



INSTITUTE
FOR THE
PUBLIC SERVICES

IPS POLICY FRAMEWORK

BINDING STANDARDS GOVERNING TRAINERS PROVIDING COURSES AND PROGRAMMES IN IPS

VERSION: 1.4
DATE: 01st OCTOBER 2021

Binding Standards governing Trainers providing Courses and Programmes in IPS

1.0 Preamble

- The purpose of this document is to formalise the responsibilities of Trainers providing programmes and courses offered by the Institute for the Public Services (IPS) which is the academy serving the training and development requirements of the Public Service in Malta.
- This document aims to ensure that standards are maintained and rigour is ensured in the administration and delivery of the training and development courses and programmes delivered by IPS. The variability in the type, duration, content, expected outcomes, mode of delivery and academic level of the courses delivered by IPS demand the need to implement and enforce common standards in order to assist all stakeholders to have a clear and smooth training pathway.
- These binding standards are part of a wider policy framework which covers the activities, operations and administration of IPS and therefore have to be considered within that context in terms of scope, interpretation, application and eventual review which all remain at the discretion of the Principal and management of the IPS.
- This document is to be considered as binding and mandatory unless otherwise derogated or amended in part or in full under the authority of the Principal of IPS. Any breaches to these binding conditions may result to consequences in line with disciplinary procedures, standards and practices enforced within the Public Service. **A copy of this document is to be signed by all IPS Trainers and any amendments thereafter are to be circulated by email to all Trainers for notification and compliance purposes.**

2.0 Applicability

- These binding standards govern all categories of Trainers entrusted to deliver courses and programmes offered by IPS. Apart from the responsibilities of the individual Trainer, this document outlines the obligations and responsibilities of the management of the entity or ministry of origin of Public Officers serving as Trainers within IPS.
- This document is supplementary to any other agreement, contract, letter of engagement or other formal arrangement governing the relationship of the Trainer with IPS in terms of the form, duration and tenure of engagement, remuneration and any other condition governing the relationship between the parties.
- Furthermore, in the event of Trainers engaged on a contractual, framework agreement or 'ad hoc' basis who are not Public Officers, this document applies to the extent that any references to the Trainer's obligations as a Public Officer are not applicable to such Trainers.
- The date of entry into force of these conditions is the first of October 2021.

3.0 General Principles

- The Public Service is firmly committed to being inclusive, people-centric, quality- and service-oriented. A fundamental element of this commitment lies in offering Public Officers opportunities for career progression and self-development. Training and development are, therefore, a priority area for the Public Service and, consequently, the responsibility entrusted to IPS demands a high level of commitment and rigour.
- IPS places great emphasis on the fact that any individual – Public Officer or otherwise – selected as a Trainer has to adhere to a full commitment to providing the best possible training experience to Public Officers and to do so by honouring obligations which include the honouring of agreed scheduling arrangement, administrative commitments and deadlines.
- As a result of this, no Public Officer shall be accepted to serve as Trainer within IPS unless there is firm, written approval and commitment on the part of his or her superiors to be released on any designated dates as may be scheduled to carry out the obligations in terms of the time needed to attend induction, prepare course material, deliver courses, complete any assessment or assignment processing and generally meet any other commitments necessary to complete the courses entrusted to the Trainer. The same level of firm commitment is expected from any person serving as Trainers or providing training services to Public Officers through IPS, irrespective of whether they are Public Officers or not.
- Trainers delivering IPS courses have to adhere to the standards of behaviour and conduct which all Public Officers are mandated to follow in the execution of their duties and, therefore, any breach may lead to consequences according to the respective established procedure.

4.0 Induction of New Trainers

- Individuals selected to serve as Trainers may be required to attend a 'Train the Trainer' programme in order to be prepared to deliver courses within IPS. At the end of the course, Trainers would be asked to hold an introductory presentation with the IPS Trainers' Board. Individuals with documented prior experience in delivering training programmes may be exempted from this course.
- Upon engagement, Trainers will be provided an orientation session in which various aspects of the activities, processes, structure and objectives of IPS shall be presented. Also discussed and introduced are the various contact points within IPS related to their involvement in the training and development activities together with an overview of the administrative and operational steps relating to their role as Trainers within IPS.

IPS is committed to increase the involvement of Trainers in the development of not only its programmes and courses but also in ensuring that all administrative and operational areas relevant to course delivery reflect the quality standards IPS aspires to. It is for this reason, that beyond the initial orientation session, Trainers will be called in for briefing and discussion sessions related to any developments of interest.

