



6 Instances of Changes from the Portuguese case study

Results from the TTPlus project

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1 Instances of Change: Contact with the labour work

Metadata

| | | | |
|-------------|--|--|--|
| Institution | | | |
| Title | <i>A name given to the instance of change.</i> | Contact with the labour work | |
| Description | <i>An account of the content of the instance of change.</i> | To combine theoretic lessons with inclusion in the labour work (not only in the end of the training course). | |
| Date | <i>Date Created</i> | 13.09.2007 | |
| Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| Audience | <i>The intended audience for this instance of change.</i> | Trainees | |
| Sources | <i>A reference to the case study</i> | Academus | |

Brief introduction to the context / case

ACADEMUS was composed in May of 1994 by four Teachers of the University of Évora with the mission of promote the valuation of the human resources (Human Capital) of the organisations for an effective and efficient taking the advantage of Available Resources, Technology and Information, aiming at increasing their competitiveness in the framework of their economical and social niche and of the growing process of Globalisation.

The training department intend to promote training adapted to the needs of the labour market.

What problem(s) does the “instance of change” adress?)

The problem is the lack of motivation of the trainees.

How does the problem is resolved?

The Portuguese training courses have a “training in labour context” always inserted in the end of the training, in other words, the “training in labour context” is always the last period of the training course.

The idea was to maintain the “training in labour context” in the last period but during the training course also favour to the trainees the opportunity to contact with the labour world. In this sense, the idea was to combine the theory with the practice (this happened in a Course of Geriatrics) - The trainer responsible for the practical modules (for example “professional practices in Geriatrics”), also a male nurse, took the trainees to his labour work to treat the aged diseased.

Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :

- Trainees.....
- Trainer (with the collaboration of the training coordinator).....
- Enterprises (in this case a psychiatrist hospital).....

Describe the consequences / satisfaction with this change:-

The satisfaction of the trainees was huge. They were all motivated and happy with this experience. The lack of interest of the trainees just disappeared. Even the trainers of other modules felt the difference and the improvement in their classes. The trainees were tired of being sited in a classroom. The fact of getting out and to do a practical job motivated them and distracts them motivating them to be more attempt even in the other modules.

The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

ACADEMUS was composed in May of 1994 by four Teachers of the University of Évora with the mission of promote the valuation of the human resources (Human Capital) of the organisations for an effective and efficient taking the advantage of Available Resources, Technology and Information, aiming at increasing their competitiveness in the framework of their economical and social niche and of the growing process of Globalisation. The training department intend to promote training adapted to the needs of the labour market.

What problem(s) does the “instance of change” adress?)

The problem is the lack of motivation of the trainees.

How does the problem is resolved?

The Portuguese training courses have a “training in labour context” always inserted in the end of the training, in other words, the “training in labour context” is always the last period of the training course.

The idea was to maintain the “training in labour context” in the last period but during the training course also favour to the trainees the opportunity to contact with the labour world. In this sense, the idea was to combine the theory with the practice (this happened in a Course of Geriatrics) - The trainer responsible for the practical modules (for example “professional practices in Geriatrics”), also a male nurse, took the trainees to his labour work to treat the aged diseased.

The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea emerged from the trainer (also male nurse) to try to combat the lack of motivation of the trainees felt by all the trainers.

I remember you that the target-group of this training course in geriatrics is composed by disadvantaged younger's between 18 and 25 years old.

The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Trainer | | Responsible for the training department | | Trainee |
|---|--|--|--|--|
| <p>Asked about the problems that the trainers face, he mentioned in first place « The lack of motivation of the trainees « dealing with the problem with a lot of « intellectual gymnastic ».</p> | | <p>One of the problems referred by the responsible of the training department was “the assiduity of the trainees and sometimes trainers and trainees don’t want to fulfill the schedule, always want to leave before the end of the training”.</p> | | <p>“I think that is very good for us to have practical lessons. I really prefer to work instead of being in the classroom listening the trainer. Is better to do to check if I really know to do some tasks”</p> |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

b) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|---|--|
| Trainer with collaboration of the training coordinator | To motivate the trainees and to offer the opportunity to apply the theoretical apprenticeships in the labour market. |
| Trainees | To have more practical training |
| | |

A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

| | |
|----|--|
| a) | Enterprises- To give the opportunity to the trainees of apply their theoretical knowledge and to learn the practice in the labour context. |
|----|--|

A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.



