



Project 2022-1-BG01-KA220-SCH-000085347
Healthy at school. Supporting the well-being and mental health
of students and teachers / HAS, Erasmus+



Report on Pilot Implementation
of the Needs research and assessment
of the strengths of HR in educational organizations

Project 2022-1-BG01-KA220-SCH-000085347

Healthy at school. Supporting the well-being and mental health of
students and teachers / HAS,
Erasmus+



Title „Report on Pilot Implementation of the Needs research and assessment of the strengths of HR in educational organizations”

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I. Project information

This document is part of Project 2022-1-BG01-KA220-SCH-000085347 „Healthy at school. Supporting the well-being and mental health of students and teachers/ HAS “, Erasmus+ program, with the financial support of the European Commission.

Project period: 01/11/2022 - 31/10/2024 (24 months)

Leading organization: Association of Psychologists in Bulgaria, Varna, Bulgaria

Partner organizations: Hristo Botev School, Bulgaria; IMS Private School, Cyprus; and WYKSZA SZKOŁA BIZNESU I NAUK O ZDROWIU (WSBINOZ), Poland.

The mission of the project is to modernize and strengthen the capacity of the education and training system to address the main challenges in today's world, to improve mental and physical health and well-being (incl. of teachers/trainers and students/trainees), to promote social, civic, and intercultural competencies, and intercultural dialogue. This mission is achieved through the development of the products in accordance with the individual needs of both trainees and trainers, and partner schools at the organizational level.

The project's aim is also to help deal with the unfavorable learning conditions caused by the difficulties in online learning, social distancing, and immobility. It focuses on the improvement of basic skills as a prerequisite for the prevention of early school leaving, incl. from vulnerable groups.

The main project objectives are:

- Increasing the knowledge of mental health, safety and management of psychosocial risks;
- Overcoming the consequences of social isolation and immobility;
- Overcoming and preventing stress and difficulties in online/distance learning and teaching;
- Increasing students' motivation to learn;
- Improving the mental health and wellbeing of teachers and students;
- Increasing the motivation for teaching and career development of teachers;
- Providing opportunities for career and personal development, increasing the professional capacity and basic skills of teachers and other educational staff;



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- Greater effectiveness of activities for vulnerable groups in the field of inclusion and diversity education;
- Creating mutual assistance and intervention groups;
- Promoting common values, civic engagement and participation.



II. Implementation of the Needs research and assessment of the strengths of HR in educational organizations

Within the framework of Work Package 3, Activity 1 (WP3A1), following the goal to increase competitiveness and employment in the field of school education, the partners conducted needs research and identification and assessment of the strengths of Human Resources (HR) in three partner educational organizations in Bulgaria, Cyprus and Poland. The partners incorporated the results of the research in one common document (“Needs research” WP3A1), which is available in a four-language version – in Bulgarian, English, Polish, and Greek. The “Needs research” combines the study of the needs and strengths of HR in their educational organizations carried out by the partners, as well as desk research with guidelines for developing a Human Resource Development Plan (HRD Plan). The final document also includes annexes with templates of the Human Resource Development Plan.

As part of WP3A1, on the basis of the Needs research presented above and the conducted study included in it, the three partner educational organizations implemented in their practice what has been achieved in theory, by developing individual HRD plans.

The partner schools had the task to present the developed HRD plans to their staff and to seek feedback on the quality of the final product, which is also an important indicator of both the quality of implementation and the quality of the performance of the entire Activity 1, within the Work package 3 of the project HAS. This report analyzes and presents these feedbacks.

1. Preparation and implementation of individual Human Resource Development (HRD) Plan by "Hristo Botev" School, Bulgaria, WSBINOZ Poland and IMS Private School Cyprus

The development of HRD plan in the three schools ("Hristo Botev", WSBINOZ and IMS), relates to the project's aim of supporting teachers, school leaders and other teaching professions. The main topics of the HRD plans are physical and mental health, well-being, international relations, development cooperation and social responsibility of the education commission.



Each school developed an individual HRD plan following the WP3A1 “Needs research and assessment of the strengths of HR in educational organizations” as a guideline and based on the results of study (the structured interviews), which were conducted in advance to explore the work with those working in education and to identify their needs and challenges (the results of the study are also part of the “Need research”).

It is important to note that the „Needs research” (WP3A1) document, in addition to theoretically examining the general provision of the HRD plan, includes valuable practical annexes, which provide templates for HRD plan development according to the needs of the organization, as follows:

- Appendix 2 - HR Development Plan Template: Skills- based employee development plan
- Appendix 3 - HR Development Plan Template: Results-based development plan
- Appendix 4 - HR Development Plan Template: Comprehensive Employee development plan

To study the specific HRD needs of educational organizations, interviews were conducted with fifty respondents from each school, including teachers, administrative and other school staff. Each organization followed the template of structured interview, also included as an appendix in "Needs research" (WP3A1) as Annex 1 - Structured Interview Template. The interview results represented the views of the participants and provided valuable information about their perceptions of working in an educational environment. The results of the study in each of the three countries, as well as the main conclusions and recommendations, are also included in the "Needs research" (III. Study of the needs and strengths of HR in educational organizations)

The individual HRD plans prepared on this basis in each organization were presented and distributed to the school staff members.

2. HRD Plan evaluation feedback form

The next specific task of the project partners from Poland, Cyprus, and Bulgaria, in the framework of WP3A1 "Needs Research" as part of the Erasmus+ funded project 2022-1-BG01-KA220-SCH-000085347 "Healthy at School", was to distribute feedback forms, in order to evaluate the developed HRD plan in each educational organization.



Through the WP3A1 feedback form, partners set two important goals as follows:

- On the one hand, to assess the quality, applicability and compliance of the developed HRD with the structure and the needs of the staff, and organizations themselves. As it became clear, these HRD plans have been developed with the main aim of providing comprehensive support for the physical, mental, and emotional well-being of students and teachers in the school environment. They play a critical role in meeting the overall needs of the school community by aiming to create a caring and supportive learning environment for all stakeholders. Therefore, post-implementation feedback from the staff is essential.
- On the other hand, this particular feedback is an assessment made by the main target group (school staff) in the final phase of Activity 1, on a specific practical tool developed within this activity. This makes the feedback results an important indicator of the implementation of the entire Activity 1 of Work Package 3.

The feedback form utilized was the Human Resource Development Plan Feedback Form ([Appendix 1](#)), which was developed as part of the Work Package 3A1 Country and Partner Survey Needs Assessment project. The form is available in English in both paper and online formats via Google Forms.

The sample size was 20 persons from each partner, 60 persons in total. Teachers and staff members surveyed were representatives of:

- "Hristo Botev" School, Bulgaria.
- WSBINOZ, Poland.
- Private School IMS Cyprus.

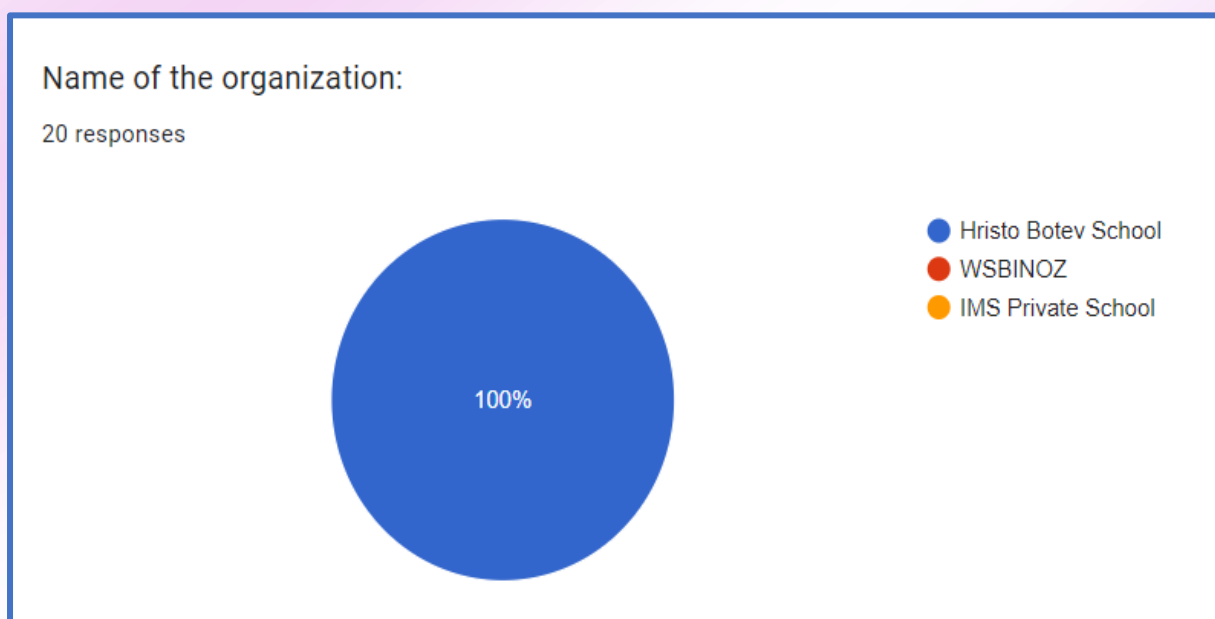
Individuals were included in the study, irrespective of their gender identity, religious beliefs, ethnicity, background, race, socioeconomic status (SES), presence of disability, or other characteristics. For the analysis, participants were required to furnish details regarding their job position, educational institution, and country of origin. We adhered to the principle of data minimization, wherein only essential data for the study was collected and processed.



