



***Bridgit Africa (Pty) Ltd***  
***Project Management Training***  
***Quality Management Manual***  
***Quality Policy***

**DOCUMENT CONTROL**

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<b>Author:</b>	Bernardine in't Veld
<b>Company:</b>	Bridgit Africa (Pty) Ltd, Fundisani CDC (Pty) Ltd, Bridgit Sdn Bhd.Malaysia, Bridgit Botswana, People to Project Sdn Bhd Malaysia, P2P Africa
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## **1 INTRODUCTION TO THE QUALITY POLICY**

- The purpose of this policy is to:
  - State the Bridgit Africa (Pty) Ltd Training Quality Policy;
  - Describe Bridgit Africa (Pty) Ltd products and services.
  - Describe Bridgit Africa (Pty) Ltd quality system; and
  - Describe the elements of Bridgit Africa (Pty) Ltd quality system.

The document is available to all interested parties. This document refers to other internal documents for detail. Some of these documents may be made available to all accreditation bodies or individuals outside of Bridgit Africa (Pty) Ltd.

The Chief Executive Officer is the custodian of this quality manual and has the final authority for its content and distribution. This quality system is continually reviewed and improved.

## 2 MISSION, VISION, AND GOALS OF THE BRIDGIT AFRICA TRAINING DEPARTMENT

The Mission of the Bridgit Africa (Pty) Training Department is to:

***“Raise the standards of professionalism among project managers by providing high-quality, relevant competency development to project managers at all interface points in their project management professional development”.***

In doing this, we strive to provide relevant and up to date course content, delivered in an accessible and educationally sound manner and backed by fair and consistent evaluation of learner capabilities.

We recognize that quality is a relative value and that it is defined by the education profession, the project management profession, the regulatory bodies, the companies who employ project managers, and the project managers themselves. We will try to exceed the standards set by these various stakeholders.

We strive to employ the best practices. Formal processes are used to ensure that quality standards are defined and met for each stage of the competency development process.

We deal with our clients and customers fairly and responsibly.

We acknowledge the partnership with our clients and customers as strategic.

We seek to employ the best facilitators. Our facilitators are qualified, mentored, and given opportunities to develop and grow. Every one of our facilitators understands that they are personally responsible for the quality of the training delivered and are conversant with our quality policy and quality system.

Our employment ethos is as follows:

***“You have worn the T-Shirt”***

### 3 BRIDGIT AFRICA AND ITS PRODUCTS AND SERVICES

#### 3.1 Our Organisation

Bridgit Africa (Pty) Ltd which is based in South Africa and has companies spread across southern Africa and Asia. Bridgit Africa (Pty) Ltd offers a range of services revolving around portfolio and project management, including consulting services, contracted project managers, project evaluation, PMO builds and the development and sales of tools used by project managers.

Bridgit Africa (Pty) Ltd provides competency development to all project practitioners. The competency development complements the other products and services provided by Bridgit Africa (Pty) Ltd. Bridgit Africa (Pty) Ltd.

COMPANY ACCREDITATIONS	
 <p><b>PMA</b> Project Management Academy A subsidiary of Bridgit</p>	<p>Accredited Partner of the Project Management Academy</p>
 <p><b>ORACLE</b> Gold Partner</p>	<p>Oracle Gold Partner</p>
 <p><b>AACPE</b> Association for the Advancement of Computing in Education</p>	<p>Registered Education Provider of the AACPE – Advanced Association of Cost Engineers</p>
 <p><b>PMSA</b> Registered Training Provider</p>	<p>Platinum Registered Education Provider – PMSA – Project Management South Africa</p>

**COMPANY ACCREDITATIONS**

 <p>Microsoft Partner Network Microsoft CERTIFIED Partner</p>	<p>Microsoft Certified Silver Partner – Project and Portfolio</p>
 <p>ECSA</p>	<p>Registered with the Engineering Council of South Africa – Training Courses</p>
 <p>MYLIFE ADVANCING PROJECT MANAGEMENT FOR YOUNG ADULTS</p>	<p>Owners of the “My Life” Campaign – Advancing Project Management for Young Adults</p>
 <p>PEOPLE DEVELOPER CERTIFIED</p>	<p>Directive Communication Certified</p>



### **3.2 Our Partners**

Bridgit Africa (Pty) Ltd will offer courses outside of its ambit that has been developed by our South East Asia Partners.