2 Instances of Change 2: trainers recruitment

Metadata

| | | | | |
|--|-------------|--|--|--|
| | Institution | | | |
| | Title | <i>A name given to the instance of change.</i> | Trainers recruitment- | |
| | Description | <i>An account of the content of the instance of change.</i> | To profit the evaluation of the trainees and coordination in previous training courses | |
| | Date | <i>Date Created</i> | 14.09.2007 | |
| | Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| | Audience | <i>The intended audience for this instance of change.</i> | Trainers | |
| | Sources | A reference to the case study | Academus | |

The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

ACADEMUS was composed in May of 1994 by four Teachers of the University of Évora with the mission of promote the valuation of the human resources (Human Capital) of the organisations for an effective and efficient taking the advantage of Available Resources, Technology and Information, aiming at increasing their competitiveness in the framework of their economical and social niche and of the growing process of Globalisation.

The training department intend to promote training adapted to the needs of the labour market.

What problem(s) does the “instance of change” adress?)

The recruitment of trainers.

How does the problem is resolved?

When a training course begins it's necessary to recruit trainers and in Academus the responsible for the training department always privilege those trainers that already give some training in Academus and which the evaluation from the previous trainees and from the coordination was good.

Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :



- Training Coordinator / Responsible for the training department (are the same person)....
- Trainees.....
- Trainer.....

Describe the consequences / satisfaction with this change:-

There are advantages working with persons that you already know. If the trainer had been a good performance and had been a good mark on the evaluation of the previous trainees and coordination in the company, so it's easier than to contract a person that you never worked with.

The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea emerged from the responsible of the training department that it's also the training coordinator. Become the work easy to contact with persons that you already knows the personality and the way of work and that already knows you and your way of work.



The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Responsible for the training department | | Trainer | | Trainee |
|---|--|--|--|--|
| « The trainers are selected according to their qualifications and work and training experience. We usually prefer trainers that (...) or that already have experience working with us, since that we always consider the evaluation that trainees do of each trainer. » | | “I think that the fact of the entity consider the performance of a trainer in a previously training course is excelent, since I know that I do my best my effort will be recognised” | | “ In my opinion is a good idea since that we know that previous trainees have consider that trainer as a good trainer” |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

c) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|---|---|
| Responsible for the training department /Training Coordination | Wants to facilitate the recruitment process. |
| Trainer | To be selected. So, knows that if the trainees and coordination likes their performance will continue to be contracted to work in the company. |
| Trainee | To have good trainers. If the evaluation of some trainer in a previous training was good is probable that the trainer will have a good performance. |

A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.



3 Instance of change 3: First recruitment

Metadata

| | | | |
|-------------|--|---|--|
| Institution | | | |
| Title | <i>A name given to the instance of change.</i> | First recruitment of trainers | |
| Description | <i>An account of the content of the instance of change.</i> | To select some trainer that have maid the ” “Pedagogical Training for Trainers” in Academus | |
| Date | <i>Date Created</i> | 14.09.2007 | |
| Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| Audience | <i>The intended audience for this instance of change.</i> | Trainers | |
| Sources | A reference to the case study | Academus | |

Brief introduction to the context / case

ACADEMUS was composed in May of 1994 by four Teachers of the University of Évora with the mission of promote the valuation of the human resources (Human Capital) of the organisations for an effective and efficient taking the advantage of Available Resources, Technology and Information, aiming at increasing their competitiveness in the framework of their economical and social niche and of the growing process of Globalisation.

