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Welcome to the TRAVORS Project Book

This is a report of our project to develop high quality training for those offering vocational advice to disabled people.

In it you will find a short description of our activities, notes on things we learned and things we recommend to others who are setting out on an international collaboration.

You will also find a summary of the products and results which are available from the project and some case studies and notes on the evaluation we carried out.

We think that these things should be both interesting and useful, like a good recipe. So we have also included some recipes for success in projects, and for nice food from the partner countries.

The TRAVORS products have been developed and tested so that they can be used by as wide an audience as possible. We would very much like to hear from any organisation or person who is interested.



Jenny Chapman **RNL**
Project Co-ordinator

Our contact details are on the back cover

The TRAVORS vision

Everywhere in Europe, Disabled People are much more often unemployed than other people.

Disabled People are capable employees, and being in suitable work is good for their health and wellbeing. Employing them contributes to employers' successes.

Nearly everywhere, there are specialists who advise Disabled People and their employers about work. Advising on employment is a skilled job. To be effective in helping people into work requires training.

Europe needs to use best practice in the training of its Employment Advisors. We wanted to develop that training, using the most effective and proven methods to improve skills and self-efficacy.

To do this we formed an international team with research and evaluation team experts working alongside training practitioners to provide training events, using our library of training materials.

The project transferred skill training for Employment Advisors of disabled people, from the UK, via quality control and evaluation mechanisms, to Austria, Estonia, Greece and Spain.

Positive results

Courses are available and being used commercially in the UK and Austria.

In the UK the transfer methodology has been refined and simplified for use in another LdV project, transferring training for non-specialist advisors. The TRAVORS training has attracted commercial enquiries from health professionals and others.

In Austria, Karriere Club is working with one of the largest Vocational Training Institutions to provide TRAVORS training in future.

Pärnu College has added the training to its portfolio in the department of Social Work Management, and will offer the training to the Unemployment Insurance Board and to Disability Organisations

There are important additions to a big commercial portfolio of distance learning in Spain, where IFI, a specialist in vocational training and in distance learning, will continue to offer TRAVORS courses.

The new method has provided new courses and inspiration for other training services in Greece. IDEC will be building on TRAVORS to provide services to organisations providing vocational rehabilitation.



David Imber, **VRC Ltd**
Steering group chair

Recipe for a partnership

Our partnership was friendly and productive, with the same problems and joys as in any other international team. Not everything went smoothly, but we were able to complete our project well, creating the training aimed for, and learning how to do even better in future.

Here is our recipe for success.

Ingredients

A definite and detailed vision of what will be done.

A handful of Participant Organisations with Shared Goals and Values. They should have the capacity to deliver the training, but they need not all be large organisations.

Some necessary specialists - in our case, experienced project managers and professional researchers. They should be independent of the training delivery: We found this gave our project objectivity and good advice.

An organisation responsible for the project finance and progress. This is a demanding job that must be given enough time and energy.

Easy and rapid communication tools, and frequent communication. Keeping information flowing can be hard work but it is essential and worthwhile.

Legal supports: Contracts and Intellectual Property Rights are the minimum

Plenty of time and attention. Projects are demanding of everyone's time, no matter what their role.

Recipe for a partnership

Method

The Managing Organisation must pay close attention to the partnership at all times. An unattended fire may spoil the food, but a gentle hand is the mark of an experienced chef. Ask for advice as well as taking decisions.

Steep the Partners in information about products, objectives, timetables, activities, goals, budgets. Be sure they all have clear roles, and responsibility for delivering their results. This allows their own special contributions to be valued.

Encourage innovations and ideas; be flexible in adopting them while keeping the guiding principles intact.

Share records, information and decisions. Be open about resources, progress, success and problems. But keep difficult conversations private. Talk often, and be prepared to adapt timetables and process.

The times when business pressures weigh heavily are times when respect for the project timetable is valuable. Delivering the result you are responsible for can be assisted by flexible scheduling.

Agree early on how business will be conducted. We gave up on video conferencing – it didn't work for us – but we did develop a set of rules for the conduct of meetings, and had frequent skype and emails.

Use Evaluation from the beginning

“In giving a dinner it is far better to have a simple meal, which one knows will be properly cooked and served, than to risk anything elaborate, for it is difficult to appear utterly unconcerned when one is harassed by petty cares.”

Mrs Beeton's Household Management, Ward Lock & Co, 1923.