Information about Bridgit Africa (Pty) Ltd and our South East Asian Partners can be found at

[www.bridgitafrica.com](http://www.bridgitafrica.com)

[www.bridgit.biz](http://www.bridgit.biz)

[www.p2pmalaysia.org](http://www.p2pmalaysia.org)

### **3.3 Our Products**

Bridgit Africa (Pty) Ltd delivers generic and customized competency development in the project management profession at introductory, intermediate, and advanced levels as well as competency development on specific project management (software) tools. Bridgit Africa (Pty) Ltd (Pty) Ltd also runs industry workshops on specific topics designed to keep project managers and project practitioners updated on developments in the profession. Competency sessions may be tailored and customized to the needs of specific companies.

The courses developed by Bridgit Africa (Pty) Ltd are based on the Latest PMI® PMBOK® 6th edition and the PMI® Construction PMBOK® 3rd edition.

All Bridgit Africa (Pty) Ltd programs in project management are offered face-to-face and virtual through interactive workshopping. The face-to-face delivery method is preferred as the 'War Story' concept can always be applied.

#### **4 THE QUALITY SYSTEM**

The process of identifying competency development needs, defining course content, designing a delivery process, building course materials, marketing to clients, delivering the courses, administering the course, evaluating the learner's progress, and evaluating the course and the administrative processes is known as the 'Training Life-cycle'. The quality system is aimed at ensuring quality at each point in the training lifecycle.

Bridgit Africa (Pty) Ltd the programs we offer vary greatly in content, audience, duration, and delivery model, the quality system is flexible to allow appropriate procedures to be followed.

Our quality system allows for its growth by including a process to identify weaknesses and address them. The quality system includes procedures to review the quality system and to use the results of these reviews to improve on the areas identified.

## 5 ROLES AND RESPONSIBILITY

The quality of the training delivered by Bridgit Africa (Pty) Ltd PMA is the responsibility of all employees of Bridgit Africa (Pty) Ltd and the consultants contracted by Bridgit Africa (Pty) Ltd.

The Administrator(s):

- Ensures that administrative procedures are carried out as specified in this document;
- Is familiar with the quality system and understands the importance of quality; and
- Displays an ongoing commitment to quality.

The Program Facilitators(s):

- Ensures that competency development procedures are carried out as specified in this document;
- Are familiar with the quality system and understands the importance of quality; and
- Displays an ongoing commitment to quality.

The Regional Director advocates the following:

- Ensures that the quality system is being used and that the procedures specified are being carried out;
- Participates in the review of each program after delivery;
- Reviews the quality system, at least quarterly, and takes action to correct any weaknesses identified; and
- Owns the written procedures, including this manual and ensures that all procedures are kept up to date.

Bridgit Africa (Pty) Ltd Directors:

- Reviews the work of the PMA Manager; and
- Takes ultimate responsibility for the quality system.

## **6 DEVELOPMENT, DELIVERY, AND EVALUATION OF COURSES**

### **6.1 Course Development**

Reviewers will go through the material and compile a written report covering the following points:

- 1) The scope of the content. (Does the content cover what is necessary for the learners to understand? Is there anything that is left out?)
- 2) The depth of the content. (Does this course cover the subject area in the correct amount of depth?)
- 3) How well does the content meet the needs of the learners in achieving the described outcomes?
- 4) Is the material structured logically? Does the order make sense? Are simple concepts introduced before more complex concepts?
- 5) Are the training materials well produced – in terms of layout and design, legibility, printing, and binding?
- 6) Are the training materials organized with tables of contents, outcomes, summaries, and indexes to help learners to find the information that they need?
- 7) Is the language used in the materials at a level of complexity that suits the learner's skills and the requirements of the course content?
- 8) Are the concepts explained well with relevant examples used to illustrate them?
- 9) Does the material include worksheets or exercises that the students can use to evaluate their progress?
- 10) Any other comments that the reviewers feel are pertinent.

The reviewers and the Bridgit Africa (Pty) Ltd Training Managers will meet to discuss their reports and decide whether the course should be accepted or whether it should be modified.

The actions that can be taken include:

- 1) Reject the course as being unsuitable.
- 2) Make changes to the course.
- 3) Approve the course for delivery.

Once the course is approved for delivery, the copies of the reviewer reports will be filed along with minutes of the meeting that approved them. These may be referred back to when modifications are made to the course.

