

Workshop PR1

LeadVET Transnational Project Meeting

Trondheim, 7. June 2022

Johannes Seitle, Karl Wilbers
Friedrich-Alexander-Universität Erlangen-Nürnberg



Agenda

Our proposal for the workshop PR1

- 01** Goals of LeadVET
- 02** First results from the literature review in PR1
- 03** Implications for the empirical survey in LeadVET (PR1)
- 04** Discussion of the empirical survey in LeadVET (PR1)
- 05** Proposal for a schedule of PR1
- 06** Discussion of the schedule of PR1

*Planned timeline:
12.45 -16.00
Coffeebreak at 14.30*



LEADVET

Goals of LeadVET

„The overarching ambition of LeadVET is to enhance vocational teacher education (VTE) and vocational education and training (VET) by developing sustainable university-school partnerships, together with leadership and networking skills for professionals in the field.“

“Better collaboration between university vocational teacher education, vocational schools and enterprises, which constitute the vocational ecosystem, leading to: Improved recruitment, retention, training and leadership skills and job satisfaction, for vocational teachers.”

First results from the literature review

Central hypothesis

Underlying thesis of our literature review

***Strategic networks** around VET schools
help to overcome
challenges in the HR process for VET teachers
and this results in **tasks & roles** for
VET-leaders (principals and for middle leaders in VET schools).*

Characteristics of strategic networks

- Between hierarchy and market: No hierarchical relationships, no market relationships
- History & context matters: Networks develop in a specific time and context
- Cooperation of independents: Partners in a network are legally independent and operate in a logic of their own
- Win-win requirement: Cooperation must offer long-term benefits for all parties involved

Productive character of a network

- Networks form social capital, which is similarly productive as financial capital or human capital

HR-Process for VET-Teachers

Challenges in human resources management in schools

1	2	3	4	5
Attract	Recruit	Onboarding	In-Service-Training	Retention
How can individuals be attracted as potential VET teachers?	How are VET teachers chosen?	How can VET teachers be integrated into their roles, into the school's values and norms, and into the school's social network?	How can VET teachers' competencies be developed in-service?	How can VET teachers stay in school (longer)?

Selection

Who is included in the network?

Allocation

How are tasks, resources and responsibilities distributed in the network?

Management of a strategic network

Regulation

How are formal and informal rules developed, enforced, reviewed and adapted in the network?

