centred Learning, Teaching and Assessment

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR3: Subscribe to plagiarism detection software.</b>	QA Manager; Trainers Operations Manager (TOM)	Initiated Dec 2024 → Full integration Q2 2025	Evidence QA Appendix G. Academic Integrity Policy Attached.	Academic Integrity Policy
<b>KR4: Standardise verification of assignment preparation.</b>	Senior Trainer (acting as Internal Verifier); QA Officer	Initiated Dec 2024 → Completed Jan 2025	Evidence Pack pp.29-30 Assessment Policy ASM 004	Internal Verification SOP
<b>KR5: Standardised procedure for second assessor verification.</b>	Training Programmes Director	Initiated Dec 2024 → Completed Jan 2025	Assessment Policy ASM 004 QA section 4	Assessment & Verification Framework



### Standard 5: Student Admission, Progression, Recognition and Certification

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR7: Revise admission criteria for B2B and B2C.</b>	QA Director / Head of Institute (Admissions Oversight)	Initiated Dec 2024 → Completed Jan 2025	Evidence Pack pp.9-14, 31-34	Admissions Policy v2025
<b>KR8: Revise Student Manual.</b>	QA Director / Head of Institute	Initiated Jan 2025 → Completed Jan 2025	Evidence Pack pp.32-40	Student Manual v3 (Jan 2025)
<b>KR9: Model student agreement.</b>	Executive Director (QA Oversight & Final Decisions)	Completed Jan 2025	Evidence Pack p.42; Website student resources	Student Agreement (2025)
<b>R4: Improve induction process.</b>	Client Relationship Manager (CRM); QA	Implemented Jan 2025	Evidence Pack pp.43-46	Induction Strategy
<b>R5: Approve Recognition of Prior Learning regulation.</b>	Executive Director (QA Oversight & Final Decisions); QA Manager	Completed Jan 2025	Evidence Pack pp.47-49	RPL Policy

**Standard 6: Teaching Staff**

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR10: Formalise job description &amp; contract for lecturers.</b>	CEO (recruitment oversight) & QA Director / Head of Institute	Completed Jan 2025	HR Policy HR 017 and Annex D – Sample Key Policies & Templates in the QA Evidence Pack	Staff Terms of Reference & Contract Templates in HR Policy HR 017

**Standard 7: Learning Resources and Student Support**

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR11: Finalise Virtual Learning System.</b>	Trainers Operations Manager (TOM) & QA Director (LMS oversight); QA	Initiated 2024 → Completion by Q4 2025	Evidence Pack Annex F screenshots (pp.21 onward),	VLE Implementation Plan
<b>KR12: Recruit additional administrative officer.</b>	Executive Director (QA Oversight & Final Decisions)	Completed Jan 2025	Evidence Pack Annex D QA Policy Appendix A	HR Recruitment Records
<b>KR13: Premises action plan.</b>	Executive Director (QA Oversight & Final Decisions)	Completed Jan 2025	Evidence Pack Annex F	Premises Plan
<b>KR14: Arrangements for students with varying abilities.</b>	Compliance & QA Coordinator	Completed Jan 2025	Evidence Pack Annex D and QA Policy Appendix K	Accessibility Policy
<b>KR15: Increase e-books and research resources.</b>	Trainers Operations Manager (TOM) & QA Director (LMS oversight); Library Coordinator	Initiated Jan 2025 → Completion Q4 2025	Evidence Pack Annex F and QA Policy Sec.4.8.1	Digital Library Expansion Plan

### Standard 8: Information Management

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>R9: Digitalise student and staff data in CRM.</b>	Trainers Operations Manager (TOM) & QA Director (LMS oversight); QA	Ongoing, Phase 3 of 4, completion by end 2025	Evidence Pack Annex F (pp.17-19)	Information Management Policy

### Standard 9: Public Information

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>KR16: Publish full course info online.</b>	Marketing Manager (reports to COO); QA	Completed March 2025	Evidence Pack Website Evidence (pp.14-16)	Website course pages
<b>KR17: Consultation with learners on PR &amp; website.</b>	Client Relationship Manager (CRM)	Ongoing, integrated in CRM system (Phase 3)	Evidence Pack Annex F QA Policy Sec 5.2	Marketing & Communications Policy
<b>R10: Improve website content.</b>	Marketing Manager (reports to COO)	Completed March 2025	Evidence Pack Annex F	Website Redevelopment

