



**TOWARDS A HOLISTIC TRANSFORMATION OF
ORGANISATIONS INTO LEARNING WORKPLACES**

Work Package: 5

Work Package Title: Development of a Positive Attitude for Employers on the Importance of Transformation of Organisations into Learning Workplaces

Activity Title: 5.1 Development of an Attitude Test to Measure the Sensitisation of Employers as far as the Transformation of Organisations into Learning Workplaces is Concerned

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Programme:	Erasmus+
Sub-programme:	Support for Policy Reform
Programme Guide / Call for Proposals:	EACEA-36-2018
Action:	PI-FORWARD – Support for policy reform – Forward-Looking Cooperation Projects
Project Title:	TOWARDS A HOLISTIC TRANSFORMATION OF ORGANISATIONS INTO LEARNING WORKPLACES
Project Acronym:	LEARN
Project Agreement Number:	612910-EPP-1-2019-1-CY-EPPKA3-PI- FORWARD

Contents

A. DESCRIPTION OF THE COMPANY/ORGANISATION	5
B. DEMOGRAPHICS	8
C. INTRODUCTION TO LEARNING WORKPLACES (IMPACT)	10
D. ATTITUDES TOWARDS LEARNING WORKPLACES	13
E. CHALLENGES ADDRESSED THROUGH WORKPLACE LEARNING	17
F. GLOSSARY	18
CHECKLIST	19

Introduction

This attitude test is a systematic means of testing employers' thoughts, ideas and attitudes towards the transformation of workplaces into Learning Workplaces. The aim of this test is to identify the extent to which employers believe in this transformation and are willing to take steps to convert their workplaces into Learning Workplaces.

No prior knowledge is needed as the test measures innate ideas and existing attitudes.

“Adult learning in the workplace” is the learning that adults undertake while working or while being at the workplace. The skills and competences which they acquire may not necessarily be those needed for work. “Learning Workplaces” are the workplaces which facilitate this learning.

A. DESCRIPTION OF THE COMPANY/ORGANISATION

1. Which of the following describes the industry in which your company/organisation is active?
 (Please tick the correct option)

<input type="checkbox"/>	A. Agriculture, Forestry and Fishing
<input type="checkbox"/>	B. Mining and Quarrying
<input type="checkbox"/>	C. Manufacturing
<input type="checkbox"/>	D. Electricity, Gas, Steam and Air Conditioning Supply
<input type="checkbox"/>	E. Water Supply; Sewerage, Waste Management and Remediation Activities
<input type="checkbox"/>	F. Construction
<input type="checkbox"/>	G. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
<input type="checkbox"/>	H. Transportation and Storage
<input type="checkbox"/>	I. Accommodation and Food Service Activities
<input type="checkbox"/>	J. Information and Communication

<input type="checkbox"/>	K. Financial and Insurance Activities
<input type="checkbox"/>	L. Real Estate Activities
<input type="checkbox"/>	M. Professional, Scientific and Technical Activities
<input type="checkbox"/>	N. Administrative and Support Service Activities
<input type="checkbox"/>	O. Public Administration and Defence; Compulsory Social Security
<input type="checkbox"/>	P. Education
<input type="checkbox"/>	Q. Human Health and Social Work Activities
<input type="checkbox"/>	R. Arts, Entertainment and Recreation
<input type="checkbox"/>	S. Other Service Activities
<input type="checkbox"/>	T. Activities of Households as Employers; Undifferentiated Goods and Services Producing Activities of Households for Own Use
<input type="checkbox"/>	U. Activities of Extraterritorial Organisations and Bodies
<input type="checkbox"/>	V. Other (Please specify):

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2. Country:

3. Which of the following describes your role in the company/organisation?

- Owner
- Managing Director
- Member of the Board of Directors
- General Manager
- Department Manager
- Other (Please specify):

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B. DEMOGRAPHICS

1. *Gender:*

- Male
- Female
- Other

2. *Age:*

- 20-34
- 35-44
- 45-54
- 55-64
- Over 64

3. *Educational status:*

- High School Graduate (Based on each country's educational system)
- College Graduate
- University Graduate (Bachelor's Degree Holder)
- University Graduate (Master's Degree Holder)
- University Graduate (PhD Holder)

8

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None of the Above

4. *For how many years have you been the owner of the company/organisation / have you been working for the company/organisation in the above-mentioned position?*

1-5 years

6-10 years

11-15 years

Over 15 years

5. *What is the size of your company/organisation based on the number of employees?*

Micro-enterprise: Fewer than 10 persons employed

Small Enterprise: 10 to 49 persons employed

Medium-sized Enterprise: 50 to 249 persons employed

Large Enterprise: More than 249 persons employed

C. INTRODUCTION TO LEARNING WORKPLACES (IMPACT)

1. What does “learning in the workplace” **mean to you?**

.....
.....
.....