## **6.2 Course Delivery**

The delivery of the courses includes the facilities where the courses are delivered and how they are delivered. The delivery quality is monitored in the following ways:

- 1) Procedures to ensure the quality of facilities used.
- 2) Selection and hiring procedures for facilitators.
- 3) Performance monitoring procedures for facilitators.
- 4) Evaluation by learners of each course.
- 5) Evaluation by the facilitator of the course delivery.
- 6) An internal review of the course delivery after completion.

The first three of these procedures are addressed later in this document. Here we look at the evaluation by the learners and the facilitator and the meeting to review the course delivery.

### **6.2.1 Evaluation by Learners**

At the end of each course, the learners will be invited to evaluate the course. They will complete an evaluation form. The form asks learners to rank various areas of the course content, administration, and delivery and allows for any general comment by the learners.

The evaluations will be collected at the end of the last interaction with the learners.

These evaluations will be collated as follows: For the questions where the learners are asked to rank aspects of the course, the overall ranking will be calculated for each question. A list of comments will be compiled from any other comments made by the learners.

The original evaluation forms will be filed and stored for 10 years for audit purposes.

A Learner's Evaluation Summary report will be compiled showing the overall ranking and comments.

The Learner's Evaluation Summary report must be made available within three days of the last interaction with the learners.

Copies of the Learner's Evaluation Summary report will be sent to the Bridgit Africa (Pty) Ltd Training Manager and facilitator, if the course is given to a specific company, a copy will be sent to the client.

The results of the learner's evaluation will be considered, and actions tabled during the course review (described below).

### **6.2.2 Evaluation by the Facilitator**

At the end of each course, the facilitator will submit an evaluation of the course commenting on the following areas:

- The group of learners: Their level of knowledge, responsiveness, learning, and participation. Any problems that arose in interacting with the learners should be addressed.
- The content of the course: Was it appropriate, up to date, pitched at the right level, accessible?
- The facilities: The facilitator should include a completed checklist of the quality of the facilities.
- The administration of the course: Did the facilitator get the necessary level of support from the administrative staff?
- What went well and what needs to be done differently to improve the quality of delivery in the future.
- Any other comment on the experience.

The facilitator's Evaluation report must be submitted within three days of the last interaction with the learners.

Copies of the facilitator's evaluation report will be sent to the Bridgit Africa (Pty) Ltd Managing Director and, if the course is given to a specific company, a copy will be sent to the client.

### **6.2.3 Course Review Meeting**

At the end of each course, a review meeting will be called to review the course, course delivery, and the satisfaction of the customer. The following people should be present:

- 1) The Bridgit Africa (Pty) Ltd Training Manager.
- 2) The person responsible for the administration of the course;
- 3) The facilitators(s);
- 4) A customer representative (if appropriate); and
- 5) Any other Bridgit Africa (Pty) Ltd staff member that was involved in the course. (For example, the person who reviewed and approved the course content).

Before the meeting, the following documents should be distributed and reviewed:

- 1) The Learner's Evaluation Summary report; and
- 2) The facilitator's Evaluation report.

The meeting will be used to review the overall quality of the course. The comments of the learners and the facilitator will be reviewed and any problems that arose or areas of improvement that were identified should be discussed.

The discussion will be recorded in the minutes of the meeting as well as any decisions and actions that are needed to address issues that will improve quality.

The Evaluation reports as well as the minutes of the review meeting should be filed for audit purposes.

The Bridgit Africa (Pty) Ltd Training Manager is responsible for ensuring that the action points identified are carried out.

## 7 ADMINISTRATION AND FACILITIES

### 7.1 Administration

Stakeholders interacting with Bridgit Africa (Pty) Ltd should be able to expect a professional and effective service. This section outlines what is considered as the applicable standard in the interactions with the administrative staff.

The quality of the administrative service depends on Bridgit Africa (Pty) Ltd has:

- A working administrative infrastructure including office space, telephone and network services, and computer systems.
- The qualified and competent administrative staff that understand the importance of customer service and act accordingly.

#### 7.1.1 Administrative Infrastructure

The administration will take place at the Bridgit Africa (Pty) Ltd offices globally. Bridgit Africa (Pty) Ltd rents fully equipped office space that accommodates the management and administrative staff. Bridgit Africa (Pty) Ltd is dependent on several suppliers for services. These include:

<b>Landlord (Moneyline)</b>	Maintenance and servicing of office space, parking, and surrounds.
<b>Xtranet</b>	Provision of telephone and network services.
	Provision of the company Web site, Internet connectivity, and e-mail facilities.
<b>Accountants</b>	Bookkeeping and financial services.
<b>RWB</b>	Water Services to premises.