### Standard 10: Ongoing Monitoring and Periodic Review of Programmes

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>MR2: Revisit programme IQA mechanisms &amp; integrate stakeholder data.</b>	QA Manager; Senior Trainer (acting as Internal Verifier)	Initiated Dec 2024 → Ongoing continuous improvement 2025	QA Sec 5.2. Evidence Pack Cross Matrix and Annex F (pp28 onwards)	Programme Monitoring SOP

### Standard 11: Cyclical External Quality Assurance

Recommendation (as per EQA)	Responsible Person/Team	Timeline (Action Initiated → Completed)	Evidence / Document Reference	Updated Policy / Section
<b>NIL recommendations – no action required.</b>	N/A	N/A	N/A	N/A

### Signatories

Clodagh Swanson  
 Compliance, Quality & Student Services Manager  
 Signed: 03/01/2025

Mario Cordina  
 Head of Think Talent Institute  
 Revised & Signed: 25/08/2025

Dr. Beverly Cutajar  
 Executive Director  
 Revised & Signed: 25/08/2025



## Appendices

### Appendix 1: Quality Assurance Policy (Issued August 2025)

The updated Quality Assurance Policy (6<sup>th</sup> cycle, Policy Number QA190825, issued August 20, 2025, review date August 2026) provides the framework for governance, compliance, and continuous quality improvement across Think Talent. It defines the organisational set-up, roles and responsibilities (CEO, COO, CCO, Executive Director, QA Director, Marketing Manager, Head of B2B, CRM, Trainers Operations Manager, Senior Trainers, Trainers/Coaches, and Student Support).

The policy includes detailed procedures for admissions, induction, assessment, student support, trainer recruitment, CPD, programme development, delivery, public information, and external QA cycles. A RACI Matrix establishes accountability and transparency across QA activities. Supporting policies cover Diversity & Equality, Academic Integrity, RPL, and Student Agreements.

This document is aligned with MFHEA, OTHM, and ICF requirements. It replaces the 5th Cycle QA Policy and incorporates all recommendations from the 2024 EQA review.

### Appendix 2: QA Organogram

The Quality Assurance Organogram establishes clear reporting lines and governance flow. The QA Director reports to the Executive Director, supported by the QA Committee. The CEO, COO, and CCO provide strategic, operational, and commercial oversight. The structure ensures separation of duties, transparency, and accountability across QA processes.

Key QA Roles in Organogram:

- Executive Director: Ultimate accountability, compliance, and resource allocation.
- QA Director (Head of Institute): Policy design, audits, accreditation liaison, and continuous monitoring.
- COO: Operational excellence and alignment with QA standards.
- CCO: Commercial growth within QA framework.
- Marketing Manager: QA alignment in communications and website.
- Head of B2B: Ensures corporate services align with QA.
- CRM: Client and student relationship monitoring, feedback collection.

- Trainers Operations Manager: Programme scheduling, logistics, and compliance.
- Senior Trainers & Trainers: Delivery of QA-approved programmes, assessment, and learner support.
- Student Support: Records, administration, and learner assistance.

## Part 2 – Updated Policy Register

Policy	Version/Date	Notes
Admissions Policy	v3.0 – Jan 2025	Revised for B2B & B2C distinction
Assessment Policy	v2.5 – Jan 2025	Aligned with QA 2025 rubric

### Annex A – QA Governance Organogram

CEO	Strategic oversight
Executive Director	QA accountability
QA Director	Policy, audits, accreditations
COO/CCO	Operations & Commercial QA alignment
Managers	Marketing, Head B2B, CRM, Trainers Ops
Trainers & Support	Delivery & student services

The following diagram represents the QA governance structure of Think Talent Institute (2025):

Chief Executive Officer (CEO)





## Annex B & C – QA Governance RACI Matrix

To ensure transparency, accountability, and clarity in the implementation of Quality Assurance (QA) across all levels of Think Talent Institute, a **RACI Matrix** has been developed. The matrix identifies who is **Responsible (R)**, **Accountable (A)**, **Consulted (C)**, and **Informed (I)** for each key QA activity. This provides a clear governance framework aligned with MFHEA requirements, OTHM accreditation standards, and internal QA best practices.

