



A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

Consulting Lab for Biovilla:

Rethinking **Biovilla's** Human Resources Structure

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Abstract

Biovilla is a sustainable cooperative that focuses on regenerative and sustainable development. Due to its recent and rapid growth, it is apparent that Biovilla's human resource structure is insufficient to meet the new daily demands. This project aims to assess the current situation of Biovilla's human resources and identify the core problems of current practices that may prevent the organisation from leveraging its potential growth. Recommendations are therefore made to improve current human resource practices in order to enhance the organisation's performance. These include creating job descriptions, an organigram and recommendations on leadership, recruitment, onboarding, internal communication and performance evaluation strategy. To define these recommendations, data on Biovilla's internal and external environment was collected and then analysed and interpreted using thematic pattern analysis for better contextualisation.

Keywords: Human Resource Management, Human Resource Strategy, Organisational Development, Corporate Culture, Change Management

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01

Project Overview

- 1.1 Company Overview
- 1.2 Problem Statement
- 1.3 Methodology



Biovilla's nature and company development has led to a need to improve human resource management, which this work project will establish

Biovilla is a “**Sustainability and Permaculture project**” located in **Setúbal** with the goal to develop a place in which people can experiment with technology, management models, and a holistic sustainable design.



Eco-Tourism cooperative

In **practice**, Biovilla is an **Eco-Tourism cooperative**, that also encompasses sustainable agriculture and sustainability education. Sustainable development is at the core of Biovilla, and to achieve it they focus on living differently.



Serra da Arrábida Natural Park

Biovilla is located in the mountains of Arrábida national park in Setúbal. The site is 55 hectares and consists of 2 buildings, with **4 guest rooms**, a **restaurant** and **shop**, a dome for events, bike station, agroforest, organic **vegetable garden**, solar panels, a grey water recycler and a rainwater harvesting tank (Biovilla 2021b).



Environmental Educator

The holistic design for sustainability aims to encompass national and international **best practices** from various organisations, as well as other communities/ ecovillages, yet not necessarily fitting into one of these categories but rather combining and balancing the benefits of each.

Due to the **team growth** and **change in management** that Biovilla has experienced, the **need for improved human resource management (HRM) and structure arises**, so that they can achieve their mission successfully. This work project thesis will aid in the **development of improved HRM management**.

Biovilla encourages living in a regenerative way through their mission and vision, applying these through their operations



Mission

Promote a culture of regeneration that makes the **ecosystem** more **healthy, harmonious and fair** (Biovilla 2021b).



Vision

Achieve the full **regeneration** of the **ecological, social and economic** landscape with a living, indigenous and edible forest, a strong and resilient local **learning community** and a thriving, real and sustained economy that serves as a **model** for the creation and sharing of social value around the world (Biovilla 2021b).

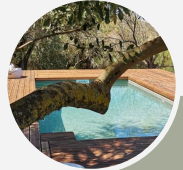


Values

Biovilla is based on the values **Trust, Commitment, Cooperation** and **Resilience** (Biovilla 2021b).

Biovilla's **mission, vision, and values** are key to what set up their programme and the personnel involved, as well as the stakeholders it attracts, such as guests, clients, and investors. The aim is to show an **alternative way of living**, which centres around living in a more sustainable way and **passing on the know-how to do so**, through masterclasses, workshops, and the educational program VER (Viveiro de Emprego Regenerador) . For this reason Biovilla's **HRM is critical to their long-term success** as it is expected that Biovilla's personnel upholds the mission, vision and values to guests, and exemplifies "living in a regenerative way" (Biovilla 2021b).

Biovilla offers guest rooms, which are the main source of income, and tries to increase the environmental awareness of its customers in every service



Nature Tourism

- 4 private or shared double rooms with shared bathroom and kitchen;
- 3750 visitors per year;
- Family and pet friendly;
- Seasonal business.



Events

- Space rental e.g., workshop space, dome, pool;
- Up to 30 participants per activity;
- Examples: Trainings, retreats, weddings, and other events.



Restaurant

- Organic meals;
- Made with products from 100% organic vegetable garden;
- 20 new seats;
- 5500 meals sold per year.



Market

- 30 m2 for selling 100 organic, fair and local products;
- First in-bulk mini market in Palmela;
- In bulk food, personal hygiene and household products.
- Online market soon.



Services

- Weekly or single Yoga classes
- Massages (Ayurveda Yoga, Balinese, Champi, Shirodhara);
- Psychotherapy in nature and workshops for groups or individuals.

(Biovilla 2021a)

Biovilla offers a **diverse product range** to its predominantly national customers and plans to expand this significantly by 2025 to increase their income (Biovilla 2021a). The unique customer experience is particularly important and is intended to leave a lasting impression. Biovilla strives to share best practices in regeneration to inform, empower, raise awareness and **educate citizens about sustainability**.

While facing adversity and challenges, so far Biovilla has been able to learn and adapt through the years



2010

Biovilla is born

While Biovilla **already existed in the minds of the founders**, they were finally able to find and acquire the land. Biovilla finds **first few partnerships** and entities to **believe in** their purpose.

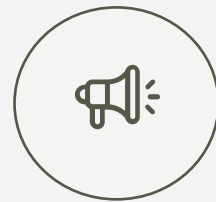
(Biovilla 2021a)



2012

First challenges

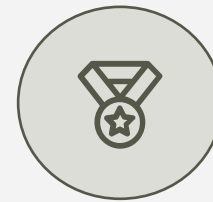
After receiving the construction certificate, Biovilla **loses a large amount of their funding due to the crisis**. Biovilla becomes one of the first to receive **Community Bonds**.



2014

Official inauguration

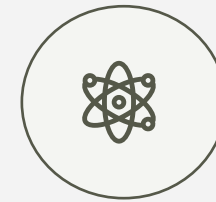
With the **finished construction**, Biovilla finally opens their doors. Banco Montepio publicly recognises their effort in **impact entrepreneurship** and **social innovation**.



2016-2018

Public recognition

The garden turns certified organic. Pamela city council grants a **medal of merit on sustainable tourism**, and APEE recognises **best practices** in sustainable consumption and production.



2020

New challenges

Biovilla is mentioned by the **European Commission** as a **Rising Star** and becomes a winner of the **Green Project Awards** in Tourism. **Covid-19** leads to temporal closing and major losses.

Biovilla aims to achieve sustainable development through the incorporation of a wide range of activities

The **mandala** represents the practices by Biovilla implemented to fulfil their mission (Biovilla 2021a). The wide array of activities make a great impact towards the Sustainable Development Goals (SDG's): 2) Zero hunger, 12) Responsible consumption and production, 13) Climate action, 15) Life on land and 17) Partnerships for the goals (Biovilla 2021a).

Biovilla's **activities** focus on:

Cultivating relationships between all and nature

- Cooperation
- Human development

Meeting fundamental needs in a regenerative way

- Providing housing opportunities
- Utilising renewable energies
- Organic nutrition

Giving back as much as you receive

- Water-management
- Promotion of biodiversity

Creating no waste

- Bulk-selling, composting, and evading plastic waste



Through the VER program Biovilla aims to inspire, encourage, and educate others to follow their mission

Viveiro de Emprego Regenerador – VER Program

A 3-year educational program about regeneration with 3 rounds of 8 months that will help a **total of 105 people overcome unemployment** (Biovilla 2021c). The participants learn through theoretical and practical sessions, masterclasses, co-creation, mentoring, individual development and exploring the “good business model”. Currently VER is entering the second edition of the program, aiding even more people towards employment (Biovilla 2021c).

The **purpose and goal of the program** is to empower participants and equip them with the necessary skills required to create and succeed as an entrepreneur in their own business, as well as to **carry on Biovilla’s mission** (Biovilla 2021c).

The four areas of VER

1. Seeds, autoctonos forest, and organic garden

3. Agrotourism / Tourism of Nature

2. Medicinal herbs and natural cosmetic

4. Food transformation and healthy eating



Participants benefit from the four VER areas and the possibility to learn various skills in each of them



Seeds, autochthonous forest, and organic garden

Agriculture, design and maintenance of a vegetable garden, irrigation, fertilisers, composting, maceration, fermentation, sowing, pest control, weeding and coverings, symbiosis between animals and agriculture, ecological stability.



Medicinal herbs and natural cosmetics

Implementation of medicinal garden, dehydration, packaging and storage, holistic health, definition of cosmetics and their active ingredients, legislation and certifications, market analysis, handmade cosmetics formulations, notions of permaculture.



Agrotourism / Tourism of Nature

Quality guest reception, room preparation, meal service, coordination of retreats and events, update of sales channel information, management of the bio market, assembly of learning content for guests, volunteers and visitors in general.



Food transformation and healthy eating

Conscious and natural food, macrobiotics, seasonal cooking, food for children and babies, healthy snacks, sweets and desserts, medicinal cuisine, home remedies, detox practices, fermented foods, probiotics, bread, permaculture in the kitchen, Ayurveda cuisine, food and emotions.

(Biovilla 2021c)

After facing several substantial challenges in 2021, Biovilla has asked us to advise them on how to improve their Human Resource Management

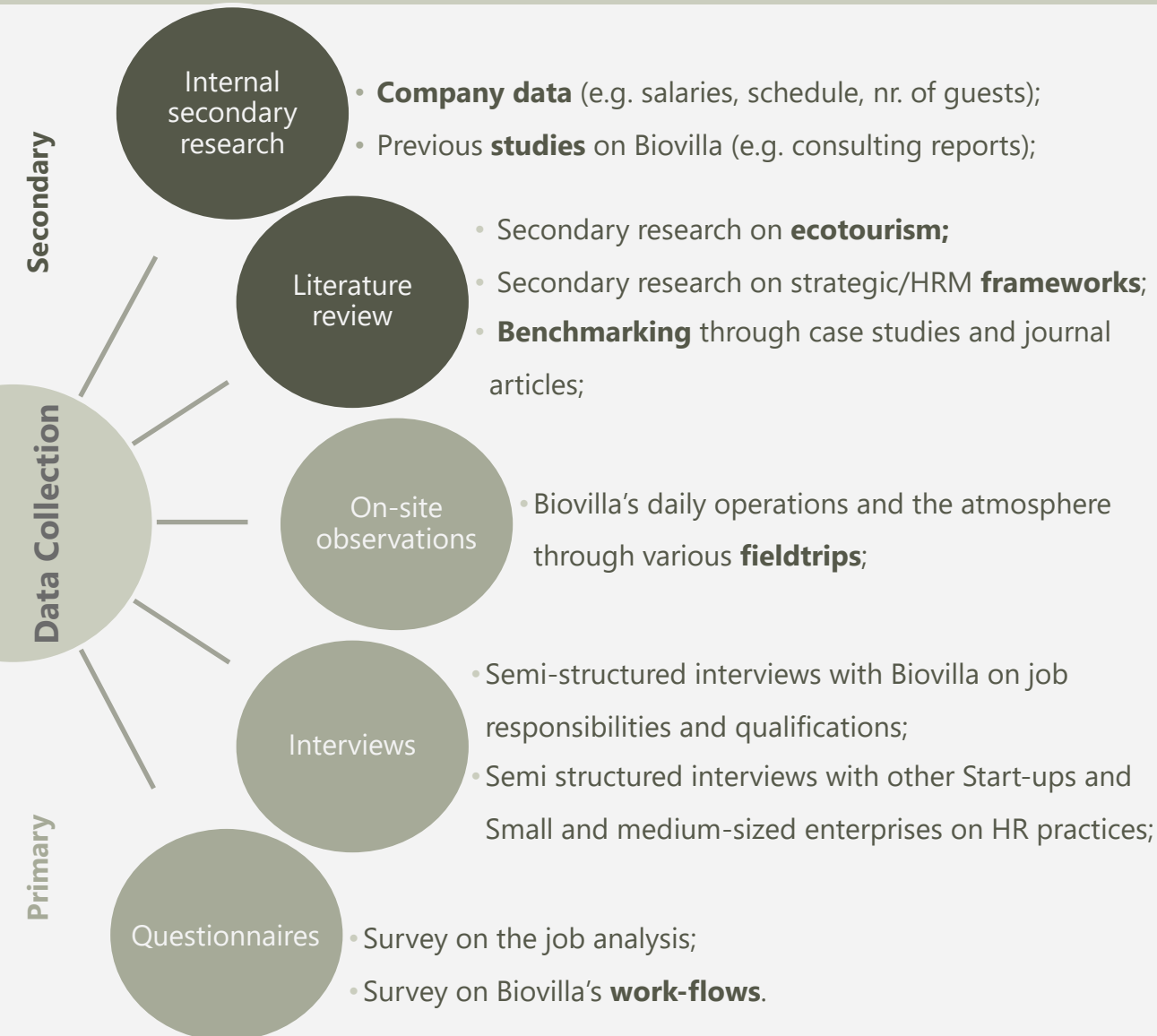
Problem Statement

Biovilla has experienced an intense growth in their business development. With the beginning of the VER program in 2021, there was a need to hire 6 more employees full-time, combining in a transformation in the human resources (HR) structure of the cooperative. Furthermore, in the beginning of 2021, the general management also changed, respecting Biovilla's bylaws, which also contributes to an added challenge, with the adaptation of the new management.

Biovilla has then asked for **help developing and improving their current human resource structure**, upon facing these last challenges.



Interviews and questionnaires were the main method of data collection used to formulate hypotheses and develop recommendations



Project Question

How can Biovilla restructure the Human Resources?

Qualitative Research

Data Analysis

The aim of this report is to restructure Biovilla’s human resources, as the company lacks experience and knowledge. Specific HR practices and behaviours of the organisation were identified and subsequently grouped into five themes using a thematic pattern analysis to better contextualise and interpret the data collected. The main question was decomposed into several sub-questions through inductive reasoning. These hypotheses were analysed to formulate the recommendations. The outcome of this study is the organigram and all job descriptions as well as concrete recommendations for the individual areas of improvement.

Different methods of primary research were chosen to diagnose and analyse the problem and to make recommendations

- Biovilla - General manager**
- Aligned expectations and identified first HR problems during first client meeting.
 - Got to know some team members and company tour during the field trip.

- Biovilla - Employees and volunteers**
- Analysed work relationship between each of 14 different stakeholders (e.g. employees, volunteers, cooperants, VER).
 - Analysed Biovilla's workflows and areas of improvement to define targeted solutions.

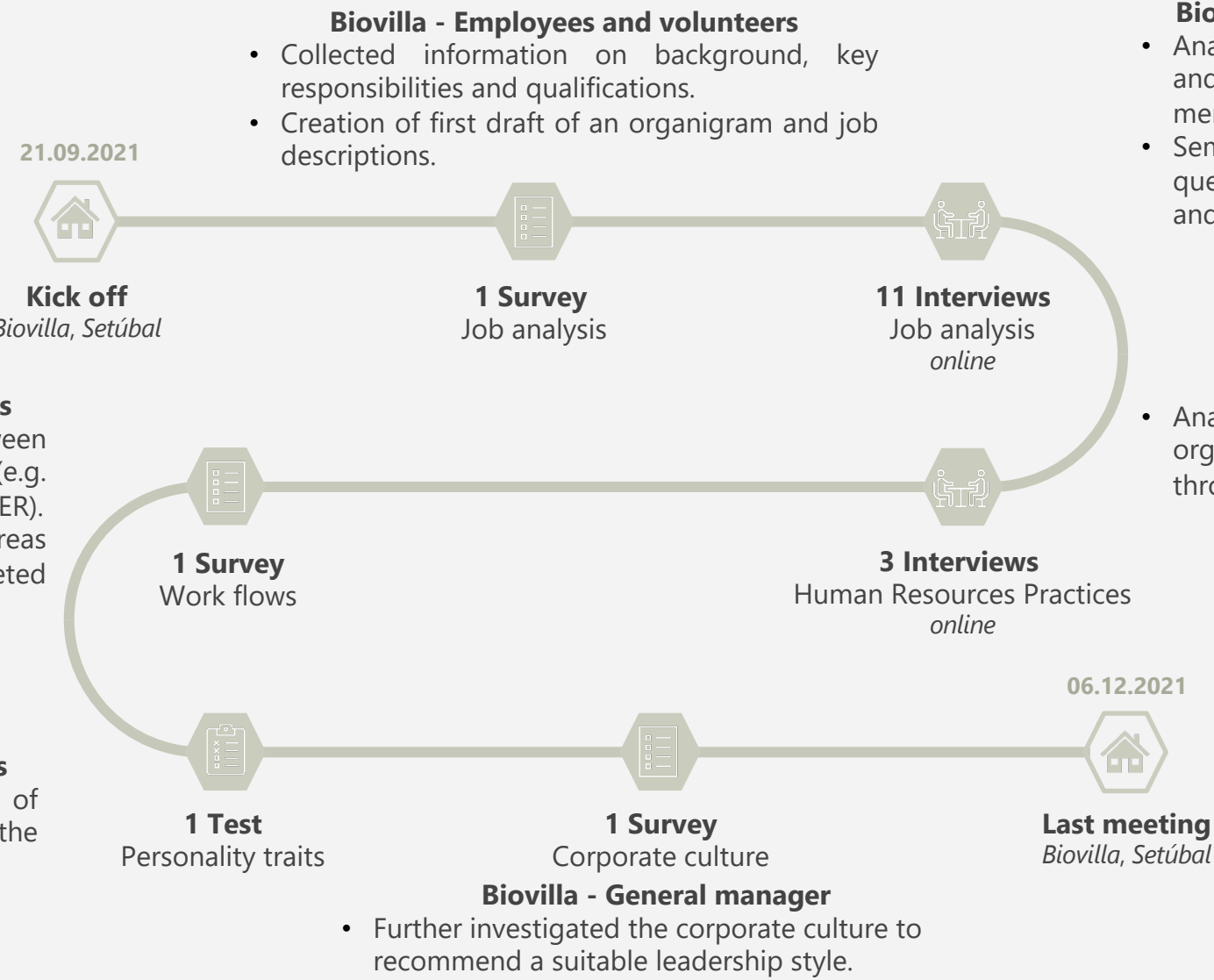
- Biovilla - Employees and volunteers**
- Analysed different personality traits of the team members according to the Big-5 personality traits.

