# BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

# INTERIM INSPECTION
# (Short Course Provider)

**ORGANISATION:**            Euromoney Learning Solutions

**ADDRESS:**                 8 Bouverie Street
                             London
                             EC4Y 8AX

**HEAD OF ORGANISATION:**    Ms Jane Wilkinson

**Accreditation status:**    Accredited

**Date of inspection:**      26 February 2015

**ACCREDITATION COMMITTEE DECISION AND DATE:**  Continued accreditation 16 April 2015

## PART A – INTRODUCTION

### 1.      Background to the organisation

Euromoney Institutional Investor PLC is an international business media group focused on the finance, metals and commodities sectors. It was founded as a business publishing company in 1969. It has four main areas of operation. These are business publishing, global conferences and seminars, electronic information and data on international finance and emerging markets, and training. Euromoney training group, which included Euromoney Training, Euromoney Legal Training, Euromoney Energy Training and MIS Training, was established in 1988.

On 1 January 2015, Euromoney training group temporarily changed its name to Euromoney DCG, having merged with DC Gardner Training, which was already part of Euromoney Institutional Investor PLC. MIS Training is no longer part of Euromoney DCG, as it was established as a separate business in April 2014.

From 26 March 2015, Euromoney DCG has permanently changed its name to Euromoney Learning Solutions.

Euromoney Learning Solutions employs around 120 full-time staff in offices in London and Hong Kong. It provides courses in the UK and in more than 120 countries worldwide.

### 2.      Brief description of the current provision

Euromoney Learning Solutions aims to provide 'best practice' programmes targeted at a wide range of job functions in the banking, finance, energy, legal, infrastructure and government sectors. The programmes are run as open public courses and on an in-company basis. The courses are delivered by subject matter experts, who are hired on a freelance basis. They are run in four star hotels in various financial centres. Most of the delegates on the London-based programmes come from outside the UK and, in particular, from emerging markets. The courses are focused on the practical application of knowledge. The legal courses are accredited by the CPD Certification Service for Continuing Professional Development (CPD) purposes. Each year around 10,000 delegates attend the courses globally. Euromoney Learning Solutions also offers on-line learning modules and long-term training solutions for corporate clients.

### 3.      Inspection process

The inspection was conducted by one inspector in half a day. Meetings took place with the Managing Director, the Head of Public and In House and the Head of Events. The premises were also inspected and appropriate supporting documentation was scrutinised. Co-operation in the provision of information and documentation was very good throughout the inspection process.

### 4.      Inspection history

Full accreditation inspection:          21 and 23 September 2009

Interim inspection:          5 October 2010

Reaccreditation inspection          12 and 13 November 2013

**PART B – JUDGEMENTS AND EVIDENCE**
**The following judgements and comments are based upon evidence seen by the inspector during the inspection and from documentation provided by the provider**

**1.      Significant changes since the last inspection**

Since the last inspection, the previous head of the organisation has retired and a new Managing Director was appointed in April 2014. She has been working with the group since 2000, in the central marketing function, and was appointed to the board in 2004. She also has previous experience of running a training business. Under her direction, the business is focusing on developing new e-learning products, to complement its existing courses and to form stand-alone programmes. In addition, she has introduced a greater formalisation, for example of staff appraisal procedures and the recording of staff meetings.

Euromoney training group merged with DC Gardner Training to form, initially, Euromoney DCG. The name has since been finalised as Euromoney Learning Solutions. DC Gardner Training was part of Euromoney Institutional Investor PLC and it offered principally courses that were tailored to specific company needs rather than open courses. Both organisations used the same trainers and were targeting the same sectors, so it was deemed sensible to amalgamate the two. A senior member of staff and subject matter expert, who worked with DC Gardner, is still part of the management team.

Euromoney Learning Solutions has moved to new administrative offices. These provide a very modern and open-plan environment in which to work. Very good and well equipped meeting rooms, with conferencing facilities, enhance the ability to communicate effectively across the business and with clients.

**2.      Response to action points and recommendations in last report**

**Action Points:**

*Publish a clear statement setting out the provider's expectations on attendance and punctuality.*

Participants receive written joining instructions, which set out the timings for the course and make it clear that punctuality and attendance are an expectation.

*Carry out regular, comprehensive and recorded self-evaluation across the whole provision, and link the outcomes to clear action planning to aid continuing improvement.*

Comprehensive delegate feedback still forms the basis for evaluating the organisation's performance and making improvements. All data is captured and updated each quarter. It is scanned and sent to all departments so that any issues, for example with course materials, a trainer or the venue, are followed up effectively. The data is analysed so that each course and trainer get an overall score. A system of colour coding clearly flags up when scores fall below an acceptable level, so that appropriate action can be discussed and taken. Staff receive bonuses based on the scores for relevant areas, to ensure timely follow-up is made.

The new Managing Director engaged external consultants to carry out a strategic review of the organisation's long-term goals. This review is highlighting internal systems and processes that can be improved. The resulting actions are discussed and updated at regular senior team meetings. In addition, monthly reviews of how the business is performing are discussed at a formal staff meeting.