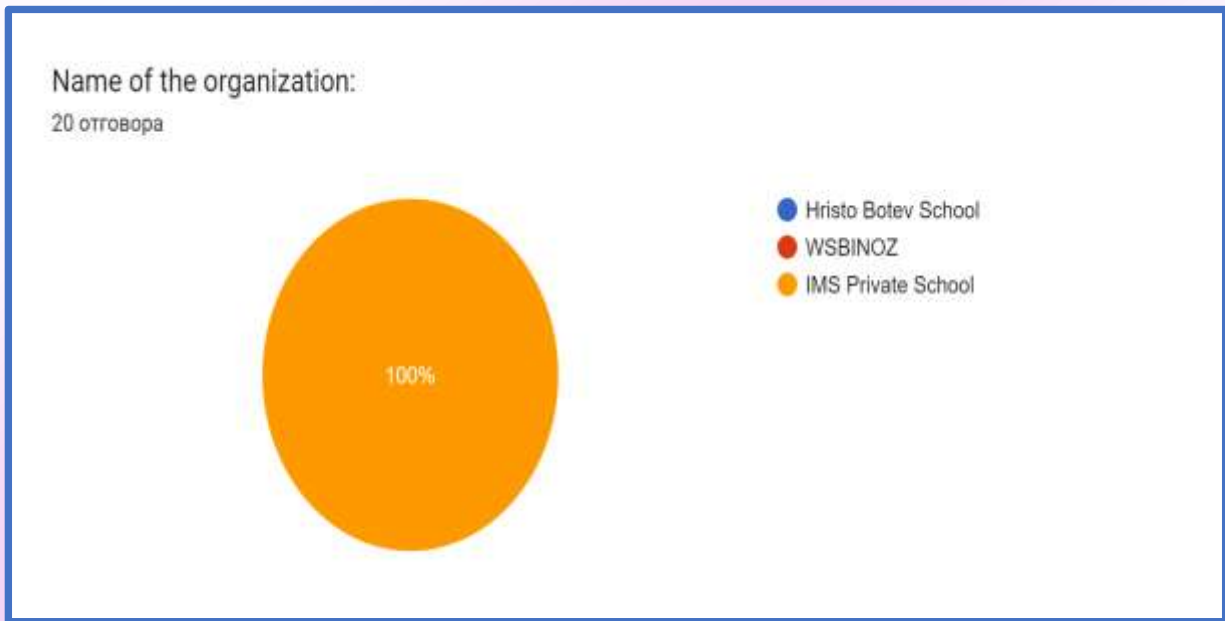
3. Comparative analysis of results between "Hristo Botev" School Bulgaria, WSBINOZ Poland and IMS Private School Cyprus

The feedback form for the Human Resource Development (HRD) Plan, which was created as part of the WP3A1 Needs Research and Assessment, was completed by 20 teachers and staff members from each of the project partner countries.

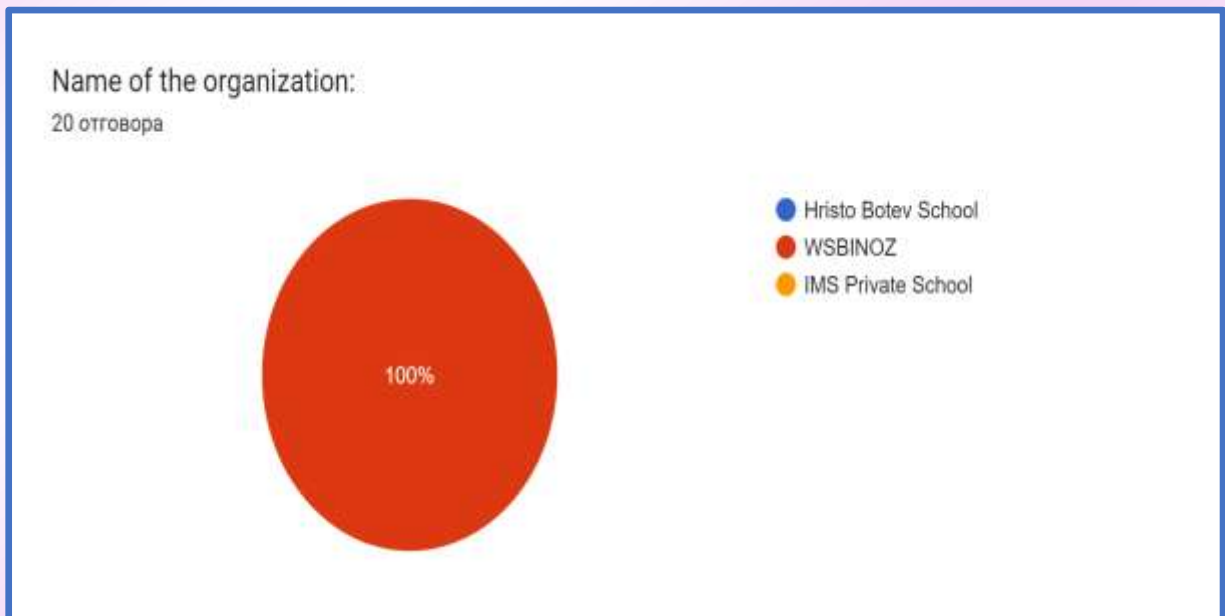
It's worth noting that the research participants were from the same organization, providing a consistent demographic profile across the responses.