The training department intend to promote training adapted to the needs of the labour market.

What problem(s) does the “instance of change” adress?)

The recruitment of trainers- for the first time.

How does the problem is resolved?

When the company have a training course for the first time and need to recruit a new trainer, usually privilege some trainer that logically has qualifications in the new training course area but that have also made the “Pedagogical Training for Trainers” in ACADEMUS.



Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :

- Training Coordinator / Responsible for the training department (are the same person)....
- Trainer (ex-trainee in the institution).....

Describe the consequences / satisfaction with this change:-

Because we can accede to the evaluation of the future trainer while trainee in the “Pedagogical Training for Trainers” and we also know the personality since that we always accompany our training courses and know all the trainees.



The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

ACADEMUS was composed in May of 1994 by four Teachers of the University of Évora with the mission of promote the valuation of the human resources (Human Capital) of the organisations for an effective and efficient taking the advantage of Available Resources, Technology and Information, aiming at increasing their competitiveness in the framework of their economical and social niche and of the growing process of Globalisation.

The training department intend to promote training adapted to the needs of the labour market.

What problem(s) does the “instance of change” adress?)

The recruitment of trainers- for the first time.

How does the problem is resolved?

When the company have a training course for the first time and need to recruit a new trainer, usually privilege some trainer that logically has qualifications in the new training course area but that have also made the “Pedagogical Training for Trainers” in ACADEMUS.

The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea emerged from the responsible of the training department that it’s also the training coordinator. Become the work easy to contact with persons that you already knows the personality. Although that we don’t have the evaluation of the previous trainees (like in example 2) we have the evaluation of the trainer of the “Pedagogical Training for Trainers” while the now future trainer was a trainee (Obviously that just are chosen the one that finish the course with good classification).



The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Responsible for the training department | | Trainer | | Trainee |
|--|--|--|--|--|
| « The trainers are selected according to their qualifications and work and training experience. We usually prefer trainers that have maid their « Pedagogical Training Trainer Course » with us. | | “Obviously I think that is an excelent idea. Maybe because I’m one of those trainers. I did my Pedagogical Training Trainer Course here and I know that was because of that that I was choose to give this training. | | “I think that is a good idea, since that the company already has an evaluation of the trainer” |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

d) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|--|--|
| Responsible for the training department /Training Coordination | Always prefer to contract someone that already knows. |
| Trainee of Pedagogical Training Trainer Course (future trainer) | To be selected. Knows that if have a good classification in the course it will have chances to be selected. (The trainer interviewed for the case study in the Provalor company is also external trainer in Academus and he made the Pedagogical Training Trainer Course in Academus, being selected to give a Training Course because of this. |

A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.



4 Instances of Change 4: a more tight evaluation

Metadata

| | | | |
|-------------|--|--|--|
| Institution | | | |
| Title | <i>A name given to the instance of change.</i> | A more tight evaluation | |
| Description | <i>An account of the content of the instance of change.</i> | To make almost a day evaluation with records about the trainers that were not fulfil the schedule. | |
| Date | <i>Date Created</i> | 13.09.2007 | |
| Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| Audience | <i>The intended audience for this instance of change.</i> | Trainers | |
| Sources | A reference to the case study | Provalor | |

Brief introduction to the context / case

The Provalor- Consultadoria em Gestão e Formação Lda was constituted in 1994. The Provalor has as mission to promote the development of the economical activities of the clients, increasing value to their businesses and contributing to the growth of the productivity and competitive capacity in their markets.

What problem(s) does the “instance of change” adress?)

The lack of fulfilment of trainers and trainees about schedule.

How does the problem is resolved?

The responsible for the training department had to do a more tight control. So had to include an evaluation process based on a daily accompaniment and not only based in the evaluation in the end of the module.

Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :

- Responsible for the training department.....
- Trainers.....