- New Trainers shall be offered training in the various systems and tools which are available to them in IPS – these include the Panopto platform for the recording of training sessions, using Microsoft Teams for online delivery of courses, using Microsoft Forms for the creation of assessments and the use of any other administration system which may be relevant.

5.0 Course Design and Mode of Delivery

- All the programmes and courses provided by IPS are the result of specific needs identified by the Public Service to fill specific demands for the training and development of Public Officers as wide as the wider mission aimed at ensuring greater effectiveness and efficiency, the pursuit of excellence and in the assurance that the Public Service is in tune with the constant developments which concern its people, activities, responsibilities and mission.
- When IPS is requested to provide a training programme or course, the request includes details of the specific training needs being addressed, the training audience being targeted, the frequency and time-constraints to complete the training and the desired training outcome which are ultimately the scope and purpose of the training being requested. These points are to be taken into consideration by Trainers and IPS in the course design.
- There are a number of scenarios in which Trainers are involved in the **course design process**:
 - a. Trainers may be asked to deliver an existing course or programme which IPS already offers as part of its Prospectus: In this case, Trainers may be involved in the redesign of the course content and material based on the feedback or evaluation which IPS may have carried out of past courses.
 - b. Trainers may be involved in providing simply the delivery of an ongoing, open course or programme to meet, for example, additional demand or to replace a Trainer who may be unable for whatever reason to offer any remaining sessions. In this instance, there may be the opportunity or the actual need to review, improve or otherwise amend the course material, course format, mode of delivery or form of assessment but this would have to be gauged by IPS and discussed with the Trainer.
 - c. Finally, Trainers may be involved by IPS at the earliest stages of course design to meet a request for a new programme or course. In this case, Trainers would work iteratively with IPS to structure a course to meet the specific requirements. This is an immersive process which is usually reserved for Trainers with experience in training design methodologies and techniques.
- The **Mode of Delivery of programmes and courses** or individual modules shall be determined by IPS and may include different modes such as:
 - On-site, in-person classroom training
 - Off-site, in-person classroom training
 - Online sessions
 - On-demand, pre-recorded sessions

Training may be held as hybrid, that is having participants in classroom and other participants online and/or in another classroom. Similarly, training may be blended – where elements of the programmes would involve a mix of online, on-demand and in-person training.

- Likewise, IPS shall determine the minimum and maximum number of participants per programme, course or session. The minimum number shall determine whether the training activity shall be delivered and be sustainable. The maximum number shall be based on the type of course, audience, the level of interaction and the mode of delivery.
- Trainers are to use the Panopto platform to record presentations or other platforms as instructed by IPS. IPS will provide the training and assistance required to use Panopto. Presentations which were already recorded using other options can still be used, subject to approval by IPS. If presentation needs to be updated, it should be recorded using Panopto.

6.0 Course Content and Material

- Depending on the extent and scope of the course or programme, Trainers are obliged to produce course material in the form of presentations, handouts, reading lists and participant exercises. Furthermore, dependent on the scope and extent of the course, Trainers have also to design assessments which may take various forms – from multiple-choice test, to Q&A test, short essays to more scholarly assignments.
- In designing and preparing content for their courses, Trainers should ensure that sessions are delivered in an engaging manner with the use – where possible and applicable – of interaction and participant involvement exercises. Likewise, the use of real-world cases and practical examples relevant to the Malta Public Service is essential in order to maintain participant's attention.
- Trainers are required to provide presentations and other course material by at least two weeks before the commencement date of the course, indicating which course material is to be distributed by IPS prior to the session. This also applies in the case where Trainers would be updating existing content and presentations.
- Trainers may be required to adhere to design standards style guides, presentation / handout templates and formats which may be communicated from time to time by IPS.
- Trainers may be required to prepare presentations in Maltese and/or in English. Likewise, Trainers may be required to deliver sessions in Maltese and/or in English as agreed with IPS staff.
- All course material prepared for course and programmes offered by IPS remains the intellectual property of IPS.

7.0 Course Scheduling

- All Trainers are to provide IPS with their availability to commit themselves to the delivery of any course or programmes they may be selected to deliver. In submitting their availability, Trainers would be making a firm commitment since once courses and programmes are activated, opened for enrolment and applicants accepted, there is minimal room for rescheduling since this would mean that all course participants having to make arrangement for rescheduling with their superiors. Likewise, since courses may be part of wider programmes and would be time-sensitive in terms of when they must be held and completed, then the likelihood of rescheduling is minimised.
- In view of this, when submitting their availability to provide training sessions, Trainers must take into account the following factors and account accordingly:
 - Provide a variety of times during the week and not stick to just a particular time slot only i.e. provide availabilities at different times of the day / week including after office hours.
 - Provide for additional time-slots and dates should additional sessions be required to cater for over-subscribed courses.
 - Provide further additional dates in case of any exigent circumstance requiring the rescheduling of individual sessions.
 - Cater for an additional session at the end of each course to cater for any classroom or online assessment – which session should immediately follow the last session in the course.