These processes enable the effective evaluation of performance across the whole provision.

*Publish a procedure for dealing with abusive behaviour.*

A clear and detailed written procedure for dealing with abusive behaviour contains clear guidelines about how such incidents, which are extremely rare, are investigated.

**Recommendations:**

*It is recommended that the provider records the outcomes of key meetings to ensure effective monitoring of decisions.*

The outcomes of key meetings are recorded. Records contain clear and timed action points to ensure effective monitoring.

*It is recommended that the provider implements a systematic staff performance review process, which is fully documented, so that all staff know how they are doing and what they need to do to improve and ensure consistency.*

A comprehensive staff performance review policy has been implemented. Key managers have been appraised and recorded development points for the next twelve months have been agreed. The policy includes a training needs analysis for all staff, the establishment of company-wide training sessions and external training to meet specific individual needs. The process, which provides for annual appraisals on the anniversary of joining the organisation, is being rolled out to all staff. The effectiveness of the roll-out should be checked at the next inspection.

*It is recommended that the provider systematically uses data on attendance levels as a tool to measure the provider's performance.*

Attendance is recorded using registers and non-attendance is appropriately followed up. Therefore data on attendance levels is available. However, given the nature of the courses and the participants, who are often senior business people, attendance is not regarded as a useful indicator of performance. The inspector agrees with this view.

*It is recommended that the provider obtains feedback from all stakeholders including staff and trainers.*

Trainers complete a feedback form on their course, to include suggestions for improvement. A staff survey has been carried out at the end of 2014. The results of the staff survey have been analysed into bar charts and action taken as a result. The survey will be repeated to assess if the feedback has changed. This should be followed up at the next inspection.

*It is recommended that the provider provides more detailed information to trainers regarding the delegates' background and needs before the training begins.*

For appropriate courses, suitably detailed pre-course questionnaires are completed by participants. These include questions about their experience in the areas being covered, particular interests and objectives from attending the course. Trainers will also cover this at the start of the course. The information received is passed to the trainer. Trainers also get a delegate list showing the identity of delegates' employers and job roles.

*It is recommended that the provider ensures that the review of course content is regular, comprehensive and recorded to ensure consistency and that course materials are always fully up-to-date.*

Course content is regularly evaluated to ensure its suitability. In order to systematise this, a procedure for the regular review of key course materials, to ensure they are up-to-date and relevant, has recently been introduced. This includes the completion of a form to record the outcomes of the review and a date for the next review. The implementation of this procedure should be checked at the next inspection.

*It is recommended that the provider organises regular train the trainer sessions, according to a published schedule, so that trainers are encouraged to attend as part of their continuing professional development.*

A 'train the trainer' policy and quality assurance report contain information about how trainers' performance is assessed and how data from delegates' and trainers' feedback is used to measure performance. Where issues are identified, trainers are individually coached according to a schedule of coaching contacts. Clear information on the content for the coaching is provided to trainers in advance.

*It is recommended that the provider systematically carries out and records the outcomes of training delivery observations in order to continually improve the quality of the delivery and the delegates' experience.*

Detailed written feedback is provided to trainers following an observation, when issues have been noted. A template to record the key findings about the trainer's strengths and weaknesses and any follow-up actions required, from observations, has recently been developed. The implementation of this needs to be checked at the next inspection.

## 3.    Compliance with BAC accreditation requirements – spot check

3.1    Management, Staffing and Administration

|  | Met | Partially met | Not met | NA |
|---|---|---|---|---|
| The standards are judged to be | ✔ | | | |
| **Comments** | | | | |

4.2  Teaching, Learning and Assessment

|  | Met | Partially met | Not met | NA |
|---|---|---|---|---|
| The standards are judged to be | ✔ | | | |
| **Comments** | | | | |

3.3    Participant Welfare

|  | Met | Partially met | Not met | NA |
|---|---|---|---|---|
| The standards are judged to be | ✔ | | | |
| **Comments** | | | | |

3.4    Premises and Facilities

|  | Met | Partially met | Not met | NA |
|---|---|---|---|---|
| The standards are judged to be | ✔ | | | |
| **Comments** | | | | |

**PART C – SUMMARY OF STRENGTHS AND ACTION POINTS**

| **Institution's strengths** |
| --- |
| The provider continues to be well managed and the administrative support is strong.<br>Highly effective systems ensure that the quality of the provision is maintained and participants' objectives and needs are met.<br>Participants' views on their experience are fully taken into account in the evaluation of the provision and appropriate action is taken when required.<br>The new administrative premises are of a high quality and provide an excellent working environment. |

| **Actions required** | **Priority H/M/L** |
| --- | --- |
| None. | |

**COMPLIANCE WITH STATUTORY REQUIREMENTS**

| Declaration of compliance has been signed and dated. | YES |
| --- | --- |
| Further comments, if applicable<br><br>None. | |