What the project did

We started with training courses devised by RNL and VRC for people who would go on to advise Disabled People about work, adding new materials to make a library of training resources. DWP added detailed Design Guidelines based on evidence about what works in skill training, with guidance to help apply the criteria in practice.

The Training Partners used Learning Needs Analysis to tailor the training to local needs. They trained their own trainers, who went on to train advisors using e-learning and face to face methods.

Meanwhile DWP led an evaluation of the trainees' self-efficacy before, during and after the training. Their report is available, and has many useful lessons for developing the service.

VFA evaluated the project itself, looking at performance and management of every aspect. Their experience and input helped the partnership work effectively.

Along the way we attended numerous seminars and conferences, sent out many newsletters and brochures to future customers and to disability and learning policy organisations. Responses have been good, with some definite requests for training already received.



Anna Koniotaki, VFA Ltd,
Project evaluator

Lessons from the project

We learned a lot transferring our course to mainland Europe: we would do the same project again, but we would do it a little differently.

CULTURAL ADJUSTMENT

Partners used Learning Needs Analysis to adjust the training for each country. This was essential. We will do this again: we don't think it works to copy a curriculum from one country to another: the differences are too great.

PRINCIPLES

DWP provided research training Design Principles at the beginning. They stood throughout as a quality standard, and as a benchmark for evaluation. Invaluable.

THE KIT OF PARTS

We provided a 'kit of parts' to build each training course. That allowed each partner to use what they needed. The process could easily be used for other training courses.

SIMPLIFICATION

Our kit of parts became large and complex. Although fine for a large scale transfer, a small project like this needs something simpler. We will simplify it next time.

HELP

The transferring partner has to give intensive help to the receiving partners, who themselves have to allocate time to understanding and design as well as to practical trials.

PRE-TRIAL

Ideally, pre-trials would be run to test the transfer and the products before the final transfer. There was little time for this, so the assistance of the transferring partner is even more important.

THE UNEXPECTED

Our project met the biggest recession in many years. Partners were wonderful at keeping going throughout. But it meant adaptations by everyone at every stage. Expect the unexpected! But keep the goals and the principles intact or everything is lost.

LEARN

We learnt how much we all had to learn. Valuing learning helped us cope with change!

Case study - Spain

Instituto de Formación Integral (IFI) in Spain used e-learning so that Trainers and Advisors could work while participating in TRAVORS. The trainee Trainers were from associations of disabled people, working with employment advisors for disabled people. Seven finished the trial. They learned to use concepts of Self-Efficacy and Learning Techniques with employment advisors in order to transfer them to disabled people during vocational rehabilitation.

The innovative course structure included an induction document, handouts, bibliography, reflections and revision, and practical exercises to promote the development of these key concepts. The trainees gave quite positive feedback about e-learning and about the psychological approach, which gave them chances to learn new techniques and concepts. Some found it hard to use the concepts in their work, and they would have liked more communication than was possible with the e-learning platform.

BROAD BEANS IN OIL

An ideal lunch dish to fortify the spirits during a long international meeting. We were discussing the details of the transfer arrangements: how would we get two UK courses re-assembled in four other languages, using the Design Guidelines?

200 gm broad beans
130 ml olive oil
130 ml good white wine
1 clove garlic
Salt and pepper

Blanch the beans and remove their shells. Cook the whole clove of garlic very gently in the oil, just enough to flavour the oil. Add the broad beans and warm them through, then the wine and simmer gently until the beans are cooked and the wine reduced. Serve with good bread.



Chiara Assirelli Pandolfi
TRAVORS leader for IFI

Case study - Estonia

The Estonian Unemployment Insurance Fund provides specialist case management support to unemployed Disabled People. But Case Managers have heavy case loads and few have specific training for helping disabled job seekers. The goal of the training led by Pärnu College was to maximise the outcome of short meetings with clients. The training course, based on a Learning Needs Analysis, used material from modules covering Generic Skills, Assessment and Planning, and Work Focused Interviewing Skills. A pilot group of 13 case managers undertook contact and web-based learning. Feedback confirmed that they experienced a considerable rise in skill levels.

- **There was a moderate rise in perceived self-efficacy ratings of trainees**
- **Training provided opportunities to homogenise the attitudes and work patterns of case managers in different offices**
- **Trainees mentioned the practical exercises, contacts with colleagues and new approaches as the most important aspects of the training.**

MULGIPUDER

Mulgipuder is a traditional dish from Mulgimaa in South Western Estonia. During the cold Estonian winter something fortifying is needed.