Describe the consequences / satisfaction with this change:-

For some of the trainers (the ones that were trying to break the rules), this evaluation it's not very good, because they have less opportunity to not fulfil. However they don't say nothing against and it was remarkable the improvement.

The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

The Provalor- Consultadoria em Gestão e Formação Lda was constituted in 1994. The Provalor has as mission to promote the development of the economical activities of the clients, increasing value to their businesses and contributing to the growth of the productivity and competitive capacity in their markets.

What problem(s) does the “instance of change” adress?)

The lack of fulfilment of trainers and trainees about schedule.

How does the problem is resolved?

The responsible for the training department had to do a more tight control. So had to include an evaluation process based on a daily accompaniment and not only based in the evaluation in the end of the module.

The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea emerged from the responsible of the training trainer intending to combat the trainers that allow the trainees to leave the training before the end of the schedule. They allowed the trainees to can leave earlier too.



The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Responsible for the training department | Trainer | Trainee |
|---|--|--|
| About the typical problems faced with the trainers or the training: "The lack of fulfilment of trainers and trainees about the schedule". | « I prefer a more accompanied evaluation because If I do something that someone doesn't like I prefer to be adverted in time to correct my mistake that to be adverted in the end of the training and don't have time to correct » | " I think that they do this because we were always trying to leave earlier of the training and they have to do something to make the persons understand that they have to stay here until the end because the duration of the training course is to fulfil". |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

e) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|--|--|
| Responsible for the training department | Wants to reduce the lack of fulfil from some trainers related to the schedule. |

A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.



5 Instances of Change 5: assessment grid for trainers

Metadata

| | | | |
|-------------|--|---|--|
| Institution | | | |
| Title | <i>A name given to the instance of change.</i> | Assessment grid template for trainers competence | |
| Description | <i>An account of the content of the instance of change.</i> | A template of assessment grid for trainers competences | |
| Date | <i>Date Created</i> | 14.09.2007 | |
| Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| Audience | <i>The intended audience for this instance of change.</i> | Although about trainers it will be used by the responsible for the Human resources department | |
| Sources | A reference to the case study | Enterprise A | |

Brief introduction to the context / case

The company was constituted in December of 2003 by four industrial factories.

It's a big company that applies German methodologies. Actually doesn't describe the Portuguese reality. Have about 200 employees, of which 30 internal trainers. In Portugal are very few the enterprises that have internal trainers.

What problem(s) does the "instance of change" adress?)

The inexistence of a template to measure the trainers competences

How does the problem is resolved?

It was created a template of assessment grid to compare the trainers' competences.

Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :

- Responsible for the training department (are the same person).....
- Trainer (ex-trainee in the institution).....

Describe the consequences / satisfaction with this change:-

It uniforms the requested competences to be a trainer in the enterprise.



The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

The company was constituted in December of 2003 by four industrial factories.

It's a big company that applies German methodologies. Actually doesn't describe the Portuguese reality. Have about 200 employees, of which 30 internal trainers. In Portugal are very few the enterprises that have internal trainers.

What problem(s) does the "instance of change" adress?)

The inexistence of a template to measure the trainers competences

How does the problem is resolved?

It was created a template of assessment grid to compare the trainers' competences.

The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea is based on a German methodology. The necessity was felt by the responsible for the training department. It was need to have a template, an assessment grid that could uniform the request characteristics to become a trainer in the Enterprise A.



The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Responsible for the training department | | Trainer | | Trainee |
|--|--|--|--|--|
| « We select our trainers through the analysis of the CV and interview »- from wich retires some information to the grid. | | "I think that it's the more fair way of evaluate the competences, since that there are equal indicators being evaluated" | | "Having a grid, all the trainers are evaluated according to the same points, so I think that is a good idea" |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

f) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|--|---|
| Responsible for the training department | To uniform the characteristics pretending in a trainer |
| Trainer | It's just to the trainers because they know that are always assess based on the same competences. |

A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.



