



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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In cooperation with Biovilla Sustentabilidade and the Social Leapfrog Program  
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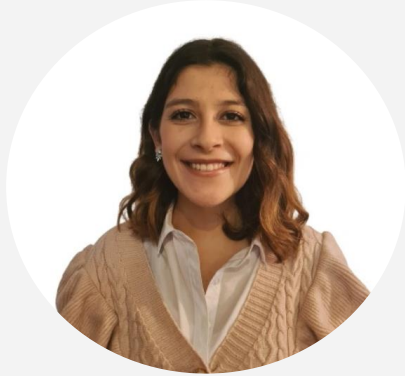
# Abstract

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

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## 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.

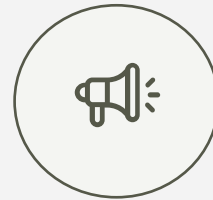
(Biovilla 2021a)



2012

## First challenges

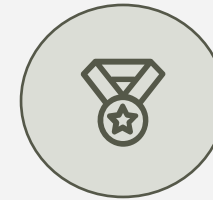
After receiving the construction certificate, Biovilla **loses a large amount of their funding due to the crisis**. Biovilla becomes one of the first to receive **Community Bonds**.



2014

## Official inauguration

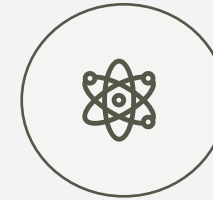
With the **finished construction**, Biovilla finally opens their doors. Banco Montepio publicly recognises their effort in **impact entrepreneurship** and **social innovation**.



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

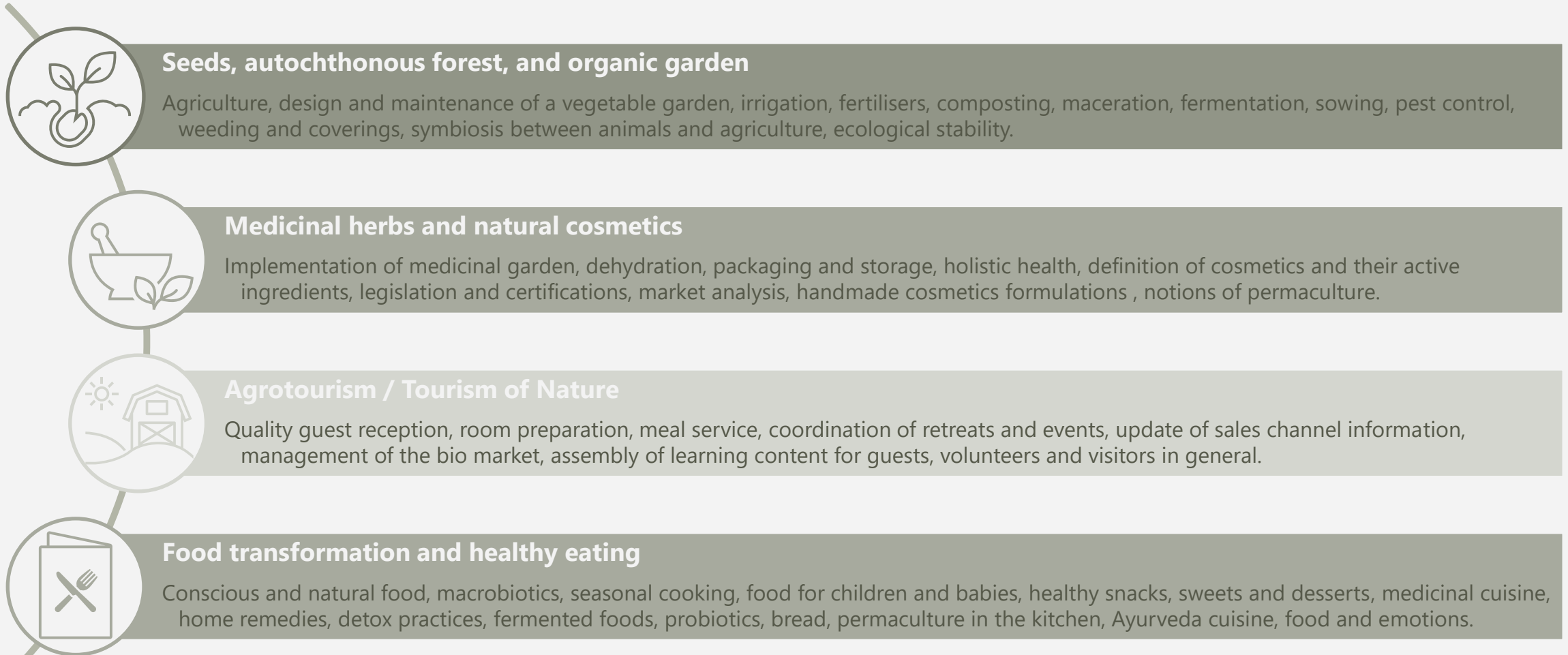
2. Medicinal herbs and natural cosmetic

3. Agrotourism / Tourism of Nature

4. Food transformation and healthy eating



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



(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

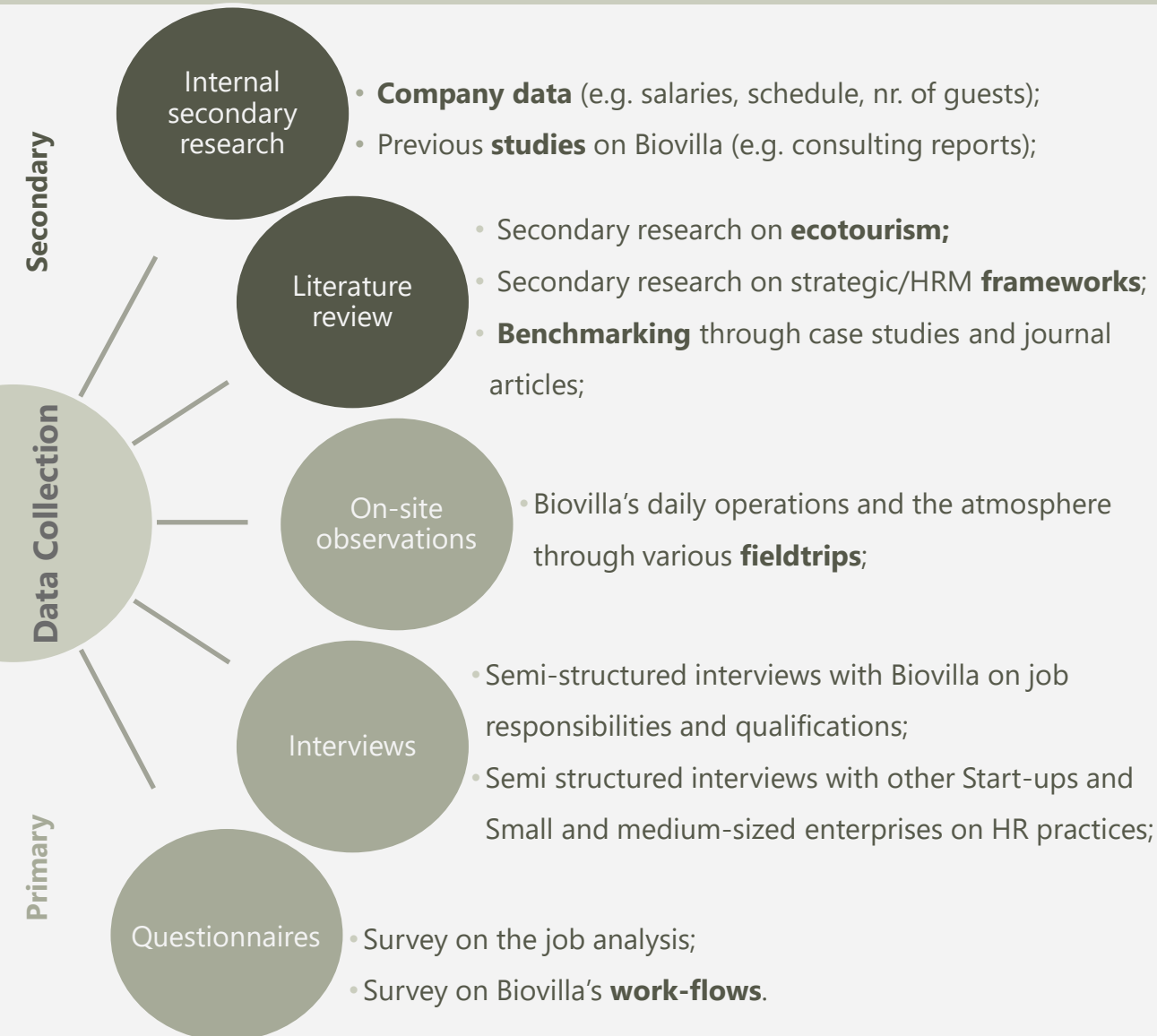
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Biovilla has experienced an intense growth in their business development. With the beginning of the VER program in 2021, there was a need to hire 6 more employees full-time, combining in a transformation in the human resources (HR) structure of the 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?*

**Data Analysis**

**Qualitative Research**

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.