600-800gr peeled potatoes, cut in cubes
200gr cracked barley
1 garlic clove
4 tbs of butter
2 carrots, grated
2 red onions, thinly sliced
150gr smoked bacon, thinly sliced
Salt and black pepper
Sour cream for serving

Fry chopped garlic in 3 tbs of butter, add the potato cubes, stir through, add boiling water to cover all the potatoes plus 2 cm. Add all the cracked barley. Cover and cook without stirring on a low heat until the potatoes are really soft, then mash them thoroughly. Add carrots, season with salt and pepper. Cook uncovered until all the water has evaporated. Fry the onions on a pan with the rest of the butter until golden. Remove the onion and fry the bacon on the same pan.



Serve the porridge with onion, bacon and sour cream.

Near Pärnu College in winter

Evaluation: recipes for the future

Systematic evaluation was one of the main ingredients of the project, and has led to useful results. Two studies looked at effectiveness of the work, and offer recipes for future work.

DWP evaluated the Train-the-trainer and Advisor courses in each country. Their positive conclusions include lessons for the future.

All TRAVORS training products have had a positive effect on the trainers' and the advisors in working with people with disabilities

...the closer you can get to the (Design) principles the more positive impact your products will have...adhering to the design principles we can be more flexible in our choice of training method without overly compromising our objectives...

...whatever the constraints of geography, time and cost, we can still make a tangible difference to people through our training...

...there is still more learning to come out of this project ...including how best to communicate complex ideas and support partners who are at a distance from us... we would have spent much more time with partners on preparing for the design stage. We will endeavour to carry this and other valuable pieces of learning into future projects.

VRC completed the consultation with users, making use of the LNA information and partners' reports.

The training is ... suitable for public, NGO and private sectors.

Skills and knowledge are no more than a contributory factor in the employment of disabled people....organisations sometimes use training to solve problems unrelated to skills. Training, however, makes a useful contribution....

...the Travors training is relevant in all the trials countries. Definite requests for more training have been received and all are expecting to continue.

Results on the menu

TRAVORS PRODUCTS ARE AVAILABLE

Train-the-trainer courses to develop trainers of personal Employment Advisors for Disabled People.

Employment Advisor Courses to teach the skills to advise Disabled people and Employers

Trainer-training Research principles and Design Guidelines

Principles, research resources and self assessment guides to training design, covering psychological concepts, training techniques and training technology.

Learning Needs Analysis and Course Adaptation procedures

Guide and checklists on using Learning Needs Analysis to apply learning materials in a new setting.

Description of Standards of Practice of Vocational Rehabilitation Specialists

A framework to help individuals use professionally sound practice, organisations to develop their own standards, and associations to develop standards for their own country.

Reports you might be interested in

TRAVORS Trainer and Adviser Training Products: Technical Evaluation

A detailed review of the evaluation and results, with conclusions relating to the Design Guidelines for Training, and discussion of Self efficacy, Adviser confidence and future modifications.

“For us, the most useful finding is that we can use a variety of training techniques to achieve these changes and that is an important finding because it means that whatever the constraints of geography, time and cost, we can still make a tangible difference to people through our training. It also gives us some confidence that while adhering to the design principles we can be more flexible in our choice of training method without overly compromising our objectives.”

Evaluation of the consultation with TRAVORS users.

A summary of the consultation and LNA process, with analysis and conclusions on who was trained, organisational goals, application of skills, the social and policy context, the value of training and future plans.

“The aim of our training was to change and improve workplace behaviours. The results are encouraging, and the reporting is not, we think, overly optimistic. Changing behaviours is a difficult undertaking in a small scale trial of a training programme. We think that the results shown here should be encouraging to further efforts and applications.”

Four country evaluations of the social and legislative background to TRAVORS and to employment and disability.

Some side dishes

Other products in the legacy of TRAVORS

Skills required for vocational rehabilitation

Over 600 skills are identified and listed in seven groups suitable for creation of training modules. Skills are listed at macro level for expert practitioners, and micro level for learners and course designers. Indicative behaviours for clients, Advisers and trainers are included.

The Training Library

A collection of over 200 exercises, guides, workbook, case studies, formats and checklists for use in developing Employment Advice Training.