In the event that the time-slots committed are not all required by IPS due to insufficient demand or other reasons beyond IPS's control, trainers will be informed accordingly.

Trainers are to submit their availability to provide courses through the 'Trainers' Availability Form' which is being reproduced in Annex I. In the case of Public Officers, this form would have to be signed by their superior officer in order to confirm authorisation for the Trainer to provide training services to IPS on the designated dates and time-frames.

- In the event of the need for rescheduling due to 'force majeure' or other serious, documented reason, Trainers are expected to communicate such a circumstance to IPS which will then reserve the right to either reschedule at a first opportune date or else make alternative arrangements with another Trainer to provide the session so as to not disrupt the progression of the course and the schedule of course participants.
- IPS takes into very serious consideration instances where Trainers may miss scheduled sessions without prior notice or are not punctual / depart early from sessions. Trainers are cautioned that this may result in administrative review of the occurrence in order to remedy the situation and ensure that this would not reoccur. This applies also to instances where the quality of delivery will not be addressed by tutors in accordance to IPS standards.

8.0 Course Administration

- **Until further notice, IPS is operating in conformity with the Health Authorities' COVID-19 restrictions and directives. In view of this, Trainers are directed to conform rigidly with any guidelines as may be announced by the administration of the Institute or by applicable directives issued by the Public Service.**
- **Attendance and Participation to Courses:** Upon confirmation of enrolment, course participants are expected to attend according to the course schedule for which they applied. The attendance for the established minimum number of sessions is mandatory and failure to attend may result in a referral to management, an exclusion from assessment and/ or a termination of participation to the programme. In view of this, the recording of attendance is an important element which is entrusted to Trainers who shall be provided with a list of participants for each session.

Attendance will be taken at the beginning of each training session by the Trainer who is to keep track of participants during the session and is to inform IPS of any officers who joined the session late and/or left the session early. As soon as the course is finished, trainer should forward a soft copy of the attendance sheet to IPS by email or in any other form as directed by IPS.

- **Distribution of Course-Material:** Trainers are responsible for the distribution of any handouts or courses-related material which needs to be distributed to the course participants. This refers to handouts or courses material that are over and above the material distributed prior to the session as referred to in Section 06.
- **Disruptive Behaviour:** In the case the session is provided in-person or online, Trainers have to ensure that course participants are attentive and not distracted during the course of the session. In the case of online sessions, Trainers are to ensure that all students have their cameras switched on. They are, in fact, to report to IPS soon after the session of any instance of disruptive behaviour or any behaviour which may not be in line with the rigour and standards of conduct expected of a Public Officer.

9.0 Assessments

- For classroom training, assessments are to be printed and distributed by the Trainer. For online training, Microsoft Forms should be used whenever possible for assessment carried out in an online training environment. Similarly, to the classroom training, in case of online training the assessments are to be distributed by the Trainer.

Version: 1.4
Date: 01st October 2021
Authority: Principal, IPS

- In cases of participants who fail the assessment, IPS will ask participant if he/she prefers to attend again or take a re-sit. If participant opts to take a re-sit, trainer will be informed and asked to agree on a date and time for online resit with participant. IPS is to be kept informed accordingly. IPS will coordinate resits of assessments taken in classroom.
- For both classroom and online sessions, assessments are to be collected by the trainer either at the end of the session or by the deadline decided on between trainer and IPS. Trainer is to be present online or in person during the assessment, when this is to be completed by the end of the course. Trainer is to confirm to participant that assessment has been received and that he/she can leave the session.
- As a safety precaution in view of the covid-19 pandemic, assessments held in classroom are to be collected by trainer and quarantined before being corrected (as directed by Health Authorities). Trainer is to inform IPS, as soon as possible, if any participant does not submit assessment or does so after the deadline.
- In cases of online assessments submitted more than once, only the first submitted assessment should be corrected and only its result should be sent to IPS.
- Results of assessments are to reach IPS, on the result sheet provided by IPS, by not later than one week from date of submission of assessment for multiple choice assessments, short answer assessments and practical assessments (such as presentations) and one month from date of submission of the scripts by participants for assessments requiring longer answers.

Signed in acceptance:

Name of Trainer in full

Signature of Trainer

Signed on behalf of IPS:

Keith Bartolo, Principal for the Institute for the Public Services

Date