2. Do you think that there are benefits from learning in the workplace?

Yes No

3. What do you think are the benefits of learning in the workplace?

.....
.....
.....

4. What are the disadvantages of learning in the workplace? (If any)

.....
.....
.....

5. To what degree do you agree with the following statements? (Please indicate your answer by circling: 1 = I strongly disagree, 2 = I disagree, 3 = Neither I agree nor I disagree, 4 = I agree, 5 = I strongly agree)

The transformation of a workplace into a “Learning Workplace”:						
		I Strongly Disagree	I Disagree	Neither I Agree Nor I Disagree	I Agree	I Strongly Agree
1.	Improves the performance of companies/organisations and/or companies/organisations' departments.	1	2	3	4	5
2.	Functions as a reward system for employees.	1	2	3	4	5
3.	Functions as a motivation system for employees.	1	2	3	4	5
4.	Affects the company/organisation's profitability and results.	1	2	3	4	5
5.	Promotes employees' entrepreneurial mindset.	1	2	3	4	5
6.	Develops the ability of the company/organisation to cope with issues or problems.	1	2	3	4	5
7.	Is a waste of time for employees.	1	2	3	4	5
8.	Works against the productivity of the company/organisation.	1	2	3	4	5
9.	Contributes to the development of employees' loyalty and engagement.	1	2	3	4	5
10.	Enhances employees' soft skills.	1	2	3	4	5
11.	Enhances employees' hard skills.	1	2	3	4	5
12.	Improves collaboration among employees.	1	2	3	4	5
13.	Improves collaboration between employees and managers.	1	2	3	4	5
14.	Enhances employees' job performance.	1	2	3	4	5

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15.	Contributes to employees' self-development.	1	2	3	4	5
16.	Promotes employees' interest in lifelong learning.	1	2	3	4	5

D. ATTITUDES TOWARDS LEARNING WORKPLACES

1. To what degree do you agree with the following statements? (Please indicate your answer by circling: 1 = I strongly disagree, 2 = I disagree, 3 = Neither I agree nor I disagree, 4 = I agree, 5 = I strongly agree).

		I Strongly Disagree	I Disagree	Neither I Agree Nor I Disagree	I Agree	I Strongly Agree
1.	I am willing to develop, manage and run a learning system in my company/organisation.	1	2	3	4	5
2.	I am willing to change the existing culture within my company/organisation in order to promote a learning culture.	1	2	3	4	5
3.	I am willing to set up an incentive system to motivate the employees in my company/organisation to participate in learning.	1	2	3	4	5
4.	I identify benefits in organising the tasks in my company/organisation in such a way so that each employee is involved in different tasks (including new ones) for the profit of <i>employees' learning</i> (even if this may have some negative effects on the productivity in the short run).	1	2	3	4	5
5.	I identify benefits in organising the tasks in my company/organisation in such a way so that each employee is involved in different tasks (including new ones) for the profit of <i>collective learning</i> (even if this may have some negative effects on the productivity in the short run).					
6.	I am motivated to identify, invest and exploit opportunities for skills' development in my company/organisation through formal, non-formal and informal learning.	1	2	3	4	5

		I Strongly Disagree	I Disagree	Neither I Agree Nor I Disagree	I Agree	I Strongly Agree
7.	I am motivated to connect formal, non-formal and informal learning with career development in my company/organisation (including its validation).	1	2	3	4	5
8.	I think it is important to inform the employees in my company/organisation on forthcoming changes in the labour market and on new required skills.	1	2	3	4	5
9.	I am motivated to set up and install a system to monitor and evaluate the learning pathway of the employees in my company/organisation.	1	2	3	4	5
10.	I am motivated to develop a coaching culture within my company/organisation to provide guidance and coaching to employees related to the installed learning pathway.	1	2	3	4	5
11.	I am willing to invest on employees to become internal coaches and trainers who will support the entire effort of transforming my company/organisation into a Learning Workplace.	1	2	3	4	5
12.	I am willing to validate both the prior learning of the employees as well as their learning in the workplace.	1	2	3	4	5
13.	I believe that good cooperation with other stakeholders, such as the government, policy makers, social partners and the employees themselves, will improve the quality and impact of the workplace learning system.	1	2	3	4	5
14.	I believe that each stakeholder, such as the government, policy makers, social partners and the employees themselves, have an important role to play in the design, development and implementation of effective workplace learning.	1	2	3	4	5
15.	I am willing to develop a marketing strategy in order to promote the learning system within my company/organisation.	1	2	3	4	5