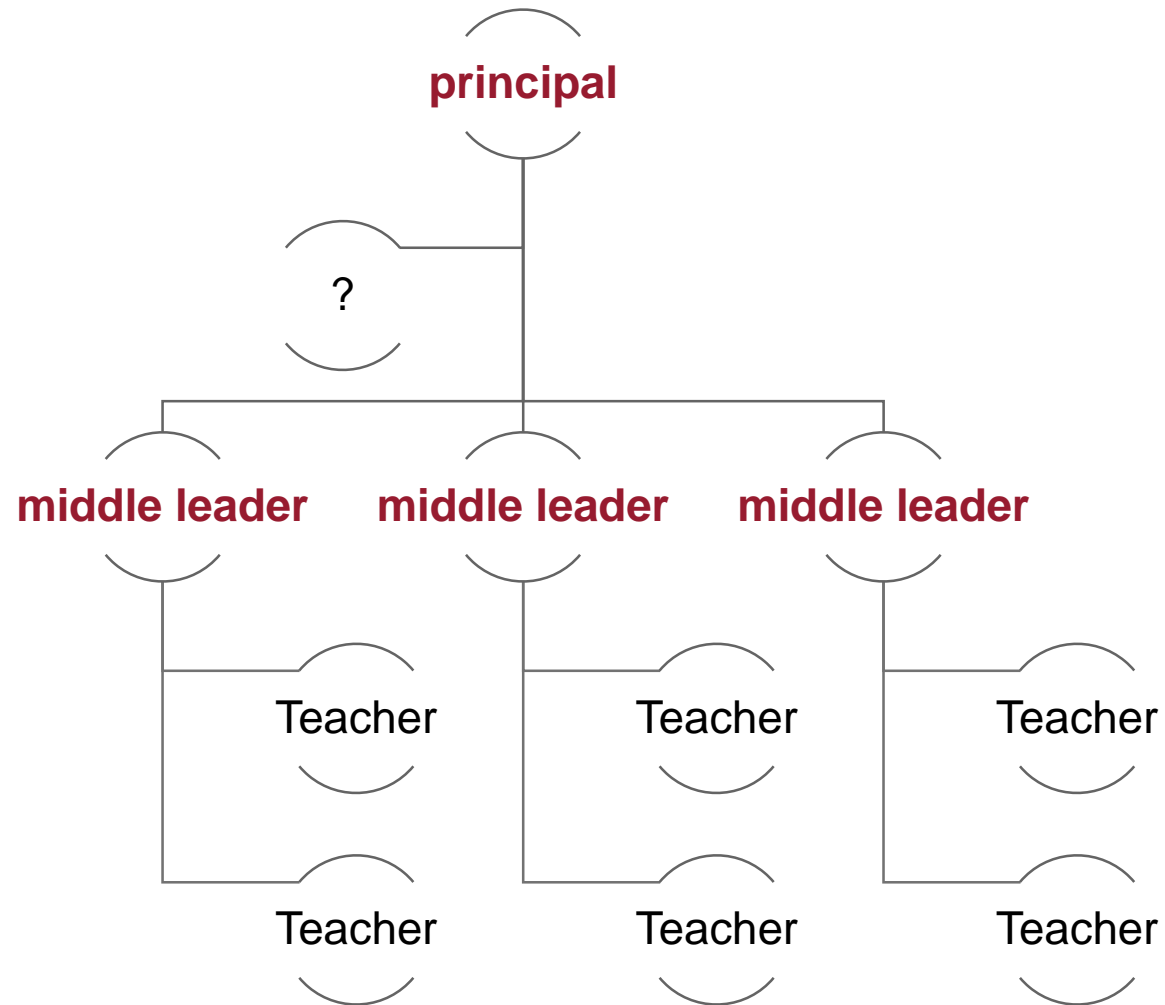
Evaluation

How is the network, its success, the performance of individual partners evaluated formally or informally

Sydow (2006)

VET-Leaders in schools

Leadership is not only the task of the school principal



Implications for the empirical survey in LeadVET (PR1)

Strategy of the empirical surveys (I)

How networks are to be surveyed in LeadVET?

Questions	Example answer*
1. Focus a task in the HR process (Attract, recruit, onboard, in-service-training, retention) for VET teachers!	Attract
2. Which internal and external partners (institutions) are helpful to the school in accomplishing this task?	Other University
3. What type of institution is it? (Public educational institution, private educational institution, state agency, company, other)	Public educational institution
4. What are the specific contacts at this institution? (Not persons, but function)	Representative of a subject that needs to be staffed at the school (e.g., civil engineering).
5. What benefits does the partner institution derive from the cooperation with the school?	Opening up an additional professional field for the students of the partner university

* Current problem at FAU: VET teachers for civil engineering (no own training capacities at FAU); answers hypothetical.

Strategy of the empirical surveys (II)

How networks are to be surveyed in LeadVET?

Questions	Example answer
6. Focus a task of network management (selection, allocation, regulation, evaluation)	Selection
7. What should be considered when selecting partners (SELECTION) to solve the problem (ATTRACTION)?	University partner should have a sufficient number of students in the relevant discipline on a permanent basis
8. What tools can support or assist in the selection of project partners?	Simple Checklist
9. What is the principal's role in selecting partners for this challenge?	
10. What is the middle leaders's role in selecting partners for this challenge?	
Continue: Other challenges in the HR process for VET teachers and other network management tasks.	

Do we need a competency model for school leaders or middle managers against which we can/should mirror competency requirements?

Implications for the empirical survey in LeadVET (PR1)

Discussion

Work order for the group phase



1. **Group formation:** Please form groups according to your institution
2. **Concept of strategic network:** Is the definition comprehensible for you in the group? Please use moderation cards for your comments.
3. **Validation of HR process:** Is the HR process for VET teachers comprehensible to you in the group? Is there anything missing for you? Please use moderation cards for your comments.
4. **Validation Management of strategic networks:** Is the model of the four tasks of social network management comprehensible to you? Is anything missing? Please use moderation cards for your comments.
5. **Validation VET-Leaders:** Does the distinction between school leadership and middle leaders make sense to you? Is anything missing? Please use moderation cards for your comments.
6. **Structure of the survey:** Do you think the basic structure of the survey makes sense? Please use moderation cards for your comments.
7. **Questions:** Are you comfortable with the wording of the exemplary questions?
8. **General remarks:** Please describe moderation cards with keywords only. Please write the abbreviation of your institution on each moderation card. Do not be afraid of constructive criticism. ;-)

Discussion of the empirical survey in LeadVET (PR1)

Implementation of the network survey

Parallel literature analysis

