**Topics for the interview**

I am a student in a PhD Program about Adult Education and Training (Lisbon University – Faculdade de Psicologia e Ciências da Educação), under the orientation of Professor Rui Canário, and I want to study Training in Companies. The framework of this study is the problematic of the lifelong learning and the influence that human resources development have today over the innovation and economic growth.

Goals of the interview: - to achieve a general idea of the different training policies and practices in big companies by analysing a set of interviews made to Human Resources directors. Another goal of this study is to realise how the big companies and the specialists conceive training.

Interview duration: - About an hour.

If possible, the interview should be recorded to make the transcription process easier.

Of course all the data collected will be protected by the confidentiality.

Information needed: - Organigrama of the company; synthetic and generic Information related to the business group; Some training data
**Qualitative data**

- Different forms of training: how often do you use it?
- What kind of training programs and learning activities does your company promotes? Workforce development programmes, (Knowledge-sharing events; Coaching by line managers, Mentoring), Job rotation, secondment, shadowing,...
- Describe On-the-job and By-the-job training situations
- In your company, has training a tendency to react to present needs, or built capabilities for the future?
- Do your company encourage individual learning?
- How does Tabaqueira promote a good environment for individual and team learning?
- In your opinion what is the role of training in accelerating individual and organisational learning?
- Who, in the company, promotes training activities? Line managers, HR/ Training Department / by itself, or other? What is the role of Line managers?
- Which type of training activities (formal, non formal or informal) helps people do their job better?
- Who has the learning opportunities?
- What do you think are the trends for training practices?
- Skills requirements for the companies in the future
- Apprenticeship programmes
- Leadership development

**Quantitative data**

- How much training do people have in Tabaqueira?
- Percentage of employees who attend training sessions
- Training budgets