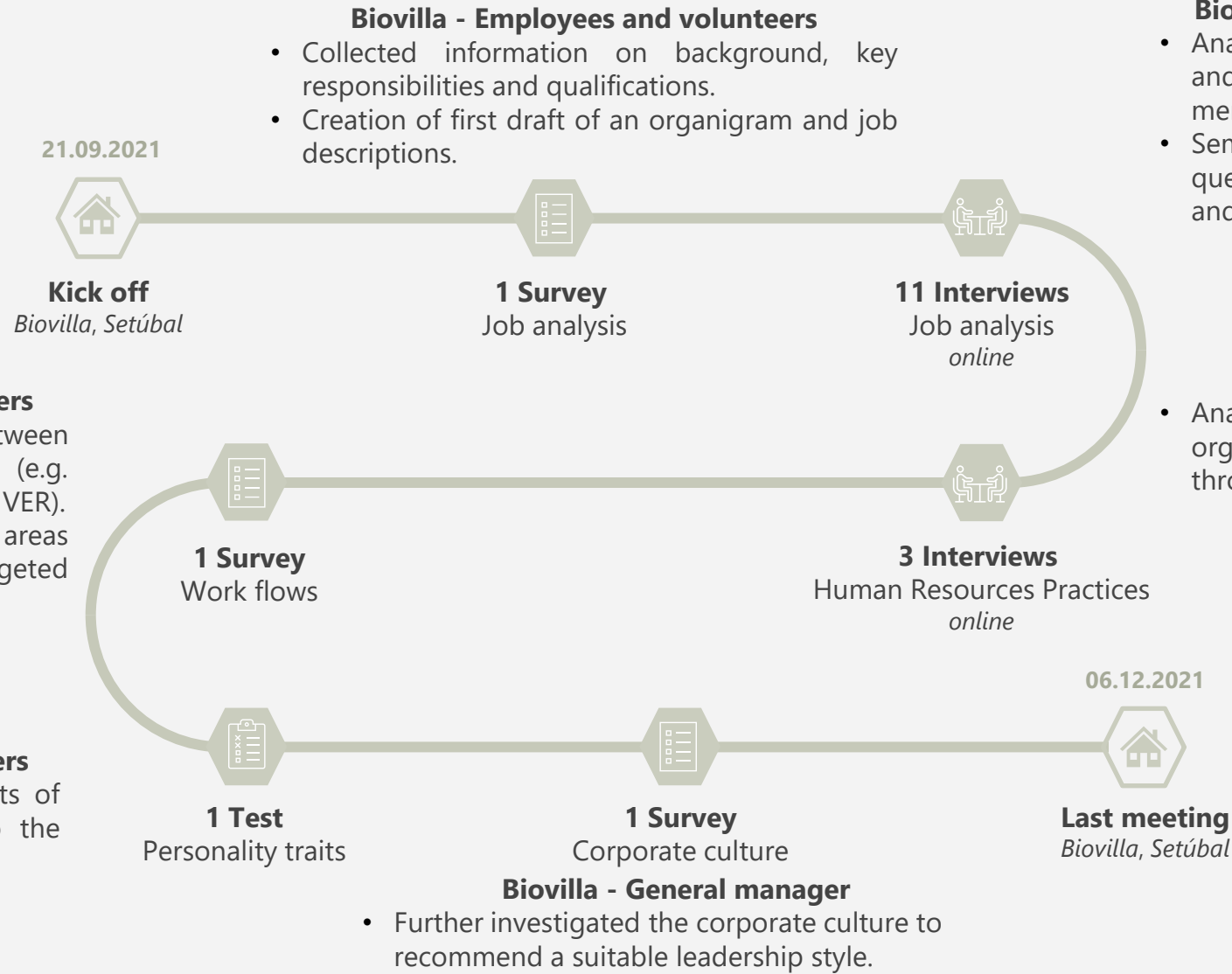
- Biovilla - Employees and volunteers**
- Analysed different personality traits of the team members according to the Big-5 personality traits.

- 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.

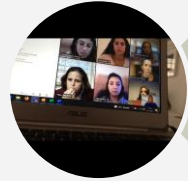
- Biovilla – General manager**
- Observed team during weekly team meeting and work.
  - Discussed findings and recommendations with general manager.



# 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



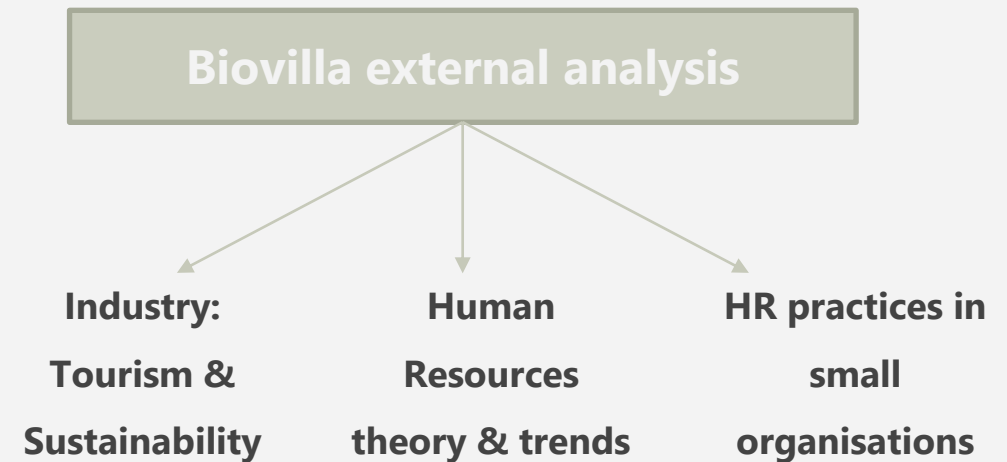
An external analysis is fundamental to understand how Biovilla can develop their human resources according to the industry developments and HR trends

## 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)

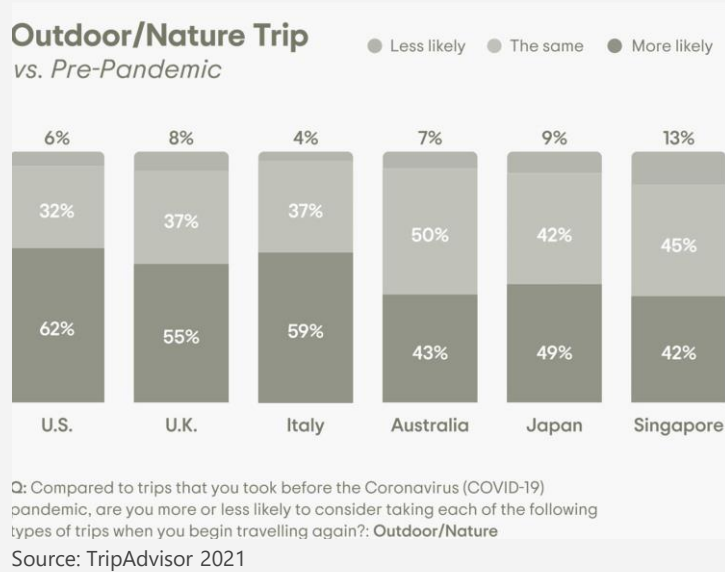
### Challenges

- 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).

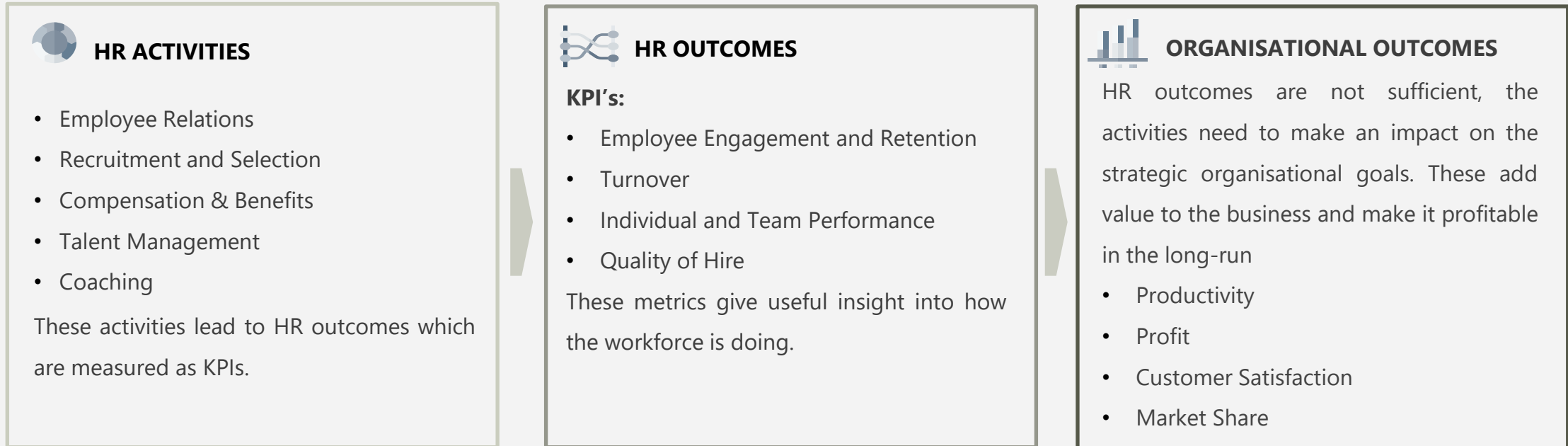
Strategic HRM practices impact both individual and organisational performance. **Talent management and development** leads to **employee engagement**, enhancing **commitment** and willingness to make extra effort to achieve superior performance (Ramlall and Melton 2018).

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

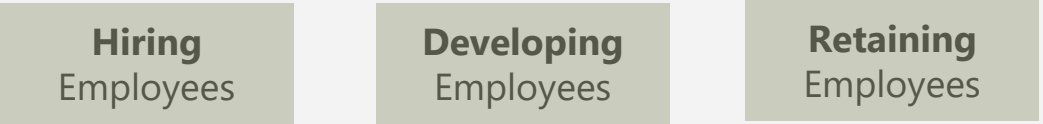
## Start-ups and Small and Medium Businesses



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:



## 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:**



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

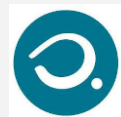
The **general management** is in charge of HR, there is not an HR department.

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:



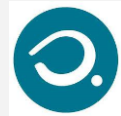
### Recruitment Process

- 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.

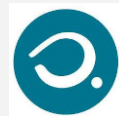
Document sharing

- Google Drive;
- Cemapa network.

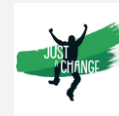
- Google Drive (some more sensitive information is not accessible for everyone).

- 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.

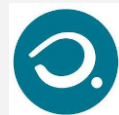
### Other Benefits

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

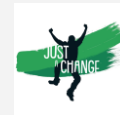
- 2 day per week remote work;
- Schedule freedom and autonomy.

- 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



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## Challenges

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.

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.

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.