Hristo Botev, Bulgaria 1

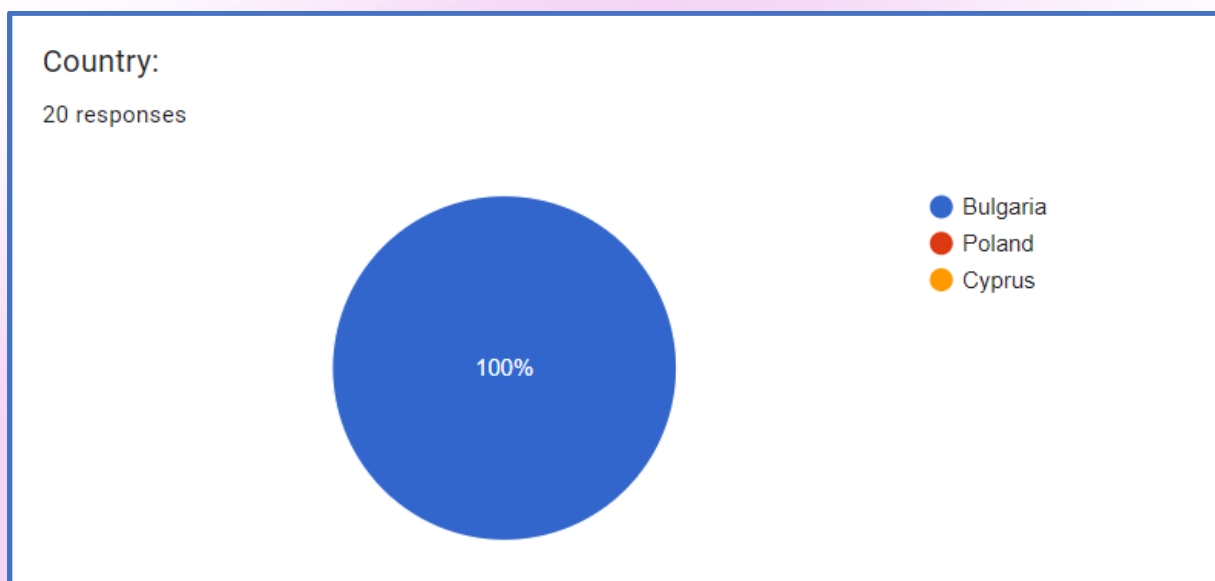


IMS Private School, Cyprus 1

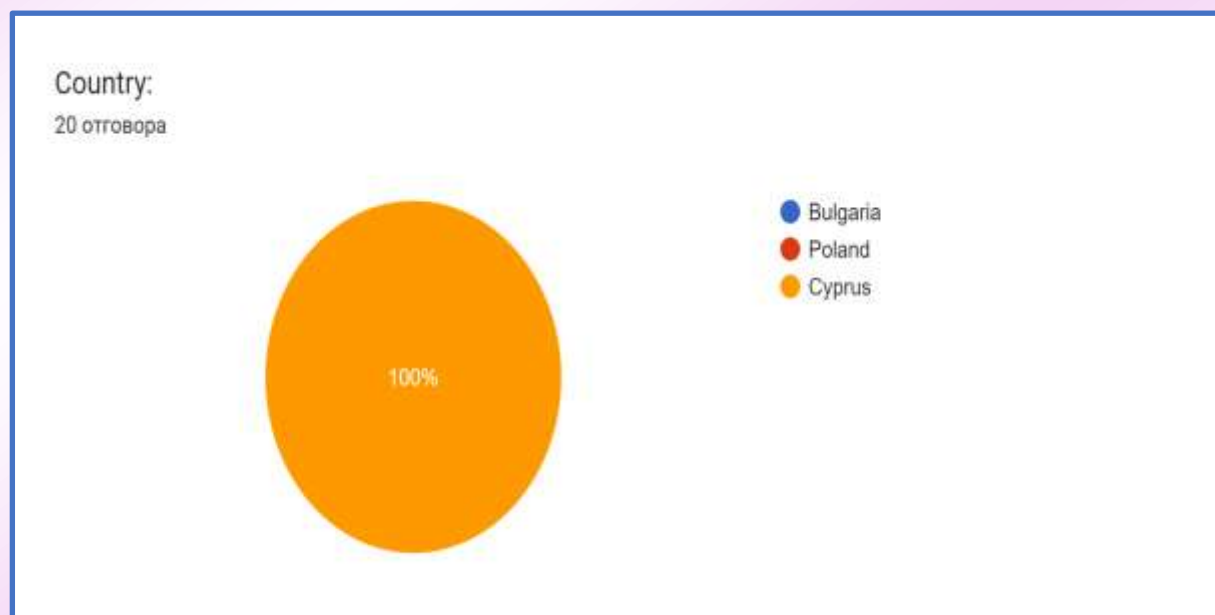


WSBINOZ, Poland 1

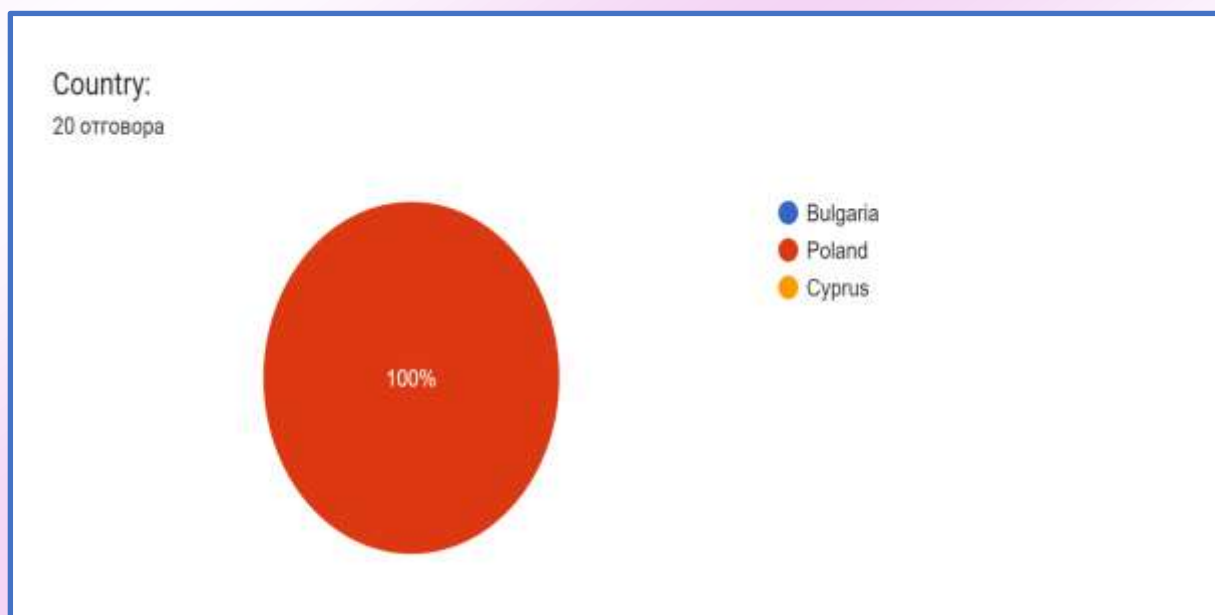
In addition, 100% of the participants in each feedback form are from the respective partner countries.



Hristo Botev, Bulgaria 2



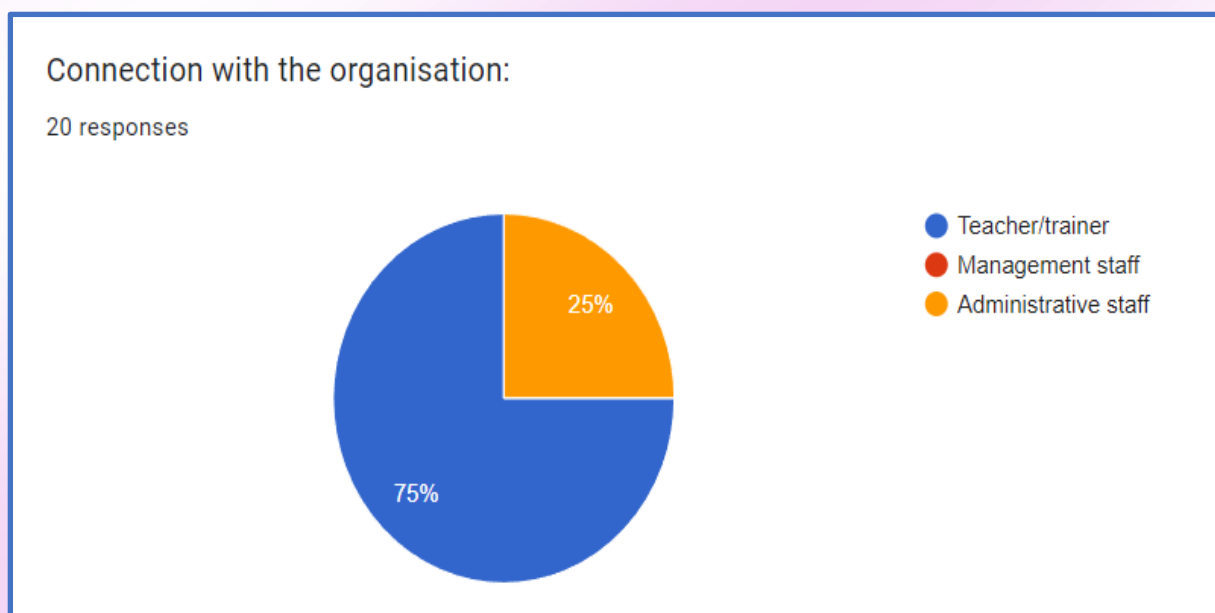
IMS Private School, Cyprus 2



WSBINOZ, Poland 2

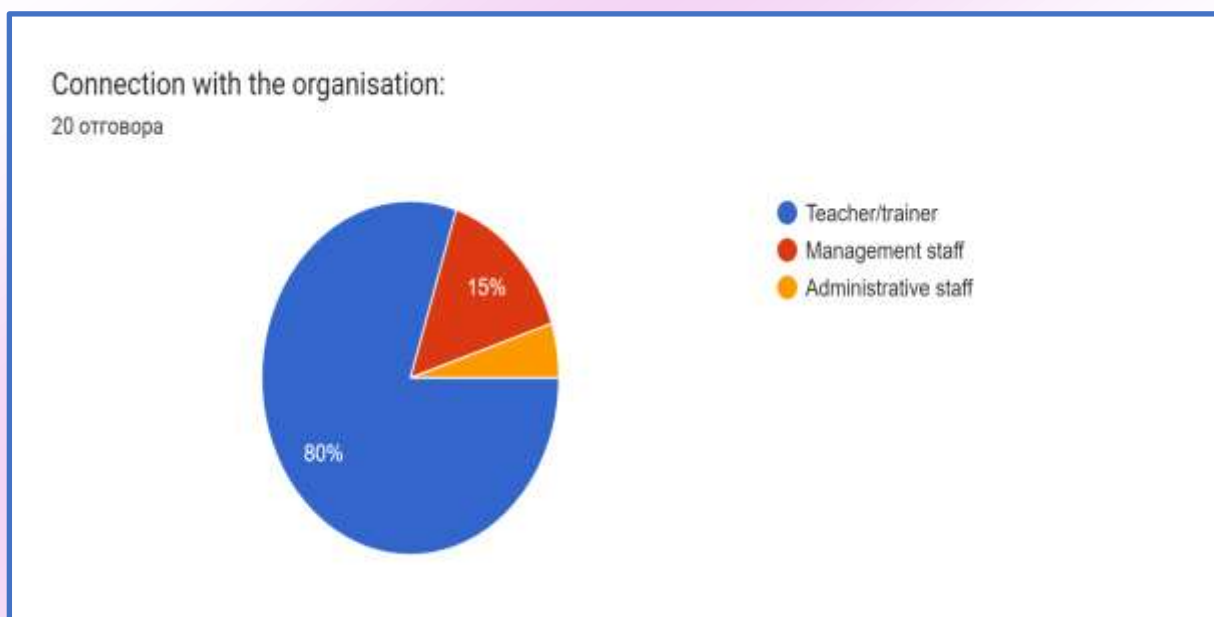
In terms of connection with the organization:

Regarding the Bulgarian participants, 75% of them are teachers and 25% are administrative staff.



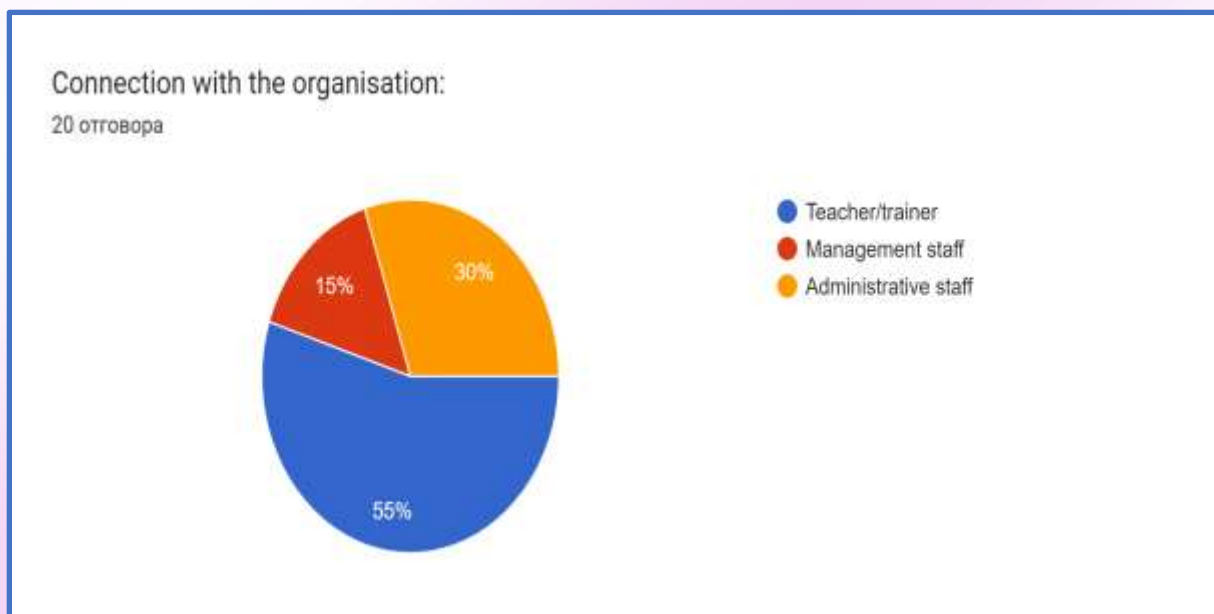
Hristo Botev, Bulgaria 3

On the Cypriot side, 80% of the participants are teachers, 15% are from Management Staff and 5% administrative staff.