- Biovilla - Employees and volunteers**
- Collected information on background, key responsibilities and qualifications.
 - Creation of first draft of an organigram and job descriptions.

- Biovilla- Employees and volunteers**
- Analysed responsibilities, qualifications and level of satisfaction of each team member.
 - Semi-structured to allow for follow up questions for a deeper understanding and more comfortable setting.

- Ecovillages & Non-profits**
- Analysed Human Resources practices in organisations comparable to Biovilla through 3 interviews, in several areas.

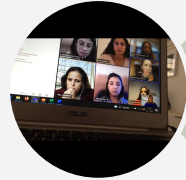
- Biovilla – General manager**
- Observed team during weekly team meeting and work.
 - Discussed findings and recommendations with general manager.



The difficult communication was one of the biggest constraint during the consulting project

Project limitations

This project, however, is subject to several limitations. Limitations can appear due to constraints on **methodology** or research and might have impacted the application and **interpretation** of the results. To fill the gaps in this study, future researchers are recommended to define the **scope** of the study more precisely at the beginning, to use alternative methods such as **quantitative research** (e.g., guest and stakeholder surveys) and to further develop benchmarking.



Communication issues

As not all staff could speak **English** equally well, there was possibly a loss of information. In addition, communication may have suffered from the many **online** sessions due to Covid and the **distance** and rather infrequent face-to-face meetings.



Time constraints

The time available to investigate the research problem was limited to 4 months. It therefore only allowed a limited insight into Biovilla's operations, which was further complicated by the extended absence of the management. The ongoing **construction work** further hampered the assessment of the situation as Biovilla was closed for guests.



Formulation of research aims and objectives

The research aims and objectives might have been formulated too **broadly**. The level of focus of the study could have been increased through narrowing HRM down to certain areas in the beginning.



Lack of reliable data

The lack of available information in the literature review and for benchmarking was a major obstacle in identifying trends and challenges for human resource management in small-scale ecovillages. The lack of reliable internal data from Biovilla also made it difficult to find meaningful relationships.



Subjectivity

In qualitative analysis, the research does not stand objectively alongside the data in the way information was collected and assessed. The researcher plays an essential role in the **interpretation** of the data. possible cultural bias, small sample size reinforced this effect.

02

Situation Analysis




- 2.1 External Analysis
- 2.2 Internal Analysis
- 2.3 SWOT and TOWS Analysis
- 2.4 Issue Analysis



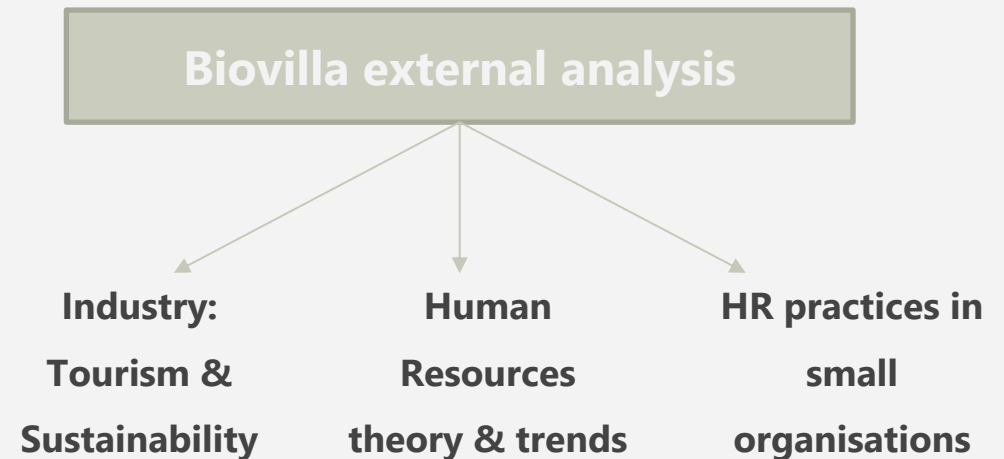
An external analysis is fundamental to understand how Biovilla can develop their human resources according to the industry developments and HR trends

Importance of the External Analysis

The examination of the external environment becomes crucial for the development of the strategy of an organisation. Conducting an external analysis, will improve the strategic development by (Milan et al. 2013):

-  Assessing **opportunities** and **challenges** for the organisation;
-  **Forecasting and predicting** of future trends within the industry;
-  Investigating the **competitive landscape** of the industry;
-  Acquiring the knowledge to **adapt to different scenarios**, initiating appropriate action when needed.

Regarding the examination of the **Human Resources structure of Biovilla**, the external analysis conducted will focus on the key and strategic areas regarding the **HR development**, which allow to predict future advancements in the industry and the current HR trends.



The pandemic affected severely the tourism industry in Portugal, however it gave room to new growth opportunities such as sustainability friendly tourism

Current State 2020 Portugal

- 10.5M Guests**
-61.3% VS 2019
- 26M Overnight stays**
-63% VS 2019
- €7753M Tourism Revenues**
-57.6% VS 2019
- 8.8M Arrived passengers**
-70,8% VS 2019
- €1457M Tourism Profits**
-66.1% VS 2019

Source: INE 2021

Trends

- Preference for Shorter Stays**
53% of travellers prefer (Booking.com 2020)
- Safety and Cleanliness**
66% of respondents consider it an important factor (Jong, Antony, Walia and Hsi 2020)
- Preference for outdoor experiences in nature** (Jong, Antony, Walia and Hsi 2020)
- Greater attention to environmental & social sustainability** (Booking.com 2020)
- Domestic Travel** only 18% of consumers intended to take an international flight in next trip (Jong, Antony, Walia and Hsi 2020)

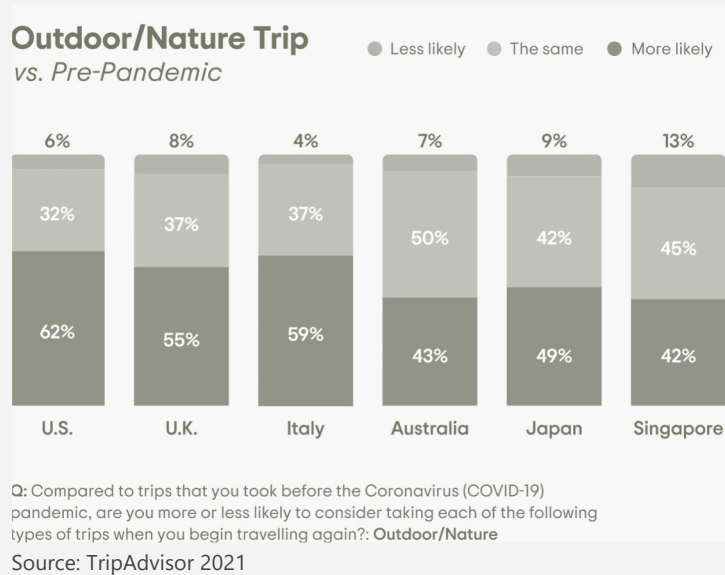
Challenges

- Restoring traveller confidence post-Pandemic**
- Economic impact of Pandemic in Businesses**
- Labour Market Impact**
- Government Policies**

Source: OECD 2020

The increasing demand for nature experiences and more sustainable options comes as an opportunity to the eco-conscious tourism area

Preference for outdoor experiences in nature



Through the survey conducted by TripAdvisor, it is visible that respondents are more likely to **consider outdoor activities**, after the pandemic, in different regions.

According to **"A Year in Travel" 2020 by TripAdvisor (2020)**:

- **69%** of consumers surveyed say that avoiding crowded places when travelling is now a more important element in their choice of destination than before the pandemic.
- **52%** say they are more likely to take an outdoor/nature trip than pre-pandemic.

Greater attention to sustainability

According to **Booking.com (2020)**:

- **53%** of travelers want to travel in a **more sustainable way**.
- **69%** of them expect the travel industry to offer **more sustainable travel options**.
- **53%** of travelers feel more inspired to **reduce waste and/or recycling their plastic** when travelling.
- **55%** of respondents want to see their **money going back to the community**.

Consumers show a **more eco-conscious mindset** in 2021, showing more awareness on their **impact on the environment and local communities**, expecting the travel industry to do the same.

Concerning about sustainability is increasing among industries and consumers. Being a sustainable corporate means to focus on the environment, social and governance

Corporate sustainability

“Corporate sustainability is a **growing concern among investors** who seek not only economic profit but also social good.” (Beattie 2021)

3 Pillars of sustainable investing (Beattie 2021):



Environment: Reducing their overall environmental impact. A beneficial impact on the environment also has a positive financial impact.

Social: Treating employees fairly and being a good neighbor and community member. Investing and creating positive impact in the community.

Governance: Also known as economic pillar. To have a sustainable business it must be profitable too, meaning having a good and transparent corporate governance.

Sustainability trends

“Consumers are using their spending power to affect the change they want to see” (Nielsen 2018).

“Consumers say they’re willing to **pay a little or even a lot more** if they know that those products have been **sustainably sourced and produced ...** It is not simply climate change; it is also social aspects, as well as the way companies do business, that matter to consumers” (Alldredge and Grimmelt 2021).

The sustainable trend in numbers, by McKinsey & Company (2021):

- **33%** of millennials and genZ consumers say they choose to buy a brand from a company that has their values.
- **25%** of consumers say they are planning to focus more on environmental issues and will pay more attention to social aspects in their shopping behaviour.
- **65%** of the world economy is committed to becoming carbon neutral.

Human Resources Management aggregates a set of activities that can increase organisational performance, while making it unique from competitors

Human Resources Management is responsible for managing all matters related to the employees of an organisation and their development. The primary purpose of HRM is to maximise employee performance in support of the strategic objectives of their business (Rihan n.d). Therefore, it is focused on a set of major areas, including:



Research focusing on the importance of Human Resources Management as a strategic partner of an organisation in the decision-making, has growing importance (Wright, Gardner, Moynihan and Allen, 2021).

HR is responsible for **creating value** for others, **managing talent**, and **leadership** and **culture**, the three areas that make an organisation unique. In this sense, Human Resources can be seen as a **source of sustained competitive advantage** (Ramlall and Melton 2018).

Strategic HRM practices impact both individual and organisational performance. **Talent management and development** leads to **employee engagement**, enhancing **commitment** and willingness to make extra effort to achieve superior performance (Ramlall and Melton 2018).

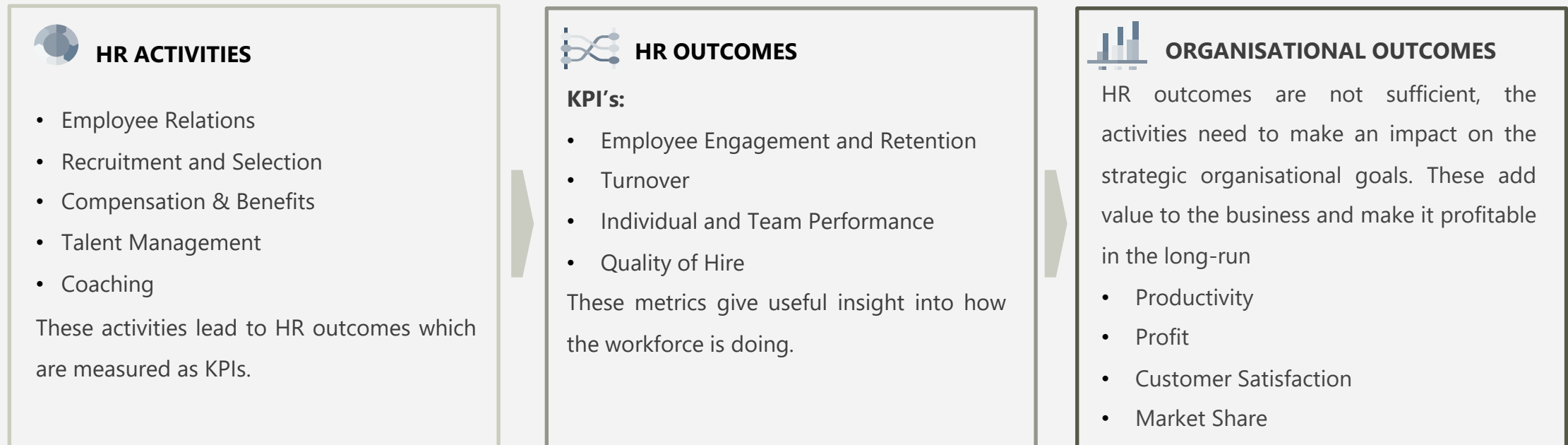
Increasing research relating strategic HR practices and performance has supported **HR as variable of organisational outcomes**. The unique HR system of each organisation can increase efficiency and achieve competitive advantage (Ramlall and Melton 2018).

The Human Resources Value Chain helps depict the impact that HR activities have on the organisational outcomes

The Human Resources Value Chain is a framework that shows how HR adds value to the organisational goals (Vulpen 2021).

Because every organisation is unique, with its own human capital resources, human resources departments have had difficulties in showing its added value.

HR Value Chain shows that the set of HR activities & processes (input variable) of an organisation leads to HR outcomes (mediator variable) which in turn leads to Organisational objectives/outcomes (output variable).



Small Businesses and Start-ups should not leave human resources management behind, as it does not harm flexibility but improves business well-being

Start-ups and Small and Medium Businesses



There is a predominant belief in small businesses that structured Human Resources are “culture-killers”, threatening innovation and flexibility (Gulati and Desantola 2008).

However, experience and research show that, unstructured HR can foster toxic work environments and negatively impact employee engagement and retention (Gruman and Sacks 2011).

Companies that develop a strong HR function, show that they value the employees and the business, being better at:

- Hiring**
Employees
- Developing**
Employees
- Retaining**
Employees

Main challenges for small businesses are HR main roles

- **Legal Protection:** Compliance with the country’s laws and regulations – protect from potential lawsuits.
- **Talent Acquisition:** Procedures to hire the right employees, aligned with the company values and goals.
- **Record Keeping:** Resumes, sensitive information, and performance evaluations, sick time, vacation time, and workplace accidents.
- **Policy Creation:** Structure the work environment. Create policies on tardiness, benefits, employee evaluation, discipline, holiday leave, among others.
- **Employee Training:** Major factor in employee retention. According to the 2018 Workplace Learning Report, 94% would stay with an employer if invested more in career development.
- **Company Culture Development:** Companies need to honor its values, hiring people aligned with the company’s vision.

Source: Perucci 2021

The way people work is shifting rapidly and HR is crucial to help organisations to adapt to the new digital economy

Before Covid-19, the world of work and job market were already changing fast. Agility and adaptability were seen as key factors of a business success. Jacob Morgan (2017) pointed **5 trends that were shaping the future of work:**

<p>New Behaviours</p> <p>Social Media and the increasing digitisation, created new daily activities that shaped people’s personal experiences. Organisations must make changes to adapt to these new behaviours.</p>	<p>Technologies</p> <p>New technologies like the cloud, robots, software, big data, collaboration platforms, among others, make companies rethink their work structure.</p>	<p>Millennial Workforce</p> <p>By 2025, it is projected that Millennials account for 75% of the workforce. This generation comes with new approaches, values and styles of working that organisations must adapt their environment to.</p>	<p>Mobility</p> <p>As long as there is internet connection, one can access as much information as in the office building. The employee’s location is becoming less important in job performance.</p>	<p>Globalisation</p> <p>Organisations must have the agility and ability necessary to work in a world with no boundaries.</p>
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These trends were greatly enhanced by the Covid-19 pandemic, which put human resources at the heart of global economies and businesses disruption. HR has been crucial in the post-pandemic recovery of organisations, enabling their adaptability to the new digital economy. After this shift, the role of human resources management will now be centered in: **Redefining the Organisation**, towards a more agile and people-centric workplace, **Driving People Transformation** through rewarding and promoting skills development and **Enabling Change**, focusing on data-driven decision-making and accelerating digital transformation (PWC 2020).

Through structured interviews, the compilation of HR practices of comparable organisations to Biovilla, upon defined criteria, will be gathered

Human Resources practices define the organisation culture and the relationship between employees and the employer, varying from organisation to organisation.

In order to understand which HR practices are present in small organisations, a collection of HR policies was done through **interviews** conducted with the HR responsible of each organisation. The organisations interviewed complied with **defined criteria** to make them as comparable as possible to Biovilla.

Criteria for chosen organisations

- 
Small Organisations: less than 25 hired effective employees;
- 
Social Mission Organisations: which have a socially positive impact;
- 
Growth stage: have experienced growth in the last years in HR;
- 
Industry: not compulsory but the organisation could be in the sustainable tourism industry, such as an eco-village.

Organisations



The analysed organisations differ in terms of dimension which ultimately changes their practices in terms of organisational structure and how the HR function is fulfilled



Associação Salvador



Just a Change



Moinhos do Dão

Context

Non-profit organisation founded in 2003 by Salvador Mendes de Almeida. Their mission is to promote the **integration of physically disabled people** in society and improve their quality of life.

