



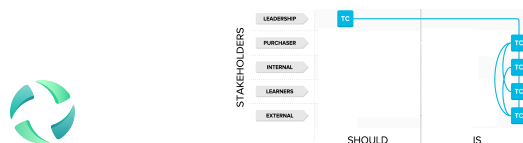
## How to monitor Training Culture

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### The aim of TC in the Expero4care model

- To monitor the meanings and values associated to training and learning inside the organization
- To compare the **vision of the management** with the **employees' values** about training



### Framework



- Training is one of the strategic topics in the NHS policies, because of the importance for the employees to be continuously updated in their professional competences.
- First step → to identify which are the possible constructs to understand the role of training and learning in the organizational dynamics (in coop. with UniTo)



there isn't a clear and shared theoretical frame about it

### Possible constructs analyzed



- **Learning Culture** → strictly linked with learning organization's theory (Senge) where learning is learning to change **!no**
- **Training Climate** → it refers to climate (moods and attitudes) not to values and meanings **!no**



TRAINING CULTURE

### What is Training Culture



- Because of the Organizational Culture construct is very wide, some researchers had been devoted to specific frames of organizational culture (i.e. safety culture...)
- So we propose **training culture** as a new frame to analyze meanings, values and basic assumptions associated to training and learning


### Objectives




- To build a new tool to monitor the TRAINING CULTURE in the healthcare organizations
  - To share the structure (Today)
  - To pre-test in a small group of each PHT (within Cyprus meeting)
  - To discuss the pre-test results (in Cyprus)
- To elaborate the final version of questionnaire
- To survey the whole organization of each PHT (before December)

## The structure of the questionnaire

- 3 levels of analysis :
  - **Individual:** training as a benefit for the single learner
  - **Team:** training as a benefit for the work team
  - **Organizational:** training as a benefit for the whole organization
- Each employee answers about meanings and values that he/she attributes to the training choosing among a shortlist (I,T,O).
- For each chosen item a score 0-100 has to be assigned
- Perceptions about the team and the management vision
- If they are different a new shortlist has to be filled in




## The Questionnaire




How do YOU consider the Training/learning?			level
Choose the item you feel important to describe YOUR opinion about the training/Learning and assign them a score 0-100 (not chosen items are set on 0)			(0-100)
1	IA	Individual opportunity to acquire new competencies	
2	IA	Individual opportunity to improve my work/job	
3	IA	Opportunity to transfer what I learnt	
4	IA	Opportunity to reflect on my own work dimension	
5	IA	Useful for my career development	
6	IB	Planned considering individual needs (inside/outside working hours)	
7	IC	An individual duty	
8	IC	An individual choice	
9	GA	Opportunity to grow for the whole team	
10	GA	Opportunity to improve team work processes	
11	GA	Opportunity to offer a better service	
12	GA	Opportunity to grow also for the colleagues	
13	GB	Planned considering team needs	
14	GB	Chosen and shared with the team	
15	GB	A risk of inefficiencies when people is in training session	
16	GB	A risk to create workload for the remaining colleagues	
17	GC	Useless	
18	GC	Demanding	
19	GC	A waste of time	
20	OA	A strategy to improve the whole organization	
21	OA	A strategy to get excellence in the whole organization	
22	OA	A strategy to organizational learning	
23	OA	A strategy to HRM valorization	
24	OB	Shared with all the employees	
25	OB	Planned for the long period	
26	OB	Based on an appropriate need analysis	
27	OC	A normative requirement	
28	OC	A waste of money	

## Individual level



How do YOU consider the Training/learning?			level
Choose the item you feel important to describe YOUR opinion about the training/Learning and assign them a score 0-100 (not chosen item are set on 0)			(0-100)
1	IA	Individual opportunity to acquire new competencies	
2	IA	Individual opportunity to improve my work/job	
3	IA	Opportunity to transfer what I learnt	
4	IA	Opportunity to reflect on my own work dimension	
5	IA	Useful for my career development	
6	IB	Planned considering individual needs (inside/outside working hours)	
7	IC	An individual duty	
8	IC	An individual choice	