### Purpose

The RACI Matrix has been introduced to clarify roles and responsibilities across the Executive, QA leadership, management, trainers, and support staff, ensuring that each individual understands their specific contribution to the quality framework. By explicitly defining who leads, supports, approves, or is informed about each QA task, the matrix eliminates duplication and closes potential gaps in responsibility. This structured approach enables effective governance in line with the new QA Policy (2025), embedding quality assurance principles into the strategic, operational, and commercial functions of the Institute.

### Structure of the RACI Matrix

- **Executive Director** – Holds ultimate accountability for QA policy approval, resource allocation, and compliance with MFHEA licensing requirements.
- **QA Director / Head of Institute** – Responsible for policy design, internal audits, programme vetting, accreditation liaison, and QA monitoring.
- **Chief Operating Officer (COO)** – Consulted on QA policy and procedures, responsible for ensuring operational processes are aligned with QA.
- **Chief Commercial Officer (CCO) / Head of B2B / Marketing Manager** – Consulted and informed, ensuring commercial activities, B2B operations, and public information align with QA standards.
- **Trainers & Senior Trainers** – Responsible for programme delivery, learner assessment, class observations, and providing feedback for QA improvement.
- **Student Support / Administration** – Accountable for record keeping, issuing certificates, learner support, and maintaining QA documentation.



**Application**

The RACI Matrix has been designed in **two complementary formats**:

- **Annex B**– Provides a detailed table mapping each QA activity (e.g., policy development, programme approval, monitoring, record keeping) against each governance role.
- **Annex C (Diagram)** – Offers a simplified visual representation of the same responsibilities, making it easy for reviewers and staff to quickly understand lines of accountability.

By adopting this dual approach, Think Talent ensures that QA responsibilities are **clearly communicated, operationalised, and auditable**, satisfying both internal governance needs and external accreditation requirements.

The following RACI matrix presents QA governance responsibilities in tabular format.

Task/Activity	Executive Director	QA Director	COO	Trainers	Student Support
QA Policy Development	A	R	C	I	I
QA Policy Approval	A	R	I	C	I
Programme Vetting & Approval	C	R/A	I	C	I
Programme Delivery	I	C	I	R	I
Monitoring & Feedback	C	R	C	R	I
Record Keeping	I	C	I	I	R/A
Issuing Certificates	I	A	I	I	R



### Annex C – QA Governance RACI Matrix (Diagram)

Activity	Exec Dir	QA Dir	COO	Trainers/Support
QA Policy	A	R		
Monitoring		R	C	
Student Support				R/A

### Part 3 – Executive Briefing for MFHEA Reviewers

This briefing highlights Think Talent Institute's readiness following the EQA review. Major recommendations are completed, governance structures clarified, and QA processes digitised. Key points: policies revised, staff eligibility enforced, CRM/VLE systems launched, and RACI/organogram established. Forward planning ensures continuous improvement.



## **Conclusion**

Think Talent Institute respectfully submits this comprehensive package in response to the MFHEA review. The documentation provided demonstrates our clear commitment to addressing all recommendations with transparency, accountability, and sustainability.

This submission includes:

- The Revised Follow-Up Report with detailed timelines, responsibilities, and status updates.
- The Updated QA Policy (QA190825) and Policy Register, aligning governance with the 2025 framework.
- Annexes A–F, which include the QA Governance Organogram, RACI Matrices, Student Manual (Version 3, 2025), and QA Committee Minutes.
- An Evidence Pack containing screenshots and sample records that substantiate the implementation of QA procedures, including website publications, CRM and LMS progress, induction materials, and monitoring records.
- Together, these documents confirm that Think Talent has not only acted on all mandatory and key recommendations but has also embedded QA improvements into its institutional culture, systems, and governance structures. We are confident that this package demonstrates our readiness for ongoing compliance with MFHEA standards and our commitment to continuous quality enhancement.

Mario Cordina

Head of Institute / QA Director

Think Talent Institute

Date: August 2025