Non-profit association that **rebuilds homes of people in need** in Portugal. They rehabilitate homes as they believe that living conditions have an important impact on reducing poverty and crime in the population.

Moinhos do Dão hosts a small **eco-tourism business**, a residency program for artists and ecologists, and organises activities such as hiking weeks, writing workshops and yoga sessions. There is a focus on living in harmony with nature.

Organisational Structure

Employees

Composed by **20 full-time hired and 6 not effective** employees. Also have long-term volunteers and interns.

Composed by **10** hired employees and **3** seasonal employees.

There are **2 hosts**, the manager and the one in charge of maintenance, as per full-time employees.

Organigram

Divided by the Board, General Management, Project coordination, Communication & Financials.

Divided by the Board and 3 teams: Operations, Commercial/Communication, Management & Development.

No formal structure, but there are 3 owners. They accept 1-3 volunteers and have some interns too.

HR function

The **general management** is in charge of HR, there is not an HR department.

The **board** is who manages the HR.

Manager takes care of HR management.

Generally, the organisations don't have a formal onboarding system and recruitment process always comprises at least an interview

Onboarding



Associação Salvador

When there is a new volunteer, the person responsible for the area gives induction. There is **1 full-day** to introduce the association, its mission and projects, and also their functions and responsibilities.



Just a Change

There is a **volunteer manifesto**, but for the team there is not formal documentation. For the volunteers, there is a full-day of workshops.




Moinhos do Dão

There is a **book** for every new volunteer with all the rules, insurance information, security, conditions, cleaning and all necessary information. On the first day, the volunteer gets a **guided tour visit** of the farm.

Recruitment

Sourcing channels

- Employment websites; 
- Universities;
- Recruitment companies;
- Website & Social media.

- Social Media;
- Share in WhatsApp Groups;
- LinkedIn, when necessary.

- Volunteer platforms:



Recruitment Process

- CV screening;
- Phone Interview;
- Presential interview with management, Salvador or the responsible for the area.

- Analyse CV and cover letter;
- If it is a good fit, a meeting/interview is done.

- Application through volunteer platforms with cover letter;
- Virtual interview/ talk to check motivations.

Each organisation shows a particular culture, which relates to their preferred ways of working. Many channels are used for communication, normally with free subscriptions



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Culture

Brainstorm and idea sharing from different areas. There are meetings between coordinators to think about the future, including employees in the final decisions. There is an **open culture**, availability and it is give/received feedback culture.

There is a clear task definition, each employee knows their role and function. They have the **autonomy** on decisions. There is a clear hierarchy on decision-making, but there are no barriers. The executive delegates tasks to the coordinators.

The culture is about **learning and social experience**. For the host it is important that volunteers have the full work and social experience. There are social moments and board games night.

Communication

Channels

- Email, WhastApp groups, Facebook Messenger;
- Skype, Zoom (free subscription), Webex.

- Email, WhastApp groups;
- Teams;
- Weekly meetings.

- There are not WhastApp groups, just 1-on-1 conversations via call or text messages.

Document sharing

- Google Drive;
- Cemapa network.

- Google Drive (some more sensitive information is not accessible for everyone).

- Google Drive, just for the owners and some interns. Not shared with volunteers.

Even though these organisations are of small dimensions, performance evaluation is quite formal with defined objectives and with some benefits being associated with it



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Performance Evaluation

Evaluation process carried out throughout the year with 2 **formal feedback moments** (intermediary and final). Evaluation comprises Soft skills (40%) and goals/KPI's (60%), by supervisor. There is also an **auto evaluation**.

There are clear goals for everyone and there are **monthly meetings** to evaluate KPI's performance. Objectives are related to financials and costs, to give more motivation to increase revenues.

In the platform used to recruit volunteers, the host and volunteer can give feedback to each other. There **is not any formal feedback** between the hosts and volunteers.

Benefits

Remuneration

Try to offer competitive market salaries. **Annual reward** is related to performance evaluation (1.5 / 2 salaries).

There is a **compensation committee**, external to the association. Try to offer competitive market salaries. The profits/reserves are distributed as rewards.

No remuneration, only volunteers. Some part-time volunteers even pay €7 daily to contribute to the costs in the farm.

Other Benefits

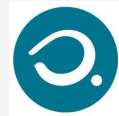
- 4.5 work-week (40h);
- 2 day per week remote work;
- Christmas basket and dinner.

- 2 day per week remote work;
- Schedule freedom and autonomy.

- Lunch everyday for volunteers;
- Work flexibility, in terms of hours, depending on the involvement

The analysis done through the interviews has its limitations, nevertheless people management and part-time recruitment are key challenges to consider

Challenges



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To guarantee a sustainable growth. **Members' management** is also a challenge, as each person has their own motivations and issues. Recruiting for short term and seasonal jobs is hard to do.



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The major challenge is to manage people. **Manage motivation** and read signs of demotivation. Also is hard to manage conflicts because of the flat hierarchy and they are from the same generation and have a friendship relationship.



Moinhos
do Dão

They want to employ someone else for Management (a couple or 2 employees), however hiring full-time is not financially viable and **hiring part-time is challenging** in Portugal.

MAIN TAKEAWAYS

- Most of the organisations interviewed are heavily reliant on **volunteers**, to perform operational tasks.
- The **HR function** is performed by a general manager or the executive board, there is not anyone only responsible for HR, due to the small size of the organisation.
- Recruitment and onboarding is done in an **organic way**, there are not exactly very formal and strict processes.
- Even though these are socially positive mission organisations, **performance evaluation** is taken seriously, with defined objectives and KPI's being evaluated.
- The **benefits** package is not only the remuneration but also the work conditions, flexibility and the **sense of purpose** associated with working with an impactful mission.

Even though the analysis done through the interviews is valuable to understand the HR practices in organisations comparable to Biovilla, it is **not comprehensive enough** to characterise the HR processes in an exhaustive manner, as the number of organisations analysed is quite small.

The survey conducted by the Catholic University of Lisbon reveals clear similarities between NGOs and Biovilla, and shared challenges

The Catholic University of Lisbon, in partnership with Fundação Calouste Gulbenkian (2015), conducted a survey on 153 Portuguese Non-Governmental Organisations (NGOs) and studied their current practices and challenges. This study on Portuguese NGO's is a relevant reference point, even though Biovilla is not a NGO, as it has some clear similarities to these type of organisations, such as the positive social mission, financial dependency on external funds and heavy dependency on volunteers.

Corporate Culture	NGOs have a strong corporate culture and employees identify themselves with the organisations' value and sense of purpose .
Human Resources Structure	NGOs account for both paid-workers and volunteers . However, many NGOs report having insufficient employees .
Recruitment	NGOs revealed the need to structure how to attract, recruit and develop employees . For this purpose, it is important to structure a process that allows the recruitment of technical and human skills required and publicise it.
Performance Evaluation	40% of the surveyed NGOs have performance evaluation systems , which is a good indicator that performance is being monitored.
Benefits	Employees are paid low wages . Organisations have financial difficulties employing human resources that can work exclusively in core business areas.

CHALLENGES

The Survey shows that NGOs show awareness of **lack of management and marketing skills** – which are the most important fields for this type of organisation.

In addition, these organisations reveal high risk of employee **burnout** due to the accumulation of responsibilities.

The managing director leads a team of 7 employees working in 4 business areas and 2 long-term volunteers



Various areas of improvements were identified in the analysis of work processes and cooperation of employees

The interviews and surveys showed that all employees are generally very **satisfied** with the collaboration. It is obvious that some team members have more to do with each other than others. This is partly due to the field of work, the working hours (e.g. shift work) or the way of working (e.g. remote working finance volunteer). However, there are also different opinions on the **intensity** and frequency of the same collaboration. In addition, there is a lack of clarity about responsibilities and certain differences in levels are not seen. On the one hand, the open corporate culture is praised, on the other hand, many report that there is too much **reliance** on others and that some people have to be micromanaged, which takes a lot of time and energy. Further problems are caused by the different **prioritisation** of tasks among the employees, especially with regard to the VER programme. Moreover, it was said that short term volunteers often do not add much value.



Biovilla hired six more employees since 2021 which reflects a higher organisational growth, however it lacks staff with management experience

5
Founders
1/5 still with Biovilla

8
Employees
+ 1-2 Volunteers

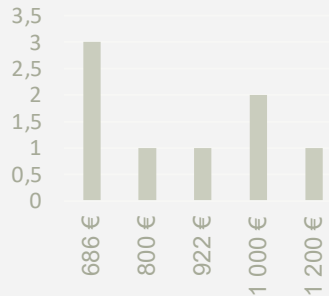
2
Nationalities
6 Portuguese, 2 Brazilian

4
Disciplines
Tourism, Gardening, Chemistry
Sports, Marketing & Com.

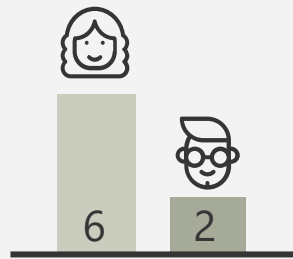
Volunteering

Volunteers usually come from abroad, stay for 1 month and support the team where needed. They are an essential part of the team and are fully integrated into the schedule. Volunteers are recruited through online platforms (e.g., workaway) and the home page.

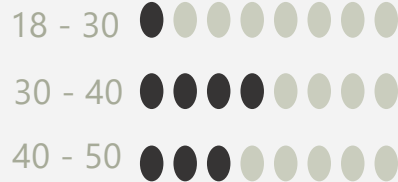
Vacancies: 1-2 volunteers
Working hours: 4 days
Compensation: No salary, free housing



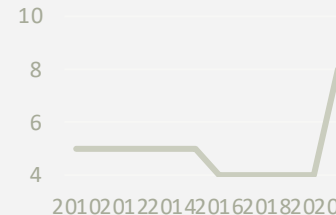
Salary * per month
Paid by Biovilla, COESO, VER



Gender



Age



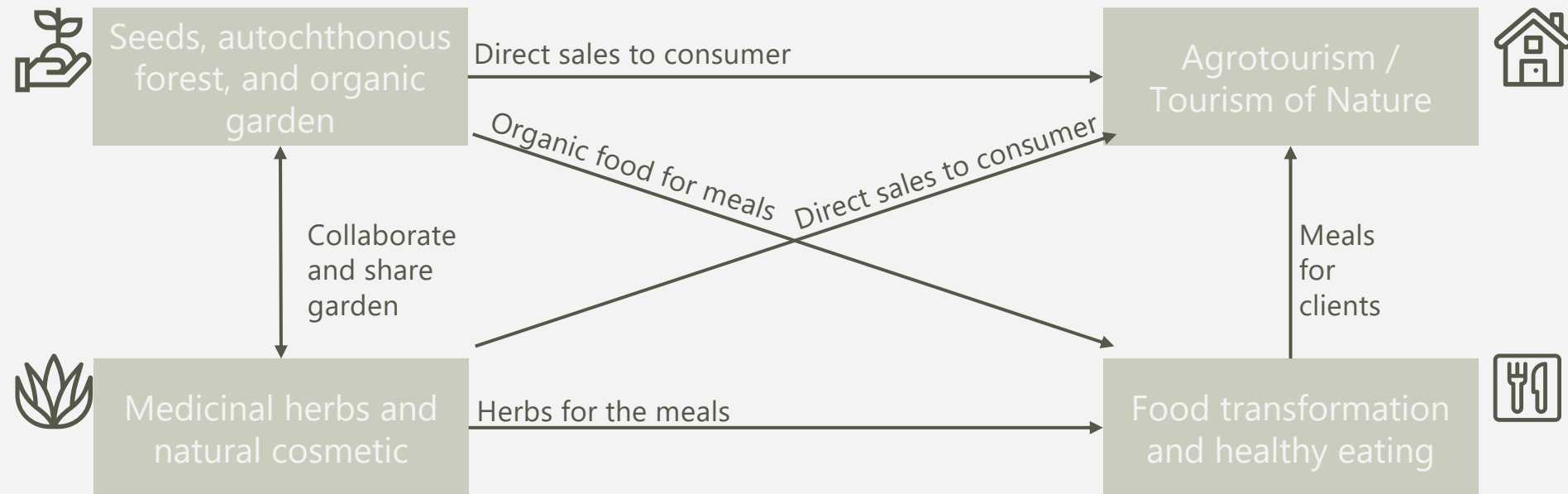
Employees

Biovilla has recruited **6 new employees** in 2021. No employee has a **management background**. Most of the team is **Portuguese**, lives nearby and stays overnight when they work. The average age is 39. Biovilla has **4 full-time** employees and 4 people working 4 days a week. However, the actual working hours vary greatly. Pay is lower than the Portuguese average. Biovilla relies heavily on external help from **volunteers** as well as **VER participants** who are seen as potential employees. However, the number of additional workers varies depending on the season and the timing of the VER programme (Biovilla 2021c).

The 4 VER areas are responsible for their own operations, yet they depend on each other to make Biovilla successful

At Biovilla the different areas operate individually, however they are still united as one team. Therefore, it is key to ensure efficient smooth-running of the daily operations and an aligned strategy between the areas.

While the **areas work independently**, they **are interdependent on each other** as shown in the graph below.



The sociocratic governance structure is crucial to Biovilla and is also perceived positively by visitors

Biovilla's leadership structure is defined as sociocratic. Sociocracy, also called dynamic governance, developed by Endenburg 1970, aims to create psychologically safe environments and productive organisations. Decisions are made jointly not by majority voting. The self organising governance should enhance organisational learning by critical reflection. Small groups in semi-autonomous circles work towards Biovilla's goals. The governance structure is based on (Owen and Buck 2020):

1. Consent governs decision-making.
2. Egalitarian selection of persons for leadership and functional tasks.
3. Circles around the 4 business areas.
4. Double linking of circles through Biovilla's Mandala (Eckstein 2016)



- Biovilla is led by a general manager, a fiscal council, a general assembly and the cooperants.
- The organisation is very dependent on the general manager.
- It has a centralised organisational structure.
- Biovilla is obliged to report to the funders every 2 months.
- A strong network of partners, organisations and private entities supports the business.
- The firm is very reliant on volunteers and VER participants that are not financially compensated.

Sociocracy

"Welcoming" "Positive energy" "Supportive" "Inclusive environment" "It feels like family" "No voice is ignored"

(Biovilla Employees 2021)

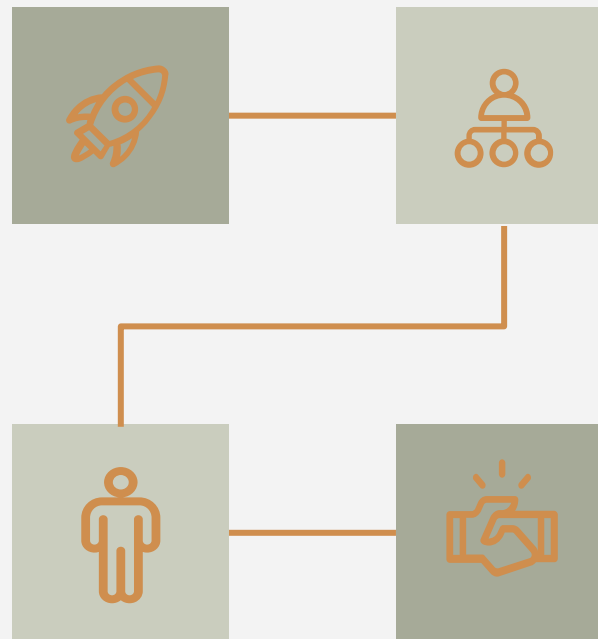
HR management is gaining importance as Biovilla grows and is becoming one of the main business challenges

Business Growth

Biovilla has grown steadily since 2010. It now consists of 4 areas, and reaches local and international attention through an increased focus on marketing. It has many external partners who support the project financially and in an advisory capacity. The trend towards sustainable tourism has increased the potential of Biovilla.

6 New Hires

To cope with the rapid growth, Biovilla has hired 6 new staff members. Some of them are already familiar with the organisation, having gained experience in other positions (e.g. as volunteers). Everyone needs to be trained and understand and help build the organisational structure.



New Management

According to its statutes, the leadership changes every 4 years. One of the 5 founders was in charge until the end of 2021 and is still available as an advisor. The current manager had already been working in operations for 3 years without pay and is now taking on the new challenge without management experience but with a lot of passion.