IMS Private School, Cyprus 3

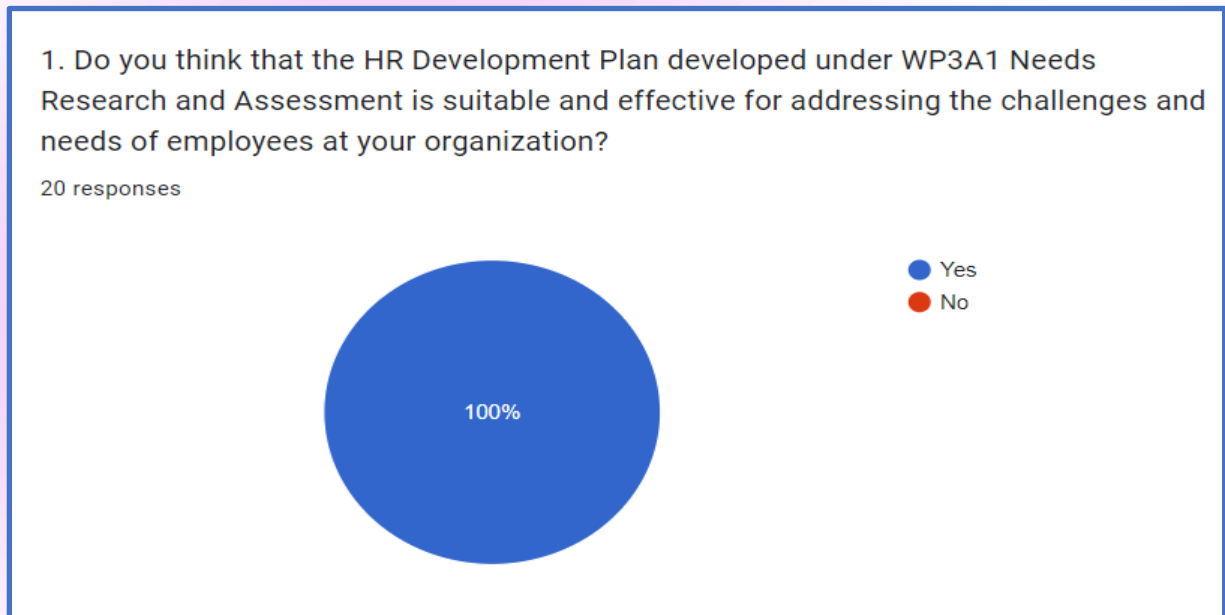
In the Polish sample, the percentages of participants were as follows: 55%- Teachers, 30%- Administrative Staff and 15%- Management Staff



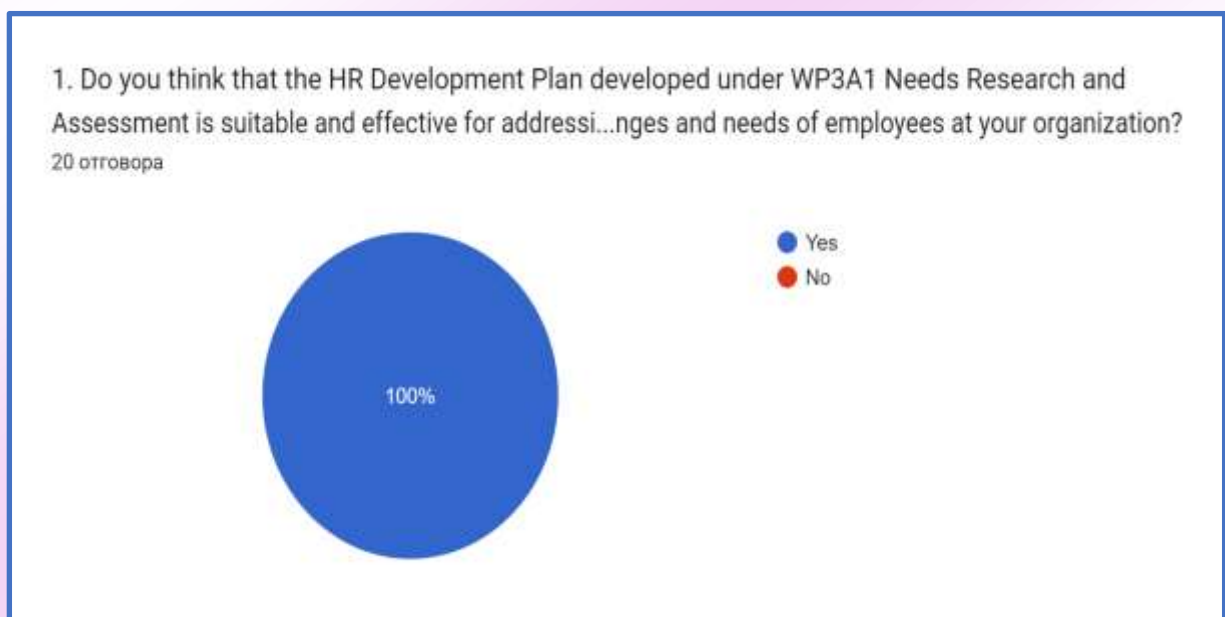
WSBINOZ, Poland 3

The first question in the main body of the feedback form was if the respondents think that the HR Development Plan developed under WP3A1 Needs Research and Assessment is suitable and effective for addressing the challenges and needs of employees at their organization.

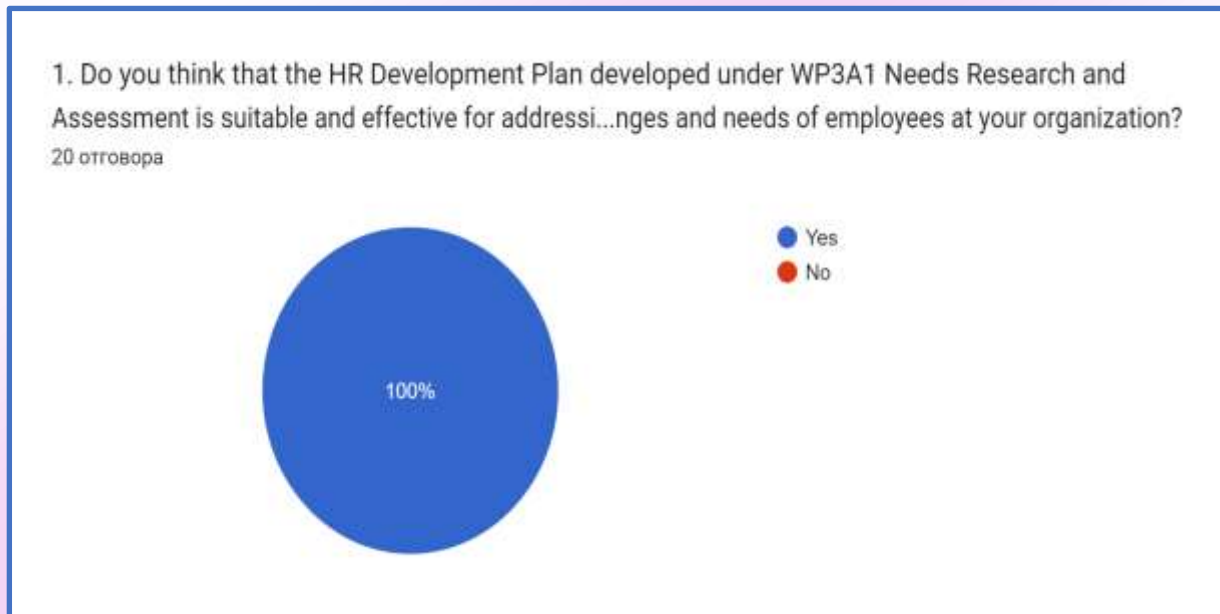
The results from the participants from the three partner countries show that 100% of them agree with this.



Hristo Botev, Bulgaria 4



WSBINOZ, Poland 4



IMS Private School, Cyprus 4

In the second question, we asked the respondents for their opinion on whether the HR Development (HRD) plan includes valuable steps for improvement and development through training and qualifications relevant to the staff.

Once again, the results were consistent across all three countries, with 100% of the respondents expressing the belief that the HRD plan indeed contains valuable steps for development and improvement.

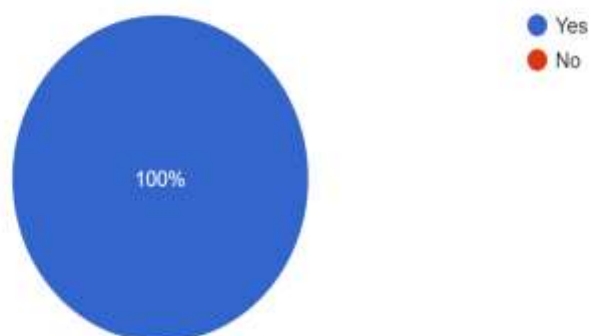


Hristo Botev, Bulgaria 5

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2. Do you believe the HR Development Plan contains valuable steps for improvement and development by trainings and qualifications in areas that are relevant to your staff?

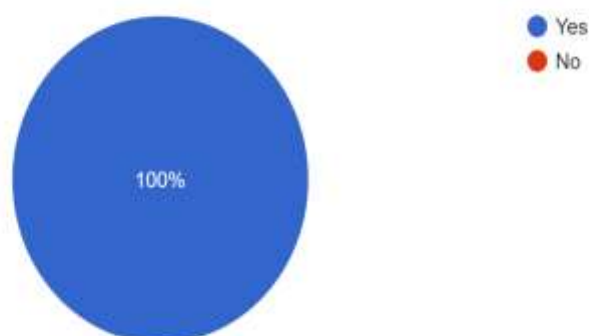
20 отговора



WSBINOZ, Poland 5

2. Do you believe the HR Development Plan contains valuable steps for improvement and development by trainings and qualifications in areas that are relevant to your staff?

