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Bottom-up innovation in vocational education

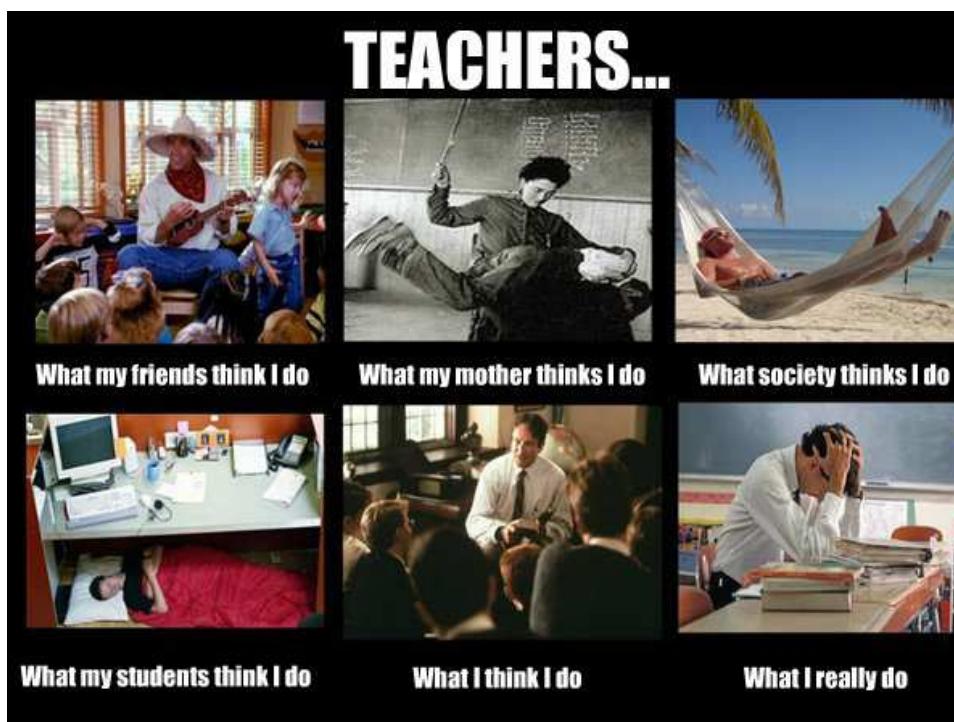
Lessons from implementing a participatory intervention in The Netherlands

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ICOH-WOPS Congress 2014



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Aim of the study





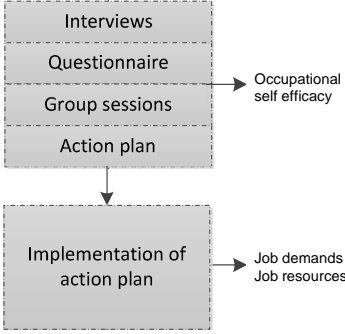
Aim – Methods – Results – Discussion - Conclusion