Corporate Culture

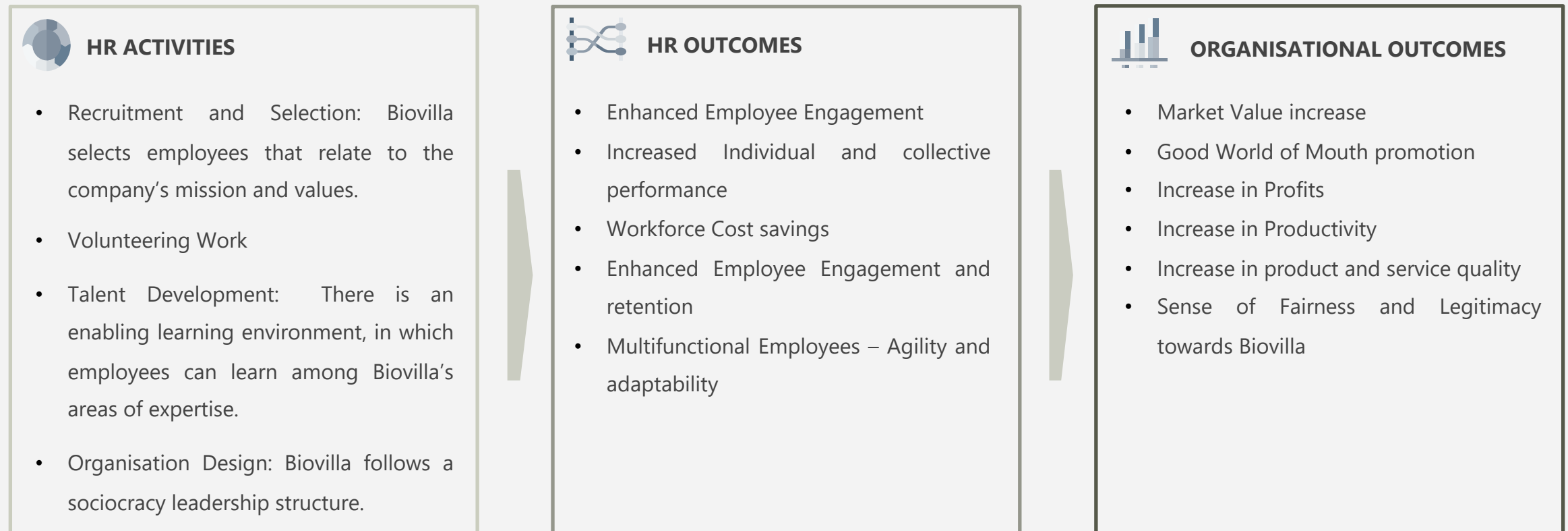
Biovilla is in the expansion phase between the start-up and the maturity phase (Salamzadeh and Kesaim 2015). In a fast-growing company, the culture often changes with it. Biovilla needs to be aware of the culture and may need to take measures to preserve the unique culture but still allow for change.

Lack of HR practices and procedures

Guarantee the entry of high-quality individuals, develop them and retain them (Komm, et al. 2021).

The HR Value Chain model can demonstrate how Biovilla's HR activities affect business outcomes, allowing the company to adjust its future strategic practices accordingly

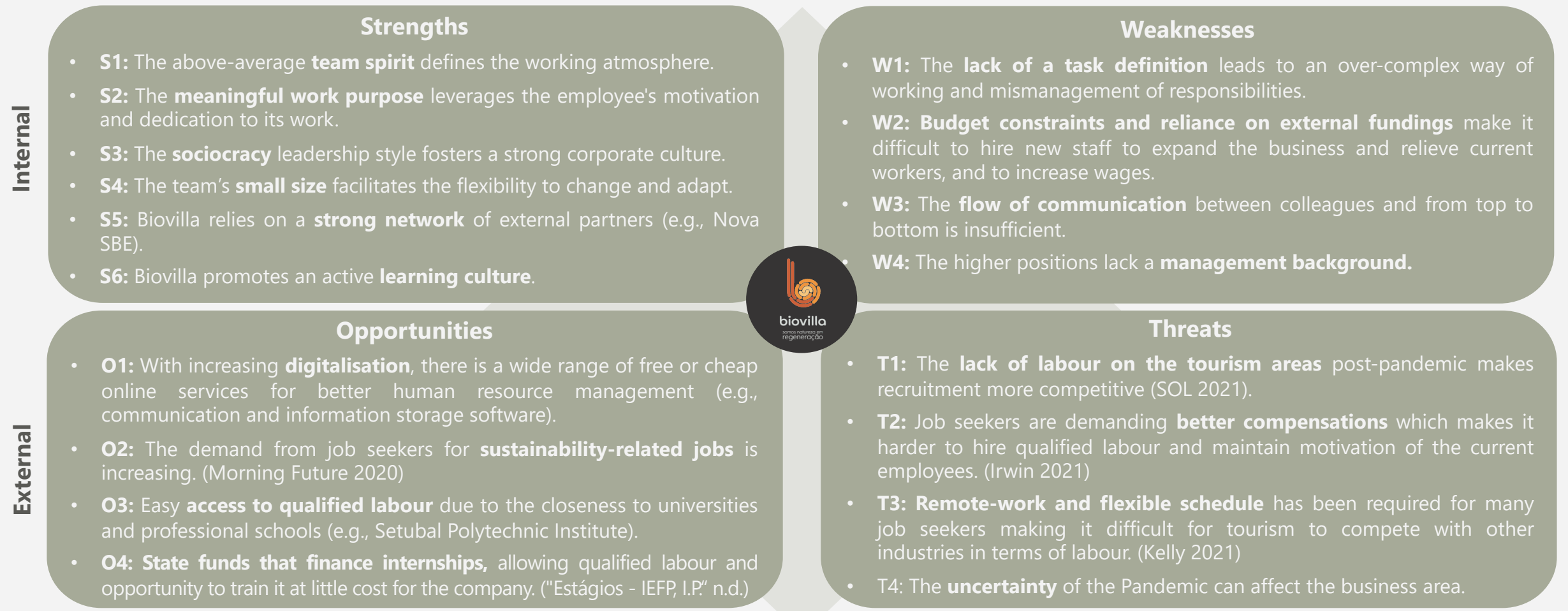
Below, the framework presented in the external analysis is applied, hypothetically, to Biovilla. As the organisation does not have the storage of information and analytic tools required to perform the linkage between the three levels of the chain, a theoretical version was developed in order to illustrate the practicability of the framework and its potential impact on the business analysis and decision-making.



The culture and purpose of the work is one of Biovilla's main strengths, but budget constraints make it difficult to maintain staff sustainability

The goal of the SWOT analysis is to monitor the internal strengths and weaknesses, and the opportunities and threats related to the external environment (Kotler and Keller 2012)

Biovilla's Human Resources Management SWOT Analysis:



Biovilla can leverage its unique culture and work purpose to attract qualified labour while financing it with state funding

TOWS matrix is SWOT analysis' modification to explore how organisation's strengths and weaknesses can benefit with the market threats and opportunities (Wehrich 1982).

Biovilla's Human Resources Management TOWS Analysis:

Strengths

Weaknesses

Opportunities

Strengths + Opportunities

(Maxi-Maxi Strategy)

- **(S1 & S2 & S3 & S6 | O2 & O3 & O4):** Biovilla can leverage the quantity and quality of the labour due to the new eagerness of people to find jobs with a purpose, the proximity of the qualified labour, and the aid of the state fund to finance it, offering in return an indistinctive culture of work.
- **(S4 | O1):** Biovilla can implement easily new tools to improve HR management and the good flow of work due to the enormous available range of software available and the small team size that facilitates the adaptation.

Weaknesses + Opportunities

(Mini-Maxi Strategy)

- **(W1 & W3 | O1):** The mismanagement of responsibilities can be improved by better communication that can be facilitated by digital tools and software which can be easily found online.
- **(W2 & W4 | O3 & O4):** Biovilla can overcome the difficulty of hiring new staff due to the budget constraints by using the state funding to finance internships with qualified labour to help Biovilla with administrative tasks to compensate the management background gap.

Threats

Strengths + Threats

(Maxi-Mini Strategy)

- **(S1 & S2 & S3 & S6 | T1 & T2 & T3):** Biovilla can overcome the way that job seekers are seeing the tourism work by showing them the Employer Value Proposition (EVP), such as the corporate purpose, the unique culture, and team spirit of work in Biovilla.

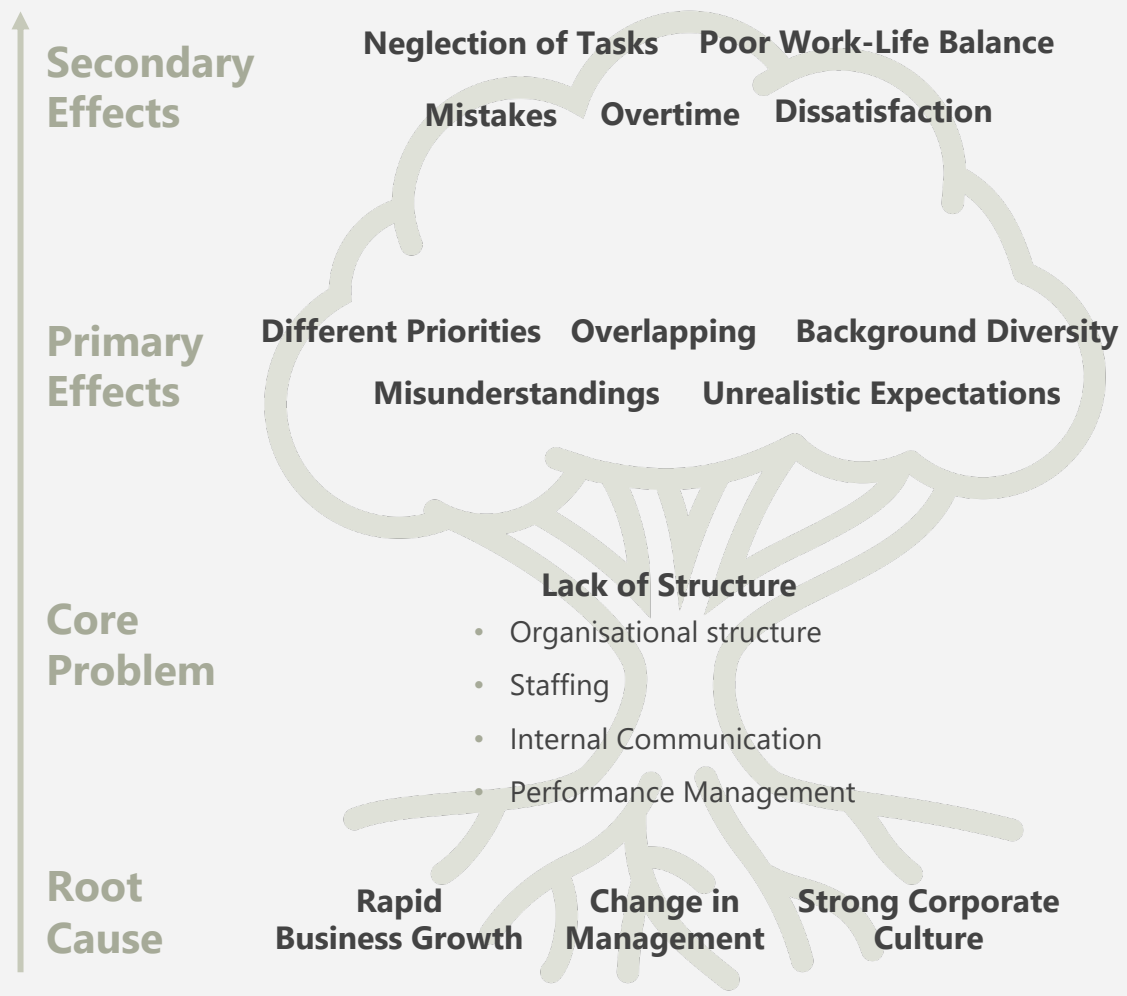
Weaknesses + Threats

(Mini-Mini Strategy)

- **(W2 | T1 & T2 & T3):** Biovilla must find other sources of revenue to be able to compensate the employees and to be able to compete with the wages of other companies to attract good labour and retain them.



Biovilla's efficiency and productivity suffers from the lack of personnel structures which causes several negative consequences on the management of human resources

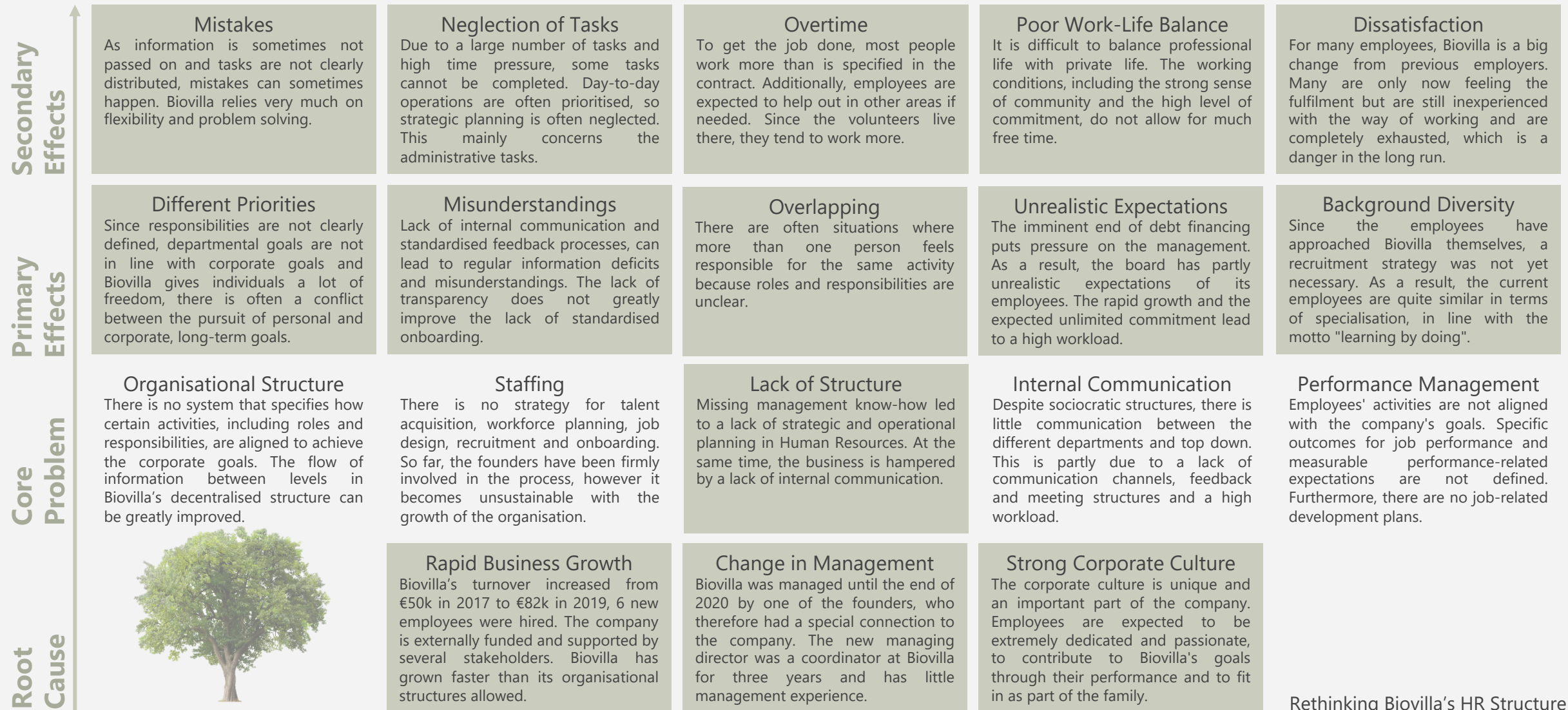


In order to develop appropriate solutions to the existing problems, the current situation was analysed through interviews, surveys and observations. Therefore, a **problem tree** was used to represent the existing problem, its causes and effects, with the aim of obtaining a clear and common understanding of the problem (Chevallier 2016).

Consequences

Ultimately, the **lack of HR structures** leads to **inefficiencies** in the operational business, a resulting lower **productivity** of Biovilla, which can cause **uncertainty** of the future economic situation, especially after external financing, and a potentially poor **reputation**. In addition to the negative consequences for the business, the rapid growth of Biovilla which increases pressure and strain, has an impact on the **well-being** of all employees and may result in increased **dissatisfaction** of all employees, possibly leading to high **psychological stress**.

The fast Biovilla's business growth led to an organisation lack of structure that, if not improved in a due time, can lead to employees dissatisfaction



Biovilla should redefine its internal communication, organisation structure, performance evaluation and staffing in order to improve its HR structure

How should Biovilla rethink its Human Resources structure?

<p>How can Biovilla redefine its organisational structure?</p>	<p>Should Biovilla reorganise its employees' schedule?</p> <p>Should Biovilla redefine its HR strategy?</p>	<ul style="list-style-type: none"> • Improve the leadership strategy; • Find tool for scheduling and management holidays; • Define HR goals/objectives (KPI's); • Develop an organigram;
<p>How can Biovilla redefine its staffing?</p>	<p>Should Biovilla introduce an onboarding strategy?</p> <p>Should Biovilla delegate clear responsibilities?</p> <p>Should Biovilla improve the recruitment's communication and process?</p>	<ul style="list-style-type: none"> • Define a recruitment strategy; • Develop employee onboarding system; • Provide talent development opportunities; • Redefine job descriptions;
<p>How can Biovilla improve its internal communication?</p>	<p>Should Biovilla improve its communication channels?</p> <p>Should Biovilla improve communication from top to bottom?</p> <p>Should Biovilla improve communication across areas?</p>	<ul style="list-style-type: none"> • Improve current utilisation of channels, • Create guidelines, rules and templates • Create a template, and assess digital channels
<p>How can Biovilla improve its performance management?</p>	<p>Should Biovilla redefine its performance evaluation system?</p> <p>Should Biovilla set clear goals and standards?</p>	<ul style="list-style-type: none"> • Define performance evaluation system (including feedback and performance criteria);

03

Recommendations

- 3.1 Job Descriptions
- 3.2 Organigram
- 3.4 Recruitment Strategy



Several recommendations will be developed in order to improve the Human Resources structure of Biovilla

After carefully evaluating the issues which Biovilla is facing in their Human Resources development, some recommendations will be further analysed and proposed:

Job descriptions	<ul style="list-style-type: none"> The development of job descriptions for all current positions at Biovilla and proposal of guidelines to construct new ones for future positions.
Organigram	<ul style="list-style-type: none"> The creation of an proposal organisational chart of Biovilla, showing the current organisational structure and the relationships between the individual positions.
Improve leadership Strategy	<ul style="list-style-type: none"> The leadership style that best suits Biovilla's organisational culture that will enable a sustainable and an effective organisational growth and how to develop the necessary leadership competencies.
Redefine recruitment Strategy	<ul style="list-style-type: none"> The proposal of an effective recruitment and selection strategy with clear recommendations on the different stages of the process and the comprehensive application of the strategy to in an administrator intern position.
Develop employee onboarding system	<ul style="list-style-type: none"> The development of an onboarding checklist to assist in the implementation of a formal onboarding strategy, taking into account talent management, change management, organisational learning and other aspects relevant to Biovilla.
Improve internal Communication	<ul style="list-style-type: none"> The advice on communication management issues and recommendations on internal communication, the use of digital channels and internal communication tools, taking into account change management and personality traits.
Define a performance evaluation system	<ul style="list-style-type: none"> The importance of performance evaluation integrated in a performance management process. The recommendation of an appropriate performance appraisal system, taking into account Biovilla's characteristics.