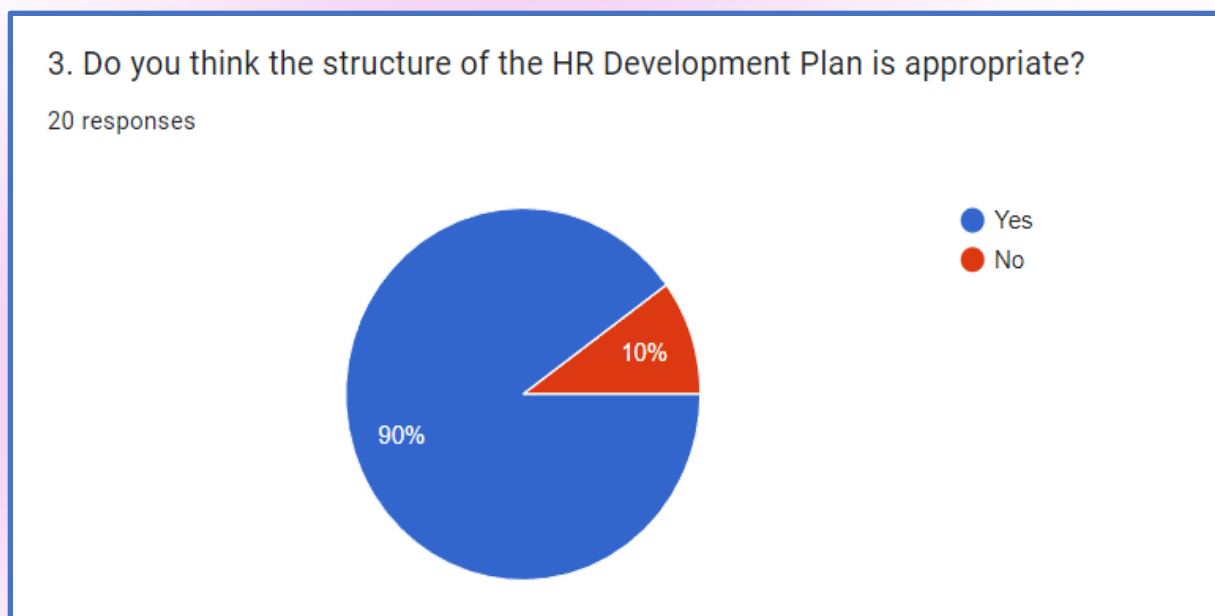
20 отговора



IMS Private School, Cyprus 5

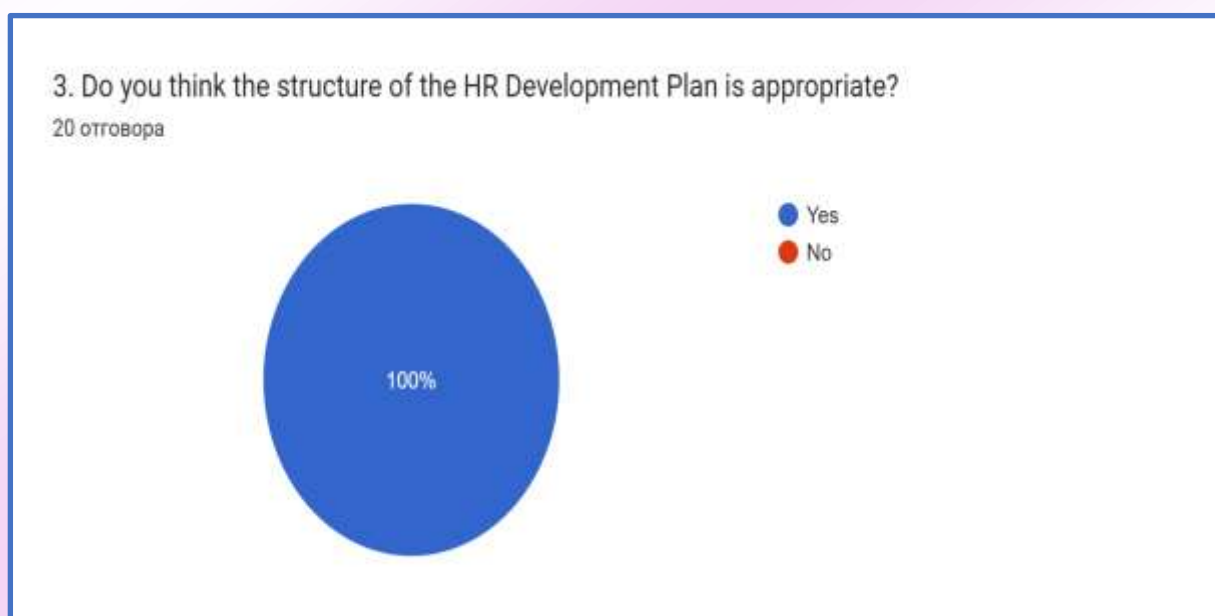
The next question assesses whether respondents think the structure of the HRD plan is appropriate.

Here the answers from the Bulgarian side are in proportion: 90% answered "Yes" and only 10% "No".

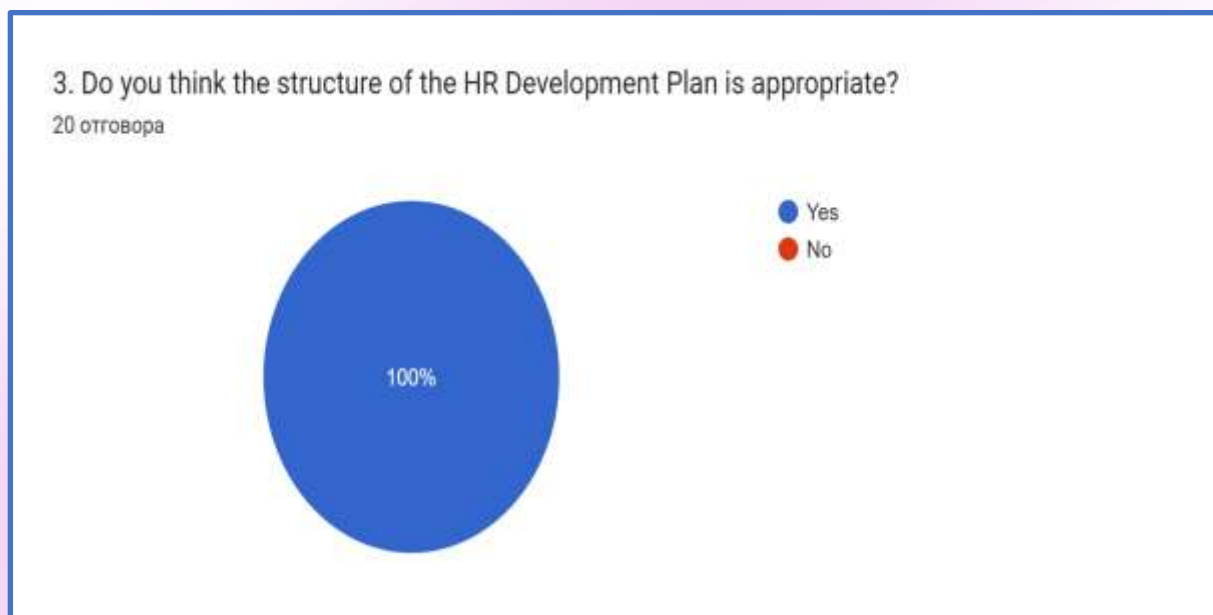


Hristo Botev, Bulgaria 6

In the case of the Polish and Cypriot partners, the respondents are clear in their positive assessment. In both surveys, all respondents answered "Yes" (100%).



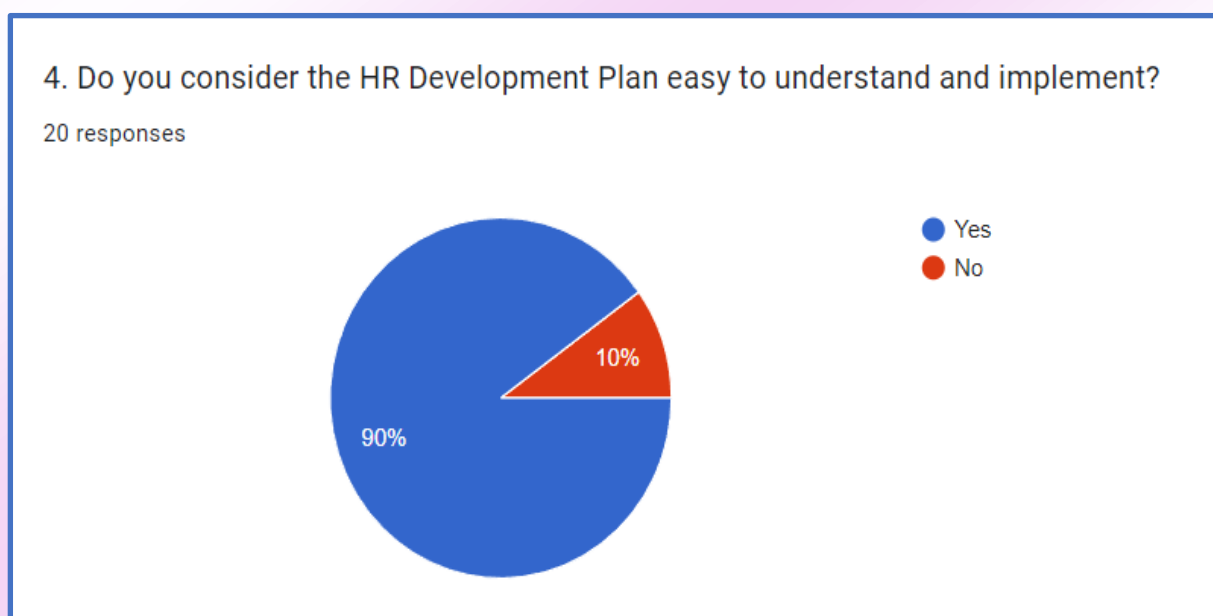
WSBINOZ, Poland 6



IMS Private School, Cyprus 6

The fourth question concerns the comprehensibility of the HRD plan.

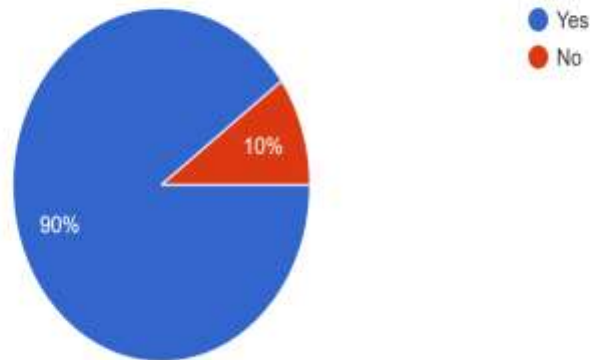
According to the results, 90% of the respondents found it easy to understand and only 10% considered it slightly more difficult to be understood. This percentage is constant across all three graphs for the three partner countries.