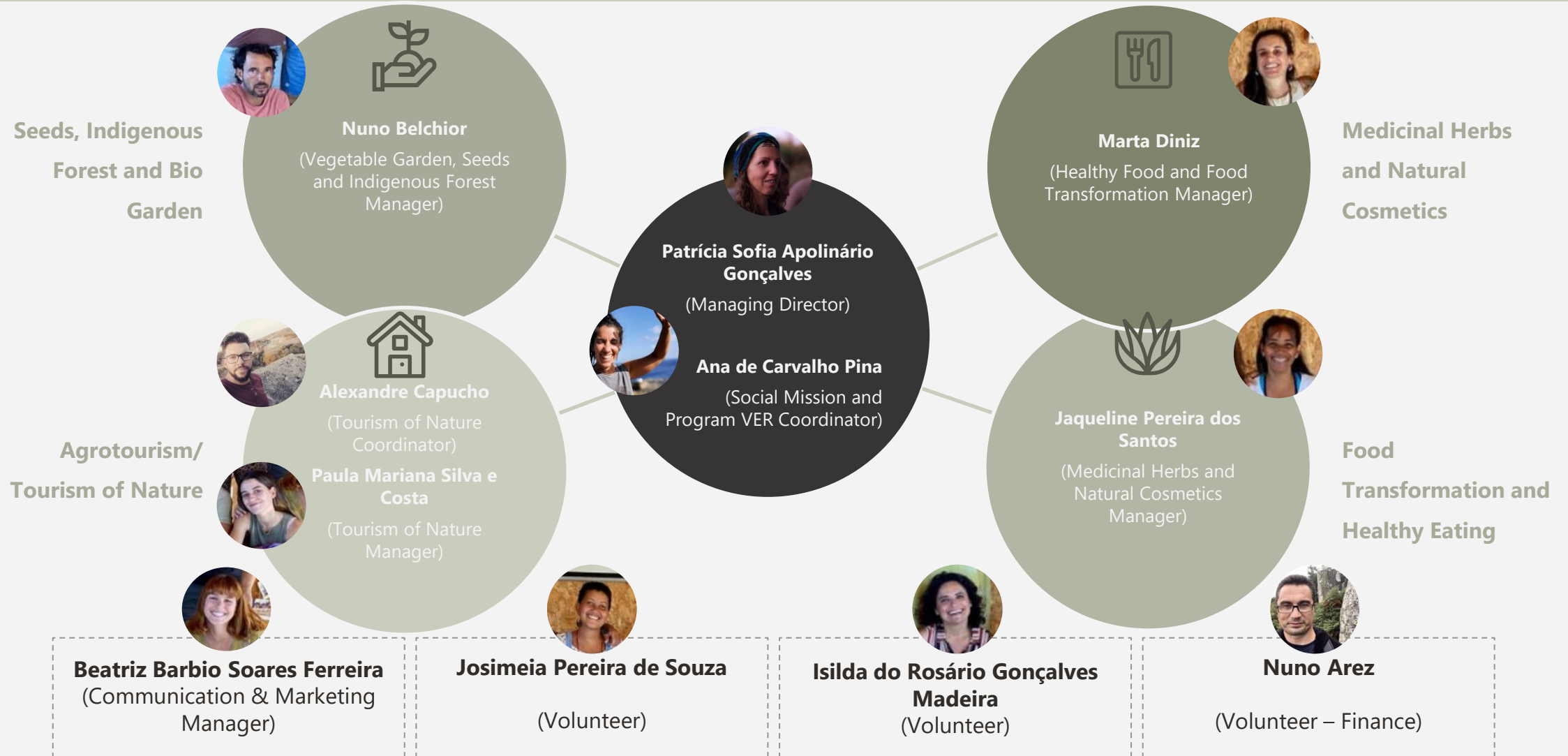
<b>Corporate Culture</b>	NGOs have a <b>strong corporate culture</b> and employees identify themselves with the organisations' value and <b>sense of purpose</b> .
<b>Human Resources Structure</b>	NGOs account for both <b>paid-workers</b> and <b>volunteers</b> . However, many NGOs report having <b>insufficient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

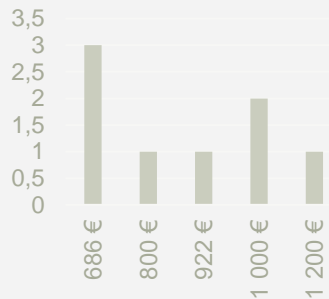
**2**  
Nationalities  
6 Portuguese, 2 Brazilian

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

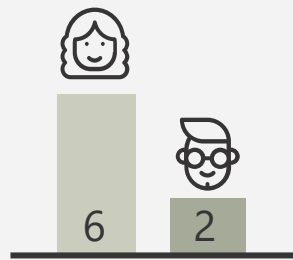
### Volunteering

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**



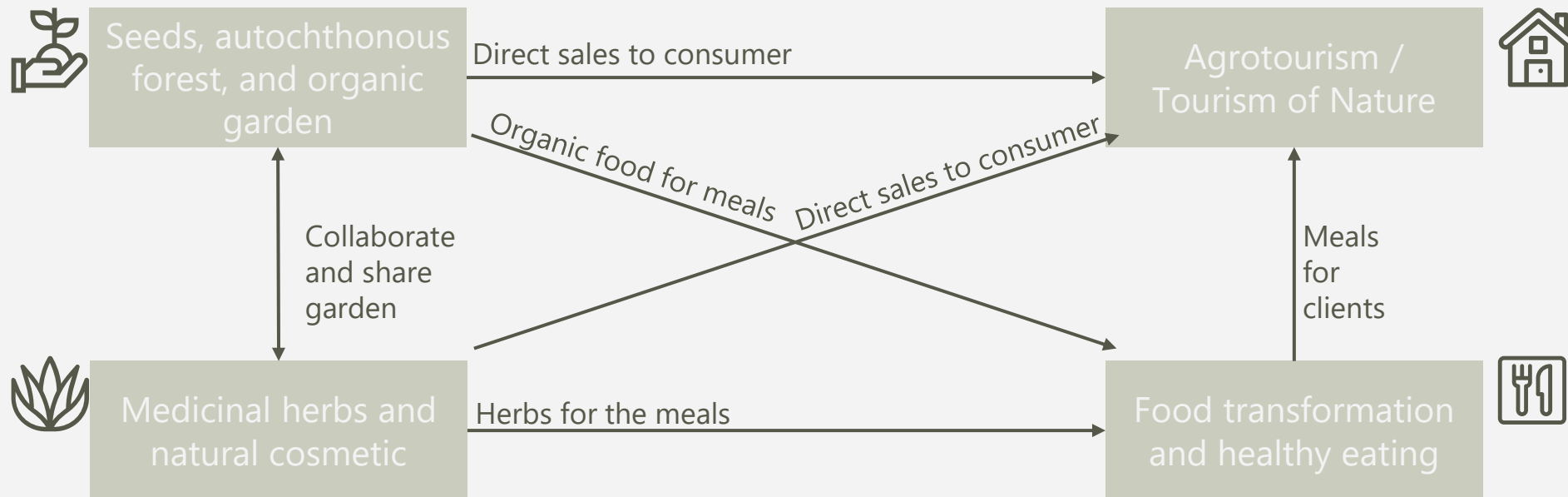
**Employees**

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)

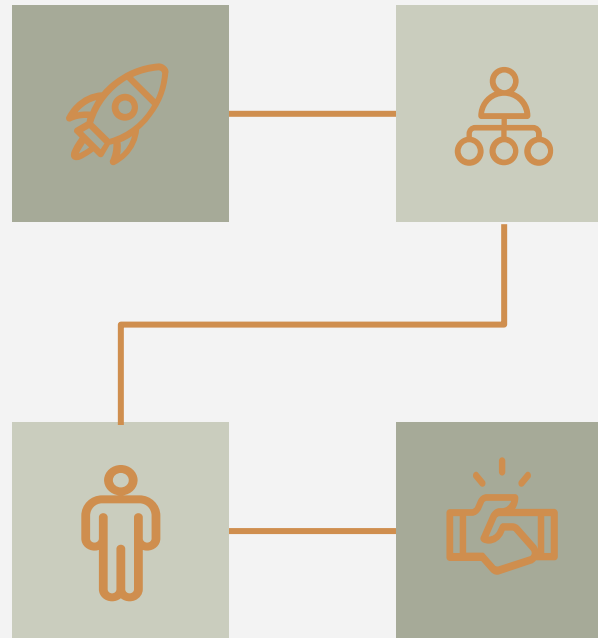
# HR management is gaining importance as Biovilla grows and is becoming one of the main business challenges

## 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

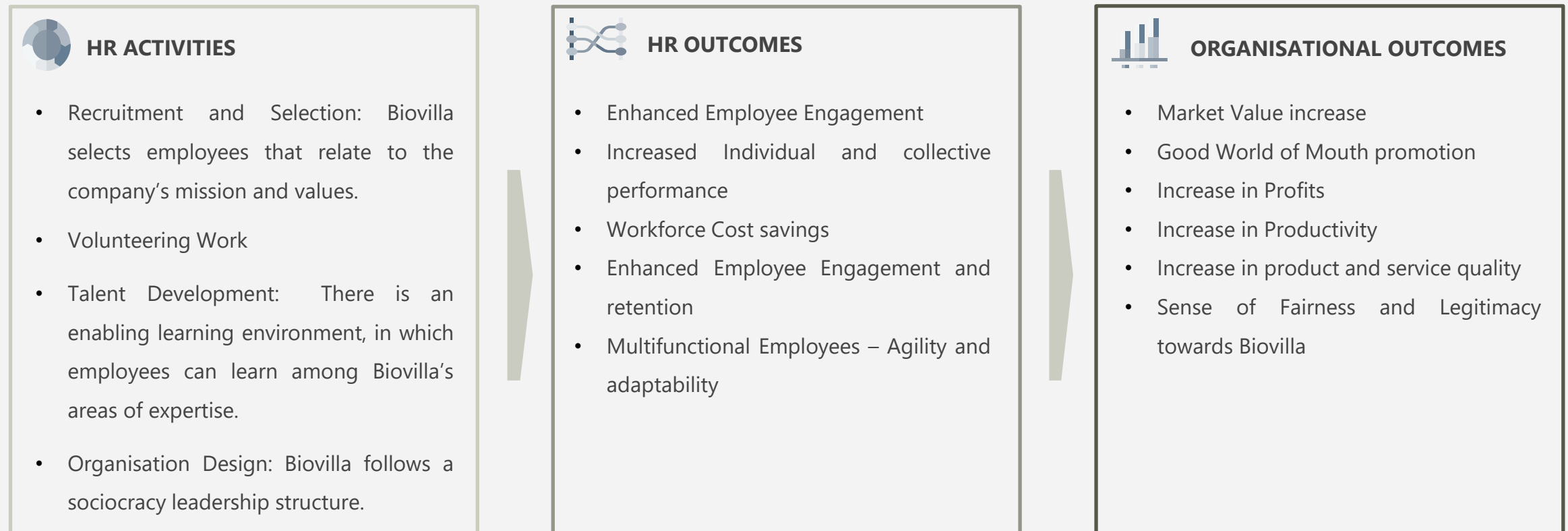
Biovilla is in the expansion phase between the start-up and the maturity phase (Salamzadeh and Kesaim 2015). In a fast-growing company, the culture often changes with it. Biovilla needs to be aware of the culture and may need to take measures to preserve the unique culture but still allow for change.