These recommendations were developed based on priority in terms of HR development for Biovilla, being the ones that will represent the biggest improvements when implemented.

Job descriptions summarise the role, and to write them effectively, it is needed to be concise with the job summary and specify the job duties and responsibilities

Job description (JD)



A job description (JD) summarises the major responsibilities, activities, essential functions, qualifications and skills, necessary to classify a position.

Job descriptions set the foundation for recruiting, developing and retaining talent, as well as it sets the standard for optimum work performance by clarifying responsibilities, expected results and performance evaluation (Writing an Effective Job Description 2021).

52% of job seekers say the quality of a JD is very or extremely influential on their decision to apply (Indeed 2021).

How to write an effective job description?



Job descriptions should be prepared so that all components are accurately stated to create a clear understanding of the role (Writing an Effective Job Description 2021).

In terms of language, **job descriptions should:**

- Be written in a concise and direct style;
- Stick to simple wording;
- Use descriptive action verbs in the present tense;
- Avoid abbreviations and acronyms;
- Be gender neutral, avoiding using "He/She" pronouns;
- Use the right terminology;
- Not display negative language.

To showcase accurate job descriptions, several elements should be specified, such as a summary, duties and skills. These guidelines were used to design Biovilla's new JD

Components of a job description

Job title	Describe level of responsibility and role (not vague, but not very specific).
Job summary (incl. role objective)	1-3 paragraphs about key responsibilities, functions, education and experience. Why is the company hiring for this position?
Job duties and responsibilities	3-5 key accountabilities, 2-3 consist duty statements each (begin with action verb).
Required qualifications	Education and experience Hard skills Soft skills
Preferred qualifications	Would be a plus but are not essential (education, experience, knowledge, skills and abilities).
Benefits	Benefits to employees by Biovilla

Source: Writing an Effective Job Description, 2021

One of the key issues identified in Biovilla's human resources structure was the **unclear task definition and responsibilities** of the employees. Using Biovilla's internal documents and the analysis retrieved from the conducted interviews and from the questionnaires done to the employees, more accurate job descriptions were developed, taking into consideration the previous guidelines, such as for the **Social Mission and Program VER Coordinator** (next slides example). The other developed JD are in the [Appendix 3](#).

Job descriptions to all existing Biovilla’s positions were written as a suggestion to clarify the job responsibilities

Social Mission and Program VER Coordinator:

<p>Job summary (including role objective)</p>	<p>Social Mission and Program VER Coordinator is responsible for the coordination between the four VER areas, the oversight of their strategic development. The coordinator is also responsible of ensuring that the social mission is met, by evaluating and reporting on Biovilla's operations.</p>
<p>Job duties and responsibilities</p>	<p>Coordination of Biovilla's learning projects, in particular Program VER:</p> <ul style="list-style-type: none"> • Responsible on HR management of VER; • Responsible for communication of VER (press release, webpage, review online platform); <p>Coordination of the 4 VER’s areas in terms of program structure and capacitation program:</p> <ul style="list-style-type: none"> • Coordinate with VER’s managers on capacitation, evaluation, improvement and communication of their respective areas; • Coordinate the VER’s managers to ensure smooth teamwork and operations for the day-to-day; <p>Coordination of social mission and impact evaluation:</p> <ul style="list-style-type: none"> • Development of impact measurement tools to consolidate the results of cooperative activities delivered to the region and surrounding community; • Oversee the evaluation regulations, make improvements to the tools, and consolidate findings in clear reports; <p>Coordination and communication with some of the partners, such as EDP.</p> <ul style="list-style-type: none"> • Advise the general coordinator on the management of partnerships (e.g. Municipality, universities); • Assess internal financial information and be capable to fulfil tasks related to the financing of the learning projects (e.g. research funding, report on impact);

Job descriptions to all existing Biovilla’s positions were written as a suggestion to clarify the job responsibilities

Social Mission and Program VER Coordinator:

<p>Required qualification</p>	<p>Education and experience Academic background in Management/Business/Human Resources Management. Professional experience in project management and/or impact measurement. Experience in evaluation and reporting practices;</p> <p>Soft skills Leadership, Adaptability, Strategic vision, Critical thinking, Decision-making, Planning, Efficient communication, Teamwork, and Interpersonal skills;</p> <p>Hard Skills Language skills (English and Portuguese), and Impact evaluation skills are essential. Key to have good working knowledge in Microsoft Office (Excel, Word), Computer skills, and Management skills;</p>
<p>Preferred qualifications</p>	<p>Any other additional language skills. Drivers license could be important, but not strictly necessary.</p>
<p>Benefits</p>	<p>Opportunity to improve project management and impact evaluation knowledge, as well as be responsible for Biovilla achieving their social mission. Part of a driven team with a great purpose, which are able to educate one in various other topics;</p> <p>Homemade meals on a vegetarian/vegan diet;</p> <p>Compensation: €1000 provided by COESO fund;</p> <p>Working conditions: 5-day work-week and option to work from home.</p>

An organigram is essential to ensure a sustainable growth and to improve performance and efficacy by clearly showing the reporting flows of an organisation

An **organigram** is the **visual representation of the organisation's structure**. It depicts the **relationships and interactions between departments and members**, and shows **who to report to** and who is responsible for what, in order to avoid unclear lines of responsibility. This is a human resources management tool that helps **improve team performance and efficiency** by clarifying the **flow of communication, information, and responsibilities** while preventing mismanagement conflicts. (Ahmady, Mehrpour, and Nikooravesh 2016)

There are many advantages of having structured organisation chart:

Manage the growth and facilitate reorganisation

An organigram supports management to delegate tasks and responsibilities and ensure that the activities are been performed and who is doing it, as well as ensure the possibility to manage the employees' performance appraisal. Besides, with the growth of an organisation, new management positions sets below others to whom members should report to, averting overwhelming the top management of having a wide range of members doing it.

Support on the organisation long-term strategy

Having an organisation chart help to create contingencies plans in case the initial plan decline due to unforeseen circumstances as, employees illness, labour dismissal, among other circumstances. It also facilitates the visualisation of which areas of the organisation need to be improved, check which staff is being overloaded and foresee hiring necessities.

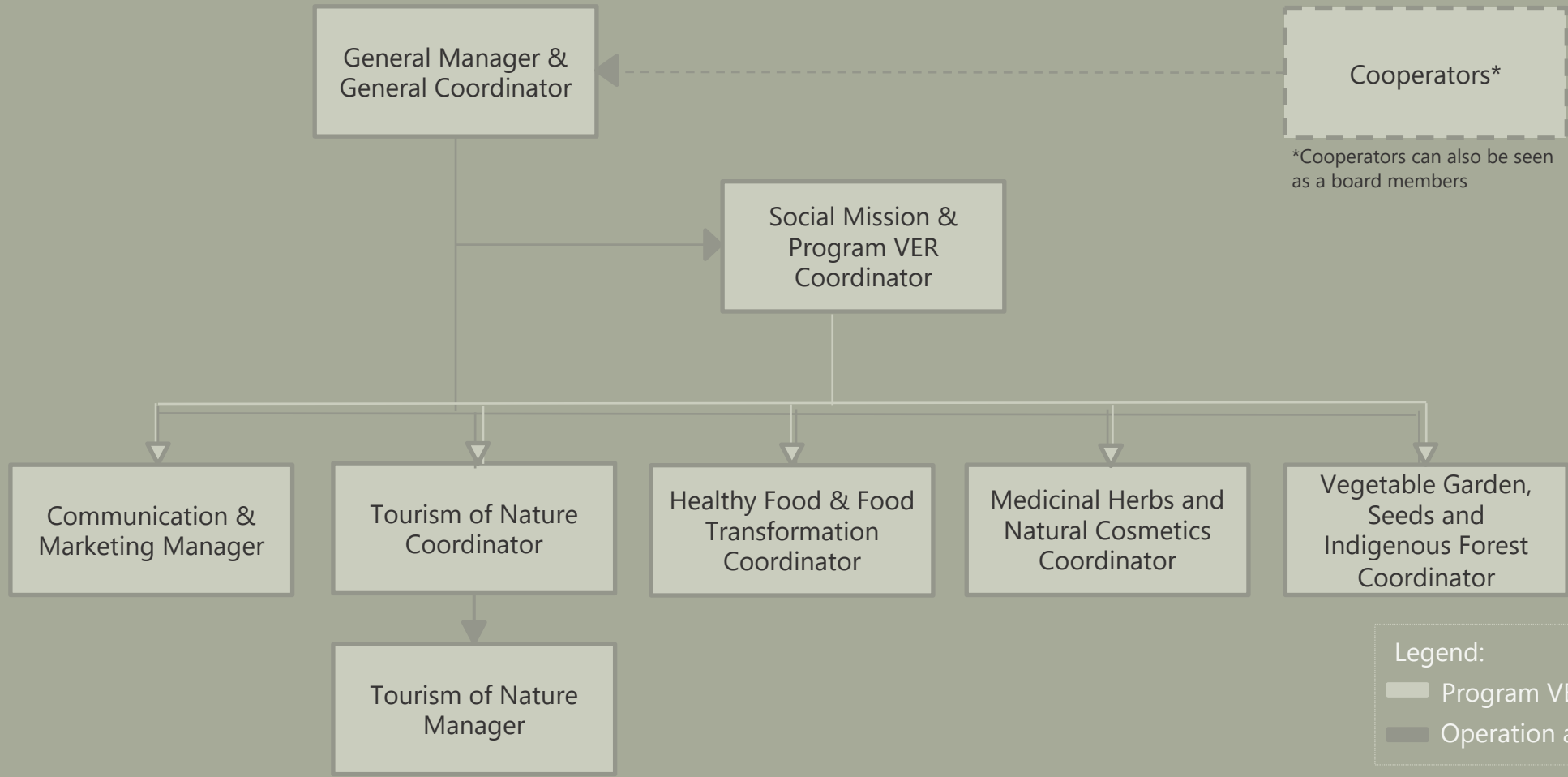
Improve internal communication

An organigram shows reporting structures improving in this way the flow of information. Additionally, it minimise wasted time by helping members, when a situation arises, to visualise who they should ask for assistance.

For a harmonised communication it is important to understand the organigram structure of a organisation in order to avoid the overlap of information

An organigram was developed in accordance with the organisation's identified structure.

Recommended Organigram of Biovilla:



A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

Consulting Lab for Biovilla:

Rethinking Biovilla's Human Resources Structure: Redefine the Recruitment Strategy



Marta Rosa Parra Rocha | 44024

Work project carried out under the supervision of: Filipa Castanheira
In cooperation with Biovilla Sustentabilidade and the Social Leapfrog Program
17-12-2021

Abstract

As Biovilla has grown over the past years, the Human Resources area has also expanded, coming with its challenges. One of the issues identified was the lack of a recruitment strategy to attract the best talent for Biovilla, as the current process is done in a reactive, not diversified way and subject to existing funds. As such, this work project has the goal to propose Biovilla how to apply an effective recruitment and selection strategy, focusing on the different steps to take and how to measure the effectiveness of the hiring process. Furthermore, a new administrator intern position is proposed as a possible implementation of this recruitment strategy.

Keywords: Human Resources Management, Recruitment, Job Description, Selection

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Biovilla has faced some challenges in their recruitment strategy due to its exponential growth, needing to apply an effective strategy for the future

Introduction

Biovilla experienced an exponential growth in the last years, unveiling the need for hiring more employees with skills to fulfill the necessary requirements. With this change and development, some issues were identified in staffing at Biovilla, specifically in the area of **recruitment**, one of them being the lack of strategy for talent acquisition, affecting the efficiency of the operations.

Recruitment is one of the most crucial steps to achieve the business goals of a company. Through recruitment, better hiring decisions can be done, aligned with the future strategy of the company, impacting the **business performance** (Azmy, 2019).

In order to assess better how Biovilla can redefine their recruitment strategy, it is important to clearly understand each **stage of the recruitment and selection** process, to later define a clear strategy which can lead Biovilla to reach its full potential as a business. A model to assess **recruitment effectiveness** will also be addressed.

Furthermore, a comprehensive application of a recruitment strategy for an **Administrative intern** will be proposed, as per Biovilla's Human Resources needs, detailing every step of an adequate recruitment process, serving as a recommendation to be applied in the future.

Recruitment is an essential process for the improvement of business operations, encompassing several stages and focusing on talent attraction

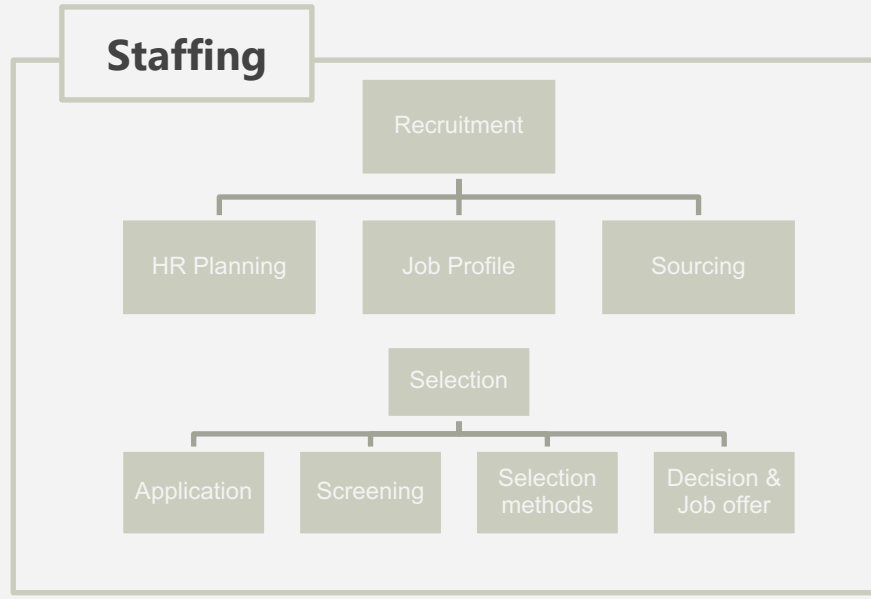
Recruitment importance

Recruitment is defined as the process of attracting individuals periodically, in sufficient numbers and with appropriate qualifications and skills, to apply for a job within an organisation (L. Gusdorf 2008).

The recruitment process entails several steps in order to attract the best talent to an organisation, as HR planning, job profile and sourcing. Furthermore, selection is a key component conducted after this process.

Talent attraction is fundamental to hire the best candidates, being a captivating Employee Value Proposition (EVP) a success factor. The EVP specifies how the labour market and employees recognise the value employees gain by working at Biovilla (Gartner 2019). Some examples of components of EVP include: financial benefit, employment benefits, career development and growth plan, work environment and company culture (Verma 2021).

An effective recruitment strategy is essential for Biovilla to attract the best talent and to have employees that understand the mission of the cooperative, whilst having the right set of qualifications. Incorporating Biovilla’s **sociocratic culture** into the recruitment and selection process is a way to manage expectations for potential new hires. The positive impact of recruitment strategies implemented effectively are improving morale, improve job satisfaction and overall performance (Azmy 2019).



Organisations that effectively deliver on their EVP can decrease annual employee turnover by 69% and increase new hire commitment by nearly 30% (Gartner 2019).

HR planning allows for a company to link their current existing human resources to their future needs, helping them plan tomorrow's workforce

Human resources planning is described as “a process in which an organisation attempts to estimate the demand for labour and evaluate the size, nature and sources of the supply which will be required to meet that demand” (Reilly 1996, 14).

The first step of recruitment involves **planning for tomorrow's workforce**, as the current labour market is stiff on skilled candidates and exposed to constant changes (Jones 2019).

According to Jones (2019), some of the key questions that Biovilla should answer to better prepare for the future in terms of HR are:

- What will Biovilla look like in **5 years**? Will it have grown?
- What **political and economical events** should Biovilla model for in their staffing plans?
- Will Biovilla's **mission** change in the future?
- What **technologies** should we anticipate affecting our HR numbers in the future?

Through these questions, Biovilla can predict whether they will face a **deficit** or an **excess** in Human Resources, comparing the future needs to the current existing resources.



CHALLENGES AT BIOVILLA

The **financial dependency** of Biovilla constitutes a threat to its HR development, as it is highly reliant on external funds for compensation of its employees.

Through building the Job Profile, a company can recognise and design the main components of a job, such as the responsibilities and the necessary skills to fulfil

Job Profile "is a document written by an employer that contains relevant information regarding an open job position." ("Job Profile Vs. Job Description: What's The Difference?" 2021). The process of building a job profile depends on whether the position already exists or not.