The quality of administration at Bridgit Africa (Pty) Ltd depends on the quality of service that Bridgit Africa (Pty) Ltd gets from these suppliers. Quality of supplier services is managed by:

- 1) Careful selection of suppliers taking into account the stability of the company, the level of service, and the recommendation of other companies.
- 2) Contracts that specify appropriate service levels.
- 3) Review, at least once a year, of the service level and cost. Bridgit Africa (Pty) Ltd executive team will review the performance of suppliers and decide whether or not to renew contracts.



### **7.1.2 Administrative Staff**

The levels of service delivered will depend on the skills, competencies, attitude, enthusiasm, and customer service orientation of the administrative staff.

The quality of administrative staff is managed by:

- 1) Recruitment, performance evaluation, mentoring, and development of staff (addressed later in this document).
- 2) The cultivation across the company of a customer service focus.
- 3) Document and data control.
- 4) Learners follow up and feedback.
- 5) Course Co-ordination.

### **7.1.3 Learner Records**

All Learner records will be stored in secure, lockable storage facilities to prevent unauthorized access, destruction, alteration, or removal. Access will be limited to authorized staff and the individual Learners to protect the confidentiality of Learner Information. Storage facilities include:

- Locked filing cabinet.
- Password-protected database.

All electronic Learner records will be stored on spreadsheets that will be maintained by the Training Administrator and uploaded to Bridgit Africa (Pty) Ltd Project Management Learner Record Database, which is found on Bridgit Africa (Pty) Ltd Server.

All Learner records that are stored on the Learner Record Database shall only be accessible to authorized personnel and shall not be accessible to Bridgit Africa (Pty) Ltd staff at large.

All data stored on the Bridgit Africa (Pty) Ltd Learner Record Database will be subject to back up every week to protect the loss of files.

All hardcopy Learner records will be stored and maintained in a locked filing cabinet in a locked office.

#### **7.1.4 Quality Documents**

Quality records are the records kept demonstrating the effectiveness of our quality system and the effectiveness of improvements. The Bridgit Africa (Pty) Ltd Training Manager owns the quality records.

The Bridgit Africa (Pty) Ltd Manager will store all documents relating to the quality system. The documents will be stored in either paper or electronic format.

The documents that are in electronic form will be secured in the same way as the student records (described above). Paper records will be stored in a locked cabinet. The Bridgit Africa (Pty) Ltd Training Manager will control access to the records.

Details of what documents are stored where and how to access them will be maintained. This will be used to facilitate the review of the quality system.

## **7.2 Training Facilities**

### **7.2.1 Training Facilities Procedure**

Bridgit Africa (Pty) Ltd conducts its programs at its premises or client premises. To ensure that the learner's experience is a positive one and that learning can be effective, the Bridgit Africa (Pty) Ltd Training requires certain minimum standards from training facilities.

The Bridgit Africa (Pty) Ltd Training Manager will maintain a list of approved training facilities as well as a list of those deemed unsuitable for use. No facilities will be used unless they appear on this list. When facilities are being considered for facilitation, the Bridgit Africa (Pty) Ltd Training Manager will inspect the facilities and complete a facilities checklist. Based on the assessment, the Bridgit Africa (Pty) Ltd Training Manager will approve or disallow the use of the facilities. He/she will record this decision on the checklist. This checklist and the decision will be filed and the list of approved facilities updated accordingly.

Where facilities are going to be used on an on-going basis, they will be re-inspected at least once a year. Inspections may be scheduled more frequently or on the request of a trainer or learner.

Facilitators will complete a review of the facilities at the end of each course and will submit this review with their report on the course. As part of the program review, learners will be asked to comment on the facilities at the end of each program. The comments of the facilitators and learners will be reviewed during the course review meeting. If any problems are noted, the facilities will be re-inspected or listed as unsuitable for future use.

The same procedures apply to premises supplied by the customer.

## **7.2.2 Training Facilities Checklist**

The requirements for the training facilities include:

- 1) The shape and size of the room must comfortably accommodate the number of people to be trained.
- 2) The room layout must be appropriate for a workshop environment or be flexible so that it can be changed to an appropriate layout.
- 3) The room must have adequate lighting and ventilation including heating or cooling facilities.
- 4) There must be chairs and tables provided for the learners to work on.
- 5) There must be a large (at least 1m x 3m), visible whiteboard.
- 6) There must be working projection facilities that can be seen comfortably by all learners.
- 7) There must be technical support staff available to deal with problems with projection facilities.
- 8) There must be space for the facilitator to place their materials, have access to the projection facilities, and walk around to get to individual learners.
- 9) There should be secure parking arrangements for delegates.
- 10) Security arrangements should be appropriate for the area in which the facilities are situated.
- 11) Bathrooms must be provided that are nearby and are clean.
- 12) Facilities for refreshments should be provided including supplies of water, tea and coffee, and lunches.