## 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.

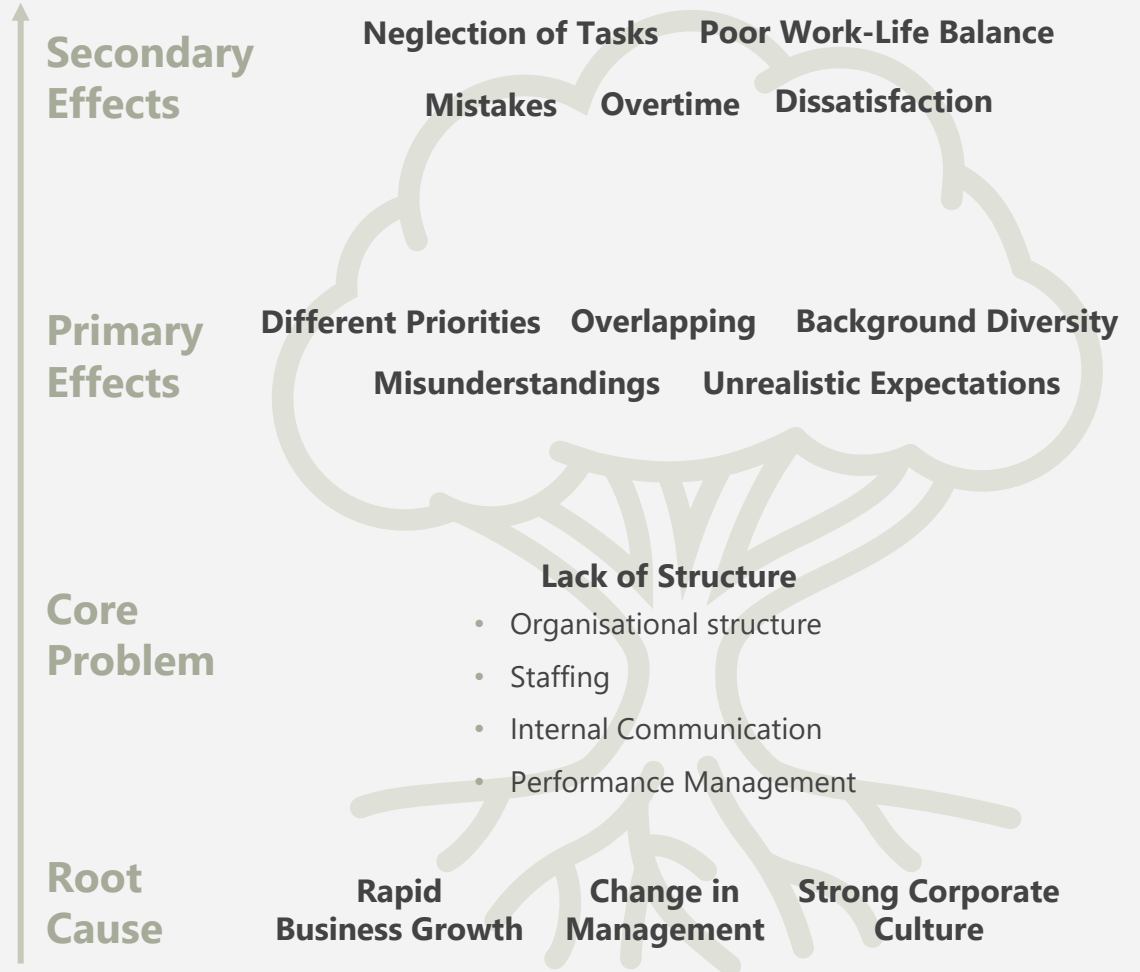
#### Weaknesses + Threats

(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

Secondary Effects  
Primary Effects  
Core Problem  
Root Cause

**Mistakes**  
As information is sometimes not passed on and tasks are not clearly distributed, mistakes can sometimes happen. Biovilla relies very much on flexibility and problem solving.

**Neglection of Tasks**  
Due to a large number of tasks and high time pressure, some tasks cannot be completed. Day-to-day operations are often prioritised, so strategic planning is often neglected. This mainly concerns the administrative tasks.

**Overtime**  
To get the job done, most people work more than is specified in the contract. Additionally, employees are expected to help out in other areas if needed. Since the volunteers live there, they tend to work more.

**Poor Work-Life Balance**  
It is difficult to balance professional life with private life. The working conditions, including the strong sense of community and the high level of commitment, do not allow for much free time.

**Dissatisfaction**  
For many employees, Biovilla is a big change from previous employers. Many are only now feeling the fulfilment but are still inexperienced with the way of working and are completely exhausted, which is a danger in the long run.

**Different Priorities**  
Since responsibilities are not clearly defined, departmental goals are not in line with corporate goals and Biovilla gives individuals a lot of freedom, there is often a conflict between the pursuit of personal and corporate, long-term goals.

**Misunderstandings**  
Lack of internal communication and standardised feedback processes, can lead to regular information deficits and misunderstandings. The lack of transparency does not greatly improve the lack of standardised onboarding.

**Overlapping**  
There are often situations where more than one person feels responsible for the same activity because roles and responsibilities are unclear.

**Unrealistic Expectations**  
The imminent end of debt financing puts pressure on the management. As a result, the board has partly unrealistic expectations of its employees. The rapid growth and the expected unlimited commitment lead to a high workload.

**Background Diversity**  
Since the employees have approached Biovilla themselves, a recruitment strategy was not yet necessary. As a result, the current employees are quite similar in terms of specialisation, in line with the motto "learning by doing".

**Organisational Structure**  
There is no system that specifies how certain activities, including roles and responsibilities, are aligned to achieve the corporate goals. The flow of information between levels in Biovilla's decentralised structure can be greatly improved.

**Staffing**  
There is no strategy for talent acquisition, workforce planning, job design, recruitment and onboarding. So far, the founders have been firmly involved in the process, however it becomes unsustainable with the growth of the organisation.

**Lack of Structure**  
Missing management know-how led to a lack of strategic and operational planning in Human Resources. At the same time, the business is hampered by a lack of internal communication.

**Internal Communication**  
Despite sociocratic structures, there is little communication between the different departments and top down. This is partly due to a lack of communication channels, feedback and meeting structures and a high workload.

**Performance Management**  
Employees' activities are not aligned with the company's goals. Specific outcomes for job performance and measurable performance-related expectations are not defined. Furthermore, there are no job-related development plans.



**Rapid Business Growth**  
Biovilla's turnover increased from €50k in 2017 to €82k in 2019, 6 new employees were hired. The company is externally funded and supported by several stakeholders. Biovilla has grown faster than its organisational structures allowed.

**Change in Management**  
Biovilla was managed until the end of 2020 by one of the founders, who therefore had a special connection to the company. The new managing director was a coordinator at Biovilla for three years and has little management experience.

**Strong Corporate Culture**  
The corporate culture is unique and an important part of the company. Employees are expected to be extremely dedicated and passionate, to contribute to Biovilla's goals through their performance and to fit in as part of the family.

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

# 03

## Recommendations

- 3.1 Job Descriptions
- 3.2 Organigram
- 3.3 Leadership Strategy
- 3.4 Recruitment Strategy
- 3.5 Onboarding Strategy
- 3.6 Communication Management
- 3.7 Performance Evaluation



# 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:

<b>Job descriptions</b>	<ul style="list-style-type: none"> <li>• The development of job descriptions for all current positions at Biovilla and proposal of guidelines to construct new ones for future positions.</li> </ul>
<b>Organigram</b>	<ul style="list-style-type: none"> <li>• The creation of an proposal organisational chart of Biovilla, showing the current organisational structure and the relationships between the individual positions.</li> </ul>
<b>Improve leadership Strategy</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Redefine recruitment Strategy</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Develop employee onboarding system</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Improve internal Communication</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Define a performance evaluation system</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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

<b>Job title</b>	Describe level of responsibility and role (not vague, but not very specific).
<b>Job summary (incl. role objective)</b>	1-3 paragraphs about key responsibilities, functions, education and experience. Why is the company hiring for this position?
<b>Job duties and responsibilities</b>	3-5 key accountabilitites, 2-3 consise duty statements each (begin with action verb).
<b>Required qualifications</b>	Education and experience Hard skills Soft skills
<b>Preferred qualifications</b>	Would be a plus but are not essential (education, experience, knowledge, skills and abilities).
<b>Benefits</b>	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><b>Coordination of Biovilla's learning projects, in particular Program VER:</b></p> <ul style="list-style-type: none"> <li>• Responsible on HR management of VER;</li> <li>• Responsible for communication of VER (press release, webpage, review online platform);</li> </ul> <p><b>Coordination of the 4 VER’s areas in terms of program structure and capacitation program:</b></p> <ul style="list-style-type: none"> <li>• Coordinate with VER’s managers on capacitation, evaluation, improvement and communication of their respective areas;</li> <li>• Coordinate the VER’s managers to ensure smooth teamwork and operations for the day-to-day;</li> </ul> <p><b>Coordination of social mission and impact evaluation:</b></p> <ul style="list-style-type: none"> <li>• Development of impact measurement tools to consolidate the results of cooperative activities delivered to the region and surrounding community;</li> <li>• Oversee the evaluation regulations, make improvements to the tools, and consolidate findings in clear reports;</li> </ul> <p><b>Coordination and communication with some of the partners, such as EDP.</b></p> <ul style="list-style-type: none"> <li>• Advise the general coordinator on the management of partnerships (e.g. Municipality, universities);</li> <li>• 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);</li> </ul>

# 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><b>Education and experience</b> 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><b>Soft skills</b> Leadership, Adaptability, Strategic vision, Critical thinking, Decision-making, Planning, Efficient communication, Teamwork, and Interpersonal skills;</p> <p><b>Hard Skills</b> 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.

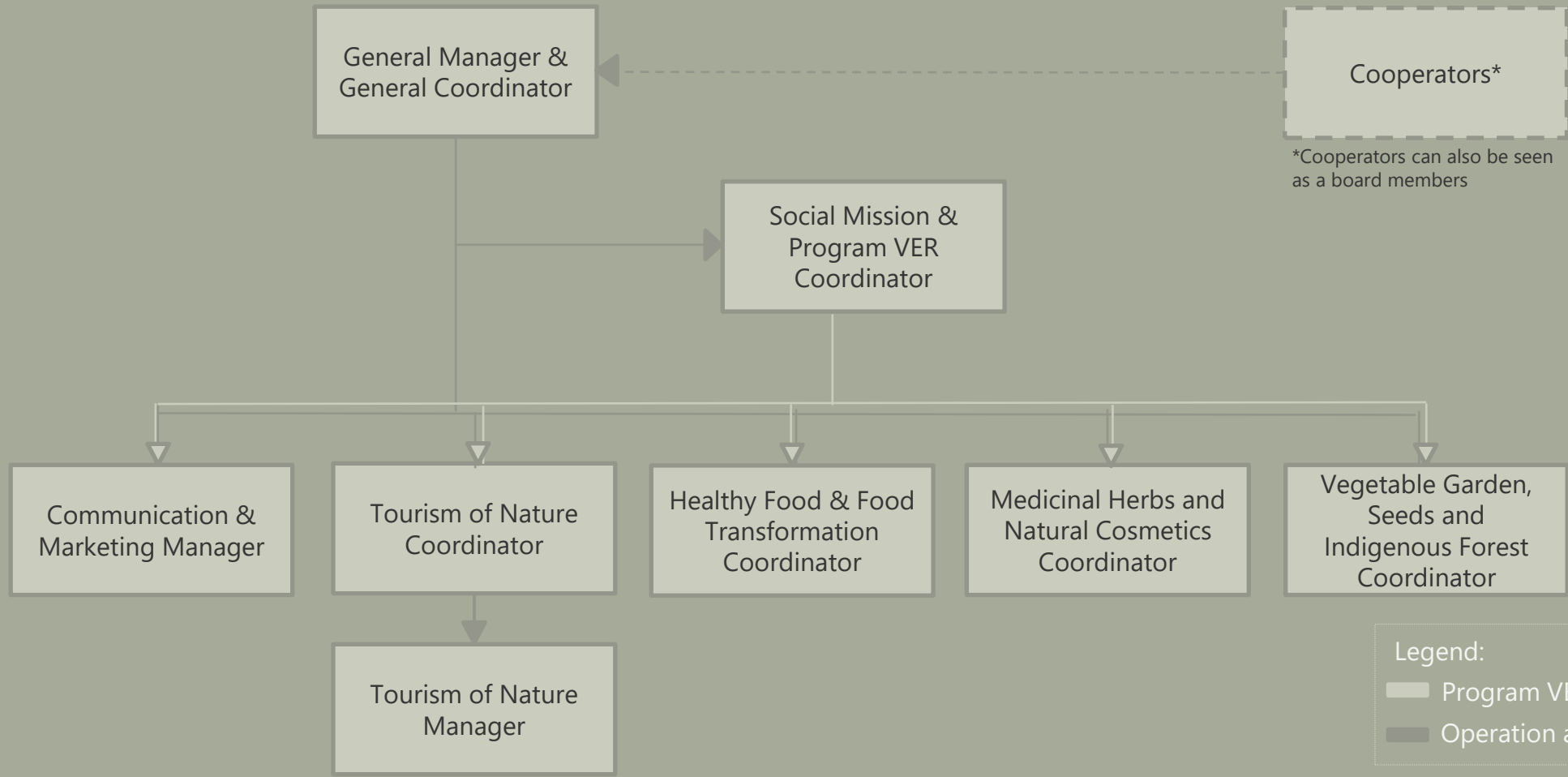
Improve internal communication

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:**



\*Cooperators can also be seen as a board members

Legend:  
 — Program VER matters  
 - - - Operation and strategic matters

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: The introduction of an Onboarding system as a strategic process