Building a job profile is important to improve Biovilla's odds to attract desirable candidates ("Job Profile Vs. Job Description: What's The Difference?" 2021). This stage is accomplished through the:

- **Job Analysis:** this phase is done when the job position is already present in the company. According to Bertelsen, it involves 2 components:
 - **Job Description:** specifying the tasks, duties and responsibilities (TDR's)
 - **Job Specification:** specifying the knowledge, skills, abilities and other characteristics (KSAO's)
- **Job Design:** creating a new position in the company (Bertelsen 2012). This process can occur when a new product or service is developed, and there is the need to define the tasks and functions required according to the determined objectives.

An effective job design brings many benefits to a company such as (Concept and Benefits of Job Design and Job Analysis 2021):

- **Determination of the organisational structure:** by determining the responsibilities and authority relationship
- **Increase of motivation on staff:** by defining employee's expectations
- **Better person-job fit:** by matching between employees' and job's interests
- **Better quality of work life:** more fulfilment and more productivity

CHALLENGES AT BIOVILLA

In some jobs, the job analysis was done according to the employee's skills and abilities instead of designing the job according to Biovilla's needs. This leads to **flawed job fits** and **lack of necessary skills**, such as management skills.

There are several channels used for sourcing, being that the company should use the ones that fit the candidate's profile and preferences the best

Sourcing is defined as "a structured method for identifying, engaging and networking with relevant talent pools of best-fit prospective candidates, with the aim to generate a steady candidate flow for current and future positions." (Ghosh 2020)

As sourcing is the step that defines the **pool of candidates** to hire, this step must be conducted strategically to guarantee the best fit for the company. Several channels can be used to engage talents and lead them to apply for a position:

<p>Internal recruitment The candidate is already in the workforce</p>	<ul style="list-style-type: none"> ○ Promotion ○ Transfer ○ Employee Referral 	<p>Job seekers preferences regarding channels for finding relevant job opportunities are (Glassdoor 2018) :</p> <ul style="list-style-type: none"> ○ 51% prefer an online job site ○ 45% prefer to hearing it from a friend ○ 35% prefer to find it in the company's website ○ 20% prefer social media
<p>External recruitment Candidates are attracted outside of the company</p>	<ul style="list-style-type: none"> ○ Campus Recruitment ○ Advertising ○ Company Website ○ Job Boards ○ Word-of-mouth ○ Social Media (i.e., LinkedIn) 	

Online channels are increasingly popular in the sourcing process, being the online presence of the company crucial to attract the best talent (Glassdoor 2018). The fundamental takeaway to implement effective sourcing strategies is to adapt the process to the **ideal candidate**, taking into consideration their preferences and where the best talent pool can be found. To find a tourism expert, tourism job websites could be used for instance.

CHALLENGES AT BIOVILLA

The current sourcing channels show **little diversity**, as a large part of the workforce is hired after doing volunteering at Biovilla or being VER participants. External hires are less significant. Furthermore, the current process is quite **reactive**, being that candidates reach out to Biovilla instead of an active approach, leaving the hiring possibilities limited.

The selection process entails several stages, applying a funneling approach, and it is a convenient process to introduce Biovilla’s culture to the candidates

Selection is the process of choosing from a group of applicants the individual best suited for a particular position and for the organisation (Torrington, Hall and Taylor 2008).

After the recruitment stage, the company starts the **selection process**, which includes several stages in order to decide whether a candidate is an adequate fit for the role or not. Most organisations use a funneling approach in selection, using informal assessments initially, reducing the pool of candidates to a manageable number, which are subject to more formal assessments, such as interviews (D. Pulakus 2005). The choice of which methods to use for the selection should be based on which assessments would better represent the ability of the candidate to perform in a satisfactory manner for the role, such as interviews, cognitive tests or others. Furthermore, in the specific case of Biovilla, the chosen methods for selection should introduce the candidates to their culture, as a **sociocracy**.

Application	Screening	Selection methods	Decision & Offer
Earliest stage of the selection process, in which a CV, cover letter and other relevant documents can be requested. Other topics such as demographics, past experience and references can also be requested (L. Gusdorf 2008).	This stage allows for shortlisting the candidates according to their fit to the job, based on the ideal job specifications. This stage could be completed through a brief phone interview or based on the application (L. Gusdorf 2008).	Several methods can be used to assess the candidate’s fit (L. Gusdorf 2008): <ul style="list-style-type: none"> ○ Individual Interviews (Phone, Virtual, in-person, etc.) ○ Tests (aptitude, personality, etc.) ○ Group dynamics 	The responsible for hiring will make a final decision on who is the best candidate for the position. After that, an offer will be proposed with more detailed information on the role, such as salary, benefits and conditions (L. Gusdorf 2008).

For each step of the selection process, **selection criteria** should be applied to decrease the pool of candidates for the final decision. The selection criteria should be based on the job description and specification, recognising the most important characteristics for the role which are required for someone to be able to perform the job.

CHALLENGES AT BIOVILLA

There **is no formal selection process**, as most employees were previous volunteers or are acquaintance of management. This lack of formality may lead to biased decisions on new hires, and inadequacy of job and organisational fit. Also, candidates might have different ideas of what it is like to work at Biovilla, making it crucial to manage those **expectations** during the selection process.

To achieve the best recruitment effectiveness, the company must measure and evaluate its process against some relevant KPI's, such as time-to-fill

Measuring recruitment and selection effectiveness

After a hiring process is conducted, it is key to evaluate the outcomes of the process, in order to identify the mistakes and improve in the next process. This evaluation assesses the overall recruitment and selection effectiveness. Using metrics is a suitable way to evaluate the process, understand the recruitment costs and performance of the overall process, and compare to the established goals (Sangeetha 2010).

According to Sangeetha (2010), there are 4 areas to evaluate to measure recruitment effectiveness:

- **Time-to-fill:** the number of days between the opening of a new job application and acceptance of an offer by a candidate.
- **Cost-per-hire:** dividing the total costs spent in recruitment (such as sourcing and marketing costs) by the number of positions filled.
- **New Hire Quality:** performance assessment at the initial stage of the hiring, in the first 6 months on the job.
- **Source Distribution:** evaluate the source channels used in terms of importance for the overall process.



Model for measuring Recruitment and Selection Effectiveness

This model should be applied by Biovilla when conducting a hiring process to analyse their evolution.

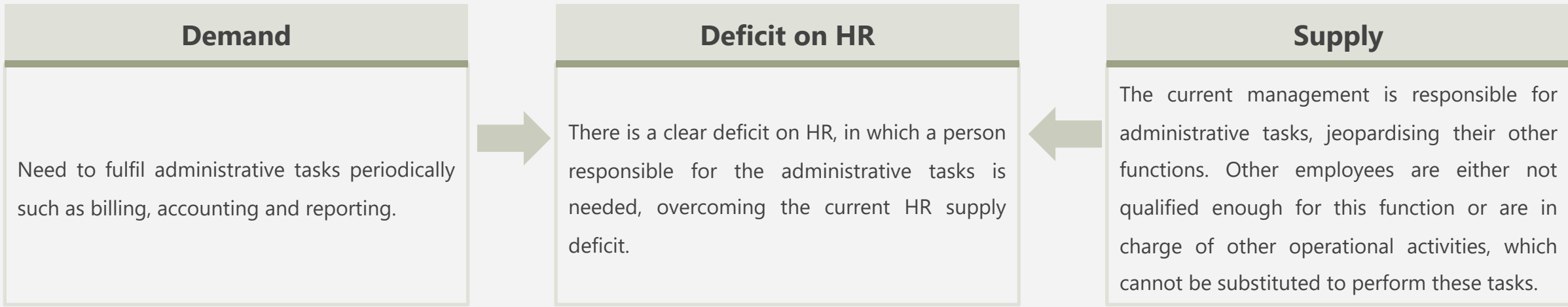
Comparing the current HR at Biovilla and their future needs, it is established that there is a need for an administrator intern, to fulfill the required administrative tasks

Upon interviews with the employees from Biovilla, it was suggested that the higher management were dedicating too much time on operational time-consuming tasks, instead of focusing on the strategic outline of Biovilla. These activities are harming the future direction of Biovilla, as the management cannot focus on achieving sustainable growth. Thus, as per request of Biovilla, the proposal of an **administrator internship program** was requested to face these difficulties. As requested, this program will be analysed following the strategic steps outlined before to reach an effective recruitment strategy.

HR Planning



Analysing the future growth of Biovilla, it is clear that it is crucial to focus on the strategic development and guarantee a sustainable growth for the cooperative. This responsibility is delegated to **higher management** such as the general manager and the social mission and program VER coordinator. In order to focus on those responsibilities, they cannot be occupied with **repetitive tasks** such billing, accounting and reports. As such, an analysis of the current HR supply and comparison with the demand will be conducted to understand how this issue could be solved.



According to Biovilla’s needs, the administrator intern would be responsible for supporting accounting, reporting and administrative areas

Job profile



Since a need for a person to perform administrative tasks was identified through the HR planning analysis, the next step will be to **design this specific job** to recruit the necessary and most adequate talent. To do so, the **responsibilities and duties** must be defined according to Biovilla’s needs. In order to reach a standard process for this step, the template used previously to define the job descriptions of the current employees will be used.

Job Title	Administrator Intern
Job summary (incl. role objective)	The administrator intern is responsible for providing financial and accounting support to the fiscal council and also, assisting with reports. Furthermore, the intern is also in charge of administrative issues such as the filling system. The internship is designed for 6 months and ideal for students/ graduates who want to fulfil an internship requirement for university (Estágio Curricular) or to have their first work experience (Estágio Profissional).
Job duties and responsibilities	<p>Provide financial/ accounting support:</p> <ul style="list-style-type: none"> • Responsible for billing invoices and receipts, including preparing, sending and storing them; • Update internal accounting databases and spreadsheets; • Responsible for finance controlling, overseeing spend controls and the budget; <p>Provide reporting support:</p> <ul style="list-style-type: none"> • Responsible for drafting impact reports, summarising information and identifying trends; <p>Handle administrative and organisation issues:</p> <ul style="list-style-type: none"> • Manage the filling system for data on customers, external partners and employees; • Manage emails, phone calls and greet guests; • Run errands such as going to the post office and other queries from the managers;

It would be required for the intern to have an academic background in the management area, fulfilling a “Estágio Curricular” or Professional

<p>Required qualification</p>	<p>Education and experience Academic background in accounting/ finance/ management/ economics, completed or not;</p> <p>Soft Skills Willingness to learn, adaptability, responsibility, reliability, communication and analytical skills;</p> <p>Hard Skills Accounting/ Finance knowledge. Key to have good working knowledge in Microsoft Office (Excel, Word) and Computer skills;</p>
<p>Preferred qualifications</p>	<p>Eligibility to do an IEFP internship; Based on Setúbal/ Palmela region with own vehicle;</p>
<p>Benefits</p>	<p>Opportunity to improve finance knowledge, and be apart of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: provided by IEFP; Working conditions: 5-day work-week and option to work from home (possibility to do part-time if necessary).</p>

Internship Program Definition

The Administrator Internship program would be a **6-month internship** encompassing several responsibilities from support in finance/accounting, reporting and logistics. Ideally, the new intern would be trained by the previous intern regarding their functions in a **transitional period of 15 days/ 1 month for the new intern to adapt smoothly**. This way, the knowledge transfer would be more efficient, not overloading management with onboarding and training new interns every 6-months.

Furthermore, the program is dependent on **IEFP** approval for compensation purposes, as funds at Biovilla are limited. For the application process and conditions, the summary of the **ATIVAR.PT program** by IEFP (for “Estágios Profissionais”) is in the Appendix 5.1. For “Estágios Curriculares”, remuneration is normally not required and it is developed directly with universities.

As ideally the intern will be a student, campus recruitment should be one of the most important channels of sourcing, specially with universities from the area of Setúbal

Sourcing



As soon as the job description is designed, and the program details are completed, the priority will be to gather an adequate pool of candidates. In the stage of sourcing, the methods used must match the preferences of the ideal candidate. As this internship programme is aimed at students and graduates, online channels and on-campus recruitment are preferred to match the applicant's profile.

The recommended sourcing channels are:

- **Campus recruitment:** partnerships with universities in Setúbal or Lisbon with management degrees can be established, promoting this job opening to interested students or as part of a “Estágio Curricular”, such as:
 - Instituto Politécnico de Setúbal (Escola Superior de Ciências Empresariais) which has the possibility for students to do internships (more info [here](#));
 - Instituto Politécnico Jean Piaget Almada (for students in management degree);
 - Other management and economics universities, for students who live in Setúbal area, such as Nova SBE, leveraging existing partnerships;
- **Recruitment websites:** there are specific websites designed for internships such as [Estagiar.pt](#) and [Emprego e Estágios](#);
- **Social media:** Biovilla’s Instagram and Facebook should be used to advertise this job opportunity. LinkedIn should also be used, but this service can be paid;
- **Website:** Biovilla’s website is also a great tool to display new opportunities.

Universities in Setúbal



Universities in Lisbon



The selection process must obey several stages, as per Biovilla's customary process, such as a written challenge

Selection



After gathering an adequately large pool of candidates, the selection process begins. As such, Biovilla needs to decide the selection methods utilised, that best fit the assessment for the internship position. As a recommendation, the following stages should be conducted:

- **Application:** filling of an applicant's forms with general introductory questions (name, address, email, phone number), academic background (university, degree, GPA if necessary), past work experience (summer jobs, volunteer experiences, internships) and ideally request for the candidate's CV and a motivation letter, explaining their interest in applying for the position. The application process could be done using Google Forms, through email, or in their website.
- **Screening:** through the information gathered in the application, some of the candidates can be deemed unfit for the role, not having the capacity to continue in the process. The screening could also be done through an informal phone interview. This way, the pool of candidates could be shortened.
- **Interview:** several interviews could be done, depending on the number of candidates, with different relevant stakeholders for the intern, such as Patrícia Gonçalves (general manager), Ana Pina (social mission and VER coordinator) and Nuno Arez (volunteer financial manager), who would directly supervising them. At least one interview should be done in person on-site, for the candidate to experience Biovilla's environment and work culture, to both understand the candidate's fit to the culture but also to manage their expectations regarding working at Biovilla.
- **Written exercise:** as per Biovilla's tradition, the selected candidates for the interviews are subject to a written challenge, which also contributes to the final decision for the hiring, focused on the responsibilities of the position.
- **Decision and offer:** after the several assessments, a decision must be done upon all the information gathered about the candidate's skills, qualifications and cultural fit at Biovilla. An offer should be done with more detailed information on the internship.

In summary, several recommendations were advised for Biovilla’s recruitment which hopefully, if applied, can contribute to their future sustainable growth

Conclusion

In conclusion, Biovilla still has a long way to improve their recruitment strategy and leverage their talent attraction. The **current recruitment process is flawed**, not corresponding to the HR needs, affecting their **business performance** and **future growth**. The financial dependency, the flawed job analysis, the low diversity of sourcing channels, the reactive approach to recruitment, the lack of a formal selection process and the different candidate’s expectations are some of the identified challenges. Even though the current process is not adequate, following the **recommendations** presented in each area can help to enhance the Human Resources structure at Biovilla, contributing to a **better work environment** for the current and new employees, with a clear definition of responsibilities and adequate skill and qualifications set.

HR Planning	<ul style="list-style-type: none"> Plan for tomorrow’s workforce by comparing the current Human Resources with the necessary demanded HR in the future;
Job Profile	<ul style="list-style-type: none"> Design the necessary jobs accordingly following the job description (TDR’s) and the job specification (KSAO’s); Design the jobs according to Biovilla’s needs, not the capabilities or skills of the person hired;
Sourcing	<ul style="list-style-type: none"> Diversify the sourcing channels used for hiring, considering more external hires; Adapt the sourcing channels used to the ideal candidate’s preference, for example students and younger use online channels;
Selection	<ul style="list-style-type: none"> Built a formal selection process, with several stages, adequate to assess whether the candidate will be a good fit or not; Incorporate Biovilla’s sociocratic culture into the selection process, doing in-person on-site interviews, managing expectations;

For the suggested **administrator intern position**, a complete application of the guidelines for an effective recruitment process was conducted, serving as a proposal for Biovilla’s recruitment process, following the recommendations for the Recruitment and Selection Strategy.

In summary, the recommendations provided serve as a **stepping stone** for Biovilla’s Human Resources restructuring and associated future growth.

04

Conclusion & Implementation

- 4.1 Summary of the Recommendations
- 4.2 Implementation Plan
- 4.3 Conclusion



Following the recommendations proposed in the different human resources dimensions, the main takeaways are presented as a summary

Concluding the recommendations above explored, the **main takeaways** from each area are as follows:

- To make the organisational structure and the responsibilities' definition clear, **job descriptions** for the existing positions were written and it an **organigram** was suggested.
- To reach an **effective leadership strategy** during the organisation's growth, Biovilla should invest in leadership training that is aligned with the organisational culture.
- Regarding the **recruitment and selection strategy**, Biovilla should better prepare for tomorrow's workforce by understanding what their future Human Resources needs will be. Furthermore, Biovilla has to conduct a more formal recruitment process, with the construction of job profiles for new positions, a defined and diversified sourcing strategy and including culture into their selection process, as an introduction to Biovilla's environment to candidates.
- To improve the **onboarding experience**, Biovilla is recommended to define an onboarding strategy. It is suggested to create a formal plan that includes a timeline, goals, tasks and stakeholders, and to communicate and apply it consistently. To successfully help new employees acquire knowledge, skills and abilities, Biovilla first needs to clearly define the responsibilities of previous positions and all work processes should be written down.
- The main recommendations for the **communication management** section involve creating guidelines for the "meeting minutes" as well as a template to assess each digital IC tool. It is also recommended to discuss the Big-5 personality traits' team's results as a team-building exercise, in addition to focus on improving current utilisation of IC channels.
- To be effective, Biovilla should develop its **performance appraisal system** focusing on employee development. For that purpose, it is key that the objectives are clear, expectations are aligned and that feedback is given in a constructive way, leading to employee engagement.