## **8 STAFF SELECTION, APPRAISAL**

### **8.1 Quality of Facilitators**

Facilitators are responsible for delivering the programs. The facilitators have direct contact with the learners during the training and are the key critical resource in delivering quality training.

The following skills, abilities, and characteristics of the trainer influence the quality of the training:

- The level of knowledge, both academic and practical that the facilitator has about the subject area.
- The currency and relevance of the facilitators' knowledge to the course being delivered.
- The communication skills of the facilitators, including the ability to speak effectively, converse with learners, explain concepts, make use of educational aids, and to listen to and correctly interpret the learner's questions.
- The people skills of the facilitator, including the ability to empathize, encourage participation in a group, manage the interactions between learners, and motivate learners.
- The promptness and fairness with which the facilitators evaluate learners and the helpfulness of the feedback given to learners about their submitted work.
- The efficiency with which the facilitator carries out the administrative tasks associated with the role including passing messages between the learners and administrative staff, and completing reports and reviews.

The quality of facilitators is addressed in the following ways:

- During the recruitment and contracting of facilitators, qualifications are checked, references are sought and the facilitator will be expected to give a short lecture to the Bridgit Africa (Pty) Ltd Regional Director and other facilitators for evaluation.
- Feedback from the learners after each course.
- Peer review by other facilitators. At least once every 6 months, one of the other facilitators or the Bridgit Africa (Pty) Ltd Regional Director will sit in on a program given by the facilitator and evaluate their performance. The facilitators and the Bridgit Africa (Pty) Ltd Regional Director will discuss the results and take action where needed.
- Performance Development Programme. The facilitator's performance will be reviewed with the Bridgit Africa (Pty) Ltd Training Manager and the Regional Director every six months and opportunities for improvement will be identified. Facilitators are encouraged to take responsibility for managing their performance and setting their own goals for improving performance.

- Coaching in hard or soft skills may be identified as being necessary. Such coaching will be provided where practical.
- All facilitators are geared for PMP® and IAF® accreditations.

## **8.2 Quality of Administrators**

The administrative staff also plays an important role in ensuring that the facilitators and learners are supported. The Administrative staff is responsible for the smooth running of all aspects of the program administration.

The following skills, abilities, and characteristics of the facilitator influence the quality of the facilitation:

- The ability to use computer systems including e-mail, word processing, spreadsheets, databases, and information systems.
- People skills, including the ability to interact well with facilitators and learners, treat them with respect and courtesy, listen and understand their requests.
- Problem-solving skills and initiative in resolving problems.
- Administrators need to be organized. All arrangements for courses need to be made on time and records must be accurate and up to date.
- Administrators need to understand basic accounting practices and be able to keep records of payments made.
- To be able to use office equipment like telephones, photocopiers, fax machines, collating, and binding equipment.

The quality of administrators is addressed in the following ways:

- During the recruitment of administrators, training, and experience in the above skills are checked, references are sought and the applicant may be asked to carry out practical tasks for evaluation.
- Feedback from the learners and facilitators after each course.
- Peer review by other administrators. At least once every 6 months, one of the other administrators will observe the administrator working for about 2 hours and evaluate their performance. The administrators and the Bridgit Africa (Pty) Ltd Training Manager will discuss the results and take action where needed.
- Performance Development Programme. The administrator's performance will be reviewed with the Bridgit Africa (Pty) Ltd Training Manager every six months and opportunities for improvement will be identified. Administrators are encouraged to take responsibility for managing their performance and setting their own goals for improving performance.
- Coaching in hard or soft skills may be identified as being necessary. Such coaching will be provided where practical.

### **8.3 Quality of the Bridgit Africa (Pty) Ltd Training Manager**

Also key to the success of Bridgit Africa (Pty) Ltd is the quality of work delivered by the Bridgit Africa (Pty) Ltd Training Manager. Bridgit Africa (Pty) Ltd Training Manager needs to ensure the profitable running of Bridgit Africa (Pty) Ltd Training entity. The Regional Director will review the performance of the Bridgit Africa (Pty) Ltd Training Manager at least every six months.