Selina Heyn | 45814

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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 the company pursues an ambitious growth strategy, it is critical that new employees are well integrated in order to contribute successfully to the company's mission as quickly and effectively as possible. Therefore, this chapter explores different aspects of onboarding and highlights its strategic importance, its integration into a possible talent management strategy, and its impact on organisational learning and change management. With regard to the current situation at Biovilla, concrete suggestions are made for the creation and implementation of a formal onboarding strategy. After a literature review as well as interviews with the general coordinator, a potential onboarding concept for Biovilla, including an onboarding checklist, was created.

**Keywords:** Human resource management, Onboarding, Talent management, Organisational learning

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# Biovilla should consider introducing an onboarding process to integrate new employees more quickly

## Current situation

This year, Biovilla **hired** the largest number of employees since its foundation. As the recruitment strategy was primarily based on recruiting from the large network such as volunteers, VER participants, supports and cooperatns, many of them were already **familiar** with the company when they started. Staff described the atmosphere as very **welcoming** and stated that the team was always spontaneously available to clarify doubts and offered support to facilitate integration. However, tasks were not clearly defined, they were often **overwhelmed** by the multitude of tasks and had difficulties setting **priorities**. In addition, there were a few externally recruited employees who had difficulties integrating and performing their duties, resulting in them resigning within the probationary period.

## Current Onboarding

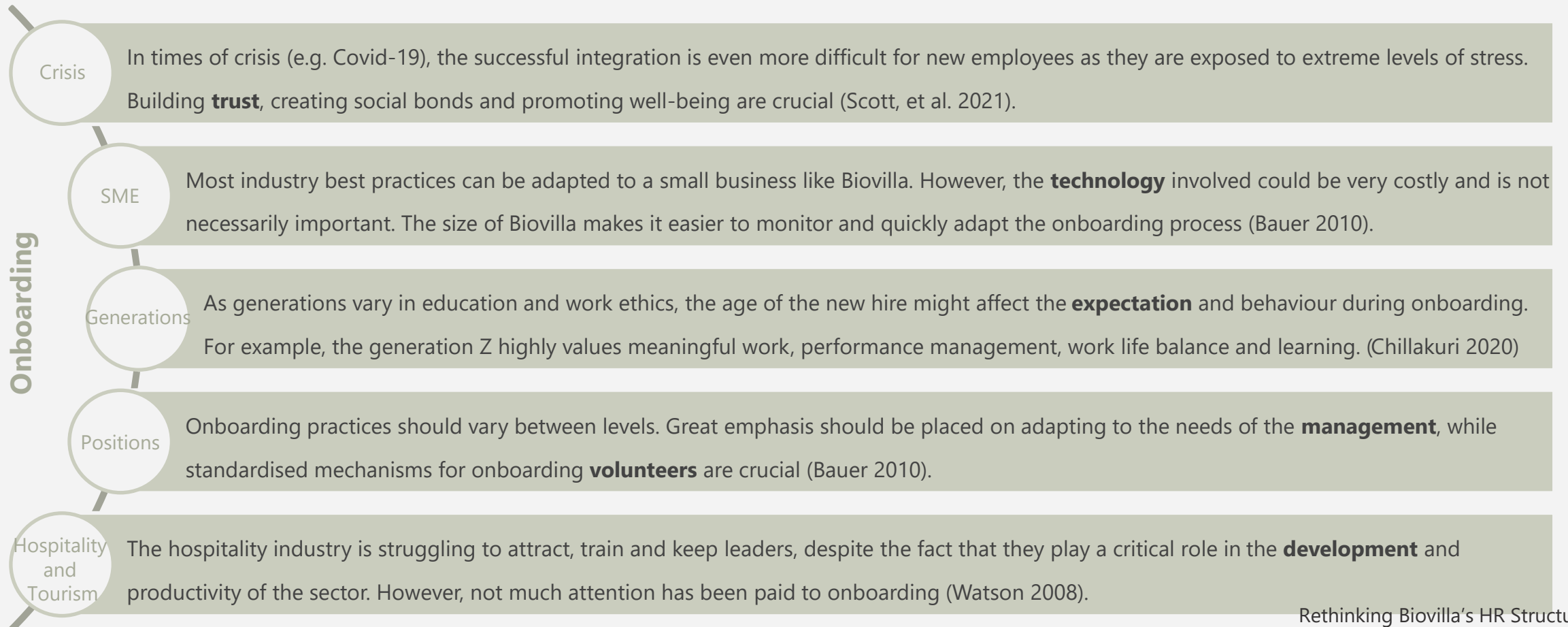
There is **no formal onboarding** process at Biovilla. Newly hired employees get to know their new workplace without an explicit organisational plan and tend to follow the '**sink-or-swim**' approach (Bauer 2010). When new employees arrive on their first day, they are guided around the site, introduced to the team and learn by doing. The sociocratic culture, which promotes an inclusive, supportive atmosphere, helps them to become an effective member of the organisation. However, **no supervisor** or mentor is appointed. In addition, there is **insufficient written documentation** of the company's goals, values, rules, responsibilities and procedures to facilitate knowledge transfer. There is only an outdated volunteer handbook from 2018.

As the company pursues an ambitious **growth** strategy until 2025, it is crucial that new employees are well **integrated and prepared** for their tasks so that they can successfully contribute to the company's mission as fast and effectively as possible (Cesário and Chambel 2019).

△ This chapter investigates **onboarding** and its practical implications for Biovilla. It highlights its **strategic relevance**, the process as part of a possible **talent management strategy** and the opportunity for **organisational learning** during onboarding.

# Before developing an onboarding strategy, Biovilla's environment must be analysed

Onboarding differs among organisations depending on the firms' **characteristics**. In order to develop an onboarding strategy suitable for Biovilla, different internal and external aspects need to be analysed. Biovilla's onboarding practices should be adapted to keep up with changes and challenges in its operations and respond to **trends** for greater onboarding success. (Jeske and Olson 2021, Chillakuri 2020)

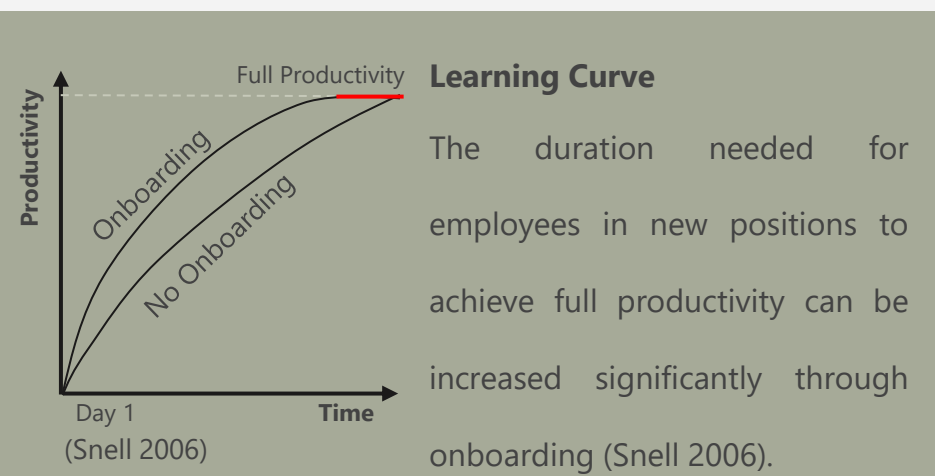


# Onboarding can be a strategic process that improves the bottom line, as a good onboarding experience can increase productivity

**Onboarding**, also called socialisation, is the **process of introducing new employees** to their new position and helping them acquire the **knowledge, skills and abilities** (KSA) necessary to contribute to the organisation quickly and effectively. (Chillakuri 2020, Karambelkar and Bhattacharya 2017, Bauer 2010)

Onboarding not only involves providing new employees with information, tools and materials to improve their **adjustment** to the social and performance aspects of their new position but can also provide a measurable, significant **return on investment** regardless of the role (Snell 2006).

The benefits for an organisation are numerous. The **main advantages** for Biovillia are:



## Productivity

The faster employees are trained, the sooner they can **contribute** to the overall result, regardless of their function. Onboarding increases **efficiency** and reduces process variation. (Snell 2006, Jeske and Olson 2021).