A suggested implementation plan with clear recommendations will be presented.

An Implementation Plan is presented, describing an actionable plan of the tasks to perform and achieve the recommendations suggested, according to the timeframe

RECOMMENDATION	TASKS	TIMELINE		
		Short-term (within 1 month)	Medium-term (within 6 months)	Long-term (1 year or more)
Job Descriptions	<ul style="list-style-type: none"> Update Job Descriptions on contracts 			
Organigram	<ul style="list-style-type: none"> Display new organigram on website & internally 			
Leadership Strategy	<ul style="list-style-type: none"> Offer formal leadership training to Biovilla's management 			
Recruitment Strategy	<ul style="list-style-type: none"> Define the Administrator Internship Program Conduct Recruitment & Selection process 			
Onboarding	<ul style="list-style-type: none"> Define an onboarding strategy Create an onboarding plan Keep a written record of processes 			
Internal Communication	<ul style="list-style-type: none"> Create guidelines for the "meeting minutes" Improve current utilisation of channels Discuss the team's traits Create a template, and assess the digital tools 			
Performance Evaluation	<ul style="list-style-type: none"> Define individual and collective objectives Define Evaluation criteria and create an assessment form Take corrective actions and provide individual and team talent development 			

In this project, the current HR structure of Biovilla was analysed, identifying core problems and providing recommendations, considering the limitations encountered

Throughout the course of the work project, we have been able to thoroughly analyse the reasons behind the shortcomings and of Biovilla's current human resource structure. We looked at the company itself and the problems they encounter, and through various methodologies we examined the external and internal factors, concluding with an issue analysis and consequently relevant recommendations.

While we found the root causes to be the rapid business growth, the change in management, as well as Biovilla's strong corporate culture, the identified problems were organisational structure, staffing, internal communication, and performance management. In order to better advise on each of these topics, they were further developed on. Hereby, Biovilla should be able to have a better understanding of the width and depth of each area, and how to combat the arising problems.

This work project was concluded systematically to ensure correct understanding of the problems and thorough investigation of the situation. Nevertheless, it is necessary to consider the limitations encountered, such as the mentioned communication issues, time constraints, broadness of the research aims, lack of reliable data and subjectivity, in addition to how they might have affected the outcomes of the work project.

"Somos do tamanho
dos nossos sonhos"

our dreams"
o Pessoa

Thank you

It was a pleasure working with you!





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Appendix

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1. Benchmark - Interview Guide

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1. Organisational Structure

- How many employees do you have?
- How do you divide your organisational structure? Do you have an organigram?
- Do you have a person that is only in charge of HR, or is it the responsibility of a person with other responsibilities of the organisation?

2. Recruitment

- How is the process of understanding the need to hire someone, how do you plan for it?
- Which channels do you use to recruit candidates? Ex. LinkedIn, platforms, universities
- How is your selection process? Which stages does it have?

3. Culture

- How would you describe the culture in your organisation?
- How do you cultivate your culture?
- Do you have internal documents on your code of conduct?

4. Communication

- What communication channels do you use in your organisation?
- How is the communication done from top to bottom, bottom to top and across departments?

5. Performance Evaluation

- Do you have any formal process of performance evaluation? If so, how does it work?
- How is the feedback process?

6. Challenges

- What are the biggest challenges that you face in HR in your organisation?
- How do you plan on overcoming those challenges?

2.1 Job Analysis - Survey

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1. Current name of the position in Biovilla.
2. When did you start working in Biovilla in this position?
3. What did you do before this job?
4. Are you doing something besides Biovilla? Are you currently part of other projects/jobs?
5. What are the key responsibilities that you take care of on an operational/day-to-day level?
6. What are long-term responsibilities that your position entails?
7. What key qualifications are necessary to fulfil your position?
8. What personal capabilities/skills are beneficial/ useful in this role?
9. What personal capabilities/skills are beneficial/ useful in this role?
10. Are there any tools you use for your job? (Calculations, schedule, software)

2.2 Job Analysis - Interview Guide

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1. Orienting

As you know we are looking into the company structure to create more defined job positions.

- When did you start this position?
- What did you do before this job?
- Did you face any difficulties when facing the change into your position at Biovilla?
- Are you doing something besides Biovilla? Are you currently part of other projects/jobs?

2. Initial

Responsibilities and Duties (Job description)

First, we would like to understand the responsibilities, so:

- What are the key responsibilities that you take care of on an operational/day-to-day level? Describe a typical day in Biovilla.
- What are long-term responsibilities that your position entails?
- Could you describe some time-dependent tasks of your position? (Daily, weekly, monthly, etc.)
- Do your responsibilities change depending on the time of the week? Are you busier on one day?
- How do you collaborate with other team members?
- How do you see your position changing/growing in terms of the company's future?

2.2 Job Analysis - Interview Guide

[Go back to slide 13](#)

2. Initial

Qualification and skills (Job specification)

We would also like to learn more about what is necessary to be successful in this position.

- What key qualifications are necessary to fulfil your position?
- What personal capabilities/skills are beneficial/useful in this role? E.g., Adaptability

Salary and Benefit

We are looking to define the benefits of this position for the job holder, so:

- How do you hope and/or expect to grow while in this position?
- How do you personally benefit from the job? (What have you learned so far?)
- What are your thoughts on the current wage?

2.2 Job Analysis - Interview Guide

[Go back to slide 13](#)

3. Deeper

We are hoping to learn more about the personal impact of your job position.

- What motivates you to work at Biovillia?
- How do you think you are performing in terms of the expectations that there are for you?
- How satisfied are you with the current position? With Biovillia and their management?
- Is there anything you would change in the current structure/operations?
- How do you perceive the current team atmosphere at the workplace?
- How do you feel with the current company growth expectations?
- Are there any tools you use for your job? (Calculations, schedule, software)

4. Wrap up

We have almost concluded our questions, so before we go,

- Is there anything you believe is important for us to know, that we have not asked you about?
- Do you have any final thoughts/feelings on how this interview has been for you?

+ Specific questions for certain positions

2.3 Job Analysis – Workflow Survey

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The research aimed to investigate the work processes within Biovilla including the kind of operation, collaboration and personal relationship.

Click [here](#) to see the survey.

Comment: Risk of inadequate interpretation of the answers of Biovilla's employees due to missing data, unreliable information, translation errors.

1. What is your name?
2. What meetings do you have? With whom and how often? Please list only meetings that are with more than one colleague. (e.g., Status update, Team building, Performance)
3. Please tell us now about your professional relationship with each of your colleagues. We would like to know:
 1. Task (What do you do together?)
 2. Frequency (How often do you work together? How often do you talk to each other? Do you have regular meetings?)
 3. Areas for improvement (What would you improve about the cooperation?)

Patricia, Ana Pina, Alexandre, Mariana, Marta, Nuno Belchior, Jaqueline, Nuno Arez, Beatriz, Isilda, Josimeia, Ver participants, Volunteers, Cooperants

2.3 Job Analysis – Workflow Survey

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Column1	Patricia	Column2	Ana Pina	Column3	Alexandre	Column4	Mariana	Column5	Marta	Column6	Nuno B	Column7	Jaqueline
Main Stakeholder	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?
Patricia	Green - Intense collaboration Light green - Much collaboration Grey - no/ very rare cooperation		HRM & Strategy together, helps reporting of VER	3x per week	Gives orientation and support		Gives orientation and support for management of the area (incl. Finance, strategy)		Gives orientation and support (communicates events + needs every Monday)	Daily (+Monday meeting)	Gives orientation and support for outside area	Daily	Gives orientation and support on herbs area (sets goal + objectives)
Ana Pina					Define area goals and plan 2nd VER class	every 2 weeks	(organisation + focus) + include in preparation for VER (incl. Attendance)	every 2 weeks	Define area goals and plan 2nd VER class	every 2 weeks	Define area goals and plan 2nd VER class	every 2 weeks	Define area goals and plan 2nd VER class
Alexandre							Responsible for Tourism together, direct coworker	2x per week	Asks to cook to meet needs of tourism and events	Daily		Not often	Tourism + VER classes
Mariana									Help meal prep for weekends (+ grocery shopping)	1x per week	Coordinate sales of garden products	If necessary	Get support for retreats (cooking, cleaning, organizing) + mercadinho
Marta											Plan production of veg garden acc. To kitchen needs	1x per week	Gets support for kitchen + coordination of VER classes
Nuno B													VER classes
Jaqueline													
Nuno A													
Beatriz													
Isilda													
Josimeia													
VER participants													
Volunteers													
Cooperants													

2.3 Job Analysis – Workflow Survey

Go back to slide 33

Column1	Column8	Nuno A	Column9	Beatriz	Column10	Isilda	Column11	Josimeia	Column12	VER participants	Column13	Volunteers	Column14	Cooperants	Column15
Main Stakeholder	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?	What?	How often?
Patricia	Green - Intense collaboration	Finance	Irregular	Gives orientation and support	Daily	No	Occasionally	Gives orientation and support on logistics of house (guests needs and events)	Daily	Support		Gives orientation and support		Link btw Biovilla and cooperatns	
Ana Pi	Light green - Much collaboration	reporting for funds	Irregular	Communication of VER	Daily	No	Occasionally	Gets informed about logistics during VER process, operational tasks	1 - 2x per week	1st point of contact for questions	Constantly	No	No	Work depends on Barbara, Occasionally with Ines Besugo and Filipe Alves	
Alexandre	Daily	Finance	Occasionally		Rarely	Gets help with tourism	Often	Operational area of tourism (logistics and maintenace of house)	3 x per week	Teaches theoretical class + practical class	1x per week				
Mariana	Weekends	Ask to make transfers and receipts	If necessary	Gets help to communicate tourism promotions/ ideas and mercainho products	Occasionally	Gets help with cleaning	Often (not same working days)	Cook, serve, clean and entertain together	2x per week	Gets help for tourism	Summer	Gets help for Tourism		No	
Marta	Occasionally (Daily?)	No	No	Provides material on food for communication	If necessary	Gets help with kitchen	Daily	Gets help with everything	2x per week	Teaches theoretical class + practical class	1x per week	Gets help with everything	Daily	No	
Nuno B	Daily	No	No	Provides material on activities/events related to garden for communication	If necessary	Gets help with kitchen	Occasionally	No	No	Teaches theoretical class + practical class	1x per week				
Jaqueline	No	No	No	Provides material of area, VER classes	If necessary	Operational area of tourism	Daily	(housekeeping) + VER classes (Josi supports with Holistic health classes and tincture)	1x per week	Teaches theoretical class + practical class	1x per week	Operational area of tourism	Daily	No	random visits
Nuno A				No	No	No	No	No	No	No	No				
Beatriz						Gets help for communication	If necessary	No	No						
Isilda								Operational area of tourism together (housekeeping...)	Often (no shifts together)	?	Often	Accompanies when on duty together	Daily	No	No
Josimeia										and counselling, logistical support, workshops with themes related to holistic	Regularly	Coordinate tasks and present housekeeping procedures		No	No
VER participants															
Volunteers															
Cooperants															

2.3 Job Analysis – Workflow Survey – Meeting's schedule

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Kind	Purpose	Frequency	Participants
Team meeting	To discuss tasks for the week	Weekly (Monday)	Everyone
Team meeting	To coordinate the VER Program	Bi-weekly	Ana, Area coordinators
Team Retreat	To improve the work environment and enhance productivity	2 x per year	Everyone
Emotional Circle	To strengthen the team	Monthly	Everyone
Financial meeting	To coordinate finance and accounting	Monthly (+if necessary)	Patricia, Nuno Arez, Ana Pina
RD		Every 3 month	Management, Cooperants
Operational/ logistics meeting	To discuss business operations	If necessary	Team members (depending on subject)
General Assemblies	To discuss goals and align expectations	2 x per year	Management, Cooperants
Partners meetings		If necessary	Patricia, Ana pina, partner
Suppliers meeting		If necessary	Patricia, Area coordinators, supplier
Institutional meetings	To discuss cooperation	If necessary	Palmela municipality, Setubal municipality, Nova SBE, IPS, IEFP, Turismo de Portugal

2.4 Job Analysis – Typical day of tourism manager

Time	Task
9AM	Open door
	Prepare breakfast
9AM-10AM	Serve breakfast
	Clean kitchen (Marta arrives at 10AM to prepare lunch)
10AM-2PM	Administrative tasks (emails, reservations, payments, accounting)
	Serve lunch
	Go to supermarket
	Laundry service
	Post office
2PM-6PM	Break
6PM	Check in
7:30PM (8:30PM summer)	Serve dinner
9PM-10PM	Clean and close POS

3.1 Job Description - General Manager

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<p>Job summary (incl. role objective)</p>	<p>The General Manager is responsible for coordinating all areas of Biovilla and its employees and volunteers. He/she is also responsible for Public Relations and bureaucratic duties.</p>
<p>Job duties and responsibilities</p>	<p>Create and develop the strategic vision of Biovilla:</p> <ul style="list-style-type: none"> • Define the short and long term objectives of Biovilla; • Create the necessary conditions to achieve the defined goals; <p>Manage the Recruitment and talent development:</p> <ul style="list-style-type: none"> • Understand which personnel is missing and select the employees; • Onboard the new employees, explaining their responsibilities and tasks; • Provide the employees the necessary training to improve their work and its impact in Biovilla; <p>Establish new partnerships and maintain current ones:</p> <ul style="list-style-type: none"> • Establish partnerships with companies for possible sponsorships, of any kind; • Establish partnerships with Universities and other Education institutes for recruitment purposes; • Maintain the network created; <p>Overseeing daily operations</p> <ul style="list-style-type: none"> • Delegate tasks between the managers of each area; • Ensure an efficient communication and collaboration between departments;

3.1 Job Description - General Manager

Go back to slide 47

<p>Required qualification</p>	<p>Education and experience Degree/ Professional courses in Management/ Sustainable Tourism/ Hospitality/ Business Studies is not absolutely necessary but can be a valuable qualification; Experience in the Management/Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas is a plus; Experience in managing people and supervision;</p> <p>Soft skills People and resources management skills, creativity, strategic vision and communication skills;</p> <p>Hard Skills Language skills (English and Portuguese). Good working knowledge Word, Excel, Gmail, Calendar.</p>
<p>Preferred qualifications</p>	<p>Any additional language skills; Driver's licence is important, in order to visit partners when necessary;</p>
<p>Benefits</p>	<p>Lead a team with great spirit, motivated and passionate about the company's values and mission; Opportunity to learn from other employees on their specialised areas (ex: program VER areas); Opportunity to do workshops and training on necessary skills; Compensation: 1200€ provided by Biovilla; Working conditions: 5-day work-week.</p>

3.2 Job Description - Communication and Marketing Manager

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Job summary	Communication and Marketing Manager is responsible for bringing visibility to the Biovilla project, increase the flow of guests to tourism while there is a long-term awareness work through communication about regenerative practices. Moreover, the manager is responsible for the communication, content creation, and customer relationship management.
Job duties and responsibilities	<p>Create Biovilla's communication plan:</p> <ul style="list-style-type: none"> • Develop and fulfil communication strategy for Biovilla's news/events/programs; • Create a communication plan to increase efficiency and independence from top management; <p>Create and manage content for social media, website and Moodle:</p> <ul style="list-style-type: none"> • Creation and management of content for social networks, creation and management of website content, content management in Moodle; • In charge of photography and videography, as well as of the sound of events; <p>Manage customer relationships management:</p> <ul style="list-style-type: none"> • In charge of email communication with customers; • Collaboration with Tourism of Nature Coordinator regarding bookings and guest attraction strategies;
Required qualifications	<p>Education and experience Academic background in Communication or Marketing. Background and/or experience in Communication, Marketing and Social media management. Experience in web design;</p> <p>Soft skills Creativity, Critical eye and refined aesthetics, Critical thinking, Multi-tasking ability, Communication and analytical skills;</p> <p>Hard Skills Language skills (English and Portuguese). Social media management and some design skills are essential; Key to have good working knowledge In adobe XD, Word, Excel, Gmail, Calendar;</p>

3.2 Job Description - Communication and Marketing Manager

[Go back to slide 47](#)

Preferred qualifications	Any other additional language skills; Drivers license could be important, but not strictly necessary; Photography and videography experience is valued;
Benefits	Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: 800€ provided by COESO fund; Working conditions: 4-day work-week and option to work from home.