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		I Strongly Disagree	I Disagree	Neither I Agree Nor I Disagree	I Agree	I Strongly Agree
16.	I am willing to adopt a positive approach when trying to encourage the employees in my company/organisation to engage in workplace learning, substituting phrases such as “lack of basic skills” with phrases such as “solving immediate work-related and life-related challenges”.	1	2	3	4	5
17.	I am willing to research and identify co-funding systems to support the learning in my company/organisation and ensure its sustainability.	1	2	3	4	5
18.	I am willing to identify what type of learner each employee in my company/organisation is and adapt the learning provision accordingly.	1	2	3	4	5
19.	I believe that learning needs’ analysis on a personal level (taking also into consideration employees’ personal motives) is necessary in order to customise the content and methodology of learning provision.	1	2	3	4	5
20.	I am willing to consider different learning formats in my company/organisation, such as face-to-face learning, e-learning and blended learning.	1	2	3	4	5
21.	I believe that learning needs’ analysis is necessary to ensure that the provided learning contributes to meeting the goals of my company/organisation and resolving the problems faced.	1	2	3	4	5
22.	I am willing to invest in installing a quality assurance system in my company/organisation in order to evaluate the different dimensions of the learning practices in place (such as the environment, the trainer, the content etc.) regarding both the type of the provided learning (formal, non-formal and informal) and the type of the learning activities.	1	2	3	4	5
23.	I am willing to use a system in my company/organisation to monitor the relevance and effectiveness of the learning system and to	1	2	3	4	5

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		I Strongly Disagree	I Disagree	Neither I Agree Nor I Disagree	I Agree	I Strongly Agree
	identify opportunities for changes and improvements.					
24.	I believe that effective workplace learning is as important as formal learning, i.e. acquisition of a formal qualification.	1	2	3	4	5
25.	I believe that all companies/organisations have the potential to get transformed into Learning Workplaces.	1	2	3	4	5
26.	I am NOT willing to transform my company/organisation into a Learning Workplace because of the cost.	1	2	3	4	5
27.	I am NOT willing to transform my company/organisation into a Learning Workplace because of the time needed to achieve such a goal.	1	2	3	4	5
28.	I am NOT willing to transform my company/organisation into a Learning Workplace because I believe that this will reduce productivity.	1	2	3	4	5
29.	I am NOT willing to transform my company/organisation into a Learning Workplace because I believe that "I am an employer not a university".	1	2	3	4	5
30.	I believe that "developing your employees means preparing them for the next employer".	1	2	3	4	5

E. CHALLENGES ADDRESSED THROUGH WORKPLACE LEARNING

1. To what degree do you believe that an employee, after engaging in learning in the workplace, would be in a position to face the following **challenges** in the workplace? (Please indicate your answer by circling: 1 = Very Low, 2 = Low, 3 = Moderate, 4 = High, 5 = Very High).

	Very Low	Low	Moderate	High	Very High
Communication	1	2	3	4	5
Collaboration	1	2	3	4	5
Behaviour	1	2	3	4	5
Performance	1	2	3	4	5
Motivation	1	2	3	4	5
Feedback	1	2	3	4	5
Diversity	1	2	3	4	5
Other (Please specify):					

F. GLOSSARY¹

Formal Adult Learning in the Workplace

Learning that occurs in an organised and structured environment and is explicitly designated as learning (in terms of objectives, time, or resources) and leads to a formal qualification (or part-qualification). This kind of learning might take place within a VET/apprenticeship-type programme (including at higher levels) or in short cycle higher education programmes.

Non-Formal Adult Learning in the Workplace

Learning that occurs in an organised and structured environment and is explicitly designated as learning (in terms of objectives, time, or resources), but does not lead to a formal qualification. This kind of learning might, for instance, be employer-based training or courses, self-study, or job-shadowing.

Informal Adult Learning in the Workplace

Learning that results from daily activities at the workplace which are not specially organised or structured; it does not lead to a formal qualification. This kind of learning might include peer learning, exchanges with colleagues, or learning by doing.

¹ European Commission. Directorate-General for Employment, Social Affairs and Inclusion. (2018). Promoting adult learning in the workplace: final report of the ET 2020 Working Group 2016-2018 on Adult Learning.

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CHECKLIST

Before submitting this output, please make sure that the following tasks have been completed:

- The Table of Contents has been updated.
- Captions have been used for all tables.
- The Repeat Header Row function has been used for all tables.
- The List of Tables has been updated.
- Captions have been used for all figures.
- The List of Figures has been updated.
- The Footer is complete.