## Engagement

Work engagement and **commitment** is higher due to increased job **satisfaction**, lowered stress, stronger bond among colleague and faster **culture assimilation**. (Bauer 2010, Cesário and Chambel 2019)

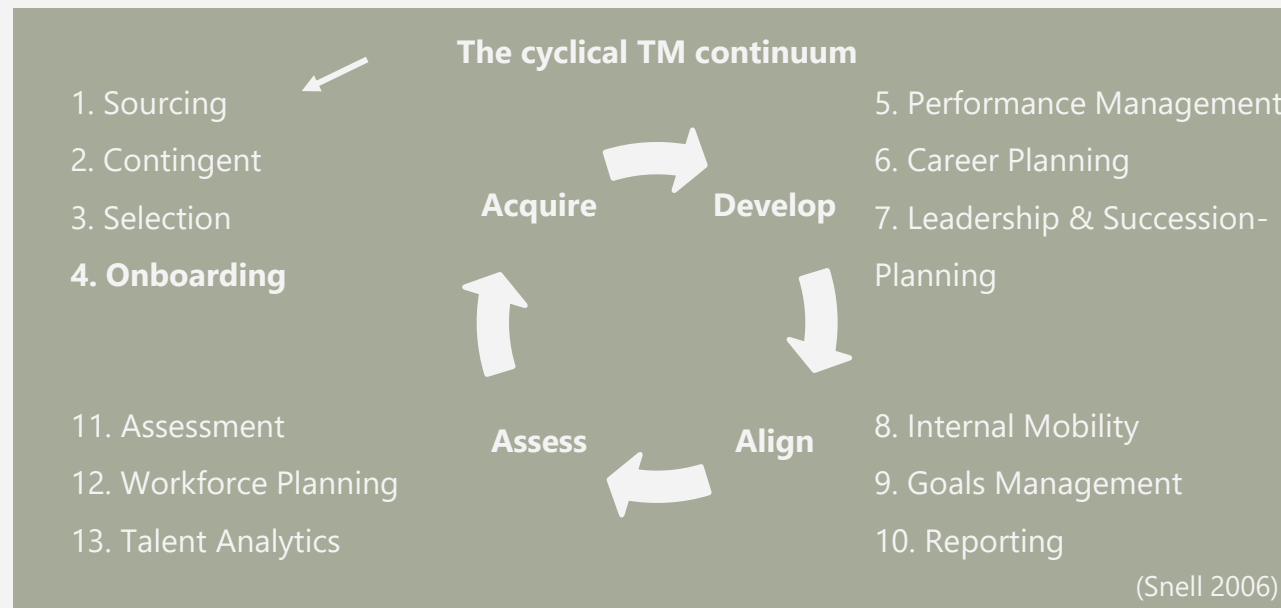
## Retention

Onboarded employees are 69% more likely to **stay** with the company due to greater satisfaction. The departure of one employee would **cost** approximately one third of the annual earnings per employee. (Bauer 2010, Scott, et al. 2021)

# Successful onboarding can enable talents to realise their full potential as key part of a talent management strategy

Onboarding can lead to a simple improvement in business processes that can bring great returns if done right and integrated into a company's **talent management** (TM) system (Snell 2006, Karambelkar and Bhattacharya 2017, Scott, et al. 2021). TM is an integrated business strategy that enables individuals to **realise their potential** (Watson 2008). Recruiting talent can become very critical to the success of Biovillia, as **competition** for qualified employees is rapidly increasing (Chillakuri 2020).

TM has emerged as one of the most important **strategic issues** for organisations (Krishnan and Scullion 2017). Onboarding can have a positive impact on talents as it helps them to quickly find their way around the organisation and team (Cesário and Chambel 2019, Scott, et al. 2021). While Biovillia should develop a structured, unified programme, it should be **adaptable** to the talent and in conjunction with other HR processes as can be seen below (Karambelkar and Bhattacharya 2017):



Consequently, onboarding should not be considered in isolation, but should be part of the **TM circle** (Karambelkar and Bhattacharya 2017, Snell 2006); after sourcing and selecting the talents, new employees are onboarded and trained to build knowledge and abilities. Expectations are aligned and finally performance is managed through progress monitoring (Karambelkar and Bhattacharya 2017). Therefore, effective onboarding is an important part of talent acquisition and TM.

# Onboarding provides not only a learning opportunity for new employees but also for Biovilla

## Employee learning

Onboarding is usually associated with new learning and career opportunities, which is increasingly important for new employees today (Jeske and Olson 2021). They broaden their skills, deepen their knowledge and improve their abilities (Karambelkar and Bhattacharya 2017).

Learning and development

## Managerial learning

Managers and staff could improve their leadership and communication skills by seeking feedback. They could also become more aware of their contribution to Biovilla's success by explaining their responsibilities and practices (Jeske and Olson 2021).

Leadership development

## Organisational learning

Biovilla needs to realise that hiring a new colleague can also provide many opportunities for mutual learning. Biovilla benefits from new expertise and can reflect on its strategy and way of working. This exceeds traditional onboarding (Jeske and Olson 2021).

Consulting, Strategy revision, Efficiency

The unique challenges that a new employee often encounters in the early days can not only help him/her to learn and develop, but also Biovilla. It is therefore important to link onboarding with continuous learning and organisational development and not to neglect knowledge sharing and management (Jeske and Olson 2021).

# Role clarity and social integration are one of the important factors that improve onboarding success

When designing a **systematic** onboarding process for inducting new staff, Biovilla should keep the following levers in mind. Those **success factors** are critical to the adaptation process of new employees as they lead to higher **satisfaction**, organisational commitment, employee retention, **productivity** (Jeske and Olson 2021).

## Role clarity

As Biovilla is currently struggling to define the **responsibilities** of the current team, it is even more important to clarify the role of a new employee. Transparency is key and expectations should be managed appropriately (Bauer 2010).

## Multi-stakeholder effort

The **company** should explain the organisational basics and the **supervisor** the way of working. **Colleagues** should fill resource gaps. Other stakeholders such as customers and cooperants can also help (Cesário and Chambel 2019).

## Proactivity

To maintain commitment, both the new employee and the team should proactively share information. Mentors should **encourage** peer coaching and job shadowing, not only at the beginning (Jeske and Olson 2021).

## Social integration

Biovilla should help to feel socially comfortable and accepted by the team and to understand the sociocratic leadership style. Provide time to engage in small talk, arrange informal interactions (coffee dates), offer voluntary functions (Bauer 2010).

## Bi-directionality

Biovilla can benefit from new approaches of the new hire. They should link onboarding to their knowledge management and see it as a valuable contribution to leadership and **organisational development** (Jeske and Olson 2021).






## Employee value proposition

As new employees often have high expectations of the onboarding experience and role, clarify learning and development opportunities and emphasise the **importance** of the new role (Jeske and Olson 2021).

# For greater onboarding success, it is recommended to perceive onboarding as a change and manage it accordingly

The expansion of the team or the change of a position has an impact on the entire company (Jeske and Olson 2021). Especially in a small company like Biovilla, hiring new employees means a big **change** for everyone involved (Prosci 2021). Biovilla is therefore advised to treat onboarding as a change. It should design a **progressive** and **holistic** onboarding programme that allows for a certain degree of **flexibility** and customisation to meet the needs of the employees (Karambelkar and Bhattacharya 2017).

## Biovilla can use the ADKAR model to manage change to achieve even better inclusion (Proscii 2021)

	<b>1. AWARENESS</b> – Of the need for change	New employee is aware of Biovilla’s <b>goals</b> and his/ her contribution to the mission. Biovilla is aware of the new hire’s <b>skills</b> and prepares the onboarding plan accordingly.
	<b>2. DESIRE</b> – To engage in and support change	Biovilla tries to keep staff motivated and reduce anxiety by managing <b>expectations</b> and highlighting opportunities for support.
	<b>3. KNOWLEDGE</b> – On how to change	Biovilla should <b>provide</b> enough resources and time to build confidence. Knowledge about processes, products, policies and ethics should be provided on a knowledge gap basis.
	<b>4. ABILITY</b> – To implement wanted skills & practices	In the <b>capacity building</b> phase the newcomer should apply the knowledge and demonstrate his ability to take on tasks. Biovilla takes note of his/her physical and intellectual abilities.
	<b>5. REINFORCEMENT</b> – To maintain the change	The new employee is conscious of his or her responsibilities. Biovilla should <b>maintain</b> motivation through rewards, Performance mngm and celebration of the probationary period.

# Biovilla should have a formal onboarding strategy that provides new employees with basic rules and responsibilities

“Every fifth employment relationship fails during the probationary period (Personio 2021).”

To retain talent, learn from the new employee, and ultimately optimize productivity, Biovilla is advised to develop a **formal** onboarding strategy based on a written set of **coordinated** policies and procedures. According to the researchers, this would be more effective than informal onboarding, as currently practised, and would help in adapting to the new role both in terms of tasks and socialisation (Bauer 2010, Chillakuri 2020). First, Biovilla should define the level of **building blocks**, the “four Cs” (Bauer 2010):



It should focus primarily on the lowest levels of **compliance** and **clarification** by introducing basic rules and responsibilities to new hires. In order to give the newcomers enough freedom to integrate and comply with the open company and learning culture, only certain culture and bonding elements should be integrated into the onboarding process. According to Bauer (2010), 50% of companies with an onboarding strategy take this approach.

## What should the onboarding process look like?

As shown in the TM circle, onboarding starts with the inputs from recruitment and ends with the **probationary period** (Karambelkar and Bhattacharya 2017):

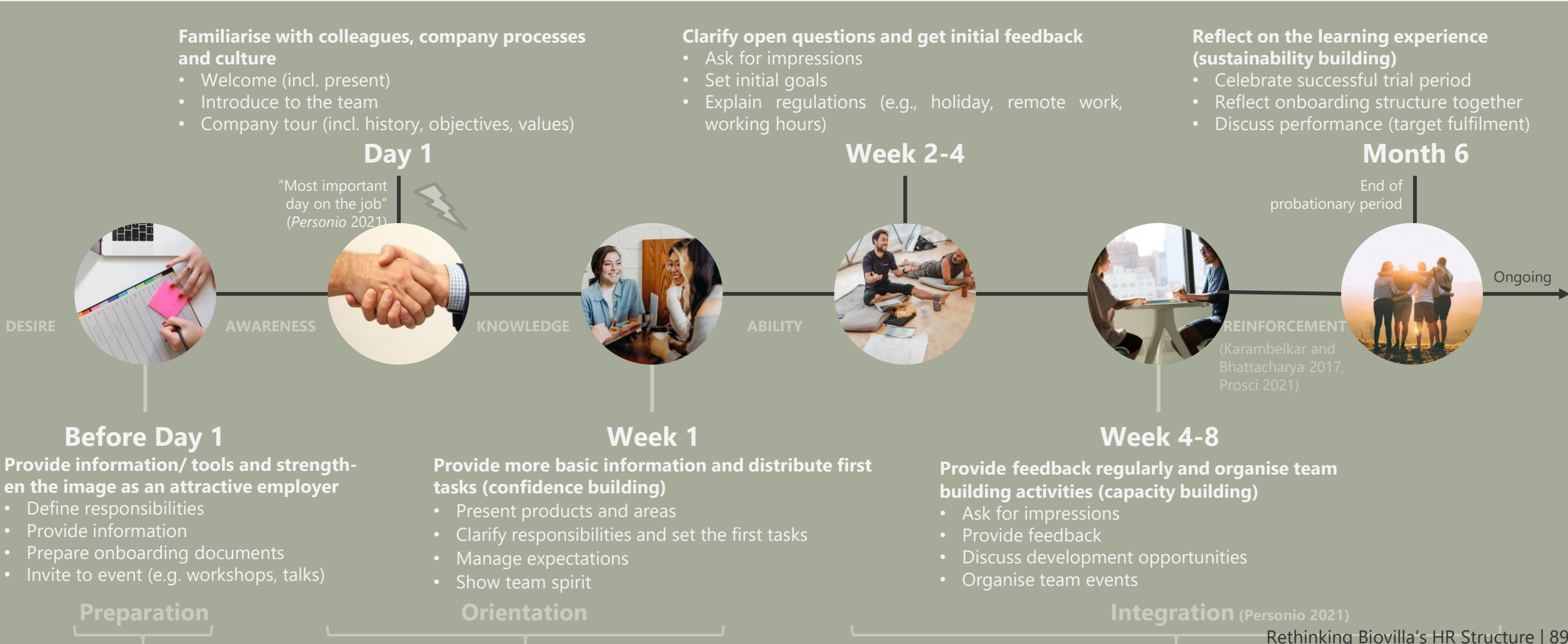


However, the duration of onboarding depends heavily on the complexity of the position and the company (Snell 2006). Some researches state that it is an **ongoing** process that needs to be carried out regularly as staff change roles, move to new teams and corporate restructuring takes place (Jeske and Olson 2021). Following the recruitment and selection process, Biovilla could use a variety of **methods** such as training, coaching, mentoring, discussions, on-the-job learning, site visits, shadowing, feedback sessions to build KSA (Jeske and Olson 2021). Biovilla can provide employees with a **mentor** who imparts knowledge about the company and the work in a more informal way than the manager. As new employees need confidence, clarity and skills to be successful in their role, **training** should be provided to learn soft and hard skills. See [Appendix 6.2](#) for the proposed mentor and training program.