## Team Level



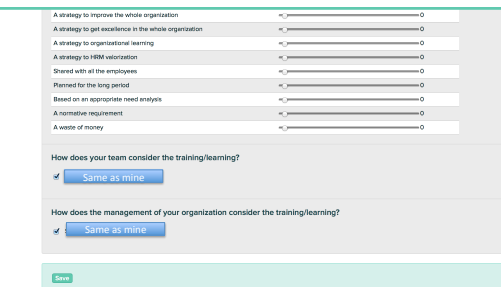
How do YOU consider the Training/learning?			level
1 to 8 ....			
9	GA	Opportunity to grow for the whole team	
10	GA	Opportunity to improve team work processes	
11	GA	Opportunity to offer a better service	
12	GA	Opportunity to grow also for the colleagues	
13	GB	Planned considering team needs	
14	GB	Chosen and shared with the team	
15	GB	A risk of inefficiencies when people is in training session	
16	GB	A risk to create workload for the remaining colleagues	
17	GC	Useless	
18	GC	Demanding	
19	GC	A waste of time	

## Organizational level



How do YOU consider the Training/learning?			level
1-19			
20	OA	A strategy to improve the whole organization	
21	OA	A strategy to get excellence in the whole organization	
22	OA	A strategy to organizational learning	
23	OA	A strategy to HRM valorization	
24	OB	Shared with all the employees	
25	OB	Planned for the long period	
26	OB	Based on an appropriate need analysis	
27	OC	A normative requirement	
28	OC	A waste of money	

## And what about your team/mgmt?



The screenshot shows a digital questionnaire interface. It lists 28 items, each with a radio button for selection. The items are:
 

- A strategy to improve the whole organization
- A strategy to get excellence in the whole organization
- A strategy to organizational learning
- A strategy to HRM valorization
- Shared with all the employees
- Planned for the long period
- Based on an appropriate need analysis
- A normative requirement
- A waste of money

 Below the list, there are two sections:
 

- "How does your team consider the training/learning?" with a radio button selected for "Same as mine".
- "How does the management of your organization consider the training/learning?" with a radio button selected for "Same as mine".

 A "Save" button is visible at the bottom.

### And Your Team opinion is different?

**How does YOUR TEAM consider the Training/Learning?**

Choose the items you feel important to describe the opinion of YOUR TEAM about the training/Learning and assign them a score 0-100 (not chosen item are set on 0) level (0-100)

Item	Code	Description	Level
1	IA	Individual opportunity to acquire new competencies	
2	IA	Individual opportunity to improve my work/job	
3	IA	Opportunity to transfer what I learn	
4	IA	Opportunity to reflect on my own learning	
5	IA	Useful for my career development	
6	IB	Planned considering	
7	IC	An individual #	
8	IC	An individual #	
9	GA	When people is in training session	
10		workload for the remaining colleagues	
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21	OA	A strategy to improve the whole organization	
22	OA	A strategy to get excellence in the whole organization	
23	OA	A strategy to organizational learning	
24	OB	Shared with all the employees	
25	OB	Planned for the long period	
26	OB	Based on an appropriate need analysis	

**To be answered only if DIFFERENT**

### And the Management opinion is different?

**How does the MANAGEMENT of your organization consider the Training/Learning?**

Choose the items you feel important to describe the opinion of the MANAGEMENT about the training/Learning and assign them a score 0-100 (not chosen item are set on 0) level (0-100)

Item	Code	Description	Level
1	IA	Individual opportunity to acquire new competencies	
2	IA	Individual opportunity to improve my work/job	
3	IA	Opportunity to transfer what I learn	
4	IA	Opportunity to reflect on my own learning	
5	IA	Useful for my career development	
6	IB	Planned considering	
7	IC	An individual #	
8	IC	An individual #	
9	GA	When people is in training session	
10		workload for the remaining colleagues	
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21	OA	A strategy to improve the whole organization	
22	OA	A strategy to get excellence in the whole organization	
23	OA	A strategy to HRM valorization	
24	OB	Shared with all the employees	
25	OB	Planned for the long period	
26	OB	Based on an appropriate need analysis	
27	OC	A normative requirement	
28	OC	A waste of money	

**To be answered only if DIFFERENT**

- ### How to manage the Pre Test
- Translate in your language (if necessary)
  - Present the TC (online/paper) to 8-10 persons
    - People who work in the healthcare sector
    - Different categories/professions
  - Ask to fill in the questionnaire, assisted by you
  - Record all the questions and annotate the difficulties and misunderstandings