The Bridgit Africa (Pty) Ltd Training Manager and the Regional Director will decide development areas and goals for improving performance.

### **8.4 General Staff Quality**

As the above procedures are carried out, the results will be documented in the form of memos and filed for each employee. This will provide a traceable record of the quality procedures.

The above guidelines are brief but are fully covered in staff recruitment, selection, appraisal, and development policy.

## **9 ON-GOING IMPROVEMENT OF QUALITY SYSTEM**

There are two reviews of the quality system. The first is to ensure that the quality system is being used in a way that is expected. The second is to examine whether the quality system is achieving the desired ends.

### **9.1 Application of the Quality System**

It is the responsibility of the Bridgit Africa (Pty) Ltd Training Manager to ensure that the quality procedures described above are adhered to. At least once a year the Bridgit Africa (Pty) Ltd Training Manager will review the application of the quality policy. The objective of this review is to assess whether the procedures specified in the quality system are being carried out.

During this review the Bridgit Africa (Pty) Ltd Training Manager should make sure that the following are in place:

- 1) For each of the suppliers, contracts specifying service levels are in place and have been renewed within the last year.
- 2) The list of approved facilities is up to date. For each facility on the list, there is a recently completed checklist.
- 3) For each program is given, the reports of the reviewers are available and the approval of the course is recorded.
- 4) For each program that was delivered, the Evaluation reports, and the minutes of the review meeting are filed. Actions arising from the review meeting have been carried out.
- 5) For each staff member, there are records of:
  - The proper recruitment process;
  - Regular peer reviews;
  - Meetings to discuss performance and development; and
  - Any training or coaching has taken place.

The Bridgit Africa (Pty) Ltd Training Manager should report on any irregularities in the application of the quality procedures and take action to rectify any shortcomings.

## **9.2 Effectiveness of the Quality System**

The company will need to review the effectiveness of the quality system regularly. This will normally be done once a year after the review is described above.

The whole company, including contracted facilitators and possibly selected customers, will participate in the review of the effectiveness of the quality system. The review will take the form of a one-day workshop.

### **9.2.1 Workshop Agenda**

During the workshop, the following will be discussed:

- Overall quality objectives.
- Issues that have been raised during the year or in other reviews.
- Ways to improve quality in each of:
  - Program content.
  - Program delivery.
  - Administration.
  - Facilities.
  - Suppliers.
  - Staff.
- Quality procedures in each of these areas: What should stay? What should be changed? What should be scrapped?

### **9.2.2 Workshop Outcomes**

At the end of the workshop, changes to the quality system will be documented.

This quality manual will be updated to reflect those changes.

The updated quality manual will be distributed to all staff (within one week of the workshop).

New quality procedures will be implemented.



### 9.2.3 Client Complains and Plan to Action

Like the work and training offered by Bridgit Africa (Pty) Ltd, it is a fact that clients will not always be satisfied with certain aspects of the training experience/intervention

We aspire to maintain a 95% scoring on the Likert Scale used on the evaluation forms.

The following grievance process is administered:

- Learner complain duration of course
  - Immediately addressed with the learner and rectified
  - If rectification cannot occur at the trainer level, the training Managers will be notified to address the issue
  - If the rectification cannot occur at the Training Manager Level, the CEO or CEO designate will be notified to address the issue
  - If the issue is resolved, training continues.
  - If the issue is not resolved, the Training Manager will set up an appointment with the Learners immediate manager of the Humana Resources Department
  - The Training Manager and the Facilitator will visit the client in an attempt to level/smooth the issue
  
- Client Complaint Post Course
  - The training Manager will set up an appointment with the client responsible
  - A meeting will be held with the client
  - A root cause analysis will be conducted as a matter of identifying the main cause, a list is presented below, however not exhaustive
    - Trainer/Facilitator
      - Promptness
      - Neatness
      - Behavior
    - Course Materials
    - Food and Beverage
    - Parking Facilities
    - Ablution Facilities
    - Poor Language
    - Cleanliness of the Offices
    - Politeness of Staff

#### **9.2.4 Post Course Communication and Aftercare**

In our efforts to maintain a close and personal relationship with our clients and delegates we have an aftercare program.

- A WhatsApp group is set up for each course
- PMP/PgMP/PfMP/PMI SP/PMI RP/PMI ACP
  - Daily examination type questions are posted
  - Daily answers posted
  - Examination preparation sessions conducted
  - Webinar events held