# The onboarding schedule should be well developed and the goals and tasks of each of the 5 phases well defined

## Proposed onboarding schedule of Biovilla:

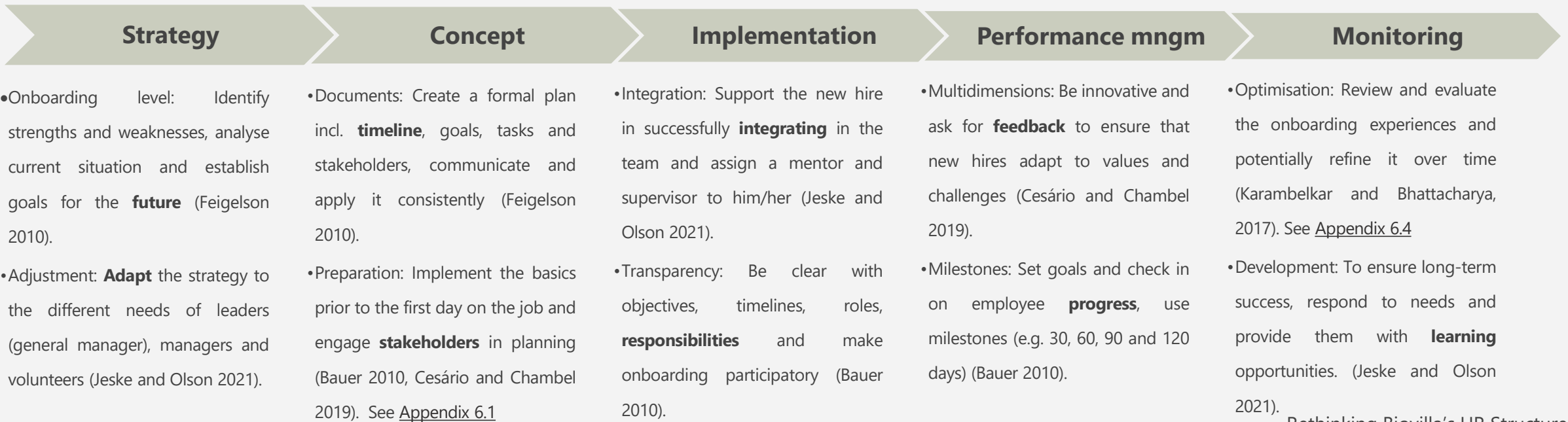
The detailed version of an onboarding checklist can be found in [Appendix 6.3](#).



# Biovilla’s onboarding concept should be implemented consistently but with a certain degree of flexibility

“Make the **first day** of work a special day” (Bauer 2010)

**Conclusion:** Onboarding is a crucial step for employees that is often neglected but of **strategic** importance. A systematic **step-by-step** programme on roles, norms and behaviours is proven to be more effective than informal onboarding processes such as Biovilla currently practices (Bauer 2010). Onboarding increases employee engagement, **productivity** and retention. Biovilla should therefore establish an onboarding strategy and follow the proposed onboarding checklist to make it easier for employees to familiarise themselves with all aspects of their work and ultimately improve the **bottom line** (Karambelkar and Bhattacharya 2017) .





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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

[Go back to slide 13](#)

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

[Go back to slide 13](#)

### 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

Go back to slide 33

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

Go back to slide 33

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	<b>Green - Intense collaboration</b> <b>Light green - Much collaboration</b> <b>Grey - no/ very rare cooperation</b>		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	Gives orientation and support if coordinaters not available	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	Finance, 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

Go back to slide 33

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, IEFPP, Turismo de Portugal

## 2.4 Job Analysis – Typical day of tourism manager

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

## 3.1 Job Description - General Manager

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

# 3.1 Job Description - General Manager

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<p>Required qualification</p>	<p><b>Education and experience</b>            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><b>Soft skills</b>            People and resources management skills, creativity, strategic vision and communication skills;</p> <p><b>Hard Skills</b>            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><b>Create Biovilla's communication plan:</b></p> <ul style="list-style-type: none"> <li>• Develop and fulfil communication strategy for Biovilla's news/events/programs;</li> <li>• Create a communication plan to increase efficiency and independence from top management;</li> </ul> <p><b>Create and manage content for social media, website and Moodle:</b></p> <ul style="list-style-type: none"> <li>• Creation and management of content for social networks, creation and management of website content, content management in Moodle;</li> <li>• In charge of photography and videography, as well as of the sound of events;</li> </ul> <p><b>Manage customer relationships management:</b></p> <ul style="list-style-type: none"> <li>• In charge of email communication with customers;</li> <li>• Collaboration with Tourism of Nature Coordinator regarding bookings and guest attraction strategies;</li> </ul>
Required qualifications	<p><b>Education and experience</b> Academic background in Communication or Marketing. Background and/or experience in Communication, Marketing and Social media management. Experience in web design;</p> <p><b>Soft skills</b> Creativity, Critical eye and refined aesthetics, Critical thinking, Multi-tasking ability, Communication and analytical skills;</p> <p><b>Hard Skills</b> 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

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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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Job summary (incl. role objective)	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.
Job duties and responsibilities	<p><b>Essentially Biovilla's Chef:</b></p> <ul style="list-style-type: none"> <li>• Provide daily meals;</li> <li>• Creating seasonal menus;</li> <li>• Providing meals for the retreats and events;</li> <li>• Preparing meals for when absent;</li> </ul> <p><b>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Food transformation and healthy eating":</b></p> <ul style="list-style-type: none"> <li>• Prepare classes for VER Program, taking into consideration the established syllabus;</li> <li>• Deliver the classes, whether online or presencially, to VER participants;</li> <li>• Make all necessary materials available through Moodle platform to the participants.</li> </ul>
Required qualifications	<p><b>Education and experience</b></p> <p>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><b>Soft skills</b></p> <p>Enjoying teaching and transmitting knowledge, creativity for menu creation, flexibility and ability to improvise, kitchen organisation, team oriented;</p> <p><b>Hard Skills</b></p> <p>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

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Preferred qualifications	Knowledge of food preservation; Any other additional language skills; Drivers license could be important, but not strictly necessary;
Benefits Salary range	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;

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

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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><b>Coordinate, manage and assure all operational activities of the area of Tourism of Nature:</b></p> <ul style="list-style-type: none"> <li>• Delegate daily tasks within team of Tourism of Nature and volunteers/trainees;</li> <li>• 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;</li> <li>• 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;</li> <li>• Conduct back-office management such as emails and manage reservations;</li> </ul> <p><b>Develop and implement strategies for growth in the business area of Tourism of Nature:</b></p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• Program external initiatives within the area of Tourism, such as tourism fairs, including developing a calendar and logistics of such events;</li> <li>• Implement methods for improving workflow and productivity in the Tourism of Nature area;</li> </ul> <p><b>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Agrotourism/ Tourism of Nature":</b></p> <ul style="list-style-type: none"> <li>• Prepare classes for VER Program, taking into consideration the established syllabus;</li> <li>• Deliver the classes, whether online or presencially, to VER participants;</li> <li>• Make all necessary materials available through Moodle platform to the participants;</li> </ul>

## 3.5 Job Description - Tourism of Nature Coordinator

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<p>Required qualification</p>	<p><b>Education and experience</b>  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><b>Soft skills</b>  Leadership, Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills.</p> <p><b>Hard Skills</b>  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

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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><b>Assure all operational activities of the area of Tourism of Nature:</b></p> <ul style="list-style-type: none"> <li>• Delegate daily tasks to volunteers/trainees in the area of Tourism of Nature;</li> <li>• 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;</li> <li>• 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;</li> <li>• Conduct back-office management such as emails, manage reservations, benchmarking of competitors and manage Biovilla's online presence, such as campaigns on Instagram;</li> </ul> <p><b>Support the development and implementation of growth strategies for the business area of Tourism of Nature:</b></p> <ul style="list-style-type: none"> <li>• Support the development of a Business Plan of the Tourism of Nature business area, with strategies for future growth and an action plan;</li> </ul> <p><b>Support the coordination of VER Program in the area of "Agrotourism/ Tourism of Nature":</b></p> <ul style="list-style-type: none"> <li>• 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;</li> </ul> <p><b>Develop, implement and manage the area of "Mercadinho Bio":</b></p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• Organise and manage all logistic needs inherent to Mercadinho Bio, online and offline;</li> </ul>

## 3.6 Job Description - Tourism of Nature Manager

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<p>Required qualification</p>	<p><b>Education and experience</b> 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><b>Soft skills</b> Adaptability, Decision-making, Problem solving, Teamwork, Effective Communication, Interpersonal skills;</p> <p><b>Hard Skills</b> 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><b>Develop, implement and manage all operational activities of the area of Aromatic and Medicinal Herbs:</b></p> <ul style="list-style-type: none"> <li>• Plan, develop and produce a "Biovilla"s range of products of natural cosmetic and essential oils, upon water conditions;</li> <li>• Manage maintenance needs throughout aromatic and medicinal herbs cycle, such as watering and dehydration;</li> <li>• Prepare, package and label all products to be sold at "Mercadinho".</li> </ul> <p><b>Coordinate VER (Viveiro de Emprego Regenerador) Program in the area of "Medicinal Herbs and Natural Cosmetic":</b></p> <ul style="list-style-type: none"> <li>• Prepare classes for VER Program, taking into consideration the established syllabus;</li> <li>• Deliver the classes, whether online or presentially, to VER participants;</li> <li>• Make all necessary materials available through Moodle platform to the participants.</li> </ul>

## 3.7 Job Description - Medicinal Herbs and Natural Cosmetics Coordinator

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<p>Required qualification</p>	<p><b>Education and experience</b> Academic formation/ Training in Medicinal and Aromatic Herbs; Experience in cultivating and dehydration of Medicinal and Aromatic Herbs;</p> <p><b>Soft skills</b> Resilience, adaptability, decision-making, willingness to learn, communication skills;</p> <p><b>Hard Skills</b> 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>

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# 6.1 Onboarding preparation

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Onboarding requires some work beforehand. The manager is responsible for introducing the new employee to the company and the respective position and for answering further questions. Therefore, he/ she might prepare the following questions before the first working day (Feigelson 2010):

## 1. Learning

- Give me your read on the general situation at the firm.
- What strength/ capabilities are required?
- Which strength/ capabilities exist now?
- Can you offer some examples.

