

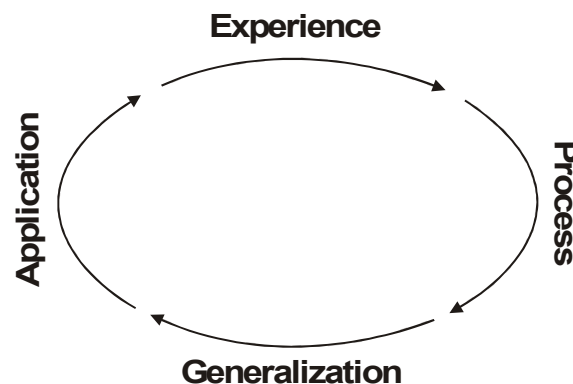
## Participant Action Plan Approach (PAPA)

As part of this training, you will do an exercise designed to help you apply what you have learned. You may not find everything taught in the training appropriate to your specific situation. In some cases, you may want to adapt some of the materials to fit your particular job or work setting.

The participant action plan approach (PAPA) was developed by the United States Office of Personnel Management, with the objective of following up the results of a training workshop. PAPA is an easy-to-use method for determining how you have changed your job behaviour as a result of your participation in a training course or programme. *The application of new knowledge and skills acquired during the training events is the most important objective of the training programme.* Application is the last phase of the Experiential Learning Cycle (see figure below), which is the basic theoretical model that ISNAR uses in training events to ensure learning during the workshop.<sup>1</sup>

### Experiential Learning Cycle

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The method generates information that enables the trainers to answer questions such as the following:

1. What happened on the job as a result of the training?
2. Are changes that occurred the ones intended by those providing the training?
3. What may have interfered with participants' trying to use on the job what they learned in the training?

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<sup>1</sup> Additional information on the Experiential Learning Cycle can be found in the Overview of this Module.

With the information from PAPA, trainers (as evaluators) can also decide if the training workshop should be modified, and in what ways. The participants can use the information to determine the worth of the training and make informed decisions about its future.

## **Workshop Activities**

The method consists of two stages. At the beginning of the training you are introduced to the idea of an action plan and are asked to consider throughout the workshop tasks that you might want to do differently when you return to your job as a result of the training. Then, at the end of the training you are asked to write an action plan. This is a list of new, workshop-related activities that you plan to try when you return to your job.

## **Follow-up Activities**

At a scheduled time after the workshop (usually several months), you will be interviewed or contacted by questionnaire. You will be asked which of your planned activities you have been able to implement up to that time, and what other new activities you have attempted as a result of attending the training. You will also be asked what effect your new activities have had on your work environment, and what problems, if any, you encountered in trying them.

## PAPA—FIRST STAGE

### Ideas for Action Items

Workshop Title    **Law and Policy of Relevance to the Management of Plant Genetic Resources**

Date/Venue        \_\_\_\_\_

Name                \_\_\_\_\_

Organization      \_\_\_\_\_

Ideas I would like to try when I return to work at my research institute, based on what I have learned in this training workshop.

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**Note:** You can use the workshop objectives, what you learn during the workshop, handouts, conversations with participants and trainers, etc., to come up with ideas.



## Guidelines for Writing Action Items

The most important characteristic of an action item is that it is written so you — or someone else — *will know when it occurs*. One way to help achieve this is to use specific *action verbs*. The following is a list of such verbs:

Mental Skills		Physical Skills	Attitude
State	Demonstrate	Execute	Choose
Name	Discriminate	Operate	Volunteer
Describe	Classify	Repair	Allow
Relate	Generate (a solution)	Adjust	Recommend
Tell	Apply (a rule)	Manipulate	Defend
Write	Solve	Handle	Endorse
Express	Derive	Manufacture	Co-operate
Recount	Prove	Calibrate	Accept
	Analyze	Remove	Decide
	Evaluate	Replace	Agree

As you are working on the action items, ask yourself, *Is the behaviour described observable? Will it be obvious to others or me when it occurs?*

The following are examples of action items. *As a result of participating in this training I plan to:*

1. *Describe* this workshop to my superior within a week of returning to the job. As a result, my supervisor will know the contents of the training workshop, how I can apply what I learned to the job, and whether or not others in the organization will attend.
2. *Handle* every piece of paper only once to improve the management of my own time. I will begin as soon as I am back on the job.
3. *Apply* the principles of performance analysis to the problem of incomplete or tardy case reviews in my research institute and request assistance from the training unit, as needed. As a result I will know whether training is required and/or if some other solution is appropriate. I will begin within a month after returning.
4. *Talk* to my employees directly about a problem which arises, rather than avoiding a confrontation; discuss the situation in order to reach mutual understanding.
5. Within two weeks after I return, I will *implement* a \_\_\_\_\_ research management procedure/process in my research institute.

## Implementing the action item

As you proceed to develop action items, *be sure to think of yourself in your actual job setting*, implementing the activity you have described.

If you have an idea of *when* you will be able to begin implementing the action items, make a note of it. Three categories can be chosen: 1) within two months, 2) after two months, and 3) as the opportunity arises (you do not know when the opportunity to try this item will occur) . You may find that you cannot try out your ideas exactly as you envisioned them, or that it is difficult to be specific. That is all right. It is still important to write out your *intent*, as a tentative plan, knowing you may have to modify it once you are back on the job. *Try to develop at least two or three action items*. One may not work, so it is handy to have others.

## Ideas for Action Items

## Organization

Action Items	Start to implement action plan (check if known)		
I plan to:	Within 2 months	After 2 months	As opportunity arises

## **Participant Action Plan Approach**

### **Supervisor's Contact Address**

Name	
Organization/Centre	
Name of Immediate Superior	
Title of Immediate Superior	
Address	
Telephone Number	
Fax Number	
E-mail	



## Questions about Your Action Items

### 1. *Preliminary nature of plan*

- Were you specific in writing the action item?
- What will you need to do when you return to work to determine which actions are possible?

### 2. *Resources*

- Who will carry out the proposed action, or help with it (formally or informally)?
  - Are the skills for carrying it out available?
  - How much time do you expect this to take?
  - Are special materials or equipment required?
  - What is involved in obtaining them?
  - Will you be using a tool or system or aid from this training workshop?
  - If so, how much adaptation is required?
  - Is continual monitoring or follow-through required?
  - If so, who will do it?

### 2. *Implementation*

- Do you have the authority to implement the action?
- If not, who does?
- How do you expect to go about getting approval?
- How much support do you think there is for your idea?
- Will you need to sell people on it?
- If so, who?

### 4. *Effects*

- Whom will this action affect?
- How will it affect them?
- Will anyone be worse off?
- Will anyone be better off?
- What will be affected?

### 5. *Environment*

- What factors in the organizational environment might interfere with your doing this?
- What factors in the organization will support your effort?