Hristo Botev, Bulgaria 7

4. Do you consider the HR Development Plan easy to understand and implement?

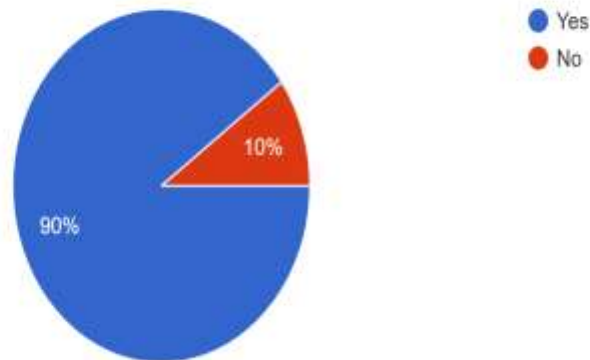
20 отговора



IMS Private School, Cyprus 7

4. Do you consider the HR Development Plan easy to understand and implement?

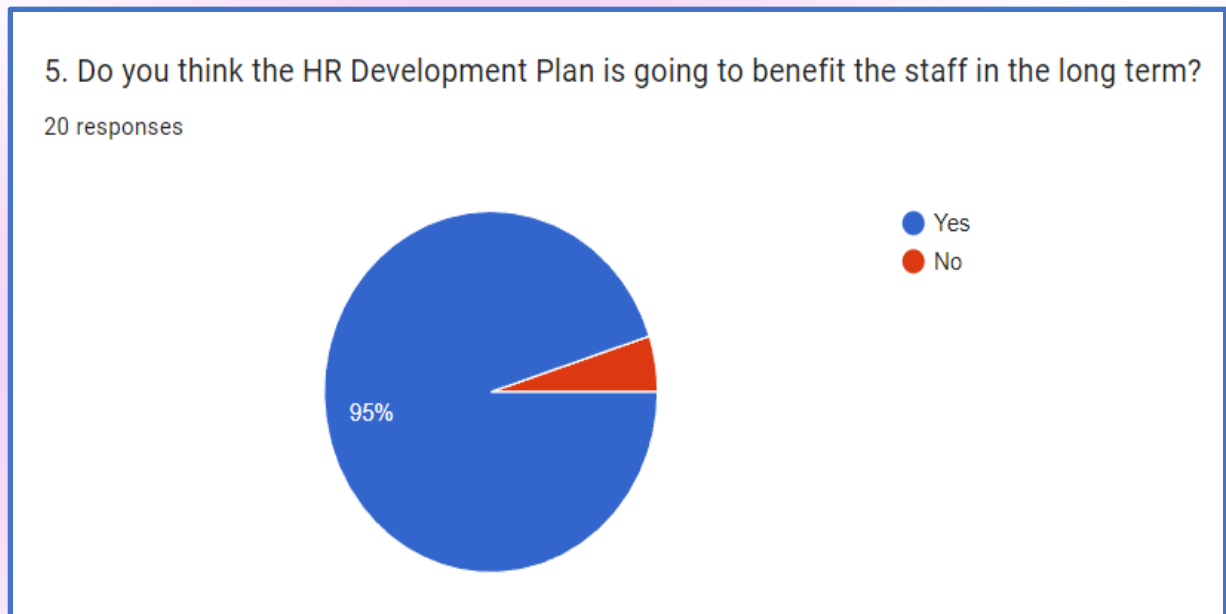
20 отговора



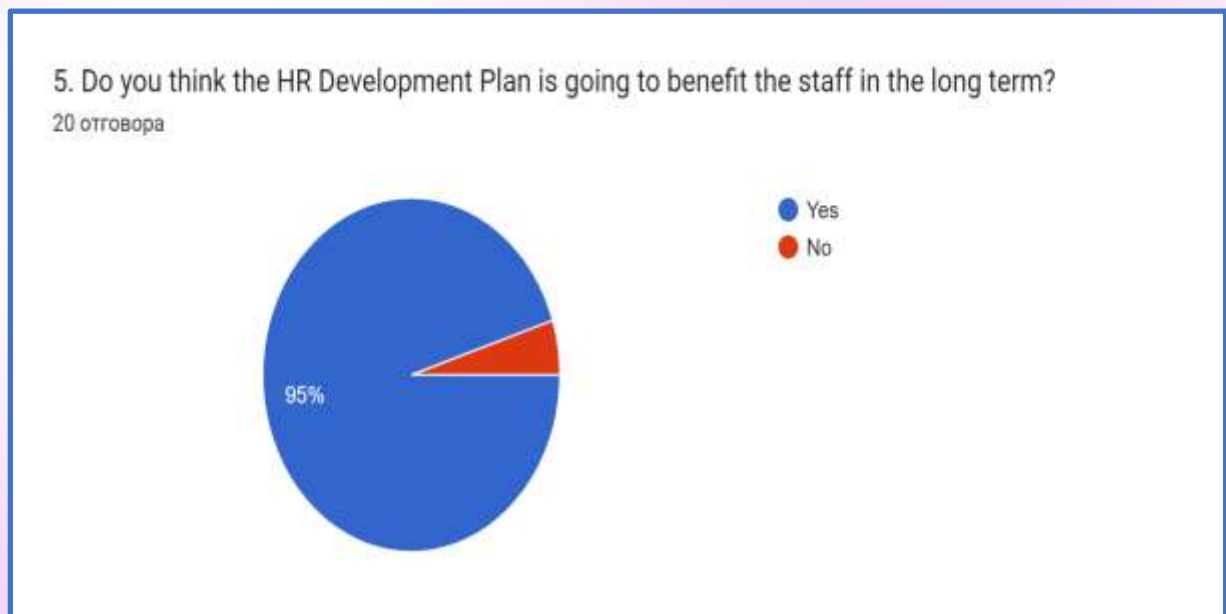
WSBINOZ, Poland 7

The next question asked, "Do you think the HRD plan will benefit staff in the long term?".

Here again, the results are very optimistic. The graph for Bulgaria and Cyprus shows that 19 respondents (95%) of the sample said they believed the plan would be beneficial in the long term and only 5% did not think so.

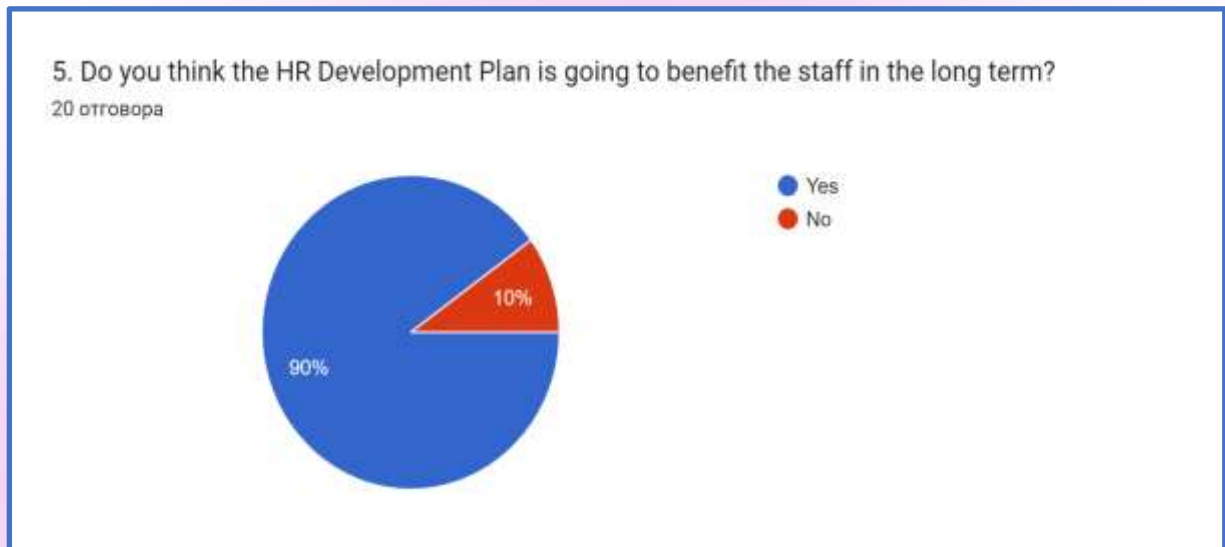


Hristo Botev, Bulgaria 8



IMS Private School, Cyprus 8

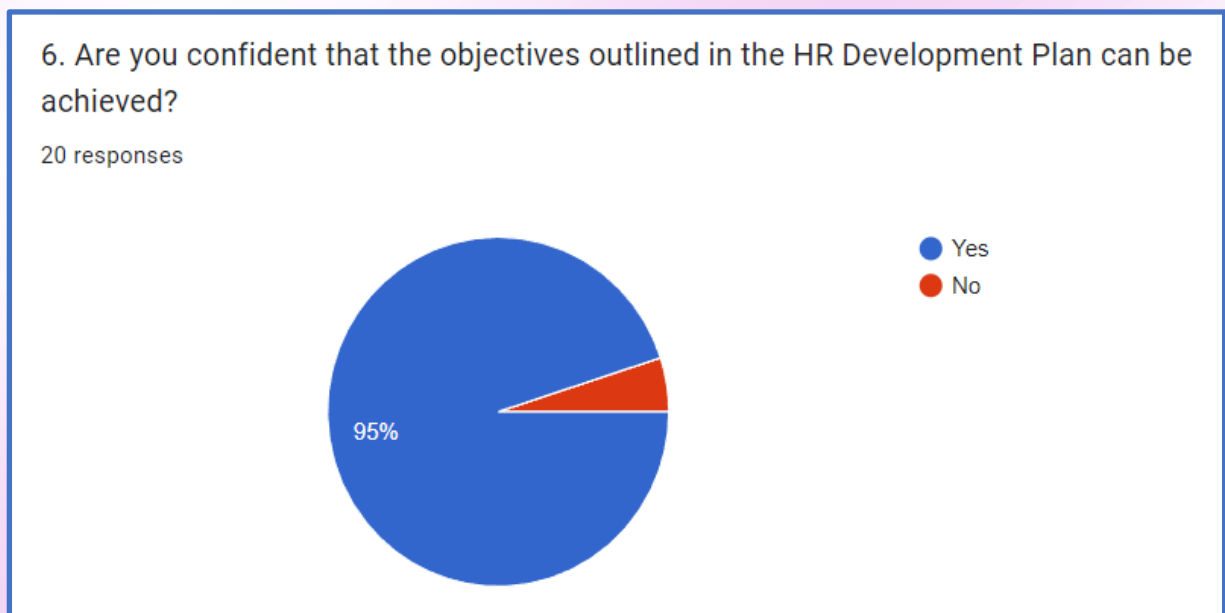
Respondents from Poland answered similarly, 90% of them seeing the long-term benefit of the plan, at the expense of two (10%) who gave a negative answer.