## 2. Expectations

- What do you see as high priorities?
- Lower priorities?
- Current untouchable topics?
- What resources are available to invest against these priorities?

# 6.1 Onboarding preparation

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Onboarding requires some work beforehand. The onboarding supervisor is responsible for introducing the new employee to the company and the respective position and for answering further questions. Therefore, he/ she might prepare the following questions before the first working day (Feigelson 2010):

## 3. Implementation

- Tell me about the control points, both metrics and process, such as meetings, reports etc.
- Tell me about some of the decisions we make.
- Who makes them, and who else is involved?
- How?
- What is the best way to communicate with you, including mode, manner, frequency and how to deal with disagreements?

## 4. Others

- What words or phrases describe the organisations culture?
- How does the company handle conflict/ differing opinions?
- How does the company recognise employee accomplishments?
- Does the company have a code of ethics?
- What's the leadership or managerial style at your company?
- What qualities do the almost successful employees possess?
- Are there professional and educational advancement opportunities?

## 6.2 Mentor and training program of Biovilla's onboarding process

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### Training program

Who? Manager and allocated team members

What? Provide teaching sessions to guarantee that the employee has the abilities and skills to perform the tasks. The curriculum depends on the position and the level. It should be clear who is responsible for which training session. Skills to be taught may include, but are not limited to

- **Hard skills:** Marketing (e.g. Social media, Content marketing), Tourism (e.g. Front desk, housekeeping), Food and Beverage, Gardening, Herbs and Medicine, Retail, VER Program, Finance, Information Technology (e.g. systems such as booking system, Microsoft office, Google, intranet, moodle), Language (basic level of English, Portuguese)
- **Soft skills:** Time management, Communication, Creativity, Problem solving, Leadership, Agility, Design thinking

### Mentor program

Research shows that newly hired employees internalise the company's core values better with a mentor (Bauer 2010).

Who? Experienced full time employee who is not the manager, regardless of the area or function (only 1 new employee per mentor).

What? Provide support and answer questions that the new employee might not want to ask the manager: Teach about the organization, offer advice, help with job instruction, support integration in the team

When? Starts on the first day of work and supports new employees during the probationary period

New employees should be encouraged to think about their new role. Success depends not only on Biovilla's efforts, but also on the employee's commitment during the onboarding process. Therefore, encourage the employee to follow their "individual checklist" (Bauer 2010): collect information, reflect first impressions, establish a good connection with other team members, ask for feedback, share success stories.

# 6.3 Onboarding Strategy – Biovilla’s onboarding checklist (Personio 2021)



## A good start is important

Every fifth employment relationship fails during the probationary period (Personio 2021). The first weeks in the company therefore play a key role in making it easier for employees to settle in. This is the only way to create lasting employee loyalty. This checklist offers you an orientation to master the first critical phase with confidence.

## The 5 phases of onboarding

1. Before the first working day
2. During the first working day
3. During the first working week
4. After the first week of work
5. After four to eight weeks

Onboarding Checklist Go back to slide 85

## 1. Before the first day

Send new employees as much information as possible before they start. This relieves them on the first day and helps them to process the new impressions better.

Task	until	responsible	
<b>Contract.</b> The employment contract is signed and stored in Google Drive.			<input type="checkbox"/>
<b>Direct integration.</b> Until the start, you keep in loose contact with the new employee and ask about his or her well-being. This binds him to the company even before day one.			<input type="checkbox"/>
<b>Responsibilities.</b> The supervisor informed the other team members about the redistribution of responsibilities.			<input type="checkbox"/>
<b>Involvement of colleagues.</b> All staff involved in onboarding have received the necessary information and tasks in advance. A colleague has been designated to help the new employee with questions in the first phase and to support him or her with social integration.			<input type="checkbox"/>
<b>Workplace.</b> The new employee's workplace is fully functional (access data to tools, computer (?), keys, tools, etc.).			<input type="checkbox"/>
<b>Information.</b> Information about formalities and organisational matters was collected and sent to the new employee (e.g. Company overview, Onboarding agenda).			<input type="checkbox"/>
<b>Welcome present.</b> A small gift was provided for the new employee. (Self made from mercadinho)			<input type="checkbox"/>

Do you have an event in the period between signing the contract and the first day of work, such as an olive harvest, yoga class, etc.? Then invite the new employee to this event so that he or she can experience the atmosphere and get to know some colleagues before the first day.

# 6.3 Onboarding Strategy – Biovilla’s onboarding checklist (Personio 2021)

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## Onboarding Checklist

### 2. The first day

As a general rule, the official onboarding should either take place on the first day or be spread over the first two days. You should give the new colleagues all the important information about Biovilla, the daily routine and your own team. However, keep the first two days short and do not overwhelm the new employee with too much information.

Task	until	responsible	
<b>Welcome.</b> The manager greets the employee and hands over the welcome gift.	_____	_____	<input type="checkbox"/>
<b>Formalities.</b> The employee receives his key and gets access to the systems relevant to his job (e.g. whatsapp group, google drive, intranet, social media, booking systems etc.).	_____	_____	<input type="checkbox"/>
<b>Company presentation.</b> The responsible manager introduces the company history, culture, goals and vision (main building-Information board).	_____	_____	<input type="checkbox"/>
<b>Site tour.</b> The responsible manager shows the site and introduces the areas as well as the new employees (guest rooms, garden, pool, dome, mercadinho...)	_____	_____	<input type="checkbox"/>
<b>Lunch together.</b> The whole team has lunch together and gets to know each other in an informal atmosphere.	_____	_____	<input type="checkbox"/>
<b>Presentations by the areas.</b> The individual coordinators provide first insights into their roles, tasks and possible interfaces by explaining the areas objectives.	_____	_____	<input type="checkbox"/>
<b>Role-specific onboarding.</b> The manager explains the department-specific working methods, tasks and processes.	_____	_____	<input type="checkbox"/>



## Onboarding Checklist

### 3. The first week

After the first few days, onboarding is not yet complete. In the first week, the new employee finds his way around and gets to know his area of responsibility and the new topics as well as new colleagues. In this phase, provide him or her with more basic information and distribute the first tasks.

Task	until	responsible	
<b>Product presentation.</b> The employee is introduced to the company's products and services and their benefits.	_____	_____	<input type="checkbox"/>
<b>Area onboarding.</b> The colleagues present their area, their tasks and responsibilities.	_____	_____	<input type="checkbox"/>
<b>Legal.</b> The new employee has read and signed Standard Operating Procedures.	_____	_____	<input type="checkbox"/>
<b>Technique.</b> All common tools are introduced and explained. (e.g. google tools, Moodle introduction for VER programme, tourism tools for tourism roles, accounting tools)	_____	_____	<input type="checkbox"/>
<b>First tasks.</b> The responsible manager introduces the new employee to his or her first tasks.	_____	_____	<input type="checkbox"/>
<b>Team spirit.</b> The colleagues constantly integrate the new employee into the group (e.g. lunch, coffee breaks, walks).	_____	_____	<input type="checkbox"/>
<b>Expectation management.</b> The supervisor communicates the requirements to the new employee (e.g. tasks, role in the company, contribution to company goals). Ask the new employee about his/her expectations.	_____	_____	<input type="checkbox"/>



## Onboarding Checklist

### 4. After the first week

The groundwork for the new employee has been laid. After the first week, you should clarify open questions and get initial feedback.

Task	until	responsible	
<b>Ask for impressions.</b> Ask the employee what went well or badly so far and how he/she feels.	_____	_____	<input type="checkbox"/>
<b>Set initial goals.</b> The manager agrees with the employee which goals he or she should achieve in the first period, e.g. in the first month. Link the goals to the area.	_____	_____	<input type="checkbox"/>
<b>Holiday regulations.</b> Inform your employee about internal holiday regulations.	_____	_____	<input type="checkbox"/>
<b>Working hours.</b> Inform your new employee about internal regulations on working hours and home office.	_____	_____	<input type="checkbox"/>









## 6.3 Onboarding Strategy – Biovilla’s onboarding checklist (Personio 2021)

Onboarding Checklist



### 5. After 4-8 weeks

Is the good impression from the application phase confirmed? The first two months in the new job are particularly critical for the employee. The tasks, colleagues and structures are new. Regular feedback from both sides is therefore mandatory.

Task	until	responsible	
 <b>Ask for impressions.</b> Ask the employee how she/he feels and what his knowledge is now. Ask for suggestions on how to improve processes and topics.	_____	_____	<input type="checkbox"/>
 <b>Regular feedback.</b> The first feedback meeting takes place (and will be repeated regularly from this point on).	_____	_____	<input type="checkbox"/>
 <b>Team events.</b> To integrate and emotionally bond the new employee, a team event is organized (e.g. hiking, handicrafts).	_____	_____	<input type="checkbox"/>
 <b>Consolidate the basics.</b> The manager ensures that professional knowledge is continuously taught and built up.	_____	_____	<input type="checkbox"/>
 <b>Discuss development opportunities.</b> The manager defines together with the new employee which development opportunities are possible for him/her.	_____	_____	<input type="checkbox"/>



Let's promote a culture of regeneration together that makes the ecosystem more healthy, harmonious and fair.

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## 6.4 Onboarding Strategy - Evaluation of the onboarding process

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Ask new employees for their feedback in order to improve the onboarding process.

In order to respond to the needs, monitor (Cesário und Chambel 2019):

### 1. **Corporate welcome** - When I started to work for Biovilla :

- I was provided with information about its history, mission, corporate values, etc., thereby facilitating my integration.
- I was clearly informed about the internal rules (policies, regulations, ethic code, etc.).
- The information I received was helpful in understanding the business.
- I received adequate information to perform my duties.

### 2. **Management welcome** -When I started to work for Biovilla:

- I did not feel comfortable with my supervisor's welcome (reverse).
- My supervisor provided adequate support to facilitate my integration.
- Whenever I had a problem or difficulty, my supervisor was available to help me.
- My supervisor's attitude helped me to reduce my initial insecurity.

### 3. **Coworkers welcome** - When I started to work for Biovilla:

- My colleagues were always spontaneously available to clarify my doubts.
- My colleagues' attitudes helped to reduce my fears of job inadequacy.
- My colleagues always shared information I needed to adapt to my job.
- My colleagues shared pleasant moments of conviviality with me (coffee breaks, lunchtime, etc.).
- My colleagues provided adequate support to facilitate my integration.