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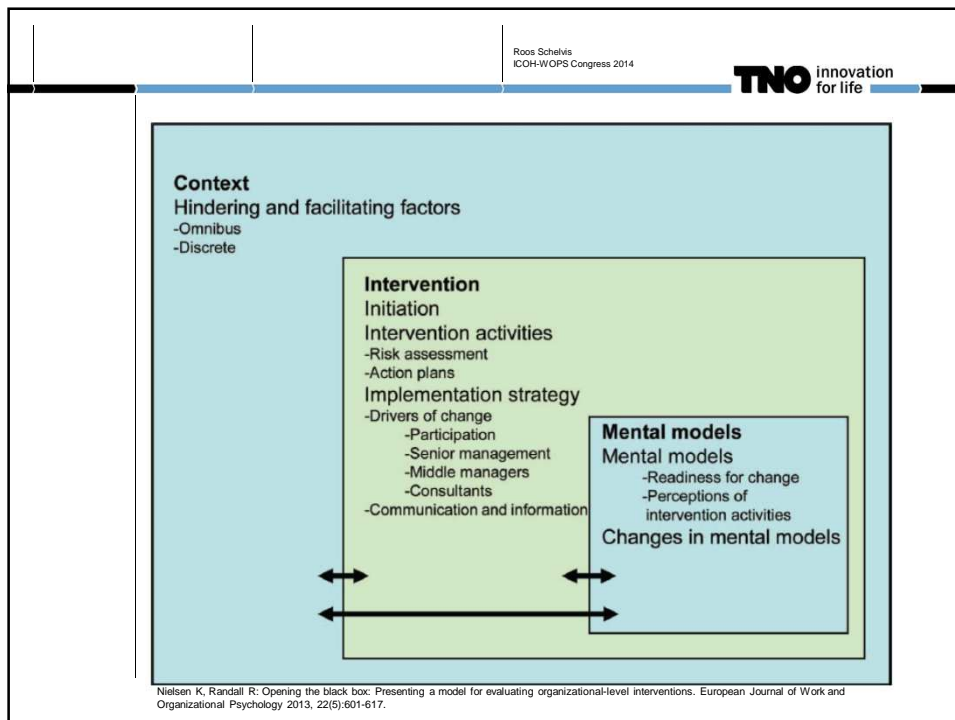
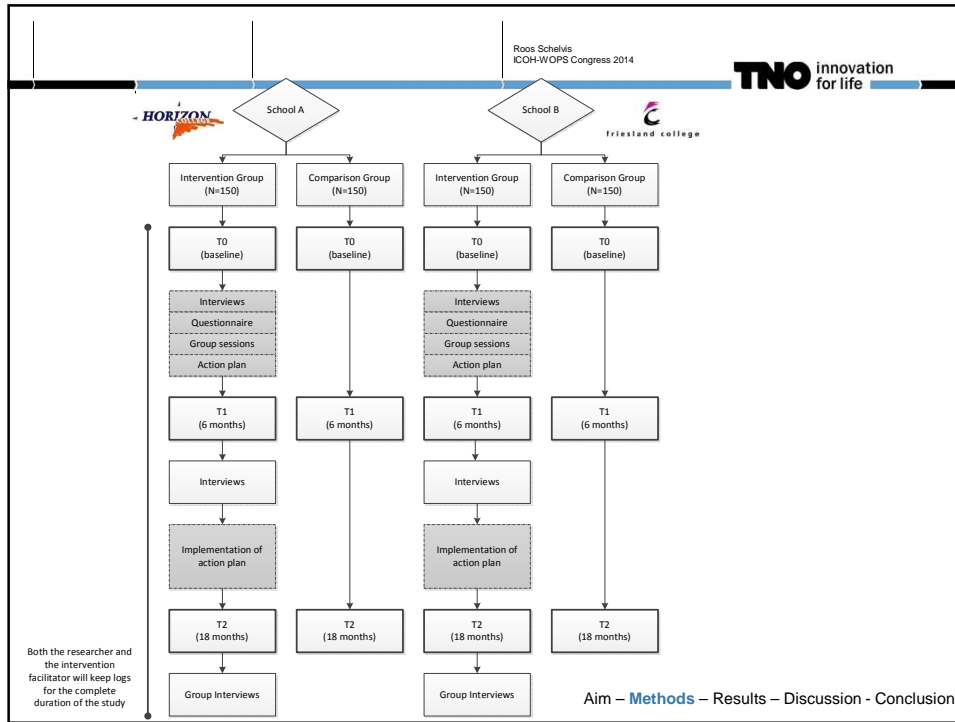


Participatory intervention facilitated by Heijting Weerts Groep

- › *What?*
- › Organisational level occupational health intervention in two phases:
 - › Needs assessment
 - › Implementation phase
- › *How does it work?*
- › Structured approach to distill all available knowledge
- › Thus formulating improvements for the
 - › Work process
 - › Collaboration
 - › Responsibilities



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Outcomes needs assessment

- › Stressors for school A were:
 - › 1) ambivalent management control;
 - › 2) lacking professional working relations in the teams; and
 - › 3) inadequate facilities.
- › Stressors for school B were:
 - › 1) continuous changes in procedures;
 - › 2) insufficient management control; and
 - › 3) all efforts are directed towards day to day 'survival' instead of long-term goals.

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Mental models

- › As a result of the needs assessment teachers were ready for change
- › This changed when quick wins were delayed and coaching on straightforward management control became the first action

“There's really something going to change now. That's also how we were briefed.”

“And then we increasingly realized that the management has used it to strengthen itself and that we have no more to say.”

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Intervention

- › Teacher bathrooms were created
- › Meeting places for teachers were created
- › All actions in the action plan were management activities

"The bathroom is a positive change, but everyone looks at the negative"

"It took a long time before anything happened and then everyone said that it was not necessary in this form."

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Context

- › The Ministry of Education decided that vocational students need more lessons at school instead of in practice
- › Less students subscribed > temporary contracts terminated

"A spending cut has now been announced. This puts everything in a different light. "Happy and healthy work" is now obsolete, we know we need to work 1000 more hours. So people are giggling about it."

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- › Intervention
 - › Don't miss the 'window of opportunity'
 - › Translation outcomes needs assessment to actions needs explanation
 - › 'Good' measures that are 'badly' implemented seem to have negative effects
- › Methods
 - › The Nielsen & Randall model for process evaluation is helpful in structuring the analysis of process data

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- › Change seems inevitable once HM is applied, but whether the change turns out for the better is in the hands of the management.
- › The crucial role for the management is a risk for successful implementation of the intervention.
- › Thank you for your attention! Questions or comments?

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