WSBINOZ, Poland 8

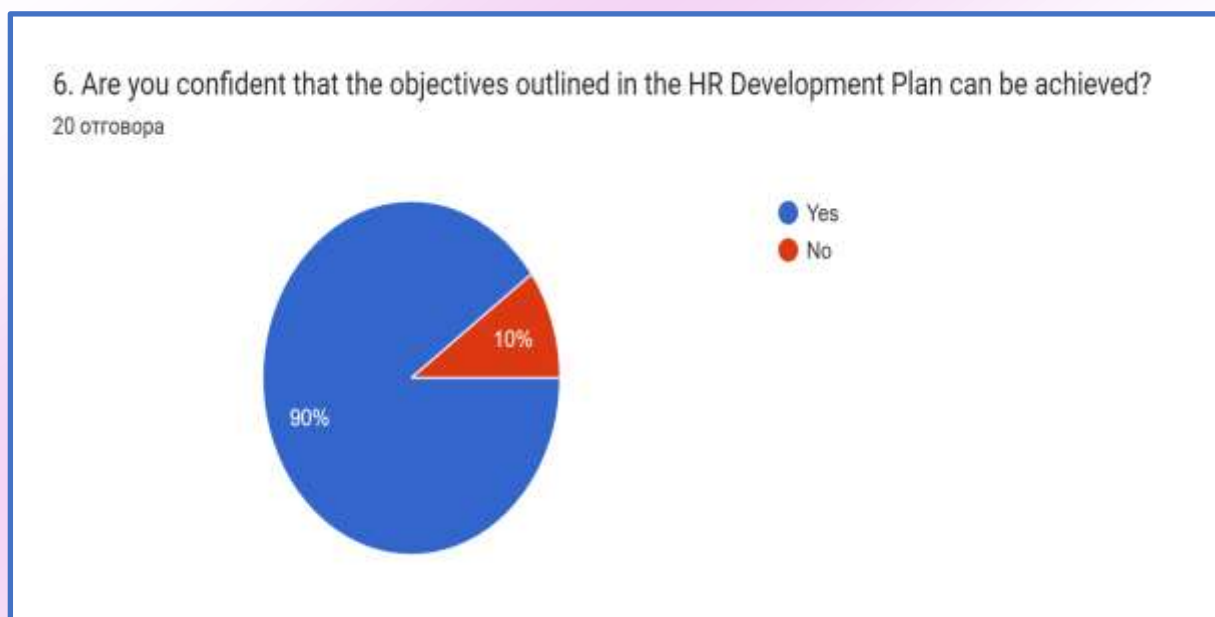
The sixth question is about whether the respondents are confident that the objectives outlined in the HR Development Plan can be achieved.

The results for Bulgaria were similar to those of the previous question, with 95% (19 respondents) answering "Yes" and only 5% (1 respondent) answering "No".

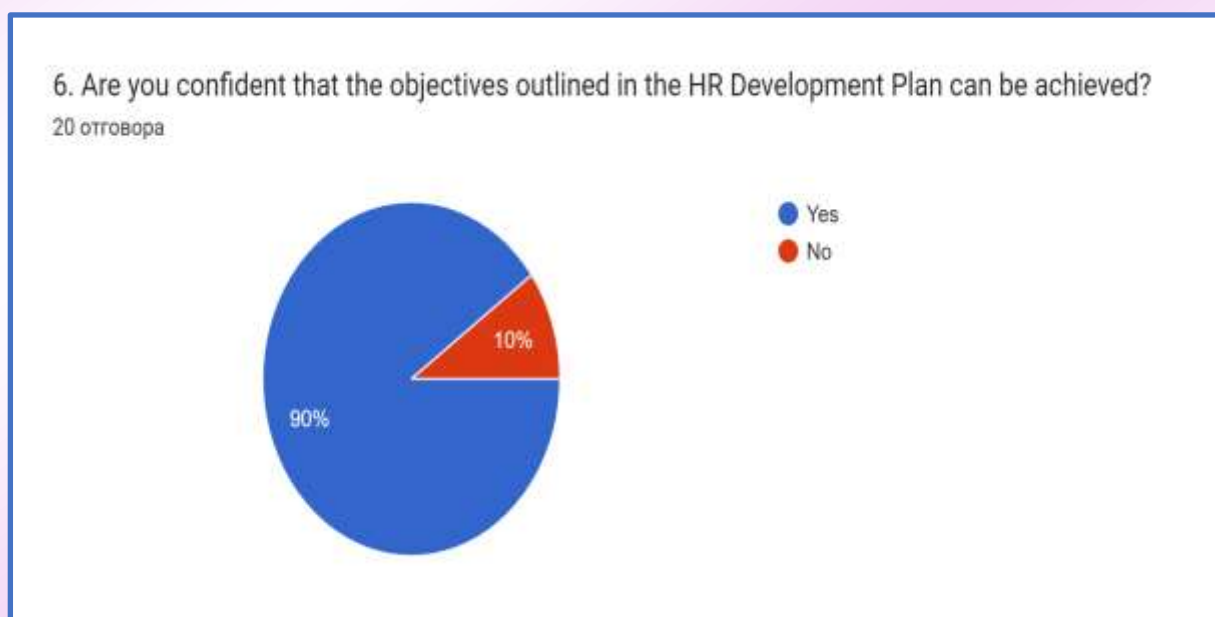


Hristo Botev, Bulgaria 9

As far as Poland and Cyprus are concerned, their graphs are in the proportion of 90% (18 respondents) answering "Yes" and 10% (2 respondents) - "No".



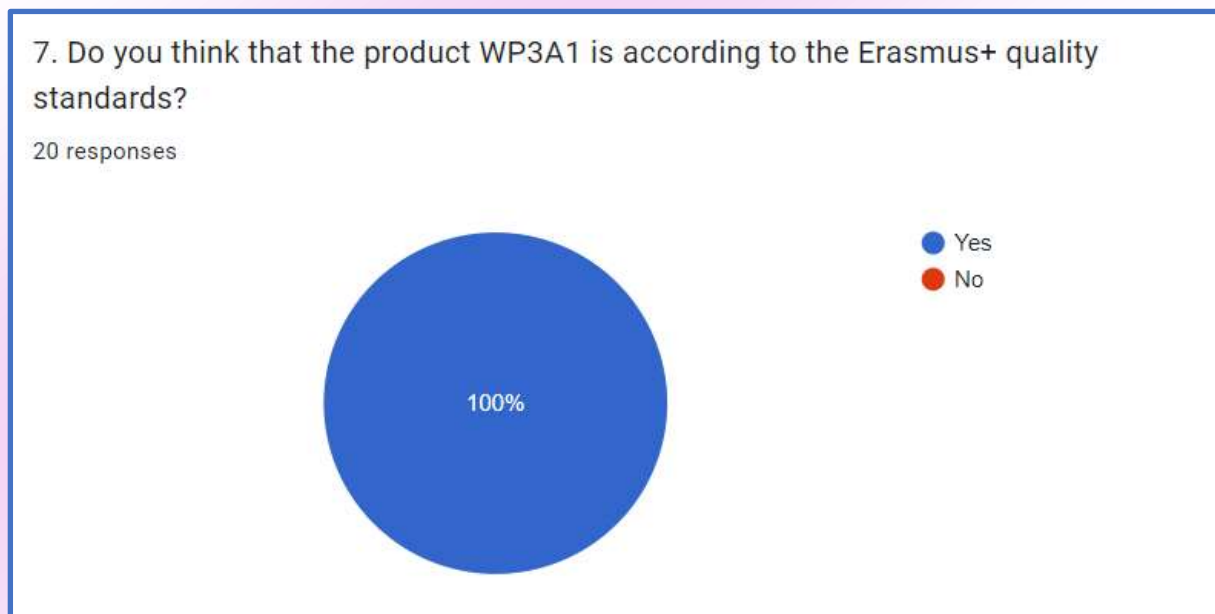
IMS Private School, Cyprus 9



WSBINOZ, Poland 9

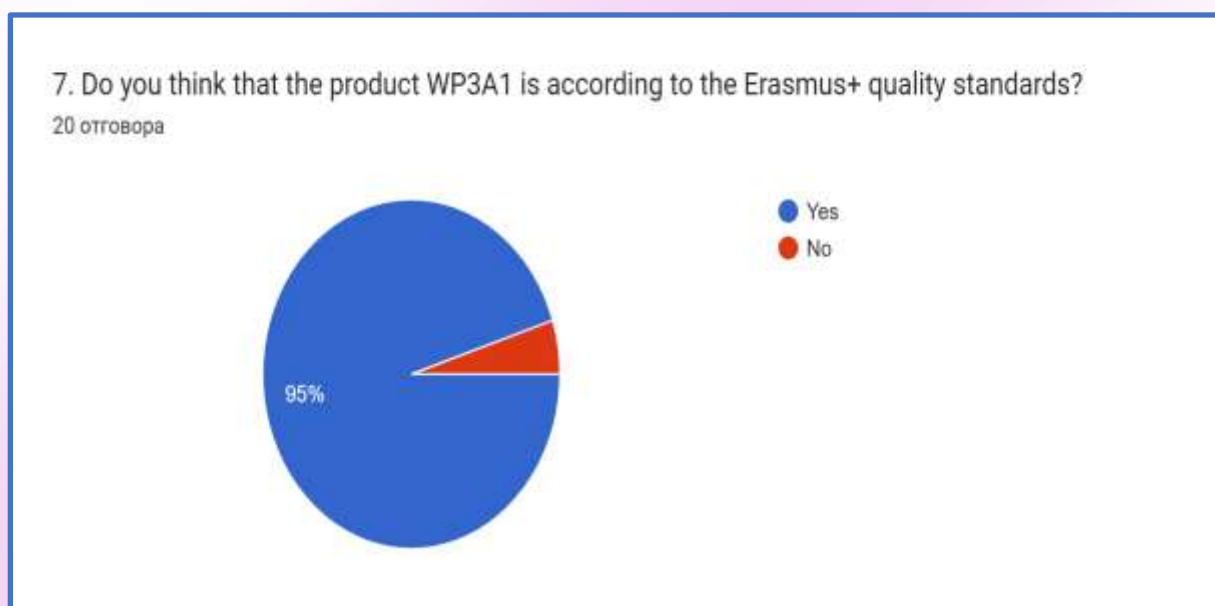
The seventh question concerned whether the HR Development Plan meets the Erasmus+ quality standards.