3.3 Job Description - Healthy Food and Food Transformation Coordinator

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<p>Job summary (incl. role objective)</p>	<p>The Healthy Food and Food Transformation Manager is responsible for providing healthy and nutritious meals to clients and the Biovilla team, as well as developing and capacitating the respective VER area.</p>
<p>Job duties and responsibilities</p>	<p>Essentially Biovilla's Chef:</p> <ul style="list-style-type: none"> • Provide daily meals; • Creating seasonal menus; • Providing meals for the retreats and events; • Preparing meals for when absent; <p>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Food transformation and healthy eating":</p> <ul style="list-style-type: none"> • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presencially, to VER participants; • Make all necessary materials available through Moodle platform to the participants.
<p>Required qualifications</p>	<p>Education and experience Professional formation/courses in cooking with a focus on healthy and nutritious meals; Some years of experience in cooking healthy and nutritious meals, also in cooking for larger groups of people;</p> <p>Soft skills Enjoying teaching and transmitting knowledge, creativity for menu creation, flexibility and ability to improvise, kitchen organisation, team oriented;</p> <p>Hard Skills Language skills (English and Portuguese), and technical cooking skills are essential; Key to have good working knowledge in Microsoft Office (Excel, Word), Computer skills, and Management skills;</p>

3.3 Job Description - Healthy Food and Food Transformation Coordinator

[Go back to slide 47](#)

Preferred qualifications	<p>Knowledge of food preservation; Any other additional language skills; Drivers license could be important, but not strictly necessary;</p>
Benefits Salary range	<p>Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Opportunity to create a repertoire of meals for Biovilla and its guests, as well as educate and have an impact on VER participants; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: €686 provided by VER; Working conditions: 4-day work week on site;</p>

3.4 Job Description - Vegetable Garden, Seeds and Indigenous Forest Coordinator

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Job summary (incl. role objective)	Vegetable Garden, Seeds and Indigenous Forest Manager is responsible for the organic garden, the forest, and generally the permaculture on Biovilla's land, as well as developing and capacitating the respective VER area.
Job duties and responsibilities	<p>Develop and maintain Biovilla's permaculture:</p> <ul style="list-style-type: none"> • Manage the vegetable garden and efficiently plan future planning on garden needs; • Create an efficient plan to work with the limited water supply; <p>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Vegetable Garden, Seeds and Indigenous Forest":</p> <ul style="list-style-type: none"> • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presential, to VER participants; • Make all necessary materials available through Moodle platform to the participants; <p>Provide general gardening and landscaping of the area:</p> <ul style="list-style-type: none"> • Manage indigenous flora, look after the compost, and make sure the areas for clients are in a good shape and well-taken care of;
Required qualifications	<p>Education and experience Academic formation/Training in organic farming, and experience in permaculture development; Few years experience in organic farming;</p> <p>Soft skills Ability to work in a structured manner and plan ahead. Rational thinking for planning;</p> <p>Hard Skills Language skills (English and Portuguese), and social media and some design skills are essential; Farming management skills.</p>

3.4 Job Description - Vegetable Garden, Seeds and Indigenous Forest Coordinator

[Go back to slide 47](#)

Preferred qualifications	Permaculture knowledge of Serra da Arrábida; Any other additional language skills; Drivers license could be important, but not strictly necessary;
Benefits	Opportunity to grow the organic garden for Biovilla and its guests, as well as educate and have an impact on VER participants; Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Part of a driven team with a great purpose, which are able to educate one in various other topics; Homemade meals on a vegetarian/vegan diet; Compensation: €922 from VER; Working conditions: 4-day work week on site;

3.5 Job Description - Tourism of Nature Coordinator

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Job summary (incl. role objective)	The Tourism of Nature Coordinator is responsible for the operational tasks and the strategic development of the Tourism of Nature area at Biovilla. Moreover, is responsible for the VER program in the area of "Agrotourism/ Tourism of Nature".
Job duties and responsibilities	<p>Coordinate, manage and assure all operational activities of the area of Tourism of Nature:</p> <ul style="list-style-type: none"> • Delegate daily tasks within team of Tourism of Nature and volunteers/trainees; • Execute operational tasks within the tourism area at Biovilla such as the preparation/serving of breakfast, support in the cleaning of facilities (rooms, bathroom, kitchen, pool), conduct check-in and check-out processes; • Perform errands outside Biovilla within Tourism area such as taking care of laundry, going to the post office, acquisition of supplies and other deemed necessary; • Conduct back-office management such as emails and manage reservations; <p>Develop and implement strategies for growth in the business area of Tourism of Nature:</p> <ul style="list-style-type: none"> • Develop a Business Plan of the Tourism of Nature business area, formulating strategies for future growth and an action plan, which should be presented and discussed with Management; • Program external initiatives within the area of Tourism, such as tourism fairs, including developing a calendar and logistics of such events; • Implement methods for improving workflow and productivity in the Tourism of Nature area; <p>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Agrotourism/ Tourism of Nature":</p> <ul style="list-style-type: none"> • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presencially, to VER participants; • Make all necessary materials available through Moodle platform to the participants;

3.5 Job Description - Tourism of Nature Coordinator

[Go back to slide 47](#)

<p>Required qualification</p>	<p>Education and experience Degree/ Professional courses in Tourism/ Sustainable Tourism/ Hospitality/ Management/ Business Studies is not absolutely necessary, but can be a valuable qualification; Experience in the Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas; Experience in managing people and supervision;</p> <p>Soft skills Leadership, Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills.</p> <p>Hard Skills Language skills (English and Portuguese are essential), good working knowledge in Microsoft Office (Excel, Word), Computer skills, Management skills.</p>
<p>Preferred qualifications</p>	<p>Drivers license could be important, but not strictly necessary; Any other additional language skills;</p>
<p>Benefits</p>	<p>Close collaboration with General Coordinator and Social Mission and Program VER Coordinator; Opportunity to improve knowledge on tourism area; Integration in a purposeful project and team with a clear social mission; Homemade meals on a vegetarian/vegan diet; Compensation: €1000 provided by COESO fund; Working conditions: 5-day work-week on site;</p>

3.6 Job Description - Tourism of Nature Manager

Go back to slide 47

Job summary (incl. role objective)	<p>The Tourism of Nature Manager is responsible for assuring and supporting the operational activities and strategic development of the area of Tourism of Nature area at Biovilla, supporting the coordinator. Moreover, is responsible for supporting the VER program in the area of "Agrotourism/ Tourism of Nature". The development and management of the "Mercadinho" is also one of their responsibilities.</p>
Job duties and responsibilities	<p>Assure all operational activities of the area of Tourism of Nature:</p> <ul style="list-style-type: none"> • Delegate daily tasks to volunteers/trainees in the area of Tourism of Nature; • Execute operational tasks within the tourism area at Biovilla such as the preparation/serving of breakfast, support in the cleaning of facilities (rooms, bathroom, kitchen, pool), conduct check-in and check-out processes; • Perform errands outside Biovilla within Tourism area such as taking care of laundry, going to the post office, acquisition of supplies and other deemed necessary; • Conduct back-office management such as emails, manage reservations, benchmarking of competitors and manage Biovilla's online presence, such as campaigns on Instagram; <p>Support the development and implementation of growth strategies for the business area of Tourism of Nature:</p> <ul style="list-style-type: none"> • Support the development of a Business Plan of the Tourism of Nature business area, with strategies for future growth and an action plan; <p>Support the coordination of VER Program in the area of "Agrotourism/ Tourism of Nature":</p> <ul style="list-style-type: none"> • Assist in the preparation, development and delivery of VER program classes to the participants in the area of "Agrotourism/ Tourism of Nature", under the supervision of the Tourism of Nature Coordinator; <p>Develop, implement and manage the area of "Mercadinho Bio":</p> <ul style="list-style-type: none"> • Responsible for developing and implement online and offline strategies to leverage the business area of Mercadinho Bio (Little Bio Market), regarding invoicing, as well as increase of the supply of range of products and reach of potential consumers; • Organise and manage all logistic needs inherent to Mercadinho Bio, online and offline;

3.6 Job Description - Tourism of Nature Manager

Go back to slide 47

<p>Required qualification</p>	<p>Education and experience Degree/ Professional courses in Tourism/ Sustainable Tourism/ Hospitality/ Management/ Business Studies is not necessary, but can be a valuable qualification; Experience in the Tourism/ Sustainable Tourism/ Hospitality/ Customer Service areas; Experience in Sales management;</p> <p>Soft skills Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills;</p> <p>Hard Skills Language skills (English and Portuguese are essential), good working knowledge in Microsoft Office (Excel, Word), Computer skills, Management skills.</p>
<p>Preferred qualifications</p>	<p>Any other additional language skills; Drivers license could be important, but not strictly necessary;</p>
<p>Benefits</p>	<p>Opportunity to improve knowledge on tourism area and in sales/business management Integration in a purposeful project and team with a clear social mission Homemade meals on a vegetarian/vegan diet Compensation: €686 from VER Working conditions: 3.5 day work week on site</p>

3.7 Job Description - Medicinal Herbs and Natural Cosmetics Coordinator

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Job summary (incl. role objective)	The Medicinal Herbs and Natural Cosmetics Manager has the responsibility of oversight of the whole process regarding Medicinal Herbs, from plantation to the packaging of the final product. Moreover, he/she is also responsible for coordinate this area in the VER Program.
Job duties and responsibilities	<p>Develop, implement and manage all operational activities of the area of Aromatic and Medicinal Herbs:</p> <ul style="list-style-type: none"> • Plan, develop and produce a "Biovilla"s range of products of natural cosmetic and essential oils, upon water conditions; • Manage maintenance needs throughout aromatic and medicinal herbs cycle, such as watering and dehydration; • Prepare, package and label all products to be sold at "Mercadinho". <p>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Medicinal Herbs and Natural Cosmetic":</p> <ul style="list-style-type: none"> • Prepare classes for VER Program, taking into consideration the established syllabus; • Deliver the classes, whether online or presentially, to VER participants; • Make all necessary materials available through Moodle platform to the participants.

3.7 Job Description - Medicinal Herbs and Natural Cosmetics Coordinator

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<p>Required qualification</p>	<p>Education and experience Academic formation/ Training in Medicinal and Aromatic Herbs; Experience in cultivating and dehydration of Medicinal and Aromatic Herbs;</p> <p>Soft skills Resilience, adaptability, decision-making, willingness to learn, communication skills;</p> <p>Hard Skills Technical skills.</p>
<p>Preferred qualifications</p>	<p>Any other additional language skills;</p>
<p>Benefits</p>	<p>Integration in a purposeful project and team with a clear social mission; Homemade meals on a vegetarian/vegan diet; Accommodation on site; Compensation: €686 from VER; Working conditions: 4-day work week on site.</p>

3.8 Job Description - Head of Volunteers and Maintenance

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Job summary (incl. role objective)	The Head of Volunteers and Maintenance is in charge of coordinating the volunteers and of the maintenance of spaces at Biovilla.
Job duties and responsibilities	<p>Coordination of volunteers:</p> <ul style="list-style-type: none"> Responsible for guiding, supporting and training the volunteers, explaining the tasks, routines and processes at Biovilla; <p>Maintenance of spaces and facilities:</p> <ul style="list-style-type: none"> Responsible for cleaning and organising the structure of the facilities at Biovilla, such as pool, rooms, kitchen; Identify and manage all maintenance needs at Biovilla spaces, such as machinery;
Required qualification	<p>Education and experience No specific education required. No specific experience is required.</p> <p>Soft skills Resilience, adaptability, willingness to learn, communication skills;</p> <p>Hard skills Technical skills, Maintenance skills;</p>
Preferred qualifications	None required;
Benefits	<p>Integration in a purposeful project and team with a clear social mission;</p> <p>Homemade meals on a vegetarian/vegan diet;</p> <p>Accommodation on-site;</p> <p>Compensation: €200;</p> <p>Working conditions: 4-day work week.</p>

4.1 Recruitment Strategy - Internships ATIVAR.PT by IIEFP

EM QUE CONSISTE

Estágios com a duração de 9 meses, não prorrogáveis, tendo em vista promover a inserção de jovens no mercado de trabalho ou a reconversão profissional de desempregados.

Notas:

- (i) Considera-se estágio o desenvolvimento de uma experiência prática em contexto de trabalho, que não pode consistir na ocupação de posto de trabalho.
- (ii) Não são abrangidos por esta Medida os estágios curriculares de quaisquer cursos ou estágios cujo plano requeira perfil de formação e competências nas áreas da medicina e da enfermagem.
- (iii) Podem ser abrangidos os estágios para acesso a profissões reguladas, sem prejuízo de decisões próprias das Associações Públicas Profissionais.
- (iv) Os estágios que tenham como destinatários pessoa com deficiência e incapacidade; pessoa que integre família monoparental; pessoa cujo cônjuge ou pessoa com quem viva em união de facto se encontre igualmente inscrito como desempregado no IIEFP; vítima de violência doméstica; refugiado; ex-recluso ou que cumpra/tenha cumprido penas ou medidas judiciais não privativas de liberdade; toxicod dependente em processo de recuperação; pessoas em situação de sem-abrigo; pessoa a quem tenha sido reconhecido o Estatuto de Cuidador Informal e que tenha prestado cuidados enquanto cuidador informal principal, têm a duração de 12 meses, não prorrogáveis.
- (v) Os estágios promovidos por entidades abrangidas pelo regime especial, reconhecido pelo IIEFP, como de interesse estratégico para a economia nacional ou de determinada região podem ter a duração de 6, 9 ou 12 meses.

OBJETIVOS

- Complementar e desenvolver as competências dos desempregados, nomeadamente dos jovens, de forma a melhorar o seu perfil de empregabilidade, através de experiência prática em contexto de trabalho;
- Apoiar a transição entre o sistema de qualificações e o mercado de trabalho, nomeadamente, promovendo a inserção na vida ativa dos jovens com níveis adequados de qualificação;
- Promover o conhecimento sobre novas formações e competências junto das empresas e promover a criação de emprego em novas áreas;
- Apoiar a melhoria das qualificações e a reconversão da estrutura produtiva.

Definition of the ATIVAR.PT program and Objectives ("IIEFP - Estágios ATIVAR.PT" 2021)

DESTINATÁRIOS

Desempregados inscritos nos serviços de emprego que reúnam uma das seguintes condições:

- Jovens com idade igual ou superior a 18 anos e menor ou igual a 30 anos, com uma qualificação de nível 3, 4, 5, 6, 7 ou 8 do Quadro Nacional de Qualificações (QNQ);
- Pessoas com idade superior a 30 e menor ou igual a 45 anos, que se encontrem desempregadas há mais de 12 meses, desde que tenham obtido há menos de três anos uma qualificação de nível 3, 4, 5, 6, 7 ou 8 do QNQ ou se encontrem inscritas em Centro Qualifica, no caso de terem uma qualificação de nível 2 ou 3 do QNQ;
- Pessoas com idade superior a 45 anos que se encontrem desempregadas há mais de 12 meses, detentoras de uma qualificação de nível 2 ou 3 do QNQ que se encontrem inscritas em Centro Qualifica, ou de nível 4, 5, 6, 7 ou 8 do QNQ;
- Pessoas com deficiência e incapacidade;
- Pessoas que integrem família monoparental;
- Pessoas cujos cônjuges ou pessoas com quem vivam em união de facto se encontrem igualmente inscritos como desempregados no IIEFP;
- Vítimas de violência doméstica;
- Refugiados;
- Ex-reclusos e aqueles que cumpram ou tenham cumprido penas ou medidas judiciais não privativas de liberdade e estejam em condições de se inserirem na vida ativa;
- Toxicod dependentes em processo de recuperação;
- Pessoas que tenham prestado serviço efetivo nas Forças Armadas que se encontrem nas condições previstas no n.º 2 do artigo 22.º do Decreto-Lei n.º 76/2018, de 11 de outubro;
- Pessoas em situação de sem-abrigo;
- Pessoas a quem tenha sido reconhecido o Estatuto de Cuidador Informal e que tenham prestado cuidados enquanto cuidador informal principal;

DESTINATÁRIOS (Cont.)

- Pertencam a outro público específico a definir em regulamentação própria ou por despacho do membro do Governo responsável pela área do emprego, em função das prioridades da política pública, nomeadamente desempregado inscrito que seja membro do agregado familiar de destinatário apoiado na medida Emprego Interior MAIS — Mobilidade Apoiada para Um Interior Sustentável (Portaria n.º 174/2020, de 17 de julho).

Para candidaturas apresentadas até 30 de dezembro de 2021, são ainda elegíveis os desempregados inscritos nos serviços de emprego que reúnam uma das seguintes condições:

- Pessoas com idade igual ou superior a 18 anos e menor ou igual a 35 anos, detentoras de uma qualificação de nível 3, 4, 5, 6, 7 ou 8 do QNQ;
- Pessoas com idade superior a 35 e menor ou igual a 45 anos, que se encontrem desempregadas há pelo menos seis meses, desde que tenham obtido há menos de três anos uma qualificação de nível 3, 4, 5, 6, 7 ou 8 do QNQ, ou se encontrem inscritas em Centro Qualifica, no caso de terem uma qualificação de nível 2 ou 3 do QNQ;
- Pessoas com idade superior a 45 anos, que se encontrem desempregadas há mais de seis meses, detentoras de qualificação de nível 2 ou 3 do QNQ que se encontrem inscritas em Centro Qualifica, ou de nível 4, 5, 6, 7 ou 8 do QNQ.

Notas:

(i) São equiparadas a desempregados, as pessoas inscritas no IIEFP como trabalhadores com contrato de trabalho suspenso com fundamento no não pagamento pontual da retribuição.

(ii) Os destinatários que tenham frequentado um estágio profissional financiado, total ou parcialmente, pelo Estado português, só podem frequentar um novo estágio ao abrigo desta medida caso tenham, após o início do anterior estágio, obtido um novo nível de qualificação nos termos do QNQ ou uma qualificação em área diferente na qual o novo estágio se enquadra. A frequência de um segundo estágio só pode ocorrer 12 meses após a conclusão do estágio anterior.

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Eligible candidates ("IIEFP - Estágios ATIVAR.PT" 2021)