6 Instances of Change 6. mediator / area control

Metadata

| | | | |
|-------------|--|--|--|
| Institution | | | |
| Title | <i>A name given to the instance of change.</i> | Mediator /Area coordinator | |
| Description | <i>An account of the content of the instance of change.</i> | A position of area coordinator was created to interface the communication between the trainers and the person responsible for the training department. | |
| Date | <i>Date Created</i> | 14.09.2007 | |
| Creator | <i>A person or entity primarily responsible for providing the content of the resource.</i> | Liliana Rainha | |
| Audience | <i>The intended audience for this instance of change.</i> | Trainers | |
| Sources | <i>A reference to the case study</i> | Enterprise A | |

Brief introduction to the context / case

The company was constituted in December of 2003 by four industrial factories.

It's a big company that applies German methodologies. Actually doesn't describe the Portuguese reality. Have about 200 employees, of which 30 internal trainers. In Portugal are very few the enterprises that have internal trainers.

What problem(s) does the "instance of change" adress?)

The coordination of a lot of training courses

How does the problem is resolved?

In each professional area it was choose a trainer to be responsible.

Note down the main stakeholder involved. Change the order according to the role in the instances of change

Stakeholder :

- Responsible for the training department (are the same person).....
- Trainer.....

Describe the consequences / satisfaction with this change:-



The trainers have the opportunity to have a mediator between them and the responsible for the training department. This mediator, also a trainer can better understand their problems and try to defend them.

To the responsible for the training department is better to listen just one trainer (the coordinator for such area- the spokesperson) than listen all the trainers.

1. The policy and practice context in which the instance of change was developed

Brief introduction to the context / case

The company was constituted in December of 2003 by four industrial factories.

It's a big company that applies German methodologies. Actually doesn't describe the Portuguese reality. Have about 200 employees, of which 30 internal trainers. In Portugal are very few the enterprises that have internal trainers.

What problem(s) does the “instance of change” adress?)

The coordination of a lot of training courses

How does the problem is resolved?

In each professional area it was choose a trainer to be responsible.



II. The Instance of change

Enter here the text of the instance of change told from the perspective of an external narrator.

The idea ascends from the necessity of the responsible for the training department of divide his work.



The same narrative told from the perspectives of different actors.

Enter here the text of the instance of change told from the perspective of the identified stakeholders (trainer, trainee, person who organise training). Use the first person singular to tell the story. Each of the sections making up these narratives may represent individual use cases.

| Trainer | Responsible for the training department | Trainee |
|---|---|---|
| <p>About Job position : I'm a trainer and training coordinator. » « I like to be coordinator. I think that is good for my colleagues because they have someone who talks to and that easily understand their problems. For the responsible of the training department is also good because have just a trainer to listen and not all of the trainers »</p> | <p>“We didn't have another choice. We have a lot of training courses and it's impossible to me to coordinate all of them. So, is very nice to have coordinators by areas that are responsables for each one of those areas and responds for all the other trainers”</p> | <p>“It's nice to us to have someone who talk to about the problems that appears. And it's better to talk with one of our trainers than talk with the responsible of the training department that we don't have so many trust”</p> |



A list of stakeholders

Enter here the stakeholders involved in the instance of change and what each wants. By adding in attributes and comments you can capture some of the information on which more formal representations of the instance of change may be based.

g) Main types of stakeholder

| Stakeholder | What the stakeholder wants |
|--|---|
| Responsible for the training department | To divide the work- To have someone that facilitates the communication between the trainers of each professional area |
| Trainer | It's good to have somebody (other trainer) that can understand your problems |

VI. A list of other actors

Enter here information about any other people or systems which play a role in the instance of change, but have not been interviewed directly.

VII. A list of other influences

Enter here information about any other influences, like policy issues, systems, regulations which play a role in the instance of change to understand the instance of change better.