The results from Bulgaria are concrete - 100% of the respondents agreed.

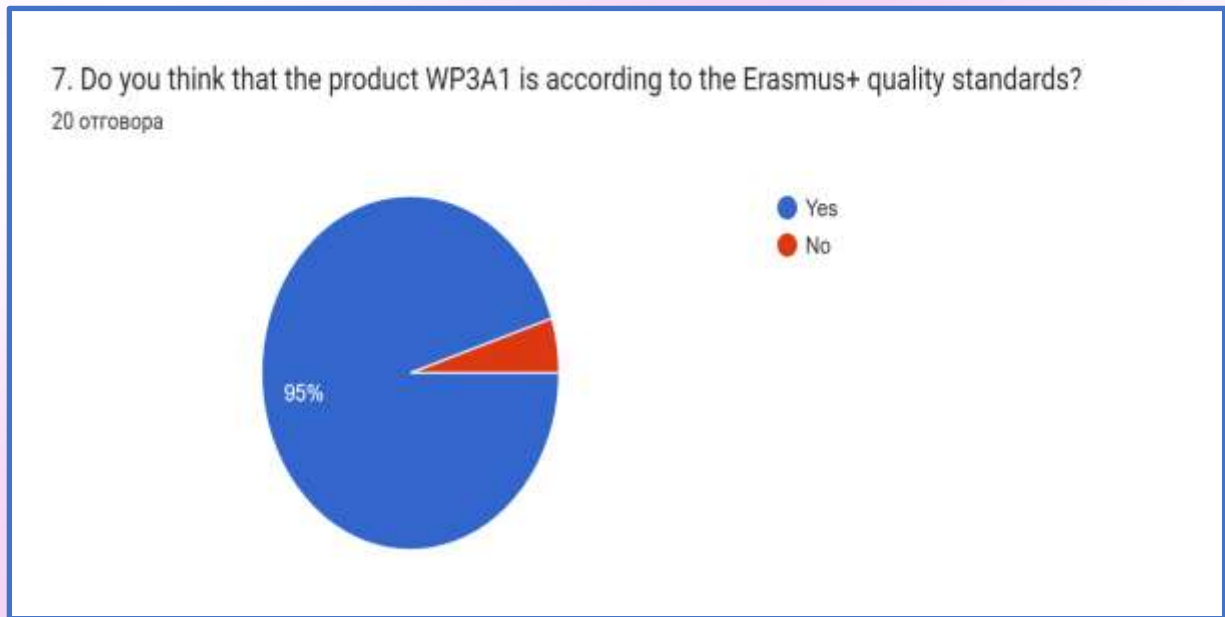


Hristo Botev, Bulgaria 10

For Cyprus and Poland, things are no different, both charts are categorical with 95% positive answers.



IMS Private School, Cyprus 10



WSBINOZ, Poland 10

Finally, the **8th question** (which is open-ended) stated: “Do you have any suggestions or recommendations?.” None of the participants provided answers.



Summary of results of the feedback forms

In conclusion, the analysis of the results in Bulgaria, Poland and Cyprus from the Feedback forms for the HR Development Plan (developed as part of WP3A1 Needs research and assessment) pinpoints some important aspects, such as:

- feeling that the HRD plan is appropriate and effective in addressing the challenges – All (100%) of the respondents from the three partner countries strongly agreed.
- a belief that the HR Development Plan contains valuable steps for improvement and development- All (100%) participants from all three countries responded positively.
- appropriate structure of the HR Development Plan- Based on the data from the three project partner countries (Bulgaria - 90%, Poland - 100%, Cyprus - 100%), it can be concluded that the HRD plan structure received positive ratings. On average, 96.7% of the 60 respondents found the HRD plan structure appropriate.
- the HR Development Plan is easy to understand and implement- Here, 90% of the 60 respondents provided a positive response, citing the straightforward structure and implementation of the HRD plan.
- belief that the HRD plan will benefit the staff in the long run- Using the data from the graphs of the three countries (Bulgaria- 95%, Cyprus- 95%, Poland- 90%), averaged, they form 93.3% of the majority of respondents who believe in the long-term benefits of the HRD plan for the teachers and staff of the different institution
- confidence that the objectives in the HR Development Plan can be achieved- on average 92% of respondents from all countries are confident that the HRD plan objectives can be achieved
- the HR Development Plan is according to the Erasmus+ standards- on average 97% of the 60 respondents give a positive answer and consider that the HRD plan meets Erasmus+ standards.



III. Conclusions and recommendations

Based on the above-mentioned results, it is clear that the developed individual HR Development plans by the three educational organizations ("Hristo Botev" School, Bulgaria, WSBINOZ Poland and IMS Private School Cyprus), partners in the HAS project, have achieved the set goals, providing schools with an excellent tool for supporting human resources, developing their potential and upgrading and creating new skills and competencies.

The plans have been equally well received by the staff of the three educational organizations, including teaching, administrative, and management staff. The data from the feedback categorically confirm the compatibility and effectiveness of the plan for addressing the challenges and needs of employees and consider that the set goals are realistic and achievable. According to the teams of the three schools, the HRD plan contains valuable steps for improvement and development by training and qualifications in areas that are relevant to their needs. Moreover, the data shows that the plan is correctly structured, understandable, and accessible to employees.

We are convinced that the HRD plans developed are practical tools that will bring benefits to organizations in the long term and will support schools in their efforts to improve the physical, mental health, and well-being of school staff.

Given the excellent feedback and results of this survey, **the following recommendations can be made to the three training organizations** related to the individual implementation of the plan in their work practice:

- Immediate implementation of the individual HRD plan as originally developed. In the current situation, according to the feedback results, there is no need for further modification.
- After implementing the HRD plan, it is necessary to adopt a result monitoring system that tracks the achievement of the set goals, as well as the compatibility of the plan with HR needs at the current moment, including concerning set goals, activities, deadlines, etc. The plan may be subject to improvement and adjustment based on its success and effectiveness. Systematic performance monitoring and performance analysis are



required every 3 years, bearing in mind that in extraordinary situations such as the crisis caused by COVID-19, immediate analysis and, if necessary, revision is required;

- The regular collection of feedback from the staff, regarding the application and execution of the HR development, as part of the monitoring is highly recommended. Questionnaires must be in the form of surveys with closed questions included, but also open ones, with the possibility of submitting proposals. This can help employees identify ways to improve different development opportunities so the staff and organization can benefit and continue to develop;
- It is of great importance that all the staff of the educational institution become familiar with the plan;
- It is recommended that the school make the plan available to other interested parties by publishing it on its website.

Given that the three plans were developed based on Needs research (WP3A1) and the completely positive feedback from their implementation in the three training organizations, we can fully confirm the conclusions that the “Needs research” is a product of high practical value for the HR development and improvement of competencies of pedagogical and non-pedagogical / non-teaching staff working in the field of school education. Therefore, the partners have successfully executed, implemented and completed WP3A1.

Moreover, the “Needs research” (WP3A1) as a final document, has the potential to enable the development of an individual HRD plan by independent educational organization (outside the project consortium) and thus helps increase the professional capacity of staff working there and improve their adaptability to the competitive and dynamic environment. It was developed and implemented by organizations in the field of education from Bulgaria, Poland, and Cyprus, which, given the English version of the document, makes it universally applicable and suggests successful implementation in other European countries as well.



IV. Appendix 1: Feedback form template

FEEDBACK FORM

For the HR Development Plan (developed as part of WP3A1 Needs research and assessment),

created under project 2022-1-BG01-KA220-SCH-000085347 “Healthy at school. Supporting the well-being and mental health of students and teachers / HAS”, funded by the European Union under the Erasmus+ programme.

Name of the organization:

- Hristo Botev School
- WSBINOZ
- IMS Private School

Country:

- Bulgaria
- Poland
- Cyprus

Connection with the organisation:

- Teacher/trainer
- Management staff
- Administrative staff
- Other.....

Please CIRCLE or CROSS the answer you think is true:

1. Do you think that the HR Development Plan developed under WP3A1 Needs Research and Assessment is suitable and effective for addressing the challenges and needs of employees at your organization?

YES/NO



2. Do you believe the HR Development Plan contains valuable steps for improvement and development by trainings and qualifications in areas that are relevant to your staff?

YES/NO

3. Do you think the structure of the HR Development Plan is appropriate?

YES/NO

4. Do you consider the HR Development Plan easy to understand and implement?

YES/NO

5. Do you think the HR Development Plan is going to benefit the staff in the long term?

YES/NO

6. Are you confident that the objectives outlined in the HR Development Plan can be achieved?

YES/NO

7. Do you think that the product WP3A1 is according to the Erasmus+ quality standards?

YES/NO

8. Do you have any suggestions or recommendations?

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Association of Psychologists in Bulgaria, Bulgaria, 2024

For more information about the project:

e-mail: aypbvarna@gmail.com

web: <https://behealthybg.com/en/project/>

Social media: <https://www.facebook.com/HealthyAtSchool>

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