RARE BEEF AND LIMES

A recipe from the South West of England, where something both delicate and powerful is needed to relax the project workers and stimulate the brain.

½ kilo best fillet of beef

1 large teaspoon each of chilli, smoked paprika, thyme, allspice and sea salt

1 clove

1 or 2 fresh limes. Lemon is not a substitute

Olive oil

Remove any caul from the beef. Grind the spices finely and rub them all over the beef, wrap it tightly in cling film and rest it in the fridge for 4 hours. Heat the oven to 250C°. Remove the film from the beef and baste it with olive oil, keeping the spices in place. Cook the beef for 5 to 10 ten minutes or until the spices are well charred and the outside of the beef is dark. The inside must remain uncooked. Remove the beef to a deep freeze (or leave in the snows of Pärnu) for 45 minutes. Slice it very finely, and drip lime juice over the slices 20 minutes before serving with a small salad.

THE TRAVORS LNA forms and Guide take you through a series of questions which will help identify exactly what the job needs, and which skills need to be taught in an effective course. The TRAVORS guide works with the LNA to complete the transfer and re-design of courses from one environment to another. We used it for inter-country and inter-language transfer.

Case study - Greece

The General Hospital of Mytilene, the only supplier of secondary care on the island of Lesbos, operates a psychiatric clinic. The clinic provides early intervention, diagnosis and treatment psychiatric and psychological problems, and designs individualised psychosocial support to keep clients in community.

The TRAVORS training was judged to be very valuable by the participants. They learned about the importance of self-efficacy, graded return to work, goal setting and how to work in multidisciplinary teams. They learned about the “three legged stool” model, and the importance of alternative targets, how to maintain the job and anticipate potential problems. When they analysed the outcome of cases afterwards, they understood how much the each was influenced by the training of the case manager.

“we are pleased to build on this training and materials to provide services to organisations providing vocational rehabilitation”

STUFFED TOMATOES AND PEPPERS

8 medium tomatoes
8 medium peppers
4 medium potatoes
2 cups rice
3 chopped onions
Spearmint
A spoon of sugar
Parsley
1½ cup olive oil
Salt
Pepper
Optionally: raisins, minced meat.

Slice the tops off the tomatoes and peppers. Remove the tomato flesh, leaving the skin as thin as possible without breaking it. Mash the flesh of the tomatoes and mix half with the rice, onions, spearmint, sugar and parsley. Add some olive oil and boil the rice, adding salt and pepper as desired. Do not overcook as the rice will soften during baking. Stuff the tomatoes and the peppers and replace their tops. Place them in a pan with the sliced potatoes and pour over the rest of the tomato mash. Add olive oil and bake for about 1½ hour in a medium oven. Add water if required during baking. Add raisins to the stuffing if you wish. Alternatively you can stuff the tomatoes and peppers with minced meat. www.greek-recipe.com

Case study - Austria

The Austrian Adviser training produced twenty delegate contributions for each of four session reviews. We asked them what was different from the other training they had received in this area. Answers showed that delegates experienced a range of innovative learning approaches in the TRAVORS adviser training product. Here are some of their responses:

“I had never practised themes like these”

“The mix of e-learning and face-to-face sessions”

“We could do some of it at home”

“We got a lot of materials”

“To get good materials in terms of practical use”

“To learn in different ways (face-to-face; tests; role play; the use of case studies, real-life exercises)”

“Exchanging experiences with other people”

“All participants work together on one information pool”

WEINER SCHNITZEL

Few foods are more evocative of Viennese cuisine than the Wiener Schnitzel. The quality of the ingredients is essential, as is eating it fresh.

4 veal cutlets
¼ cup flour
¼ teaspoon salt
½ cup bread crumbs
2 eggs
Lard for frying

Pound the meat evenly to ½ cm thickness. Place the flour and ½ teaspoon of salt, breadcrumbs and well beaten eggs separately in three shallow dishes. Dredge the cutlets in flour then dip in egg, allow the excess to drip off for a few seconds and roll quickly in the breadcrumbs. Do not press the bread crumbs into the meat. The crust should form a loose shell around the schnitzel.



Heat at least ½ cm of lard in the pan to 350°F/175°C. Fry the schnitzel for 3-4 minutes on each side until golden brown. The meat should float in the fat. Remove from pan, drain, and serve with lemon slices and potato salad or green salad.

Silvia Flaismann and Albert Westermayer, from **karriere club**

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